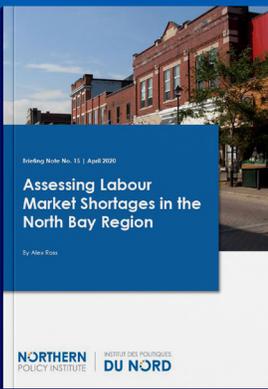
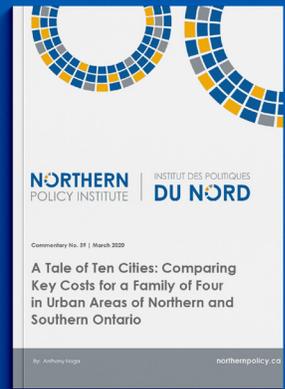
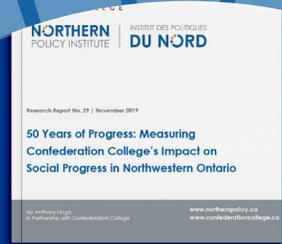


Annual Report 2019-2020



LAND ACKNOWLEDGEMENT

Northern Policy Institute (NPI) would like to acknowledge the First Peoples on whose traditional territories we live and work. NPI is grateful for the opportunity to have our offices located here and thank all the generations of people who have taken care of this land. Our Thunder Bay office is on Robinson-Superior Treaty territory and the land is the traditional territory of the Anishnaabeg and Fort William First Nation. Our Sudbury office is on the Robinson-Huron Treaty territory and the land is the traditional territory of the Atikameksheng Anishnaabeg as well as Wahnapiatae First Nation. Both are home to many diverse First Nations, Inuit and Métis peoples. We recognize the historic connection that Indigenous people have to these territories. We appreciate the contributions that they have made in shaping and strengthening these communities, the province and the country as a whole.

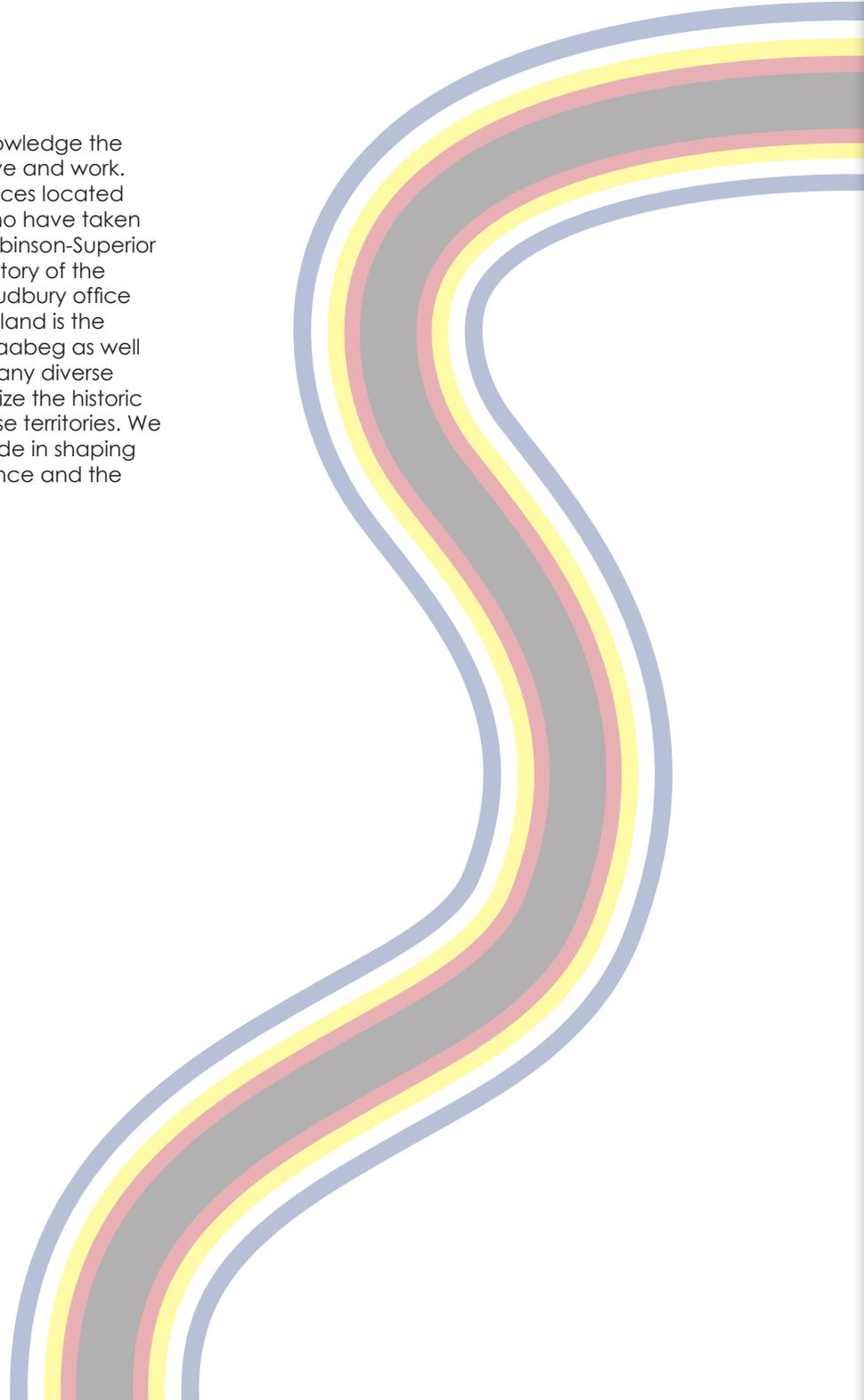


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WHAT WE DO

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 communities in Ontario's central, western and northern regions. Our operations are located in Thunder Bay and Sudbury with host locations during special projects. We seek to enhance Northern Ontario's capacity to take the lead position on socio-economic policy that impacts our communities, our province, and our country.

MISSION

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

- To advance education on the topic of sustainable growth in Northern Ontario, including sustainable growth for First Nations, Métis, and Inuit people & 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 youths 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 in a Northern Ontario context;

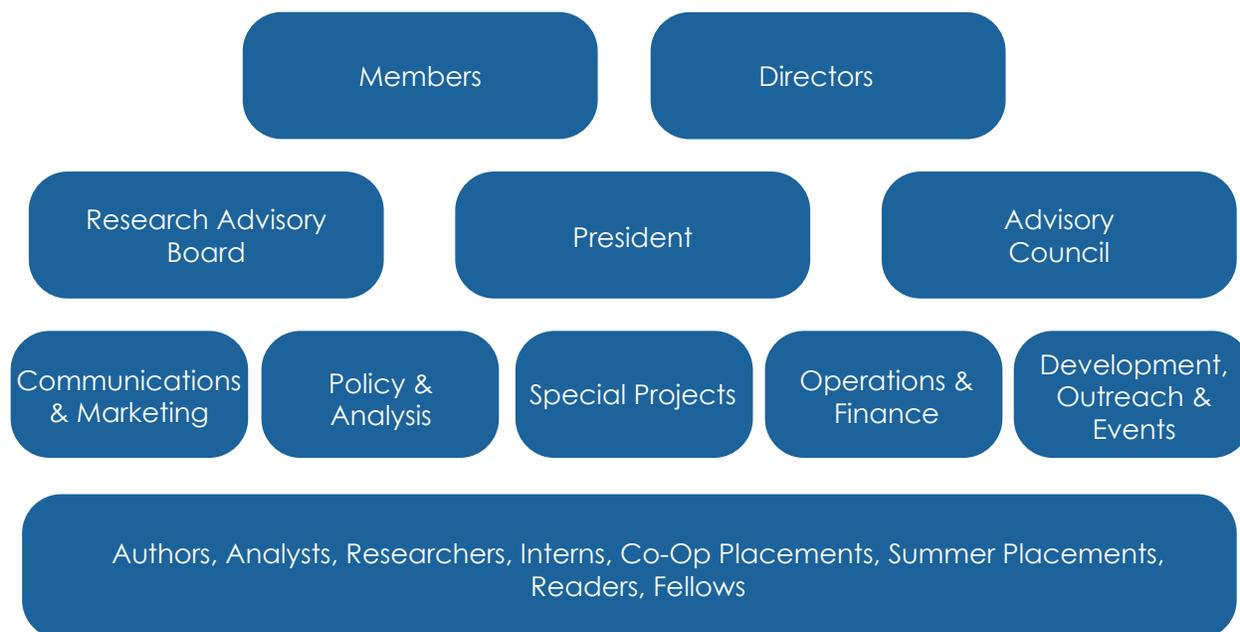
Relevance: Northern Policy Institute will support practical and applied research on current or emerging issues and implications relevant to Northern Ontario now and in the future;

Collaboration: Northern Policy Institute recognizes the value of multi-partner, multi-voices, 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 (Chair) - Earlton
 Florence MacLean (Vice Chair-Northwest) - Manitowadge
 Asima Vezina (Vice Chair-Northeast) – Sault Ste. Marie
 Dr. Brian Tucker (Treasurer) – Fort Frances
 Dwayne Nashkawa (Secretary) – Nipissing First Nation
 Charles Cirtwill (President & CEO) – Thunder Bay
 Suzanne Bélanger-Fontaine – Southern Ontario
 David S. Canfield - Kenora
 Kevin Eshkawkogan – Little Current
 Corina Moore – North Bay
 Alan Spacek - Kapuskasing

ADVISORY COUNCIL

Michael Atkins - Sudbury
 Kim Jo Bliss - Emo
 Jean Pierre Chabot – Sudbury
 Dr. Michael DeGagné - Nipissing
 Don Drummond – Southern Ontario
 Audrey Gilbeau – Thunder Bay
 Peter Goring - Sudbury
 Cheryl Kennelly - Hornepayne
 Dr. George C. Macey - Marathon
 Winter Dawn Lipscombe - Kenora
 Ogimaa Duke Peltier - Wiikwemkoong
 Danielle Perras - Haileybury
 Bill Spinney – Parry Sound
 David Thompson – Sault Ste. Marie

FELLOWS

David MacKinnon - Governance

RESEARCH ADVISORY BOARD

Dr. Hugo Asselin - Université du Québec en Abitibi-Témiscamingue
 Dr. Gayle Broad – Algoma University
 George Burfon - Canadore College
 Dr. David Robinson – Laurentian University
 Dr. Livio Di Matteo – Lakehead University
 Dr. Heather Hall – University of Waterloo
 Dr. Barry Prentice – University of Manitoba
 Leata Rigg – Northern College
 S. Brenda Small – Confederation College
 J.D. Snyder – Michigan State University
 Dr. Lindsay Tedds – University of Calgary

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.



MUSH (Municipal, University, School, Hospital):

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



Federal:

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



Private Sector:

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



Indigenous peoples:

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



Provincial:

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



Individuals:

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



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.



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.



Volunteers:

including Northern Policy Institute Members, Directors and other volunteers

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 seven 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. Skills Gap
4. Community
5. Governance
6. Healthcare
7. Environment
8. Education
9. Transfers
10. Indigenous

SMALL BUCKETS

1. Immigration
2. Labour market planning
3. Investment attraction
4. Economic developing planning
5. Infrastructure planning
6. Road
7. Post-secondary Institutions
8. Indigenous peoples
9. Innovation
10. Local decision making



NPI is a champion for Northern Ontario, promoting its many opportunities and connecting various organisations to foster collaboration and progress against societal, environmental & economic priorities. The NPI team consistently produces quality research and develops pertinent and exciting programs. Their work can empower any group with an interest in Northern Ontario to better fulfill its mission.

Christine Leduc



MESSAGE FROM THE CHAIR

I have always said that Northern Policy Institute (NPI) is a remarkable institution with a unique history as well as a deep commitment to impact development and education all around Ontario's central, western, and northern regions. I am honoured to be the Chair of NPI's Board of Directors, and it has been an immense pleasure to work with the entire NPI team this year.

Just one example. I had the honour to be present at one of the two Come North conferences held this year. During this conference employers, community and political leaders, cultural associations, government officials and many more came together to discuss population growth while examining the challenges and expectations of new arrivals to their new communities. This was a wonderful experience and opportunity to see all the different sectors collaborating to make Northern Ontario sustainable and self-sufficient. The event was held in partnership with the Lake of the Woods Business Incentive Corporation, the City of Temiskaming Shores, and the Local Immigration Partnership for Northwestern Ontario. It was supported by FedNor and a mix of other private and public sponsors. It is this collective action that made these conferences a huge success.

As usual, NPI is always working hard to 'make data available' to everyone. This year, we went a step further and created the Northern Analyst Cooperative project. This initiative allows organizations, individuals, or communities to "time share" a professional policy analyst from NPI. By merging our collective resources, we can ensure that the smallest municipality or local charity can access high-end skills at an affordable cost. The research that has come from this project has already been proven to be incredibly impactful.

Even if, towards the end of the year, things changed very quickly because of the COVID-19 pandemic, the work at NPI continued. All staff began to work from home in March and produced several publications focused on the effects of COVID-19 on Northern Ontario. This was a brilliant way to advance education and inform key actors of Northerners' needs during a pandemic. While, simultaneously, it highlighted ways in which we can be innovative and move forward appropriately.

I would like to applaud the commitment and incredible guidance of our past and current Board members, as well as the continuous commitment from our Advisory Council and Research Advisory Board members. Experts like them inspire us every day.

Our President & CEO, Charles Cirtwill, continues to provide strong and flexible leadership for NPI. His vision and passion are an inspiration to the entire team. And finally, many thanks to the NPI staff. Without them, none of this would be possible. I look forward to next year and all the new opportunities it will bring.

Thank you, Merci, Miigwetch, Marsee



Pierre Bélanger
Chair of Board of Directors



MESSAGE FROM THE PRESIDENT

Crafting these year end messages is always difficult. You are generally writing about the year just passed when you are already several months into the new one. As we all know, 2019-2020 is an especially challenging time of transition.

NPI began the year with a continued focus on population growth. Culminating with two amazing events hosted in partnership with Lake of the Woods Business Incentive Corporation, Temiskaming Shores Economic Development, and the Northwestern Ontario Local Immigration Partnership. The direction for local, regional, provincial and national action coming out of those events in February 2020 will have ramifications for NPI and for population growth in Ontario's central, western and northern regions for years to come.

Even while focusing considerable effort on the issue of population growth, NPI continued to work on regional governance issues and the importance of making decisions closer to home. Both "A New Path" and "A Tale of Ten Cities" highlighted yet again the importance of avoiding a one-size-fits-all approach to public policy.

Meanwhile, we continued to develop stronger information about the future labour market in our various regions. Creating projections of the jobs in demand in our big five cities. The goal of that work is to inform and assist those looking for a reason to stay, or a reason to come, to our communities. Population growth, after all, will require us to both retain and support the existing population while also attracting and embracing newcomers.

NPI, as with everyone around the globe, ended 2019-2020 focused in a very different direction. COVID-19 shifted our work, literally, as our offices shut down and our team moved offsite to work from home and follow protocols for physical distancing. In next year's Annual Report, we will talk more about the work that resulted from a refocusing of the bright young minds here at NPI to the challenges of the COVID reality. Suffice to say that once again the team rose to the challenge and ensured that the discussion on the provincial and national stages included critical insights from the perspective of Ontario's west and north.

On top of the multiple reports, commentaries, and briefing notes NPI published last year, we saw continued success with our International and Community Matchmaker program. Since its launch, the Matchmaker program

has successfully matched 67 job seeking clients with an approved placement in Northwestern Ontario and 18 in the Northeast. This is a true example of how powerful partnerships can be. The success of the Matchmaker program from a policy perspective can be seen in the new resources being committed to the area of job search and placement support for newcomers. Reports of budget expansion for settlement organizations and new programs to help build personal and professional networks were abundant in the final months of 2019-2020. Connector programs targeted at both disconnected domestic populations and new arrivals are set to begin in the new year. The Matchmaker pilot demonstrated the demand for this support was real and policy makers have responded. That is how NPI is supposed to work, and we certainly take a great deal of pride and pleasure when it does.

In closing, I wish to thank our Board of Directors (past and present), Advisory Council, and Research Advisory Board for their ongoing guidance and support. Also, many thanks and a heartfelt congratulations to the team at NPI. Whether summer placements, full year interns, project staff or part of our core group, it is a pleasure to work with these committed individuals and see them make an effort, every day, to improve the lives of their friends and neighbours. And of course, thank you to all the communities and partners that make our success possible.

Thank you, Merci, Miigwetch, Marsee



Charles Cirtwill
President and CEO



NPI BY THE NUMBERS





1,374
FACEBOOK LIKES



**NEWS
RELEASES**
23

NEWSLETTERS
EN: 14
FR: 14



2,123
TWITTER FOLLOWERS

BLOGS
42

▼

Op-Ed
11

the walleye
Thunder Bay's arts & culture alternative
8

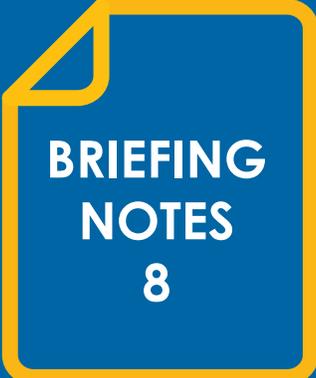
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INSTAGRAM FOLLOWERS



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516
LINKEDIN FOLLOWERS

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MAKING AN IMPACT ON POLICY

Ultimately, Northern Policy Institute exists to see better, more effective, more evidence-based policy developed and implemented to improve the lives and the future of all Northern Ontarians.

Our research agenda is set through ongoing discussions with all community members in Ontario's central, western and northern regions. We are focused on informing evidence-based debates and sound decision making. We contract leading sector experts to undertake research and author the highest quality reports.

This past year, Northern Policy Institute produced two research reports, 14 commentaries and eight briefing notes all with the goal to enhance measurement, support sustainable community capacity and encourage greater self-sufficiency.

RESEARCH REPORTS



ARE ROBOTS COMING FOR OUR JOBS? THE ECONOMIC IMPACT OF AUTOMATION ON NORTHERN ONTARIO'S ECONOMY

Author: Dr. Bakhtiar Moazzami

Publication date: December 2019

IN THE MEDIA: "The challenge to communities, colleges and universities is that they must attract businesses and industries using those skills to grow and prosper. Often those opportunities are created in small businesses such as engineering and architectural firms or health and care specialists catering to an aging population." – Fort Frances Times



50 YEARS OF PROGRESS: MEASURING CONFEDERATION COLLEGE'S IMPACT ON SOCIAL PROGRESS IN NORTHWESTERN ONTARIO

Author: Anthony Noga

Publication date: November 2019

IN THE MEDIA: "Confederation College has a measurable impact on social progress in the communities of Northwestern Ontario where they have a campus or satellite campus by giving access to education to people who wouldn't otherwise have it." – CBC Superior Morning

COMMENTARIES



NORTHERN ATTRACTIONS SERIES - NO. 4: THINKING LOCAL: BEST PRACTICES AND SOLUTIONS FOR NORTHERN ONTARIO COMMUNITIES

Author: Christina Zefi

Publication date: July 2019

IN THE MEDIA: "The commentary also provides an example of possible immigration targets for each census subdivision in Northern Ontario. This will allow Northern Ontario communities to determine if their annual goals are met by benchmarking against other successful regions." – Ontario News North

“

NPI is a leader in Northern Ontario, providing valuable data and insight into the pressing matters affecting everyday life across Northern Ontario. The Community Futures Development Corporations across Northern Ontario look forward to continued valuable data gathering and processing that NPI does each year. We appreciate NPI's dedicated work in providing a voice for Northern Ontario.

Ryan Reynard – NWCF Network Chair

”



A NEW PATH FOR NORTHERN ONTARIO: GOVERNANCE AND ECONOMIC DEVELOPMENT CONSIDERATIONS FOR A STRONG AND SUSTAINABLE NORTH

Author: David MacKinnon

Publication date: October 2019

"In both governance and economic performance, Northern Ontario is not only failing to realize its full potential; it is also underperforming other northern regions in Canada and elsewhere."



2017 STATE OF THE NORTH CONFERENCE REPORT - YOU, ME AND OUR 780,000 NEIGHBOURS: HOW NORTHERN ONTARIO CAN CONTINUE TO WORK TOWARD A SUSTAINABLE AND PROSPEROUS FUTURE

Author: Rachel Rizzuto

Publication date: November 2019

"Responding to Northern Ontario's Demographic Shift": In order to appropriately attract and retain newcomers in Northern Ontario, foundational steps ought to be taken such as reducing silos and understanding the unique labour market needs of northern communities so as to fill gaps through a targeted approach."



2018 STATE OF THE NORTH CONFERENCE REPORT - HOW TAXATION CAN SUPPORT GROWTH – DISCUSSION SUMMARIES

Author: Alex Ross

Publication date: November 2019

"How Taxation can Support Growth": Participants felt that industry tax incentives and royalties should be better applied toward reinvestment into the communities that they operate in."

RURAL ONTARIO FORESIGHT PAPERS

2019

Papers: The Rural Ontario Foresight Papers is a collection of six papers on selected themes as prepared by expert authors. Each Foresight Paper explores a particular topic in view of the current situation in rural and northern Ontario and looks ahead to what directions various stakeholders, governments or non-profits might follow in order to foster vital rural development in light of the trends and opportunities the authors foresee. The Papers offer an opportunity for rural stakeholders to be informed by the perspectives of these authors and to consider the implications for their own work or their own communities.

- Northern Perspective: Access to Quality Medical and Health Services: Examples from Northern Ontario
- Northern Perspective: New Approaches to First Nation Infrastructure Development- The Nipissing First Nation Experience
- Northern Perspective: Energy Use and the Rural Homeowner
- Northern Perspective: Services for an Aging Rural Population
- Northern Perspective: Water, Water Everywhere – When the Stormwater Flows
- Northern Perspective: Workforce Development in Rural Ontario – A Snapshot



Author: Included with each of the Papers is a corresponding northern commentary prepared by Northern Policy Institute authors Hilary Hagar and Amanjit Garcha.

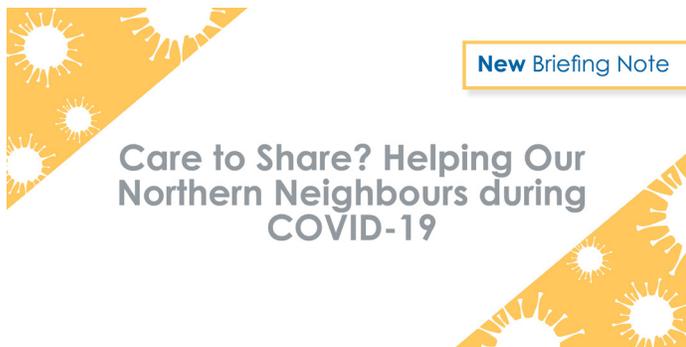
Publication Date: November, 2019



**RURAL ONTARIO
INSTITUTE**

Vision, Voice and Leadership

BRIEFING NOTES

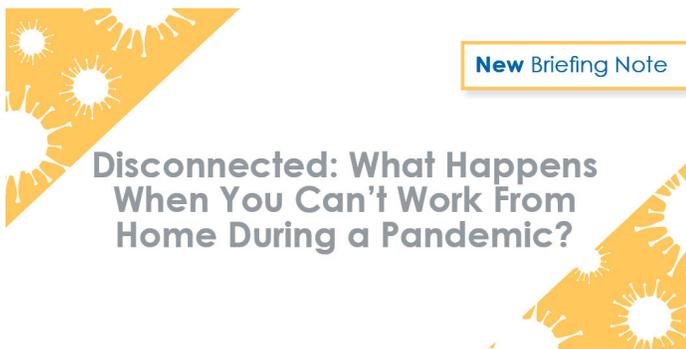


Care to Share? Helping Our Northern Neighbours during COVID-19

CARE TO SHARE? HELPING OUR NORTHERN NEIGHBOURS DURING COVID-19

Publication date: April 2020

"Across the globe social networks have rallied together to overcome the grievances caused by COVID-19. Individuals have reached out to their own networks and strangers to aid in any way they possibly can. Celebrities are reaching into their pockets and donating to organizations that have been impacted by COVID-19 such as food banks, Red Cross, children's aid, and others. In Northern Ontario there have been many ways individuals have stepped up to help during this pandemic."



Disconnected: What Happens When You Can't Work From Home During a Pandemic?

DISCONNECTED: WHAT HAPPENS WHEN YOU CAN'T WORK FROM HOME DURING A PANDEMIC ?

Publication date: April 2020

"For Canadians who can work from home and have strong broadband or fibre optic internet connections at home, one of the biggest challenges is abstaining from snacks. For other Canadians, especially for those in rural and northern communities, the internet infrastructure can be lacking and working from home can become frustrating or impossible depending on two factors: access to internet, and types of work that can be done remotely."



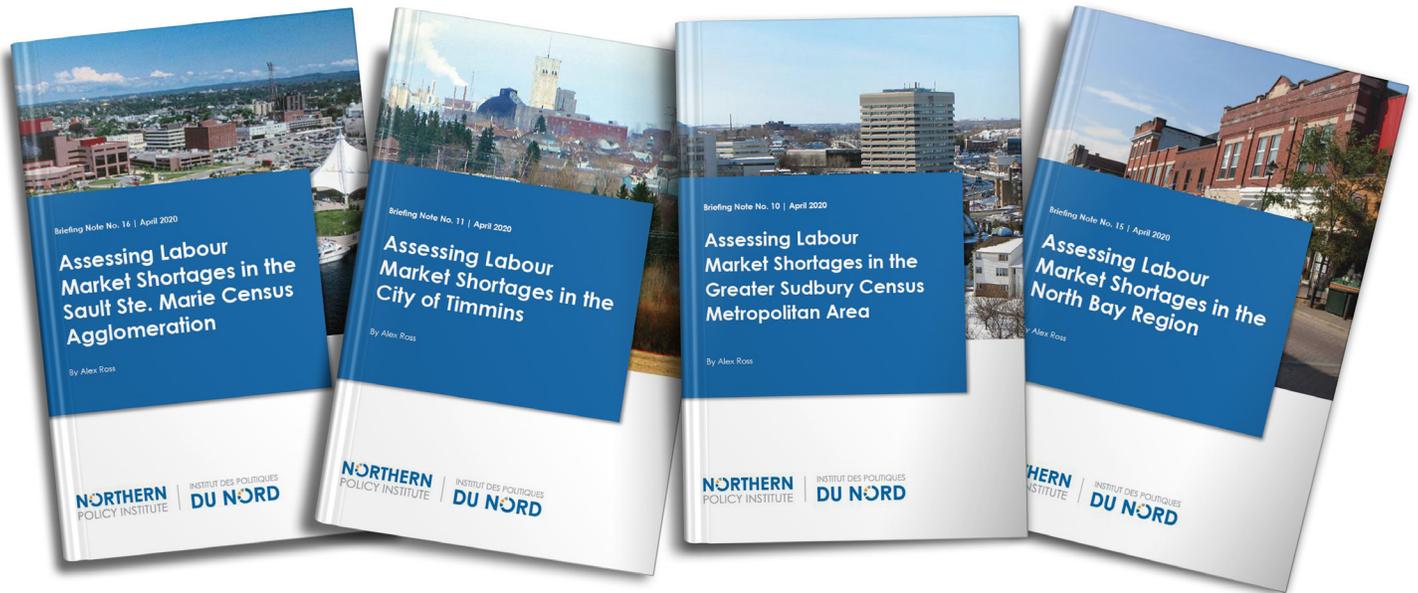
Where are the international students? How COVID-19 could affect Northern Ontario's economy

WHERE ARE THE INTERNATIONAL STUDENTS? HOW COVID-19 COULD AFFECT NORTHERN ONTARIO'S ECONOMY

Publication date: April 2020

"If 80 percent of forecasted students attend university or college next year, the economic impact would be about \$242,000,000, still a \$55,000,000 loss when compared to full enrolment."

LABOUR MARKET REPORTS



Title:

- Assessing Labour Market Shortages in the City of Timmins
- Assessing Labour Market Shortages in the North Bay Region
- Assessing Labour Market Shortages in the Sault Ste. Marie Census Agglomeration
- Assessing Labour Market Shortages in the City of Greater Sudbury Census Metropolitan Area

Publication Date: April 2020

“With retirement and out-migration coupled with an already ageing population, it is important now than ever to understand the occupations in which these shortages fall. These briefing notes provides insight into current and potential future labour market shortages in Northern Ontario’s five largest cities, in order to provide a better understanding to decision makers, potential migrants and youth on the labour market situation in Northern communities. These insights are important to ensure that skills shortages are met, in-migrants move to the North for the right jobs, and so that Northern Ontario’s youth prepare themselves for careers that will allow them the option of remaining in their home cities after they graduate.”

COOPÉRATIVE D'ANALYSTES DU NORD | NORTHERN ANALYST COOPERATIVE

The Northern Analyst Cooperative is a membership group of organizations, municipalities, charities, chambers, and more.

By merging our collective resources, we can ensure that the smallest municipality or local charity can access high-end skills. The expert's salary and benefits are covered in part by NPI/IPN and our sponsors, and in part through the membership fees paid by participating organizations. The end result is members are able to secure the skills they need when needed.

2019-2020 NAC MEMBERS:

- City of Greater Sudbury
- Communauté Francophone Accueillante
- North Superior Workforce Planning Board
- Réseau du Nord
- Sudbury Local Immigration Partnership

This year, NPI published two commentaries, one briefing note and produced a brand with marketing materials for an organization as part of the Northern Analyst Cooperative program.



COMMUNAUTÉS FRANCOPHONES ACCUEILLANTES

Designer: Cristina Cromeyer

Publication date: June 2020





Northern Analyst Cooperative:

Building a Home: Strengthening the Pathways for Newcomer Economic Integration

NORTHERN POLICY INSTITUTE | INSTITUT DES POLITIQUES DU NORD

BUILDING A HOME: STRENGTHENING THE PATHWAYS FOR NEWCOMER ECONOMIC INTEGRATION

Author: Rachel Rizzuto

Publication date: October 2019

IN THE MEDIA: Rizzuto says there are plenty of jobs at all levels that could be filled by Indigenous applicants as well as immigrants. "Assuming full employment of the Indigenous population, we still need thousands of newcomers to tackle our demographic dependency ratio," she said." – CBC Sudbury

"In terms of barriers, there are various kinds of challenges newcomers can face including a lack of a permanent immigration and passport office for newcomers, discriminatory behaviours, language barriers, issues regarding recognition of credentials and many more." – Wawa News



Northern Analyst Cooperative:

Assessing Labour Market Shortages in the City of Thunder Bay

NORTHERN POLICY INSTITUTE | INSTITUT DES POLITIQUES DU NORD

ASSESSING LABOUR MARKET SHORTAGES IN THE CITY OF THUNDER BAY

Publication date: March 2020

"All told, it appears that living in a Northern Ontario city is a healthy decision for the family pocketbook. Not only do the median and average families of four earn a similar income to their Southern Ontario counterparts but also many key household items cost significantly less as well."



Northern Analyst Cooperative:

French Speaking Migrants to Greater Sudbury: 2017-2026

FRENCH SPEAKING MIGRANTS TO GREATER SUDBURY: 2017-2026

Author: Fenfang Li & Alex Ross

Publication date: November 2019

IN THE MEDIA: "By 2026, approximately 34 per cent of future in-migrants to Greater Sudbury, the region's most populous area, will need to be French-speaking to maintain a core workforce that can serve the local French community, say researchers for the Northern Policy Institute [...]." – TVO

"About a third of working-age in-migrants will need to speak French in order to maintain the current level of workers in Sudbury who are fluent in that tongue, according to a new study. In-migrants include both those from other countries and other regions in Canada." – The Sudbury Star

POLICY BYTES

Policy Bytes are short educational blogs that can offer policy advice and evidence-based data. We published 43 blogs this year, here is a sample:



Wheat + Hops + Yeast = Craft Beer

WHEAT + HOPS + YEAST = CRAFT BEER

Author: Christine St-Pierre

Publication date: May 2019

"Cenosillicaphobia is the fear of an empty beer glass, come to Northern Ontario and have no fear!"



Cooking with the Right Ingredients: The Challenges of Collecting Data in Northern Ontario

COOKING WITH THE RIGHT INGREDIENTS: THE CHALLENGES OF COLLECTING DATA IN NORTHERN ONTARIO

Author: Anthony Noga

Publication date: June 2019

"Making policy decisions with low-quality, inaccurate or incomplete data is like making a meal with bad, wrong and missing ingredients. If it turns out well, you probably got lucky. Chances are, though, that stopped clock will be wrong for a long time before it happens to get it right again."



It's time to "Wake the Giant"

IT'S TIME TO "WAKE THE GIANT"

Publication date: August 2019

"Every September, Indigenous students across Northwestern Ontario travel to Thunder Bay to attend high school. While they are there, some report experiencing harassment and racial slurs when out in the community, among other experiences. Staff at Dennis Franklin Cromarty High School (DFC), students, and leaders in the community knew change was needed."



Progress and Pitfalls: Treating Northern Ontario's Opioid Crisis

PROGRESS AND PITFALLS: TREATING NORTHERN ONTARIO'S OPIOID CRISIS

Author: Gabriella Rabaa

Publication date: September 2019

"Many communities have felt the consequences, and it continues to pose major policy challenges for each level of government. The crisis has shown no signs of slowing down in Ontario, with opioid use disorders increasing by 42 per cent from 2014 to 2017 and rates of emergency room visits due to opioid poisoning jumping by 73 per cent from 2016 to 2017."



Bombarded by Boards: A more efficient education system is only a hop, skip, and a constitutional amendment away.

BOMBARDED BY BOARDS: A MORE EFFICIENT EDUCATION SYSTEM IS ONLY A HOP, SKIP, AND A CONSTITUTIONAL AMENDMENT AWAY

Author: Jessica Bevilacqua

Publication date: December 2019

"Ontario is the only province in Canada to fund four separate types of school boards. [...] Ultimately, the amalgamation of the four systems into two could serve to reduce quadruplication and eliminate spreading the education funding so thin."



The Case for Immigration Post-COVID-19

THE CASE FOR IMMIGRATION POST-COVID-19

Author: Hilary Hagar

Publication date: March 2020

"The impacts from COVID-19 are and will continue to be felt in Northern Ontario. In the months ahead, policy makers, municipal leaders, and community-members will be asking questions about just how badly this pandemic will affect communities and, perhaps more importantly, how to move forward. But, in deciding how to strategize for the future, one thing should be certain: immigrants must be included in our strategy."

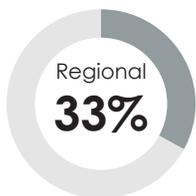
NPI IN THE MEDIA

In 2019-2020 Northern Policy Institute has maintained a solid media presence. NPI's research papers, commentaries and blogs have been quoted in over 243 media stories, 52 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 seven years.

In line with NPI's mission to advance education on the topic of sustainable growth by conducting research and analysis and then making the results publicly accessible, NPI's work was visible at the municipal, regional, provincial and national level!



Media Hits



“

The Northern Policy Institute is looking for the next big idea that could influence economic growth throughout Northern Ontario during Tuesday's State of the North conference.

SooToday – 26.09.19

”

“

Northern Ontario's future is bright and promising, especially as young people boast about their passion for the North, said Charles Cirtwill, President of Northern Policy Institute.

The Sault Star – 26.09.19

”

“

A Thunder Bay man is feeling traction in his war against high property taxes thanks to a Northern Ontario think tank. Keith Scott tells us advice he's getting from the Northern Policy Institute is more productive than any meeting with provincial politicians.

99.9 The Bay – 06.05.19

”



“

The report identifies the need for a coordinated newcomer attraction and retention strategy and proposes a step-by-step strategy to facilitate the newcomer process and mitigate demographic concerns within Ontario's northern regions.

Sudbury Star – 25.07.19

”

“

The situation is similar in Sudbury. Charles Cirtwill, President of Northern Policy Institute, an independent think-tank, says that Northeastern Ontario will need 110,000 more workers within the same time frame: Sudbury alone will require around 35,000.

TVO – 10.10.19

”



#FIGUREFRIDAY

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



Tweets **6,771** Following **860** Followers **2,147** Likes **562** Lists **3**

Follow

Northern Policy

@NorthernPolicy

northernpolicy.ca

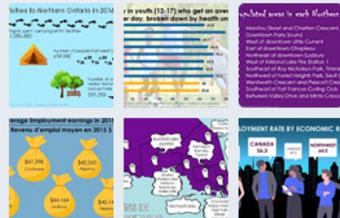
Joined January 2014

Tweet @NorthernPolicy

4 Followers you know



799 Photos and videos



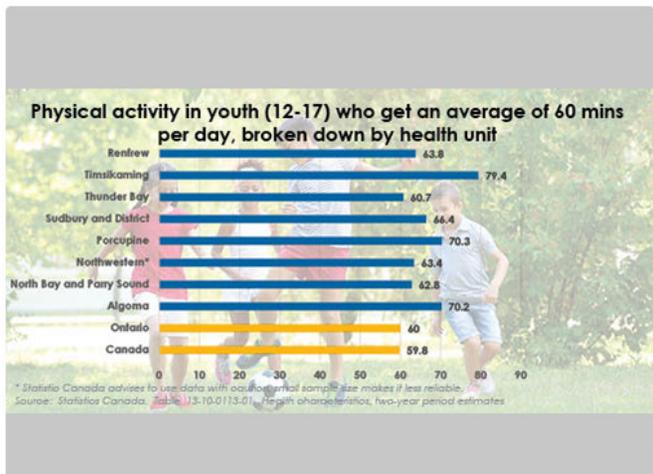
Tweets Tweets & replies Media

Northern Policy @NorthernPolicy
May 17th, 2019 – It's the long weekend! In 2016, 1,085,200 nights were spent camping at a RV facility in Northern Ontario and 619,000 people went camping in Northern Ontario #FigureFriday



10 29 55

Northern Policy @NorthernPolicy
June 28th, 2019 – Last day of School! Put on your running shoes and stay active this summer! This #FigureFriday shows that youth in Northern Ontario are more active than Canada and Ontario. #FigureFriday #GoNorth



Who to follow Refresh Viewall

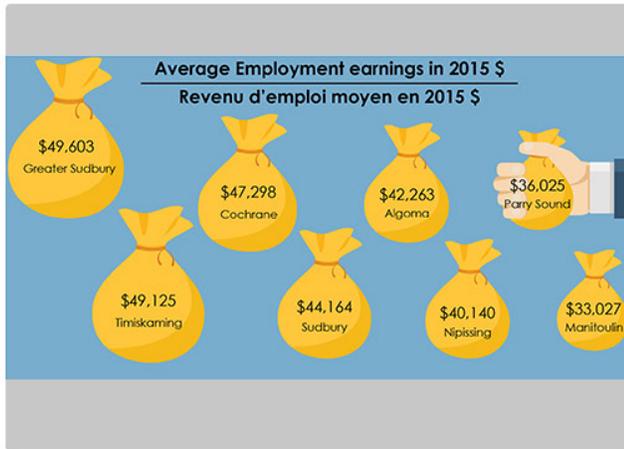
- Northern Policy** @NorthernPolicy [Follow](#)
- Northern Policy** @NorthernPolicy [Follow](#)
- Northern Policy** @NorthernPolicy [Follow](#)

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

August 2nd, 2019 – Have you seen our District Reports on Northeastern Ontario? This #FigureFriday shows the average employment earnings in 2015 by Northeast district with data from the reports!



80 29 24

September 13th, 2019 – Phasmophobia is the fear of ghosts. In honor of #FridayThe13th, NPI decided to dig out the ghost towns of Northern Ontario. Are you scared of ghosts? Do you dare to visit these towns? #FigureFriday



23 39 86

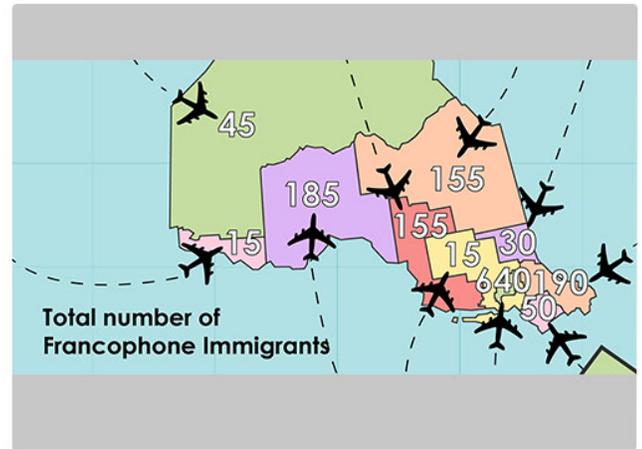
Tweets & replies Media

October 4th, 2019 – This #FigureFriday is from the State of Northern Regions presentation NPIs President & CEO Charles Cirtwill gave at the #GrowtheNorth breakfast on Sept. 27th.



12 29 21

November 8th, 2019 – This week was francophone immigration week, to celebrate NPI looked at the total number of francophone immigrants living in Northern Ontario! #FigureFriday #FigureFriday



13 3 29

November 29th, 2019 – Happy #BlackFriday! To help you on your shopping adventures, NPI found data on how many retail trade businesses you could do your shopping in Northern Ontario. #FigureFriday



7 12 8

Tweets & replies Media

December 6th 2019 – For today's #FigureFriday, NPI pulled data on the number of net people aged 20-29 that came to Northern Ontario between 2017-2018. Check it out! Youth retention is crucial to counter Northern Ontario's aging population and demographic shift.



48 33 11

NORTHERN ONTARIO
Business

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**Ten Days on the Road
(in Northern Ontario)****TEN DAYS ON THE ROAD (IN NORTHERN ONTARIO)****Publication date: May 2019**

"[...] the next time I get that phone call asking "if you were Premier/Prime Minister what is the one thing you would do to help Northern Ontario" that will be my answer: put the Deputy Ministers on a bus and drive them around the north for meetings at least once every two years. Don't fly them in, drive, and stop, regularly. Also, make sure the bus does not have free wifi – force them to depend on the cell coverage that the rest of us experience daily."

Op-Ed**Ok Employers, Time To
Step Up (Again)****OK EMPLOYERS, TIME TO STEP UP (AGAIN)****Publication date: June 2019**

"There is a labour shortage of one kind or another in all of Ontario's northern regions. Employers in each region have been telling us that for years. Workforce Planning Boards and our own Northern Policy Institute researchers have gathered significant amounts of data to demonstrate where those gaps are and why domestic solutions, although important, will be insufficient to close the gaps."

NORTHERN ONTARIO Business

Op-Ed

When Government Screws Up

WHEN GOVERNMENT SCREWS UP

Publication date: August 2019

"There are numerous lessons to be learned from the mishandling of the autism file here in Ontario over the past year. Most of them of the "what not to do" kind. But there is one huge lesson that risks getting lost in the (fully justified) anger and frustration. Ultimately, the government did the right thing. They admitted they screwed up and have committed to correcting their error."

Op-Ed

Is Your Community Welcoming?

IS YOUR COMMUNITY WELCOMING?

Publication date: November 2019

"Welcoming means being accepting and supportive of new arrivals from everywhere, and anywhere, else. Whether that is from remote First Nations, neighbouring rural communities, adjacent urban centers, other parts of the province, the country, or the world. It means being open to those of different faiths, orientations, genders, perspectives and capacities (physical or otherwise)."

Op-Ed

What's next? Stimulating the recovery

WHAT'S NEXT? STIMULATING THE RECOVERY

Publication date: April 2020

"[...] the federal government announced a set of measures that many commentators are still incorrectly referring to as a stimulus package. Professor Kevin Milligan from the University of British Columbia sees the package differently. He has called it a bridging exercise and I, for one, think that is a much better term. The government, right now, is correctly focused on helping people and businesses pay their bills and feed their families when income and revenue has dried up. But what happens next?"



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 thematic data. Below are some of our features from this year:

Top Ten Districts Ranked by Percentage of Population with Finnish Ethnic Origin

District	Finnish Ethnic Origin (%)
Thunder Bay	11.04%
Greater Sudbury	4.64%
Algoma	4.34%
Rainy River	3.82%
Mount Waddington	3.59%
Division No. 9 (Alberta)	1.94%
Sudbury	1.91%
Strathcona	1.68%
Kenora	1.67%
Cochrane	1.66%

FINNS OUTSIDE OF FINLAND

Author: Alex Ross
Publication Date: May 2019

"NPI has put together some statistics on the Finnish population and language in Thunder Bay. [...] As a matter of fact, the Thunder Bay District represents the highest proportion of people with Finnish Ethnic Origin in all of Canada, with Greater Sudbury and Algoma districts trailing in second and third place."

A GLIMPSE OF NORTHWESTERN ONTARIO VISITORS

Author: Maia Kvas and Irina Chen
Publication Date: July 2019

"Summer has so much to offer for visitors coming to Northwestern Ontario. The weather permits for a greater variety of outdoor activities and attracts people towards the therapeutic lakes of Ontario. NPI wanted to look closely at which seasons were most popular for different groups of visitors coming to the Northwest."



GREEN IS THE NEW BLACK

Author: Amanjit Garcha
Publication Date: April 2020

"As reported in Earth Care's 2018 annual report, Thunder Bay's dedication in working towards reducing GHG emissions resulted in a 26 per cent decrease in corporate GHG emissions, exceeding the initial target by 6 per cent [...] Thunder Bay has been proactive in addressing climate change, and continues to invest in green projects that generate clean energy."

UNDERSTANDING THE NORTH

SUCCESS STORIES

Success stories are brief descriptions of an individual, organisation, or project seeing growth because of something government has done, or has stopped doing. These are published blogs and are also highlighted in our Due North newsletter! Here are a couple examples of things, people and places that were impacted by good policy this year:



Success Stories
from the North

Ontario Aboriginal Housing Services

Sault Ste. Marie and Dryden, ON

ONTARIO ABORIGINAL HOUSING SERVICES

Publication date: June 2019

Location: Sault Ste. Marie and Dryden, ON (Algoma and Kenora District)

"Ontario Aboriginal Housing Services (OAHS) is a non-profit housing and service provider dedicated to providing safe and affordable housing to urban and rural Indigenous people living off-reserve in Ontario and strive to be the leader in Indigenous housing policy development."



Borealis Fresh Farms: It Doesn't Get Fresher Than This

BOREALIS FRESH FARMS: IT DOESN'T GET FRESHER THAN THIS

Publication date: July 2019

Location: Timmins, ON (Cochrane District)

"For two years now, Borealis Fresh Farms Inc. (BFF), a hydroponic farming facility co-founded by Marc Rodrigue and Alex Cochrane, has brought and continues to bring nutrient dense produce like kale and collard greens to Timmins and surrounding communities. The company's remarkable success is evident by the continuous increase in sales and positive feedback from customers."

ENGAGING THE NORTH

Marathon

- **In-Demand Skilled Trades Community Discussion** – Presentation by Rachel Rizzuto (November 12, 2019)

Kenora

- **Multicultural Management Practices** – Presentation by Yaye Peukassa (May 3, 2019)

Atikokan

- **System Service Manager and the employment transformation** – Presentation by Rachel Rizzuto (March 9, 2020)

Thunder Bay

- **Opportunities for International Students** - Maple Leaf School – Presentation by Rachel Rizzuto (March 4, 2020)
- **Come North** - Presentation by Ryan Reynard - What are YOU going to do – next 12 months (February 20, 2020)
- **Come North** - Presentation by Ryan Reynard - Why are we here? (February 18, 2020)
- **Come North** - Presentation by Hilary Hagar - Mapping our assets (February 18, 2020)
- **In-Demand Skilled Trades Community Discussion** - Presentation by Rachel Rizzuto (November 27, 2019)



Greenstone

- **In-Demand Skilled Trades Community Discussion** – Presentation by Rachel Rizzuto (November 13, 2019)

Remote Delivery (as a result of the COVID 19 outbreak)

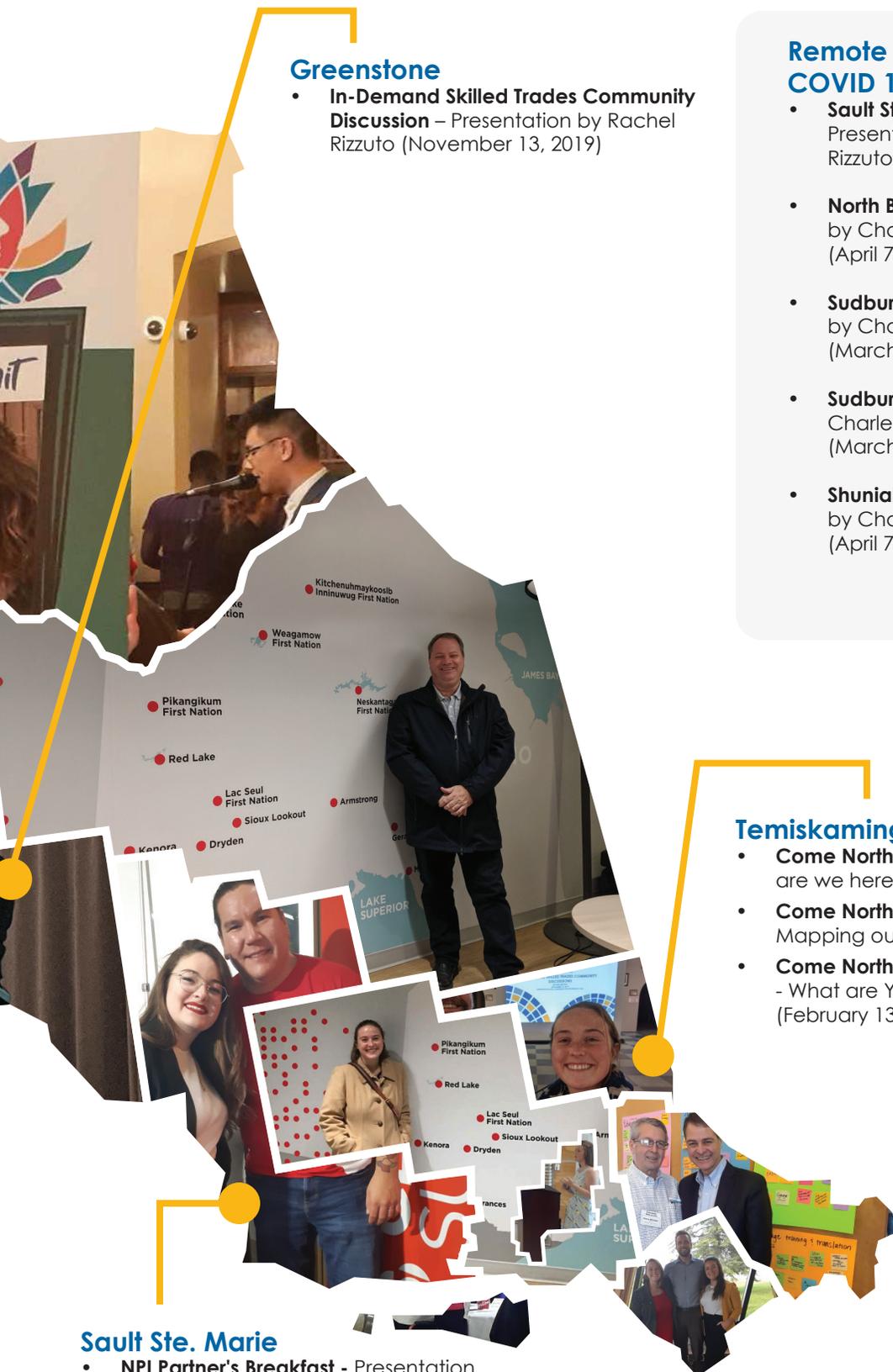
- **Sault Ste. Marie – NPI Update NOHFC** - Presentation by Charles Cirtwill & Rachel Rizzuto (March 20, 2020)
- **North Bay - NPI Update FONOM** - Presentation by Charles Cirtwill & Rachel Rizzuto (April 7, 2020)
- **Sudbury - NPI Update FedNor** - Presentation by Charles Cirtwill & Rachel Rizzuto (March 18, 2020)
- **Sudbury - NPI Update ENDM** - Presentation by Charles Cirtwill & Rachel Rizzuto (March 18, 2020)
- **Shuniah - NPI Update NOMA** - Presentation by Charles Cirtwill & Rachel Rizzuto (April 7, 2020)

Temiskaming Shores

- **Come North** - Presentation by James Franks - Why are we here? (February 11, 2020)
- **Come North** - Presentation by Hilary Hagar - Mapping our assets (February 11, 2020)
- **Come North** - Presentation by James Franks - What are YOU going to do – next 12 months (February 13, 2020)

Sault Ste. Marie

- **NPI Partner's Breakfast** - Presentation by Charles Cirtwill - State of Ontario's Northern Regions (September 27, 2019)



EVENTS

STATE OF THE NORTH 2019 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.

BREAKFAST SPEAKER -TRENDS IN NORTHERN REGIONS; IMPLICATIONS FOR ONTARIO'S NORTH

Dr. Heather Hall, Director of the Economic Development and Innovation Program, University of Waterloo

PANEL 1 - NORTHERN CONFIDENCE: YOUTH VISION OF ONTARIO'S FUTURE NORTH

Kaella-Marie Earle, 4th Year Chemical Engineering Student, Laurentian University

Katie Elliott, Communications Coordinator, Future SSM
Thomas Mercier, Coordinator, Réseau du Nord





**LUNCHEON SPEAKER - GLOBAL TRENDS;
OPPORTUNITIES AND CHALLENGES FOR
ONTARIO'S NORTH**

Peter Bruijns, Executive Director, Sault Ste. Marie Innovation Centre



**PANEL 2 - INVEST NORTH: GROWTH
INDUSTRIES IN THE FUTURE NORTH**

Kevin Eshkawkogan, Executive Director, Indigenous Tourism Ontario
Trevor Walker, MBA, Chief Executive Officer, Frontier Lithium
Christine Leduc, Director of Public Affairs, EACOM



Thank you to our sponsors



NPI GROW THE NORTH BREAKFAST



Each year, Northern Policy Institute will provide an annual update on the State Ontario's northern regions 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.



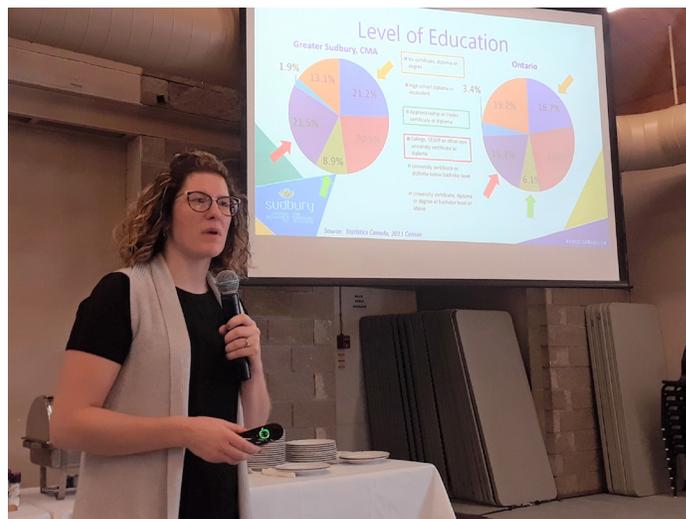
COME NORTH



Come North - Population Growth Strategy Planning Conference aims to discuss the population growth strategies for Ontario's northern regions, while examining the challenges and expectations of new arrivals to their new communities.

Goals of the Conference

1. Increase awareness among all participants about the resources available to attract, retain, and assist new arrivals.
2. Identify through direct interaction opportunities to leverage, partner, coordinate, and/or share resources, staff and activities.
3. Develop a concrete list of next steps identifying not only what is to be done, but by whom and by when.





Northeast
Population Growth – Where we fit; Prosperity & Growth Strategy for Northern Ontario
Lucie Perreault - Director for Innovation, Science and Economic Development Canada
Why we are here
Ryan Reynard – LOWBIC Executive Director
Mapping our assets – Hilary Hagar – Policy Analyst at Northern Policy Institute
Discussion 1 - Building a better bond: helping new arrivals learn more about local First Nations, Métis and Inuit communities
Ogimaa Duke Peltier, Ogimaa of Wiikwemkoong Unceded Territory Liz Edgar-Webkamigad, Algoma University faculty member and Director of the Shingwauk Residential School Centre Lorette McKnight, President of the Temiskaming Métis Community Council
Discussion 2 - Working together to support each other
Kevin Eshkawkogan, President and Chief Executive Officer at Indigenous Tourism Ontario R. Martin Bayer, Lawyer at Weaver, Simmons LLP Victoria Grant, President and owner of Moving Red Canoe
Welcoming Communities – small and rural experiences
Luc Denault, Chief Administrative Officer/ Director of Economic Development at Town of Smooth Rock Falls
Labour Demand Projections
Julie Joncas, Executive Director of the Far Northeast Training Board
Welcoming Communities – experience from one of the “Big Five”
Lynn Despatie, Business Development Officer at City

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Event Organizers



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Event Partners



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- Timmins Chamber of Commerce
- Temiskaming Shores Chamber of Commerce
- Thunder Bay Chamber of Commerce
- Kenora Chamber of Commerce
- Red Lake Chamber of Commerce
- Dryden Chamber of Commerce
- Greater Sudbury Chamber of Commerce
- Acadia Broadcasting

Northwest

Population Growth – Where we fit; Prosperity & Growth Strategy for Northern Ontario

Aime Dimatteo, Director General of FedNor in Northern Ontario

Why we are here

James Franks – Economic Development Officer at City of Temiskaming Shores

Mapping our assets – Hilary Hagar – Policy Analyst at Northern Policy Institute

Discussion 1 - Building a better bond: helping new arrivals learn more about local First Nations, Métis and Inuit communities

Kerry McLaughlin - Citizen Of The Métis Nation Of Ontario
Charmaine McCraw - Project Manager at ORIGIN

Discussion 2 - Working together to support each other

Charmaine McCraw - Project Manager at ORIGIN
John DeGiacomo - Executive Director of Anishinabek Employment and Training Services
Denise Hardy - Indigenous Relations Advisor at Ontario Power Generation and President of Fort William Curling Club

Welcoming Communities – small and rural experiences

Jody Davis, Mayor of Terrace Bay

Labour Demand Projections

Madge Richardson - Executive Director at North Superior Workforce Planning Board
Anthony Noga - Labour Market Analyst at North Superior Workforce Planning Board

Welcoming Communities – experience from one of the “Big Five”

Cathy Woodbeck – Executive Director at the Thunder Bay Multicultural Association
Emily Lauzon – Workforce Development Officer, Thunder Bay Community Economic Development Commission
Sean Spenrath – Co-founder of Wake the Giant



Thank you to our sponsors

Event Organizers



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Timmins Chamber of Commerce
Temiskaming Shores Chamber of Commerce
Thunder Bay Chamber of Commerce
Kenora Chamber of Commerce
Red Lake Chamber of Commerce
Dryden Chamber of Commerce
Greater Sudbury Chamber of Commerce
Acadia Broadcasting

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.



Jessica Bevilacqua – Policy analyst – Kenora

Irina Chen – Data Analyst – Timmins

Gabbi Rabaa - Policy Analyst - Kenora

Maia Kvas - Data Analyst - Timmins

Hilary Hagar – Data Analyst – Sudbury



Hilary Hagar

Data Analyst
Sudbury

Economic Impact of International Students

Since students come from all over to attend Northern Ontario's post-secondary institutions, the question this project posed was: What is their economic impact on the local communities here?



Irina Chen

Data Analyst
Timmins

The State of Ontario's Northern, Western and Central Regions

Northern communities are unique and in order to provide decision-makers with up-to-date information that appropriately reflects these differences, this summer placement focused on maintaining NPI's internal data catalogue and Community Accounts platform.



Maia Kvas

Data Analyst
Timmins

The State of Ontario's Northern, Western and Central Regions

Northern communities are unique and in order to provide decision-makers with up-to-date information that appropriately reflects these differences, this summer placement focused on maintaining NPI's internal data catalogue and Community Accounts platform.





Gabriella Rabaa

Policy Analyst
Kenora

Northern Directions

The purpose of this project was to examine strategic alignment in Northern Ontario communities by identifying areas of convergence and divergence between community organizations, which could then help communities develop collaborative approaches to issues and opportunities facing their community.



Jessica Bevilacqua

Policy Analyst
Kenora

Housing in Northern Ontario

This summer placement focused on understanding the state of housing in Northern Ontario, specifically around affordability and availability.



**Life as We North it
2019 Experience North
Summer Placements**

LIFE AS WE NORTH IT

Author: Hilary Hagar, Irina Chen, Maia Kvas, Jessica Bevilacqua and Gabbi Rabaa

Publication date: September 3 2019

"Every year we are blown away by the enthusiasm and skills each of our Experience North interns bring. Located in Timmins, Sudbury and Kenora, these bright individuals worked on projects ranging from housing affordability and availability to the economic impact of international students. We will certainly miss their creativity and research capabilities as their insights have helped contributed toward a self-sufficient and prosperous Northern Ontario."

INTERNSHIPS

NPI is a strong believer in building human capital. With the support of both FedNor and the Northern Ontario Heritage Fund Corporation NPI hosted five 12-month internships for recent graduates in 2019-2020.



Cristina Cromeyer
Graphic Designer
Sudbury

To ensure NPI's public materials were visually inviting, accessible, and diverse, the graphic designer's role was to create and assist in the production of publications, graphic assets, marketing materials and more.



Amanjit Garcha
Comparative
Advantage
Sudbury

With a focus on a sustainable and strong Northern Ontario, the focus of this project was to identify sectors of comparative advantage for Northern Ontario and how we could build on those strengths.



Evelynn Hoffman
Small Market Focus
Sudbury

With almost 280 communities in Northern Ontario, the focus of this internship was to create and maintain a strong connection between smaller communities and NPI by identifying outreach gaps and developing strategies to fill these gaps.



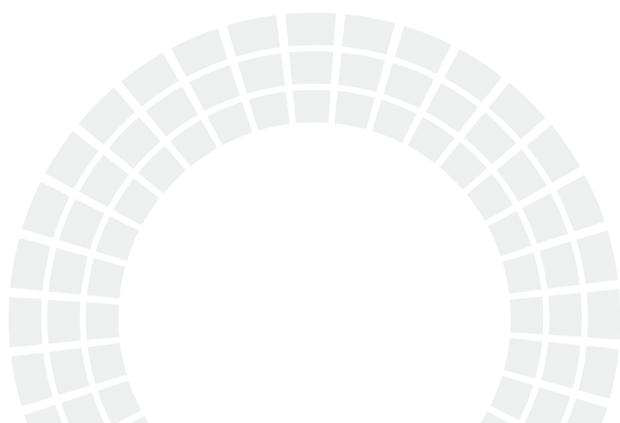
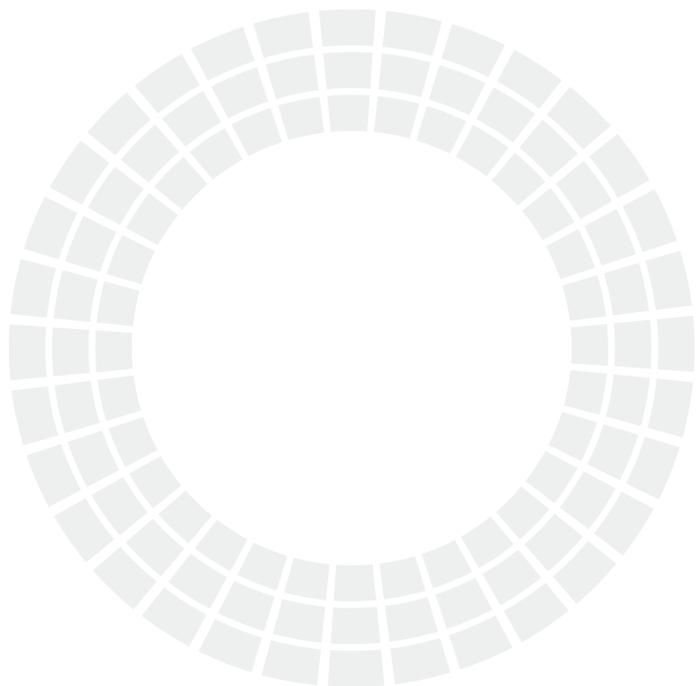
Sean Rosairo
Fiscal Accounts
Sudbury

In order to appropriately measure and fill in various data gaps in Northern Ontario, this project sought to recreate Ontario's provincial accounts that were tailored for Northern Ontario.



Hilary Hagar
Immigration Assets and
Monitoring
Thunder Bay

The purpose of this project was to track immigration assets and growth in Ontario's northern, western and central regions with the objective to best position Northern Ontario to support the efforts undertaken by federal, provincial, municipal, and community organizations to attract, settle and retain newcomers in the region.



FINANCIAL REPORT

Northern Policy Institute Financial Statements For the year ended April 30, 2020

Contents

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Financial Statements	
Statement of Financial Position	46
Statement of Operations and Net Assets	47
Statement of Cash Flows	48
Notes to Financial Statements	49



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

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, 2020 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, 2020, 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 years ended April 30, 2020 and 2019, current assets as at April 30, 2020 and 2019, and net assets as at May 1 and April 30 for both the 2020 and 2019 years. Our audit opinion on the financial statements for the year ended April 30, 2019 was modified accordingly because of the possible effects of this limitation in scope.

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.



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.

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

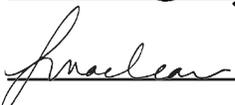
Thunder Bay, Ontario
August 27, 2020

Northern Policy Institute Statement of Financial Position

April 30	2020	2019
Assets		
Current		
Cash	\$ -	\$ 3,775
Accounts receivable (Note 2)	116,318	108,596
Government remittances receivable	7,676	16,315
Short term investments	-	57,129
Prepaid expenses	20,913	53,267
	144,907	239,082
Plant and equipment (Note 3)	21,325	36,336
	\$ 166,232	\$ 275,418
Liabilities and Net Assets		
Current		
Bank indebtedness	\$ 25,515	\$ -
Line of credit (Note 4)	10,000	15,000
Accounts payable and accrued liabilities (Note 5)	42,498	156,231
Deferred revenue	34,776	43,378
	112,789	214,609
Deferred capital contributions (Note 6)	-	5,020
	112,789	219,629
Net assets		
Unrestricted	53,443	55,789
	\$ 166,232	\$ 275,418

On behalf of the Board:

 _____ Director

 _____ Director

Northern Policy Institute Statement of Operations and Net Assets

For the year ended April 30	2020	2019
Revenue		
NOHFC grant	\$ 769,901	\$ 924,353
Other province of Ontario funding	119,294	128,747
Federal funding	148,513	56,052
Indigenous, municipal and other community partners	143,581	207,229
Individual, corporate and foundation support	31,748	4,080
Donations-in-kind	31,635	21,354
Event registration and sponsorship	21,250	54,150
Interest income	93	1,405
Amortization of deferred capital contributions	5,020	11,700
	1,271,035	1,409,070
Expenses		
Amortization	18,480	29,017
Event promotion	11,718	25,007
Insurance	14,581	6,852
Interest and bank charges	6,868	3,266
Interns and project staff	273,211	317,131
Office	16,690	15,578
Publications	138,888	72,880
Professional fees	17,909	44,507
Public relations	5,493	8,286
Rent	49,347	48,435
Repairs and maintenance	39,804	32,463
Research	27,434	19,016
Subscriptions	850	127
Telephone	10,148	13,007
Travel	55,738	130,267
Wages and benefits	572,301	681,418
Website	14,090	5,545
	1,273,550	1,452,802
Deficiency of revenue over expenses before the undernoted	(2,515)	(43,732)
Gain on disposal of equipment	169	-
	(2,346)	(43,732)
Deficiency of revenue over expenses for the year	(2,346)	(43,732)
Net assets, beginning of year	55,789	99,521
	\$ 53,443	\$ 55,789
Net assets, end of year	\$ 53,443	\$ 55,789

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

Northern Policy Institute Statement of Cash Flows

For the year ended April 30	2020	2019
Cash flows from operating activities		
Deficiency of revenue over expenses for the year	\$ (2,346)	\$ (43,732)
Items not involving cash:		
Amortization of plant and equipment	18,480	29,017
Amortization of deferred capital contributions	(5,020)	(11,700)
Gain on disposal of equipment	(169)	-
Unrealized gain on investments	-	(2,129)
	<u>10,945</u>	<u>(28,544)</u>
Change in non-cash working capital balances:		
Accounts receivable	(7,722)	(57,027)
Government remittances receivable	8,639	(725)
Prepaid expenses	32,354	(35,769)
Accounts payable and accrued liabilities	(113,733)	150,663
Deferred revenue	(8,602)	(319,733)
	<u>(78,119)</u>	<u>(291,135)</u>
Investing activities		
Purchase of equipment	(3,450)	(12,649)
Proceeds on disposal of equipment	150	-
Proceeds on disposal of investments	57,129	150,631
	<u>53,829</u>	<u>137,982</u>
Financing activities		
Advance (repayment) on line of credit	(5,000)	15,000
	<u>(29,290)</u>	<u>(138,153)</u>
Decrease in cash for the year	(29,290)	(138,153)
Cash, beginning of year	3,775	141,928
	<u>3,775</u>	<u>141,928</u>
Cash (bank indebtedness), end of year	\$ (25,515)	\$ 3,775
Represented by		
Cash	\$ -	\$ 3,775
Bank indebtedness	(25,515)	-
	<u>\$ (25,515)</u>	<u>\$ 3,775</u>

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

Northern Policy Institute Notes to Financial Statements

April 30, 2020

1. Significant Accounting Policies

Nature and Purpose of Organization	Northern Policy Institute was incorporated under the laws of the Province of Ontario on December 4, 2012 without share capital, and is a registered charity under the Income Tax Act. The Northern Policy Institute is an evidence-based independent research organization with a focus on public policies and programs that affect Northern Ontario.						
Basis of Accounting	These financial statements have been prepared using Canadian accounting standards for not-for-profit organizations. These standards use the accrual basis of accounting. The accrual basis recognizes revenues as they become available and measurable; expenditures are recognized as they are incurred and measurable as a result of receipts of goods or services and the creation of a legal obligation to pay.						
Financial Instruments	Financial instruments are recorded at fair value when acquired or issued. All investments have been designated to be in the fair value category, with gains and losses reported in operations. All other financial instruments are reported at cost or amortized cost less impairment, if applicable. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired. Transaction costs on the acquisition, sale or issue of financial instruments are expensed for those items remeasured at fair value at each balance sheet date and charged to the financial instrument for those measured at amortized cost.						
Cash and Cash Equivalents	Cash and cash equivalents consist of cash on hand, bank balances and bank indebtedness.						
Plant and Equipment	Plant and equipment is initially recorded at cost. Amortization is provided on a straight-line basis follows: <table style="margin-left: 20px;"> <tr> <td>Office furniture</td> <td>- 5 years</td> </tr> <tr> <td>Computer equipment</td> <td>- 3 years</td> </tr> <tr> <td>Leasehold improvements</td> <td>- 5 years</td> </tr> </table>	Office furniture	- 5 years	Computer equipment	- 3 years	Leasehold improvements	- 5 years
Office furniture	- 5 years						
Computer equipment	- 3 years						
Leasehold improvements	- 5 years						

Northern Policy Institute Notes to Financial Statements

April 30, 2020

1. Significant Accounting Policies (cont'd)

Deferred Capital Contribution	<p>The Institute is the recipient of certain approved capital grants which specify purpose and maximum allowable contributions.</p> <p>Funds received are included on the statement of financial position as plant and equipment and deferred capital contributions and are amortized to income on the straight line balance method at the rate consistent with the method used to record the amortization on the related property, plant and equipment.</p>
Revenue Recognition	<p>The Institute follows the deferral method of accounting for government grants and contributions. Restricted contributions are recognized as revenue in the year in which the related expenditures are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Event registration and sponsorship is recognized as revenue in the year that the related services are provided if collection is reasonably assured. Interest income is recognized as revenue when received or receivable if the amount can be reasonably estimated and collection is reasonably assured.</p>
Deferred Revenue	<p>Unspent program funds are deferred as outlined by the funding agency. Deferred funds must be spent on specific expenditures as outlined in the funding agreements.</p>
Contributed Materials and Services	<p>Contributed materials and services which are used in the normal course of the Institute's operations and would otherwise have been purchased are recorded at their fair value at the date of contribution if fair value can be reasonably estimated.</p>
Use of Estimates	<p>The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. The principal estimate used in the preparation of these financial statements is the accruals, value of donations-in-kind and estimated useful life of property, plant and equipment. Actual results could differ from management's best estimates as additional information becomes available in the future.</p>

Northern Policy Institute Notes to Financial Statements

April 30, 2020

2. Accounts Receivable

	2020	2019
NOHFC	\$ 56,817	\$ 47,874
FedNor	13,034	19,997
North Superior Workforce Planning Board	10,000	31,500
Government wage subsidy receivable	31,467	-
Other	5,000	9,225
	\$ 116,318	\$ 108,596

3. Plant and Equipment

	2020		2019	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Office furniture	\$ 59,713	\$ 49,012	\$ 64,522	\$ 44,989
Computer equipment	41,604	34,084	63,624	46,821
Leasehold Improvements	3,449	345	4,766	4,766
	\$ 104,766	\$ 83,441	\$ 132,912	\$ 96,576
Net book value		\$ 21,325		\$ 36,336

4. Credit Facilities

The Institute has a line of credit up to a maximum of \$100,000 with RBC. Advances totaling \$10,000 had been utilized at April 30, 2020. This line of credit is due on demand and bears interest at the rate of prime plus 1%. The bank's prime rate as at April 30, 2020 was 2.45%. As collateral for the line of credit, the Institute has provided a general security agreement constituting a first ranking security interest on all property of the Institute.

The Institute has credit facilities in place for operating indebtedness to a maximum of \$30,000 by way of corporate credit cards which are due on a monthly basis. These credit cards bear interest at 19.99%. At year end, the Institute had unused capacity under these facilities of \$15,155 (2019 - \$19,881).

5. Accounts Payable and Accrued Liabilities

	2020	2019
Trade	\$ 39,562	\$ 143,845
Accrued liabilities	2,936	12,386
	\$ 42,498	\$ 156,231

Northern Policy Institute Notes to Financial Statements

April 30, 2020

6. Deferred Capital Contributions

	2020	2019
Balance, beginning of period	\$ 5,020	\$ 16,720
Amortization	(5,020)	(11,700)
Balance, end of period	\$ -	\$ 5,020

7. Economic Dependence

The Institute is economically dependent on the grants it receives from the Northern Ontario Heritage Fund Corporation.

8. Financial Instruments

Unless otherwise noted, it is management's opinion that the Institute is not exposed to significant currency or market risk arising from financial instruments.

Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Institute is exposed to interest rate risk arising from the possibility that changes in interest rates will affect the value of the line of credit.

Credit Risk

Credit risk is the risk of financial loss to the Institute if a customer or counter-party to a financial instrument fails to meet its contractual obligations, and arises principally from the Institute's receivables. The Institute does not believe it is subject to any significant concentrations of credit risk related to accounts receivable.

Liquidity Risk

Liquidity risk is the risk that the Institute encounters difficulty in meeting its obligations associated with financial liabilities. Liquidity risk includes the risk that, as a result of operational liquidity requirements, the Institute will not have sufficient funds to settle a transaction on the due date; will be forced to sell financial assets at a value, which is less than what they are worth; or may be unable to settle or recover a financial asset. Liquidity risk arises from the line of credit and accounts payable and accrued liabilities. The Institute is dependent on the line of credit in order to manage its liquidity risk.

Northern Policy Institute Notes to Financial Statements

April 30, 2020

9. Comparative Figures

Certain comparative figures have been restated in order to comply with the current year financial statement presentation.

10. COVID-19 ("Coronavirus")

Prior to the 2019/2020 fiscal year ending April 30, 2020, the Province of Ontario declared a state of emergency and placed restrictions on specific business activities, allowing only essential businesses to remain open. As a result of those restrictions staff started working remotely. The Institute is continuing to meet the contract mandates of funders and community partners to the best of their abilities through the use of technology. The Institute has applied for and received the Canada Emergency Wage Subsidy for both the current fiscal year and beginning of next fiscal, obtained access to loan up to \$40,000 from the Canadian Emergency Business Account, decided to cancel its annual "State of the North" fundraiser that was planned for Fall of 2020 and is expecting a decrease in both foundation and corporate donations for the 2020/2021 fiscal year. Although the disruption from the virus is expected to be temporary, given the dynamic nature of these circumstances, the duration of business disruption and the related financial impact cannot be reasonably estimated at this time. As the impacts of COVID-19 continue, there could be further impact on the Institute, its funders and donors. Given the daily evolution of the COVID-19 outbreak and the global responses to curb its spread, the Institute is not able to fully estimate the effects of the COVID-19 outbreak on its results of operations, financial condition, or liquidity at this time.

PARTNERS 2019-2020

FORMAL PARTNERS

Formal Partners include agencies and organizations with which NPI has a formal written agreement to co-publish, co-host, or deliver a shared project. Together, NPI and our Formal Partners leverage scarce resources to achieve results that we could not achieve individually. In some cases, NPI has multiple partnerships with a single entity.

Algoma Workforce Investment Corporation
Bingwi Neyaashi Anishinaabek – Sand Point First Nation
Canadian Community Economic Development Network
Canadian Council on Social Development
City of Dryden
City of Greater Sudbury
Cochrane District Social Services Administration Board
Corporation of the City of Timmins
Employment & Social Development Canada (Canada Summer Jobs)
Far North East Training Board
FedNor
Frontier Lithium Inc
Greater Sudbury Chamber of Commerce
Greater Sudbury Police Services
Lake of the Woods Business Incentive Corp (LOWBIC)
Ministry of Northern Development and Mines
Nickel District Conservation Authority
North Bay Local Immigration Partnership
Northern Ontario Heritage Fund Corporation
North Superior Workforce Planning Board
Northwestern Health Unit

Northwestern Ontario Local Immigration Partnership
Northwestern Ontario Municipal Association
Rainy River District Social Services Admin Board
Réseau du Nord
Rural Ontario Institute
Sault Ste. Marie Innovation Centre
Sault Ste. Marie Local Immigration Partnership
Sudbury & District Health Unit
Sudbury Local Immigration Partnership
Sudbury Social Planning Council
The Labour Market Group
Thunder Bay Chamber of Commerce
Thunder Bay Community Economic Development Commission
Thunder Bay International Airport Authority
Thunder Bay Social Services Administration Board
Timmins Local Immigration Partnership
Workforce Planning for Sudbury & Manitoulin

DONORS

Donors contribute in-kind or in cash to the work of NPI. This support is crucial to the sustainability and independence of the Institute.

PLATINUM

RBC Foundation

GOLD

Ambassadors Northwest

Lakehead University

NICKEL

Adobe

Collège Boréal

Confederation College

Goring Family Foundation

Microsoft

Superior Media

Temiskaming Shores Economic Development

INDIVIDUALS AND FRIENDS OF NPI

Alex Ross

Amanda Hacio

Anna Sampson

Celisse Olivia Bibr

Charles Cirtwill

Christina McMillan Boyles

Christine St-Pierre

Corina Moore

Dave Canfield

Dwayne Nashkawa

Florence MacLean

Francoise Bélanger

Gilles G. Dignard

Geraldton Chamber of Commerce

Harley D'Entremont

Indigenous Tourism Ontario

Kenora Chamber of Commerce

Krystle Rose

Lynne Schwerffeger

Marathon Chamber of Commerce

Nabina Sharma

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Algoma University

FutureSSM

IVEY Immigration & Employment Services Inc

NORDIK Institute

Nuclear Waste Management Organization

Professions North/Nord (PNN)

Sault Ste. Marie Innovation Centre

INFORMAL PARTNERS

Informal Partners include agencies and organizations with which NPI has worked closely, but informally, with on one or more projects. By sharing knowledge and experience the work of NPI and its partners are made stronger. In some cases, NPI has multiple partnerships (formal and informal) with a single entity.

Association Des Francophones Du Nord-Ouest De L'Ontario
(AFNOO)

Calgary Local Immigration Partnership

City of Cochrane

Community Futures Development Network, Northwest

Community Futures Development Network, Northeast

Conseil de la coopération de l'Ontario

Greater Sudbury Development Commission

Greater Sudbury, Rural & Northern Immigration Pilot

Lakehead University

Northeast Local Health Integration Network

North Bay Local Immigration Partnership

North Superior Workforce Planning Board

Ontario Ministry of Energy Northern Development & Mines

Réseau du Nord

Rural Ontario Institute

Société Économique de l'Ontario (SÉO)

Statistics Canada

Thunder Bay Chamber of Commerce

Thunder Bay Community Economic Development
Commission

Thunder Bay, Rural & Northern Immigration Pilot

Timmins, Rural & Northern Immigration Pilot

Timmins Local Immigration Partnership

Nipissing First Nation

Northwestern Ontario Local Immigration Partnership

Ontario Immigrant Nominee Program

Immigration, Refugees and Citizenship Canada

