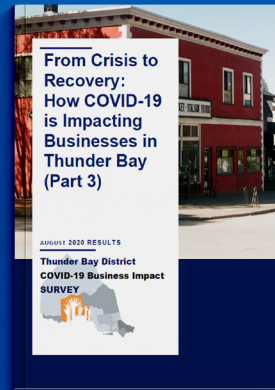
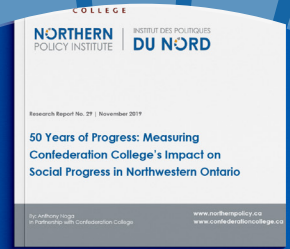


Annual Report 2020-2021



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.

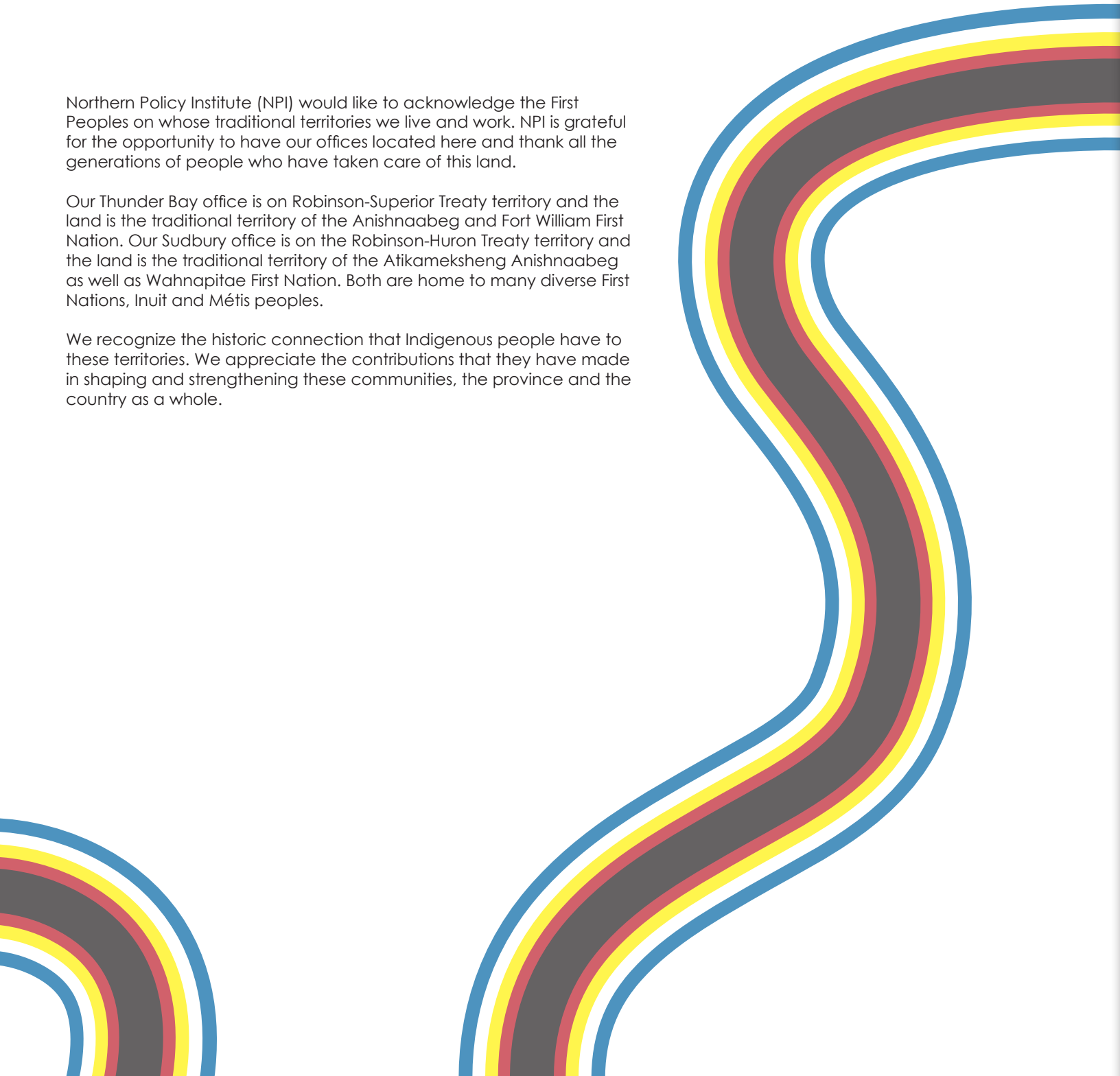


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WHAT WE DO

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 satellite offices hosted across Ontario's northern regions during the summer. 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;

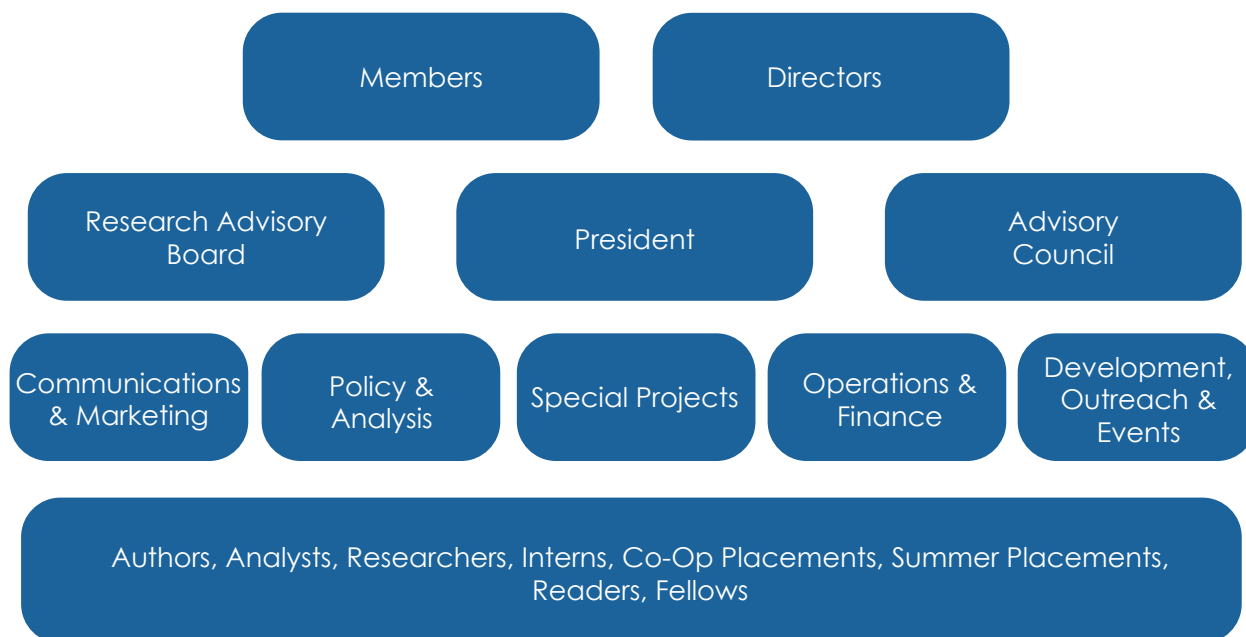
Relevance: Northern Policy Institute will support practical and applied research on current or emerging issues and implications relevant to Northern Ontario now and in the future;

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
 Dwayne Nashkawa (Vice Chair-Northeast) – Nipissing First Nation
 Dr. Brian Tucker (Treasurer) – Fort Frances
 Charles Cirtwill (President & CEO) – Thunder Bay
 Suzanne Bélanger-Fontaine – Ancaster
 Dave S. Canfield - Kenora
 Kevin Eshkawkogan – Little Current
 Alan Spacek – Kapuskasing
 Kim Jo Bliss – Emo
 Dr. Harley d’Entremont - Embrun
 Ralph Falcioni - Shuniah
 Pierre Riopel - Alban
 Dr. Donna Rogers – Sault Ste. Marie
 Mariette Sutherland – Whitefish River First Nation

ADVISORY COUNCIL

Jean Pierre Chabot (Chair) – Moose Factory
 Michael Atkins - Sudbury
 Peter Goring - Sudbury
 Cheryl Kennelly - Hornepayne
 Dr. George C. Macey -Shuniah
 Ogimaa Duke Peltier - Wiikwemkoong
 Danielle Perras - Haileybury
 Bill Spinney – Parry Sound
 David Thompson – Sault Ste. Marie
 George Graham – Hearst
 Shane Fugere - Marathon
 Katie Elliott – Sault Ste. Marie
 Winter Dawn Lipscombe - Kenora

RESEARCH ADVISORY BOARD

Dr. Heather Hall (Chair) – University of Waterloo
 Dr. Hugo Asselin - Université du Québec en Abitibi-Témiscamingue
 George Burton - Canadore College
 Dr. David Robinson – Laurentian University
 Dr. Barry Prentice – University of Manitoba
 Leata Rigg – Northern College
 Dr. Lindsay Tedds – University of Calgary
 Riley Burton – Confederation College
 Ken Carter – Memorial University
 Sophie Dallaire – Université de Hearst
 Carolyn Hepburn – Sault College
 Dr. Peter Hollings – Lakehead University
 Brittany Paat – Algoma University

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 (Municipal, University, School, Hospital):

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 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 attending and hosting events such as the Northern Ontario Circular Economy Symposium.

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. Infrastructure
2. Economic Development
3. Community
4. Skills Gap
5. Governance
6. Education
7. Indigenous Peoples
8. Environment
9. Healthcare
10. Food and Agriculture
11. Energy
12. Transfers

SMALL BUCKETS

1. Economic development planning
2. ICT
3. Statistics
4. Housing availability
5. Age demographics
6. Newcomers
7. Community openness
8. Infrastructure planning
9. PSE
10. R&D/Innovation
11. Indigenous capacity and governance



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 –
Woodlands Operations Supervisor at EACOM Timber Corporation**

MESSAGE FROM THE CHAIR

For eight years, NPI has spoken about how each region in Northern Ontario is unique and that there are no “one size fits all” solutions. The pandemic has put public policy under the microscope. COVID-19 policies are continuously changing, and more people are taking notice about how these policies impact each region of Ontario differently. This made 2020-2021 an opportune time for NPI to make an impact.

Despite the office being virtual, NPI has still been able to achieve its goals to publish valuable and accessible research to everyone. NPI was able to produce work that responded to the new COVID-19 reality and the impact on Ontario's Northern Regions. Conducting a survey every few months to gauge how businesses in Northwestern Ontario are impacted by COVID-19 provided insight on what the road to recovery should look like in our communities.

While the pandemic was the number one policy issue this year, NPI was still able to continue discussions on non-virus topics such as welcoming communities, immigration, local governance, transportation, and francophone education in Northern Ontario. As we look forward to our new world post-COVID, these topics will remain relevant and NPI will continue to be there to encourage evidence-based discussion.

NPI is fueled by partnerships. We would not be able to conduct the work that we do without the support of our numerous and varied partners. Our Northern Analyst Collective program has continued to grow and the research from this program is having an impact. Our Northern Ontario Data Consortium is still a national model for getting affordable and useful data top smaller organizations.

In the future everyone will ask “what did you do in the year of COVID?”. I am honoured to be able to say that I was the Chair of NPI's Board of Directors during that transformational time. I want to thank the current and past Directors for their support, commitment, and guidance. I also would like to acknowledge the commitment from our Research Advisory Board and Advisory Council for continuing to assist NPI virtually during this busy year. Of course, I also need to thank the wonderful staff of NPI. Without their resilience and flexibility this past year, NPI would not be who we are and achieve what we do.

Thank you, Merci, Miigwetch, Marsee



Pierre Bélanger
Chair of Board of Directors



MESSAGE FROM THE PRESIDENT

It is again time to stop and reflect on the past year and all that NPI has accomplished. When 2020-21 became the year of COVID-19, the NPI team swiftly adjusted to working from home. Learning new video conferencing software, adjusting to new routines, and keeping up with the ever-changing current affairs of the world. NPI staff have been amazing through it all.

NPI's focus shifted to COVID-19 related work as the race between the vaccine and the global policy response took hold. We generated various briefing notes on the challenges this new COVID reality would have in Ontario's Northern Regions. The impact that border closures would have on post-secondary institutions and the tourism sector were among the first few topics we explored. Internet connectivity quickly made centre stage as schools, work, and play all moved online. With varied and often unpleasant results in most of the communities in which we live and work.

Once the early rush of the rapid response to the pandemic started to fade and we settled into our new routines for the long-haul, we continued our research into the impacts of COVID-19 on businesses in Northwestern Ontario. We have collected data through the various waves of the pandemic. This data has allowed us to inform local decision makers and organizations on how best to support businesses so they, too, can make it to the pandemic finish line.

Even while focusing considerable effort on COVID-19, NPI continued to work on regional governance issues and the importance of making decisions closer to home. Both "A Northern Lens" and "Time to Re-organize" highlighted yet again the importance of regional approaches to governance and public policy.

As the pandemic eroded employment opportunities for youth and new graduates, NPI was uniquely positioned to welcome more youth to our team than before. When many employers were cancelling summer positions, NPI was able to continue offering our Experience North program. With the placements working from home while and making a contribution contributing to the future of the north, and expanding their skills. Fast-forward to the fall and NPI was able to welcome even more interns to join our team including a co-op position in the winter term. As an organization that strives to hire youth, we are proud that we continued offering these opportunities even during a world-wide crisis.

The digital world has no borders, and NPI was able to use this to our advantage to expand our reach. We were able to attract attendees from across the country as we co-hosted a new events series on the Circular Economy and how it can help create a self-sustaining Northern Ontario. Stay tuned as we have more of these events planned.

Staff well-being is a priority at NPI, so with the challenges of working from home we took the time to develop new mental health activities to ensure our staff are not only physically healthy, but also mentally. All staff participated in a virtual walking challenge to encourage outside time during workhours. Yoga sessions and game afternoons have also been successful in maintaining a positive staff morale though these difficult times.

Reaching the end of a different kind of year at NPI, I want to thank all the communities and partners that make our success possible, even virtually. Thank you to 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 for adapting to our virtual office. Whether summer placements, full year interns, project staff, or part of our core group, it is a pleasure to work with these committed individuals. To see them make an effort, every day, to create a more inclusive and resilient Northern Ontario.

Thank you, Merci, Miigwetch, Marsee



Charles Cirtwill
President and CEO



NPI BY THE NUMBERS





1,422
FACEBOOK LIKES



**NEWS
RELEASES**
15

NEWSLETTERS
EN: 12
FR: 12



2,258
TWITTER FOLLOWERS

BLOGS
45


▼

Op-Ed

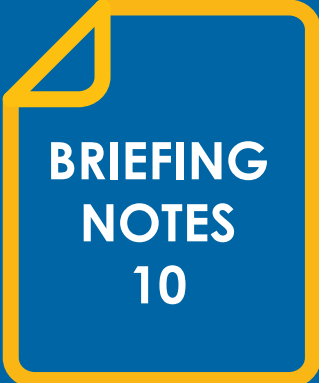
**RESEARCH
REPORTS**
5



699
INSTAGRAM FOLLOWERS



6



**BRIEFING
NOTES**
10



738
LINKEDIN FOLLOWERS



22

Success Stories

12

COMMENTARIES
9

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.

In the following pages is just a sampling of the work we did in 2020-21. We invite you to visit northernpolicy.ca to see all of our work in the past 12 months.

RESEARCH REPORTS



The Thin Case for Passenger Rail in Ontario's Northern Regions

NORTHERN POLICY INSTITUTE | INSTITUT DES POLITIQUES DU NORD

THE THIN CASE FOR PASSENGER RAIL IN ONTARIO'S NORTHERN REGIONS

Author: Al Phillips

Publication date: July 2020

QUOTE: "There is much to be said about infrastructure in Northern Ontario, especially with respect to transportation modes. In particular, passenger rail has been the subject of debate for the past several years. Given this, Northern Policy Institute posed the question: Does passenger rail make sense for Northern Ontario?"



NEW REPORT

The Goldilocks Problem: Understanding Northwestern Ontario in the Development of Appropriate Employment and Training Management Models

NORTHERN POLICY INSTITUTE | INSTITUT DES POLITIQUES DU NORD

THE GOLDILOCKS PROBLEM: UNDERSTANDING NORTHWESTERN ONTARIO IN THE DEVELOPMENT OF APPROPRIATE EMPLOYMENT AND TRAINING MANAGEMENT MODELS

Author: Rachel Rizzuto

Publication date: October 2020

QUOTE: "In Northern Ontario we often talk about those pesky 'one-size fits all' policies and programs. And for good reason too. The reality of an individual living in Pickle Lake can differ from someone who lives in Thunder Bay. Accounting for these differences is important in policy creation and implementation."



CONNECTING THE DOTS: LESSONS FROM THE INTERNATIONAL & COMMUNITY MATCHMAKER NORTHWEST PILOT

Author: Anthony Noga

Publication date: April 2021

QUOTE: "With the Rural and Northern Immigration Pilot up and running, increased immigration levels over the next several years, and an extended Atlantic Immigration Pilot, it is clear that newcomers are valuable to the growth of Canada. Unfortunately, international students, temporary visa holders, francophones, rural communities, and those residing outside of Canada are a huge pool of potential new residents but are underserved by existing programs."



TIME TO REORGANIZE: WHY NORTHERN ONTARIO SHOULD FOLLOW BC'S LEAD IN LOCAL GOVERNANCE

Author: Anthony Noga

Publication date: February 2021

QUOTE: "This research phase identified that there are common issues across Northern Ontario, but also that each community has its own unique issues and requires the flexibility to make its own decisions on what is best for them."



COME NORTH – POPULATION GROWTH IN ONTARIO'S NORTHERN REGIONS - CONFERENCE REPORT, PROCEEDINGS AND ACTION ITEMS

Author: NPI Staff

Publication date: January 2021

QUOTE: "Over 300 people representing almost 100 organizations gathered over six days in February 2020 to lay out a plan for population growth in Ontario's Northern Regions."

COMMENTARIES



DOES ONTARIO NEED A NORTHERN LENS?

Author: Dr. Heather Hall

Publication date: December 2020

QUOTE: "A policy lens is a tool that is used to develop or review existing policies, programs, legislation, and/or other government practices based on a particular theme. Typically, it is a set of questions that serves as a checklist to guide and evaluate policy decisions. For example, Canada's federal government recently renewed its commitment to implementing a gender-based analysis, or GBA+ lens, across all federal departments (Status of Women Canada 2020)."



INTEGRATION OF CARE IN NORTHERN ONTARIO: PATIENT MEDICAL HOMES, RURAL HEALTH HUBS AND EVOLVING ONTARIO HEALTH TEAMS

Author: Dr. Sarah-Lynn Newbery & Josee Malatte

Publication date: May 2020

QUOTE: "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."



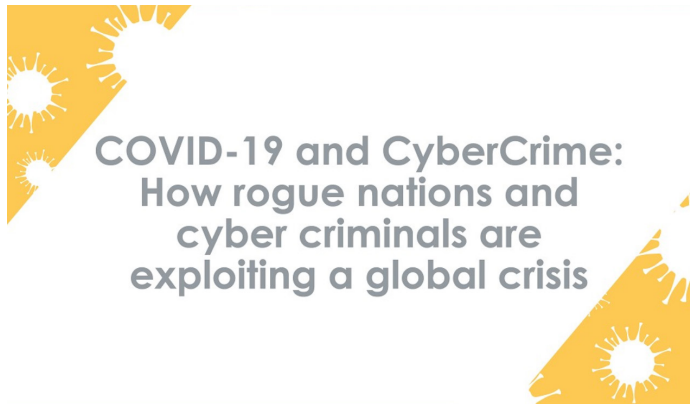
AUGUST BUSINESS SURVEY

Author: Maia Kvas

Publication date: September 2020

QUOTE: "Before diving into all the results in this summary report, there are a few key results that should be highlighted from this analysis. Overall, a lower proportion of employers believe that COVID-19 will put them out of business completely compared to previous survey results. As well, more businesses are operating at a capacity that resembles pre-COVID conditions."

BRIEFING NOTES



COVID-19 and CyberCrime: How rogue nations and cyber criminals are exploiting a global crisis

COVID-19 AND CYBERCRIME: HOW ROGUE NATIONS AND CYBER CRIMINALS ARE EXPLOITING A GLOBAL CRISIS

Author: David Bruno

Publication date: May 2020

QUOTE: "85 per cent of companies executives surveyed by the CNBC Technology Executive Council said at least half of their employees are now working remotely, while 36 per cent of them said they have noticed a consequent rise in the number of cybersecurity threats (Rosenbaum, 2020)."



A University "By and For" Francophones

A UNIVERSITY "BY AND FOR" FRANCOPHONES

Author: Dr. Donald Dennie

Publication date: March 2021

QUOTE: "One of its objectives is to provide French-language undergraduate and graduate university programs that are innovative and respond to the needs of students, the community, and employers, as well as to advance the values of pluralism and inclusiveness and support governance by and for the French-speaking community by conducting its affairs in French.⁶ The UOF may confer degrees and honorary degrees and award certificates and diplomas in any and all branches of learning."



French-language postsecondary education in Ontario: crisis or opportunity?

FRENCH-LANGUAGE POSTSECONDARY EDUCATION IN ONTARIO: CRISIS OR OPPORTUNITY?

Author: Dr. Stéphanie Chouinard

Publication date: March 2021

QUOTE: "Incidentally, the bilingual postsecondary institutional model that emerged in Ontario since the 1960s is an anomaly in Canada. While bilingual public universities like the University of Sudbury (US) and the University of Ottawa (UO) were created from the classical colleges of Ontario, other provinces were charting a different course, granting their Francophone communities their own institutions."



POLICY BYTES

Policy Bytes are short educational blogs that can offer policy advice and evidence-based data. We published 38 blogs this year; here is a sample of the work we have done:



NORTHERN ONTARIO'S STATE OF MENTAL HEALTH AND WHY

Author: Maia Kvas

Publication date: August 2020

QUOTE: "According to the Government of Canada, mental health is defined as a state of psychological and emotional well-being. Good mental health is extremely important for individuals and for society. It allows one to live happily, achieve maximum productivity, and to better cope with life's challenges. Poor mental health can lead to mental and physical illness, which is why it is crucial that communities implement services that foster good mental health. In this blog, we will first explore the state of mental health in Northern Ontario. Next, potential explanations for Northern Ontario's state of mental health will be provided."



INGENUITY SPACE AT LAKEHEAD UNIVERSITY

Author: Andrew Jalak

Publication date: September 2020

QUOTE: "Lakehead University is known for the importance of being a student first institution, and the creation of Ingenuity truly shows that statement is true. Creating an environment of entrepreneurial thinkers and giving them the tools and space to create and grow, eventually leads to innovation and creation, as well as the economic development of Thunder Bay by the emergence of new businesses and job opportunities."



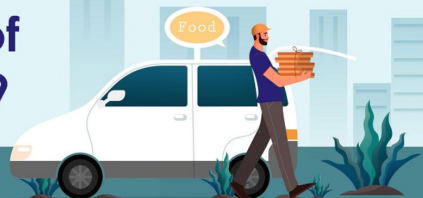
PAID INTERNSHIPS, NORTHERN ONTARIO'S FIRST JOB ADVANTAGE

Author: Evelyn Hoffmann

Publication date: April 2021

QUOTE: "Many youths from the various regions of Northern Ontario will head south hoping to find that first opportunity. But they should think again. Northern Ontario has a real advantage when it comes to employers being able to afford taking a risk on that new or re-skilled grad."

Take-Out in the Time of COVID-19



TAKE-OUT IN THE TIME OF COVID-19

Author: Rachel Rizzuto

Publication date: March 2021

QUOTE: "Thunder Bay has a strong relationship with food. From community food events like Northern Delights to the multitude of food and drink locations that showcase local entrepreneurship, one is likely to find the right match for any craving."



Success Stories
from the North

Starlink's Satellites Northern Ontario



NEW STARS: SPACEX'S STARLINK SATELLITES

Author: Sandra Janjicek

Publication date: March 2021

QUOTE: "Starlink satellites represent a capable future of connectivity in rural and remote communities. Starlink ingenuity has gone as far as providing satellite dishes with a built-in heating system to prevent snow and ice build-up, which reduces future costs of professional removal."



Putting the Economy on Ice



PUTTING THE ECONOMY ON ICE

Author: Evelyn Hoffman

Publication date: October 2020

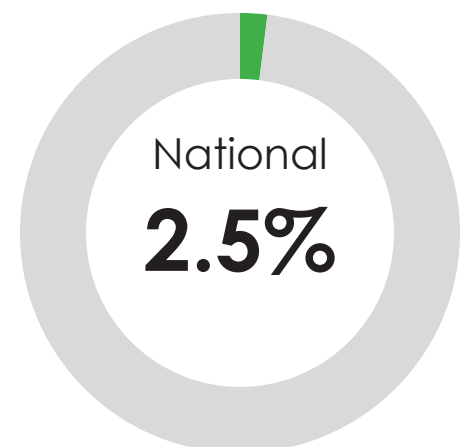
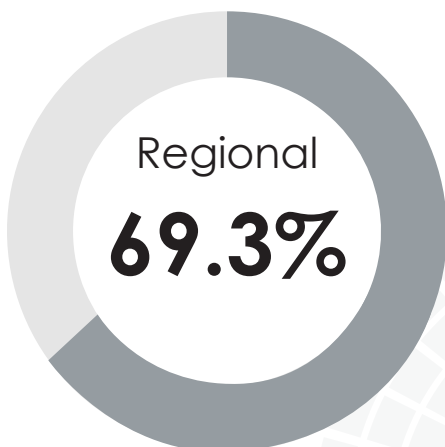
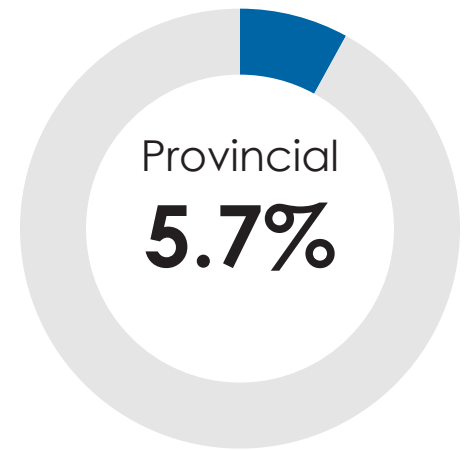
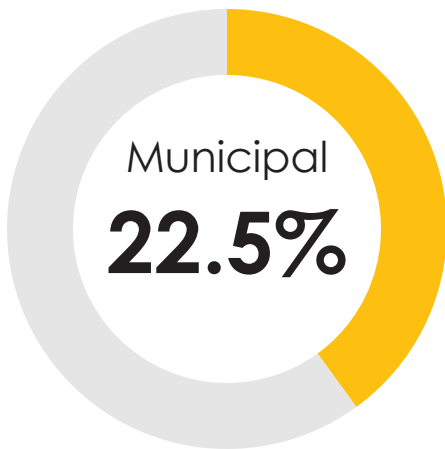
QUOTE: "COVID-19 has changed our relationship with sports. What once was an event with thousands of fans in attendance, sports teams are now competing in empty stadiums and fans are forced to stream the game to their living rooms. There is still hope that fans will be able to return to their seats in the stadiums in 2021, generating the needed economic impacts to recover from COVID-19. This blog explores the economic impacts of curling in Northern Ontario and why we are well situated to expand that impact."

NPI IN THE MEDIA

In 2020-2021 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





Politics Regional Politics

Time to Reorganize Northern Ontario's
Unincorporated Areas



Charles Cirtwill

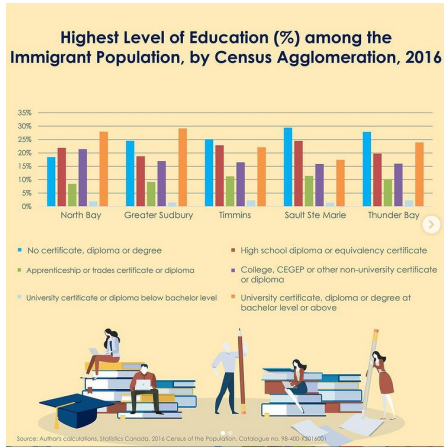
Politics Regional Politics

Time to Reorganize Northern Ontario's
Unincorporated Areas



#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:



northernpolicy • Following ...

northernpolicy On Wednesday's #AMOConf20, @rachrizz spoke about understanding labour markets in relation to immigration. For this week's #FigureFriday, it's all about education levels and immigration! #KnowtheNorth

//

À l'AMOConf20 ce Mercredi, @rachrizz a présentée sur la relation entre les marchés du travail et l'immigration. Pour #FigureFriday cette semaine, tout est question d'immigration et les niveaux d'éducation! #KnowtheNorth

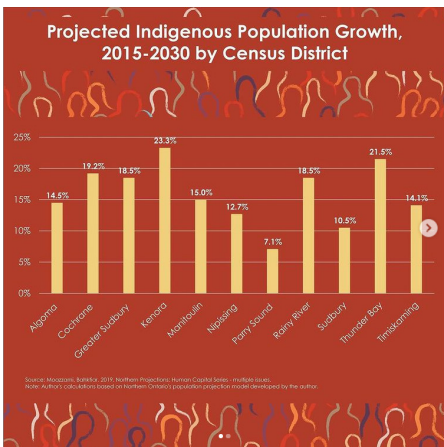
56w

Liked by timminsdmc and 15 others

AUGUST 21, 2020

Add a comment... Post

August 21, 2020 – On Wednesday's #AMOConf20, @rachrizz spoke about understanding labour markets in relation to immigration. For this week's #FigureFriday, it's all about education levels and immigration! #KnowtheNorth



northernpolicy • Following ...

northernpolicy Programs like Minodahmun Development LP's RESET program are key for community growth. Today's #FigureFriday shows positive Indigenous population growth projections across the North #onpoli #funfactfriday

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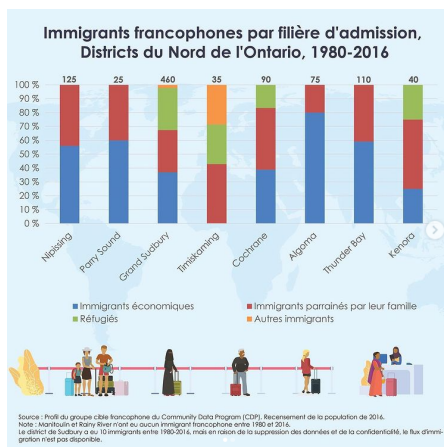
Des programmes tels que le programme RESET de Minodahmun Development LP sont essentiels à la croissance de la communauté. Le chiffre d'aujourd'hui #FigureFriday montre des projections positives de croissance de la population autochtone dans le Nord #onpoli #funfactfriday

Liked by mohit.shankhar and 14 others

OCTOBER 2, 2020

Add a comment... Post

October 2, 2020 – Programs like Minodahmun Development LP's RESET program are key for community growth. Today's #FigureFriday shows positive Indigenous population growth projections across the North #onpoli #funfactfriday



northernpolicy • Following ...

northernpolicy L'immigration est un élément clé du redressement et de la prospérité de l'Ontario. Durant cette #SemaineNationaleImmigrationFranco-phonie, l'IPN a examiné le nombre d'immigrants francophones vivant dans le Nord de l'Ontario et le flux d'admission qu'ils ont utilisé pour s'installer dans le Nord de l'Ontario. #onpoli

//

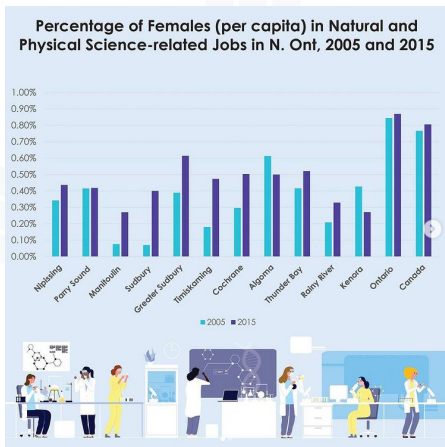
Immigration is a key element in the recovery and prosperity of Ontario. For #FrancophoneImmigrationWeek, NPI looked at number of francophone immigrants living in Northern Ontario and the stream of admission they used to settle in Northern Ontario.

Liked by northern_angell and 9 others

NOVEMBER 6, 2020

Add a comment... Post

November 6, 2020 – Immigration is a key element in the recovery and prosperity of Ontario. For #FrancophoneImmigrationWeek, NPI looked at the number of francophone immigrants living in Northern Ontario and the stream of admission they used to settle in Northern Ontario. #onpoli #immigrationcacompte



northernpolicy • Following

northernpolicy Today's #FigureFriday features Northern Ontario women in Natural and Physical Science-related jobs. Science and gender equality are both vital in effort to support women in science. #womeninsteamt #womeninscience

//

Le #FigureFriday d'aujourd'hui présente des femmes du nord de l'Ontario qui occupent des emplois liés aux sciences naturelles et physiques. La science et l'égalité des sexes sont toutes deux essentielles pour soutenir les femmes dans le domaine des sciences. #womeninstemt #womeninscienceday

Liked by kmitchy21 and 19 others

FEBRUARY 12

Add a comment... Post

February 21, 2021 – This week's #FigureFriday features Northern Ontario women in Natural and Physical Science-related jobs. Science and gender equality are both vital in effort to support women in science. #womeninsteamt #womeninscience



northernpolicy • Following

northernpolicy In highlight of #supportwomenownedbusinesses today's #FigureFriday is in support of women's economic empowerment. Advance gender equality and women's participation in the economy by supporting women-owned businesses. #supportwomenownedbusinesses

//

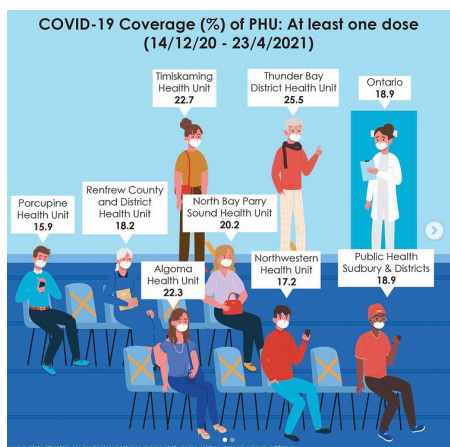
À l'occasion de la Semaine internationale des femmes, le #FigureFriday d'aujourd'hui soutient l'autonomisation économique des femmes. Faites progresser l'égalité des sexes et la participation des femmes à l'économie en soutenant les entreprises appartenant à des femmes.

Liked by kmitchy21 and 17 others

MARCH 12

Add a comment... Post

March 12, 2021 – In highlight of #supportwomenownedbusinesses today's #FigureFriday is in support of women's economic empowerment. Advance gender equality and women's participation in the economy by supporting women-owned businesses. #supportwomenownedbusinesses



northernpolicy • Following

northernpolicy The race between vaccines and the virus is nearing the final few bends. #FigureFriday shows how much of the population in Northern Ontario have received at least one vaccine dose and Thunder Bay district is taking the lead! Keep up the great work!

//

La course entre les vaccins et le virus s'approche des derniers virages. #FigureFriday montre quelle proportion de la population du Nord de l'Ontario a reçu au moins une dose de vaccin et le district de Thunder Bay prend la tête! Continuez à faire du bon travail!

20w

Liked by tbdhealthunit and 11 others

APRIL 30

Add a comment... Post

April 28, 2021 – The race between vaccines and the virus is nearing the final few bends. #FigureFriday shows how much of the population in Northern Ontario have received at least one vaccine dose and Thunder Bay district is taking the lead! Keep up the great work!

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

Want to Socialize? Do it in Public.

WANT TO SOCIALIZE? DO IT IN PUBLIC.

Publication date: January 2021

QUOTE: "Are you desperate this holiday season to see Grandma? Then go meet her at a local restaurant. Have you not seen your brother and his kids for months? Then meet them at the food court or go to a local park. Are you and mom missing out on that quality bonding time? Then take a page from an 80's sitcom and meet your mom at the local spa or beauty salon. Travel separately or at least "separated" (Driving Miss Daisy style), wear masks, follow the rules, and you will be safe."

Op-Ed

There is no he-recovery that solves a she-cession

NO RECOVERY TO A SHECESSION

Publication date: July 2020

QUOTE: "Sorry, but refurbishing that bridge will not get the women in your town back into the economy. And it is women, especially women with young children, that have been hardest hit by the economic downturn driven by the COVID-19 virus. Economist Armine Yalnizyan even coined the phrase "she-cession" to highlight just how different this downturn is compared to those that have come before it."

the walleye

Thunder Bay's arts & culture alternative

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:



Ice Ice (T)Baby

ICE ICE (T)BABY

Author: Rachel Rizzuto

Publication date: February 2021

QUOTE: "When I first moved to Thunder Bay, all I heard about was that there is nothing to do in the winter. You're stuck. However, I've learned you're only stuck if you want to be. There are all sorts of activities one can do once they step outside."



A House Digitally Divided Cannot Stand

CONNECTIVITY IN NORTHWESTERN ONTARIO: A HOUSE DIGITALLY DIVIDED CANNOT STAND

Author: Rachel Rizzuto

Publication date: May 2020

QUOTE: "According to the Canada Radio-television and Telecommunications Commission (CRTC), most Canadian households and businesses ought to have access to a minimum of 50/10 mbps by 2021 – 50 mbps download and 10 mbps upload. In 2018, there was a total of 35,931 dwellings in Northwestern Ontario without 50/10 mbps. To put this data into scale, 35,931 roughly translates to the following communities' populations combined: Kenora, Dryden, Fort Frances, and Sioux Lookout."



Take that to the (Food) Bank

TAKE THAT TO THE (FOOD) BANK

Author: Raven Wheesk

Publication date: January 2021

QUOTE: "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



Ionic Mechatronics
Northern Ontario

IONIC MECHATRONICS

Publication date: July 2020

Location: Sudbury, ON (Northern Ontario)

QUOTE: "Marketing a new product in the middle of a public health crisis is no easy task. Ionic Mechatronics, a company that specializes in the creation of high-quality equipment, took on this challenge to create a product that would help their clients stay in business. They created Therm-Assure in partnership with Synaptic Technologies (Synaptic Technologies is a member of the Ionic Technology group)."



Success Stories from the North



Zaher's Small Batch
Northern Ontario

ZAHER'S SMALL BATCH

Publication date: June 2020

Location: Sudbury, ON (Northern Ontario)

QUOTE: "When you think of a small food business many people think of restaurants, food trucks or coffee shops. One food that does not come to mind is hummus. A family recipe, Zaher's Small Batch exceeds expectations with their growing local hummus business. Part of their success comes from the many partnerships that Zaher's has created along the way."



Success Stories from the North



9 Lives Design
North Bay, ON

9 LIVES DESIGN

Publication date: July 2020

Location: North Bay, ON

QUOTE: "When people think of an award-winning graphic design company, it is hard not to automatically picture it being located in big cities like Toronto or Vancouver. However, creativity also lives in the North and 9 Lives Design is an award-winning graphic design company with small offices in North Bay, Ontario and Calgary, Alberta."



INGENUITY SPACE AT LAKEHEAD UNIVERSITY

Publication date: September 2020

Location: Thunder Bay, ON

QUOTE: "Lakehead University's most recent initiative is the addition of its business incubator called Ingenuity. This is a place for students with start-up ideas that will give them the tools and the capacity to turn those ideas into innovations."



SHARE GROWTH IN NORTHERN ONTARIO: SUPERCOM INDUSTRIES AND THE EAST-WEST TIE

Publication date: October 2020

Location: Wawa/Thunder Bay ON

QUOTE: "In 2010, the Government of Ontario identified this project as a priority in the 2010 Long Term Energy Plan. Specifically, the report outlined that this line is needed to "[m]aintain system reliability, allow more renewables, [and] accommodate electricity requirements of new mineral processing projects." Further, it is estimated that this project will bring a capital cost of over \$750 million."



NORTHERN ONTARIO AUTHOR SHOWCASES ENTREPRENEURIAL SPIRIT

Publication date: February 2021

Location: Sudbury, ON (Northern Ontario)

QUOTE: "When asked what her favourite books were growing up, Jerry Dougherty, 26, will tell you that she loved stories with a meaningful lesson. "As silly as they are, there's always something you can take home." During her years as a student in elementary school, Dougherty employed the features of good story telling into her own do-it-yourself style books that she shared with her grade school classes. Recently though, she became a published children's author and the journey she took to get there, is one "for the books."

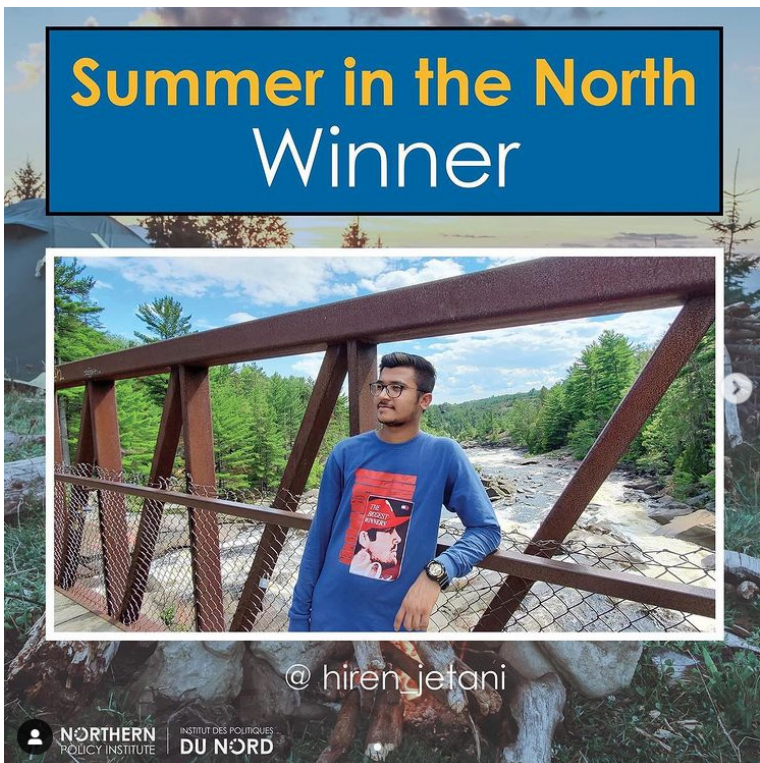
EVENTS (COVID19 EDITION)

SUMMER IN THE NORTH PHOTO CONTEST

In August 2020, NPI held a virtual contest that encouraged followers to share their experience in the North for a chance at winning a \$100 prepaid visa!

In order for followers to get involved, they were directed to follow Northern Policy on Instagram, use the hashtag "Knowthenorth" and tag NPI!





northernpolicy • Following

northernpolicy Thank you to everyone who participated in the Summer in the North photo contest! We would like to congratulate Hiren Jetani on winning the August draw! #KnowtheNorth //
Merci à tous ceux qui ont participé au concours de photos Été dans le Nord ! Nous voudrions féliciter Hiren Jetani pour avoir remporté le tirage au sort d'août ! #connaissezlenord

55w

hiren_jetani Thank you so much 🙌🏻👏🏻 @northernpolicy

55w 1 like Reply

👍 🗨️ 📌

Liked by _sonofshah_ and 23 others

SEPTEMBER 1, 2020

Add a comment... Post



northernpolicy • Following

northernpolicy *CONTEST ALERT*

Would you like to win a \$100 Pre-paid Visa?!

All you need to do is show us what you are doing this summer in Ontario's western, central and northern regions!

Whether it's hiking, camping, boating or even just a walk around your neighbourhood – we want to see it! 🏕️🏞️

Every photo you submit to the contest enters your name into the draw! The more photos you upload, the more chances you have to win!

👍 🗨️ 📌

Liked by captivating_hope and 31 others

AUGUST 5, 2020

Add a comment... Post

CIRCULAR ECONOMY

The event was held on January 19th 2021 in partnership with Design + Environment.

Northern Ontario Circular Economy Symposium

Discover how Northern Ontario can become its own supply chain.

January 19th, 2021
10:00 – 12:30

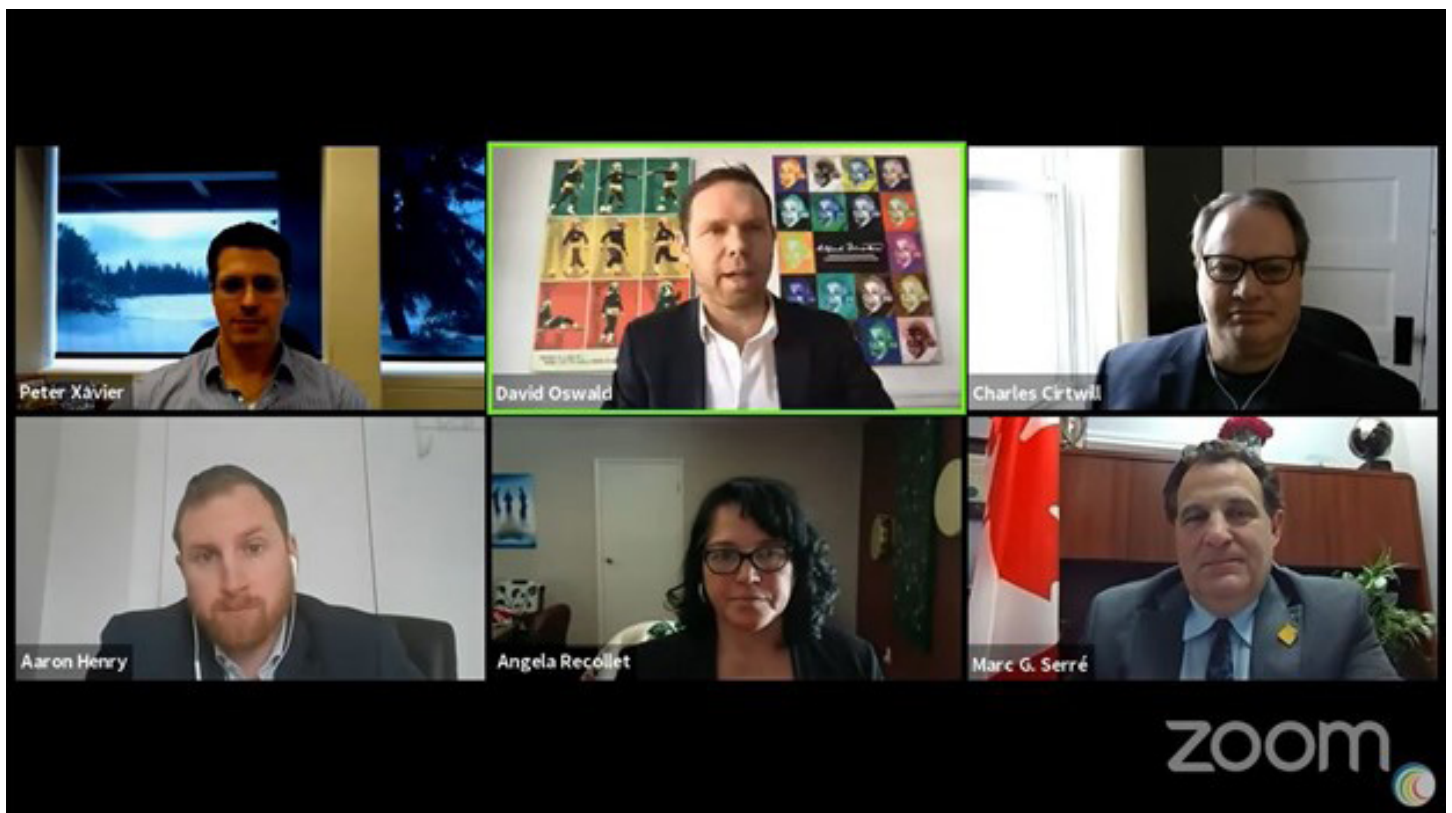
SPONSOR BY
INTEGRATED NICKEL
OPERATIONS

Initiative économie circulaire du Nord de l'Ontario

Découvrez comment le Nord de l'Ontario peut devenir sa propre chaîne d'approvisionnement.

19 janvier 2021
10h00 – 12h30

DE DESIGN ENVIRONMENT
www.designenvironment.com **NORTHERN
POLICY INSTITUTE** INSTITUT DES POLITIQUES
DU NORD Developing sustainable growth for
a better future through
policy analysis & research

Northern Ontario Circular Economy Symposium



Economic recovery, future growth,
job creation and sustainability

NORTHERN ONTARIO CIRCULAR ECONOMY SYMPOSIUM: WATER PROTECTION AND SUSTAINABILITY

Author: Dr. John Gunn

Publication date: January 2021

QUOTE: "Dr. John Gunn, who works at Laurentian University and is the Canada Research Chair in Stressed Aquatic Systems, discusses the transformation of the City of Greater Sudbury."

Northern Ontario Circular Economy Symposium



Economic recovery, future growth,
job creation and sustainability

NORTHERN ONTARIO CIRCULAR ECONOMY SYMPOSIUM: LABOUR SCENARIOS FOR THE FUTURE

Author: Ana Belén Sánchez

Publication date: January 2021

QUOTE: "Ana Belén Sánchez, who is a Green Jobs Specialist at the United Nations International Labour Organization discussed the circular economy in the context of labour."

Northern Ontario Circular Economy Symposium



Economic recovery, future growth,
job creation and sustainability

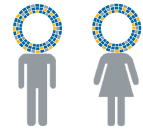
NORTHERN ONTARIO CIRCULAR ECONOMY SYMPOSIUM: HEALTH INNOVATION

Author: Dr. Gary Bota

Publication date: January 2021

QUOTE: "Dr. Gary Bota, who is the Chair of the Climate & Health Taskforce at the Northern Ontario School of Medicine, as well as the Chair at CAPE-ON, discussed the circular economy and climate change in the context of health."

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. Here is a look at our 2020 Experience North interns!



experience
NORTH
expérience
NORD

Abby Shillinglaw – Policy Analyst - Temiskaming Shores
In partnership with Northern College, Abby worked on exploring the study trajectory, success and other relevant factors affecting indirect learners. Indirect learners are students who come to the College other than immediately after graduating from secondary school.

Andrew Jalak - Communications - Sault Ste. Marie
Andrew worked with Christina to keep NPI's website up to date and ensured NPI's communications presence was consistent and the content accessible.

Christina Fera - Communications - Sault Ste. Marie
Christina worked with Andrew to keep NPI's website up to date and ensured NPI's communications presence was consistent and the content accessible.

Maia Kvas - Policy Analyst - Timmins
In partnership with the Thunder Bay CEDC, North Superior Workforce Planning Board, and the Thunder Bay Chamber, Maia explored the impacts of COVID-19 businesses in the City and District of Thunder Bay. As well, she explored similar surveys across Northern Ontario.

Mateo Orrantia - Policy Analyst - Marathon
In partnership with several First Nations communities, Mateo explored Indigenous and non-Indigenous innovations in infrastructure design and construction for new-build communities.

Mercedes Labelle - Policy Analyst - North Bay
Mercedes explored the development of subsidies for key transportation services and links in Northern Ontario.

"This summer placement has allowed me to spend my weekdays learning about the regions of Northern Ontario and my weekends out exploring them – I couldn't ask for anything more."
– Abby Shillinglaw

"Thanks to Northern Policy Institute, I have been given the opportunity to be immersed in the realm of public policy and debate and continue expanding my knowledge in the field of communications."
– Andrew Jalak

"I was excited to be able to take what I learned in school and apply it to this role. Through working as a Communications Officer, I was able to gain professional experience related to my field."
– Christina Fera

"Coming back a second year did not feel like coming back to the same job because NPI has so many different projects and skills needed to complete them that every experience/task feels brand new!"
– Maia Kvas

"This summer has given me the chance to hone my abilities as a researcher, writer, interviewer, and Excel spreadsheet-maker. It feels like I've been granted an all-access backstage pass to the region I grew up in, and I can't believe how much I've learned."
– Mateo Orrantia

"I would recommend the Experience North program to anyone who has an interest in community-level development, research and data analysis in Northern Ontario."
– Mercedes Labelle

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 four 12-month internships for recent graduates in 2020-2021.



Sudbury

Mercedes Labelle – Welcoming Communities

Mercedes joined the team as an NOHFC intern after her Experience North 2020 summer placement finished. Among other immigration research Mercedes conducted, the primary focus of this internship was to identify, collect, compile, and present baseline measures of a welcoming community for, at minimum, the five Rural and Northern Immigration Pilot communities in Northern Ontario.

Larissa Yantha – Urban Reserves

In partnership with several First Nations communities, Larissa explored new infrastructure financing models and how they might be used to support the pursuit of new-build communities. She also contributed to other NPI projects on Indigenous and non-Indigenous economic growth, and anti-racism/discrimination case studies.

Thunder Bay

Melanie Davis – Municipal Finance

Melanie's internship focused on a comparative analysis of municipal funding across several Northern Ontario communities. The work drills down on the research in the book "Funding the Canadian City", which focuses on municipal finances on a provincial or national scale. Melanie also worked on other NPI projects such as a minimum wage analysis.

Sandra Janjicek – Digital Society

During Sandra's internship, she explored the ICT landscape in Northern Ontario and how it compares to global leaders. The work identifies the gaps and identifies indicators in which Northern Ontario can use to measure the state of ICT. Sandra also assisted in the collection and categorizing of information that feeds in NPI's top ten process.



Jordan Tait – Event Officer

Jordan's internship was focused on not only the coordination and execution of virtual NPI events, but she assisted with the maintenance of the Institute's outreach efforts.

COLLECTIF D'ANALYSTES DU NORD

NORTHERN ANALYST COLLECTIVE

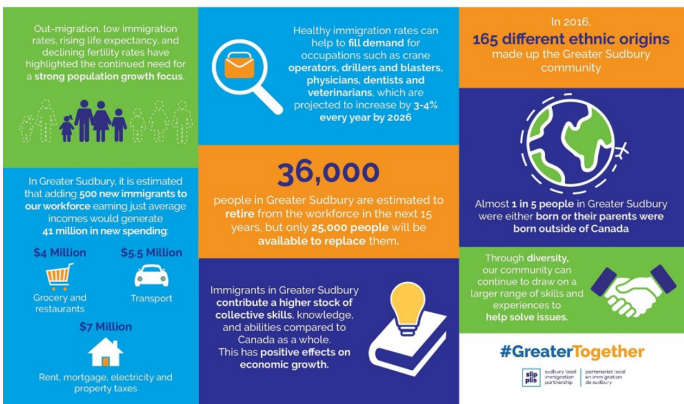
The Northern Analyst Collective is a membership group of organizations, municipalities, charities, chambers, and more.

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.

2020-2021 NAC MEMBERS:

- City of Temiskaming Shores
- Greater Sudbury Economic Development (GSDC)
- Greater Sudbury Local Immigration Partnership
- Regional Business Centre
- Northwestern Ontario Local Immigration Partnership
- North Superior Workforce Planning Board
- Réseau du Nord
- Société Économique de l'Ontario

WHY IMMIGRATION MATTERS IN GREATER SUDBURY



WHY IMMIGRATION MATTERS IN GREATER SUDBURY

Author: NPI Staff

Publication date: October 2020

QUOTE: "The Greater Sudbury Local Immigration Partnership used their Northern Analyst Cooperative membership to create an infographic about why immigration matters in Greater Sudbury. With their membership, they were able to time-share an expert to research and collect data as well as design and create the infographic."



PICTURE YOURSELF HERE: AN ECONOMIC SNAPSHOT OF TEMISKAMING SHORES

Author: Mercedes Labelle

Publication date: November 2020

QUOTE: "This paper is complementary to the data and information found on the City of Temiskaming Shores' website. With many attractive features, such as low dwelling costs, rising median individual income rates, and a high relative percentage of Francophone and Indigenous residents, Temiskaming Shores has a lot to offer its existing population, newcomers, and investors."

PARTNERS, DONORS, & SPONSORS 2020-2021

THANK YOU

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
Association Des Francophones Du Nord-Ouest De L'Ontario (AFNOO)
Canadian Community Economic Development Network
City of Dryden
City of Greater Sudbury
City of Temiskaming Shores
Cochrane District Social Services Administration Board
Employment & Social Development Canada (Canada Summer Jobs)
Far Northeast Training Board
FedNor
Greater Sudbury Police Services
Lac des Mille Lacs First Nation
Lake of the Woods Business Incentive Corp (LOWBIC)
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
Ontario Ministry of Northern Development and Mines
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
Thunder Bay Chamber of Commerce
Thunder Bay Multicultural Association
The District of Thunder Bay Social Services Administration Board
Timmins Local Immigration Partnership
Workforce Planning for Sudbury & Manitoulin

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.

Algoma University

Calgary Local Immigration Partnership

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

Immigration, Refugees and Citizenship Canada

Lakehead University

North Bay Local Immigration Partnership

Northern College

Nipissing First Nation

Ontario Immigrant Nominee Program

Ontario Ministry of Energy Northern Development & Mines

Réseau du Nord

Rural Ontario Institute

Société Économique de l'Ontario (SÉO)

Statistics Canada

Temiskaming Chamber of Commerce

Thunder Bay Chamber of Commerce

Thunder Bay Community Economic Development
Commission

Temiskaming Shores Economic Development

Thunder Bay, Rural & Northern Immigration Pilot

Timmins, Rural & Northern Immigration Pilot

EVENT SPONSORS

The support of event sponsors enables us to bring our work to you.

Glencore, Sudbury Integrated Nickel Operations

SPECIAL RECOGNITION

NPI has a robust and close relationship with the Northern Heritage Fund Corporation, and we are grateful for their ongoing partnership and support.

This project is proudly supported by



An Agency of
the Government
of Ontario

We would also like to recognize the generous emergency support provided to NPI this year by the Government of Canada through the various COVID support programs including: the Canada Emergency Wage Subsidy, the Canada Emergency Rent Subsidy, and the Canada Emergency Business Account.

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

The Donner Canadian Foundation
RBC Foundation

GOLD

Lakehead University

SILVER

S.M. Blair Foundation

INDIVIDUALS AND FRIENDS OF NPI

Samantha Angell
Rachel Beals
Pierre Belanger
Suzanne Belanger-Fontaine
Kim Jo Bliss
Charles Cirtwill
Sophie Dallaire
Harley D'Entremont
Gilles G. Dignard
Ralph Falcioni
Shane Fugere
George Graham
Geraldton Chamber of Commerce
Bonnie Gunn
Paula Haapanen
Emma Helfand-Green
Evelynn Hoffman
Luke Hunter
Rose Janjicek
Maia Kvas

NICKEL

Adobe
Google
Indigenous Tourism Ontario
Microsoft
Goring Family Foundation – Toronto Foundation

Kenora Chamber of Commerce
Mercedes Labelle
Steve Lafleur
Winter Lipscombe
David MacKinnon
Florence MacLean
Marathon Chamber of Commerce
Anthony Maunula
Yves Morrissette
Dwayne Nashkawa
Audrey Penner
Pierre Riopel
David Robinson
Krystle Rose
Alan Spacek
Mariette Sutherland
Temiskaming Chamber of Commerce
Timmins Chamber of Commerce
Timmins Economic Development Corporation

FINANCIAL REPORT

Northern Policy Institute Financial Statements For the year ended April 30, 2021

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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, 2021 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, 2021, 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 (deficiency) of revenues over expenses, and cash flows from operations for the years ended April 30, 2021 and 2020, current assets as at April 30, 2021 and 2020, and net assets as at May 1 and April 30 for both the 2021 and 2020 years. Our audit opinion on the financial statements for the year ended April 30, 2020 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

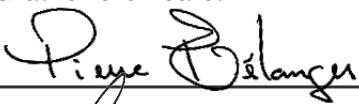
Thunder Bay, Ontario
August 26, 2021

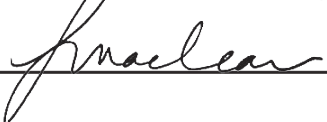
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Northern Policy Institute Statement of Financial Position

April 30	2021	2020
Assets		
Current		
Cash	\$ 45,586	\$ -
Accounts receivable (Note 2)	208,970	116,318
Government remittances receivable	11,102	7,676
Prepaid expenses	29,704	20,913
	295,362	144,907
Plant and equipment (Note 3)	53,187	21,325
	\$ 348,549	\$ 166,232
Liabilities and Net Assets		
Current		
Bank indebtedness	\$ -	\$ 25,515
Line of credit (Note 4)	-	10,000
Accounts payable and accrued liabilities (Note 5)	48,159	42,498
Deferred revenue (Note 6)	194,400	34,776
	242,559	112,789
Long term debt (Note 7)	40,000	-
	282,559	112,789
Net assets		
Unrestricted	65,990	53,443
	\$ 348,549	\$ 166,232

On behalf of the Board:


 _____ Director


 _____ Director

Northern Policy Institute Statement of Operations and Net Assets

For the year ended April 30	2021	2020
Revenue		
Northern Ontario Heritage Fund Corporation grant	\$ 435,115	\$ 769,901
Other provincial funding	67,047	119,294
Federal funding	143,332	111,228
Indigenous, municipal and other community partners	123,190	143,581
Individual, corporate and foundation support	78,130	31,748
Donations-in-kind	30,873	31,635
Event registration and sponsorship	7,500	21,250
Interest income	22	93
Amortization of deferred capital contributions	-	5,020
	885,209	1,233,750
Expenses		
Amortization	13,539	18,480
Event promotion	-	11,718
Insurance	16,128	14,581
Interest and bank charges	2,873	6,868
Interns and project staff	279,465	273,211
Office	10,460	16,690
Publications	77,195	138,888
Professional fees	17,098	17,909
Public relations	7,283	5,493
Rent	44,914	49,347
Repairs and maintenance	38,450	39,804
Research	40,191	27,434
Subscriptions	1,807	850
Telephone	7,195	10,148
Travel	5,402	55,738
Wages and benefits	632,336	572,301
Website	4,091	14,090
	1,198,427	1,273,550
Deficiency of revenue over expenses before the undernoted	(313,218)	(39,800)
Government assistance (Note 10)	325,765	37,285
Gain on disposal of equipment	-	169
	12,547	(2,346)
Excess (deficiency) of revenue over expenses for the year	12,547	(2,346)
Net assets, beginning of year	53,443	55,789
	\$ 65,990	\$ 53,443
Net assets, end of year	\$ 65,990	\$ 53,443

Northern Policy Institute
Statement of Cash Flows

For the year ended April 30	2021	2020
Cash flows from operating activities		
Excess (deficiency) of revenue over expenses for the year	\$ 12,547	\$ (2,346)
Items not involving cash:		
Amortization of plant and equipment	13,539	18,480
Amortization of deferred capital contributions	-	(5,020)
Gain on disposal of equipment	-	(169)
Forgivable loan	(20,000)	-
	<u>6,086</u>	<u>10,945</u>
Change in non-cash working capital balances:		
Accounts receivable	(92,652)	(7,722)
Government remittances receivable	(3,426)	8,639
Prepaid expenses	(8,791)	32,354
Accounts payable and accrued liabilities	5,661	(113,733)
Deferred revenue	159,624	(8,602)
	<u>66,502</u>	<u>(78,119)</u>
Investing activities		
Purchase of equipment	(45,401)	(3,450)
Proceeds on disposal of equipment	-	150
Proceeds on disposal of investments	-	57,129
	<u>(45,401)</u>	<u>53,829</u>
Financing activities		
Repayment on line of credit	(10,000)	(5,000)
Advances of long term debt	60,000	-
	<u>50,000</u>	<u>(5,000)</u>
Increase (decrease) in cash for the year	71,101	(29,290)
Cash (bank indebtedness), beginning of year	(25,515)	3,775
Cash (bank indebtedness), end of year	\$ 45,586	\$ (25,515)
Represented by		
Cash	\$ 45,586	\$ -
Bank indebtedness	-	(25,515)
	<u>\$ 45,586</u>	<u>\$ (25,515)</u>

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

Northern Policy Institute Notes to Financial Statements

April 30, 2021

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, 2021

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, 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>
Government Assistance	<p>Government assistance received during the year for current expenses is recorded as revenue.</p>
Deferred Revenue	<p>Unspent program funds are deferred as outlined by the funding agency or Community Partner. 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, 2021

2. Accounts Receivable

	2021	2020
Northern Ontario Heritage Fund Corporation	\$ 60,341	\$ 56,817
FedNor	43,617	13,034
Government assistance receivable	83,241	31,467
Other	21,771	15,000
Total	\$ 208,970	\$ 116,318

3. Plant and Equipment

	2021		2020	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Office furniture	\$ 71,093	\$ 54,877	\$ 59,713	\$ 49,012
Computer equipment	75,625	41,068	41,604	34,084
Leasehold Improvements	3,449	1,035	3,449	345
	\$ 150,167	\$ 96,980	\$ 104,766	\$ 83,441
 Net book value		 \$ 53,187		 \$ 21,325

4. Credit Facilities

The Institute has a line of credit up to a maximum of \$100,000 with RBC. Advances totaling \$Nil had been utilized at April 30, 2021. 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, 2021 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 \$19,822 (2020 - \$15,155).

Northern Policy Institute Notes to Financial Statements

April 30, 2021

5. Accounts Payable and Accrued Liabilities

	2021	2020
Trade	\$ 46,814	\$ 39,562
Vacation pay	1,345	2,936
	\$ 48,159	\$ 42,498

6. Deferred Revenue

	2021	2020
Northern Ontario Heritage Fund Corporation	\$ 87,212	\$ -
Laurentian University	43,936	-
Medavie Health Foundation	15,000	-
North Superior Workforce Planning Board	27,707	-
RBC Foundation	-	25,000
Association Des Francophones Du Nord-Quest De L' Ontario	8,500	-
Other	12,045	9,776
	\$ 194,400	\$ 34,776

7. Long Term Debt

	2021	2020
Canada Emergency Business Account Loan, unsecured, interest and repayment terms noted below	\$ 40,000	\$ -

During the year, the Company received a \$60,000 Canada Emergency Business Account loan to finance qualifying non-deferrable expenses during COVID-19. The loan is non-interest bearing with no scheduled repayments until December 31, 2022. If \$40,000 of the loan has been repaid by that date, the remaining \$20,000 will be forgiven. If the \$40,000 in loan payments have not been made by December 31, 2022, the full outstanding balance will be converted to a 5% interest bearing loan to be repaid in monthly instalments over a three year period ending December 31, 2025. The \$20,000 forgivable portion is included as government assistance on the statement of operations and net assets.

Northern Policy Institute Notes to Financial Statements

April 30, 2021

8. Economic Dependence

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

9. 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.

10. Government Assistance

During the year, the Institute was eligible for government assistance through the Canada Emergency Wage Subsidy (CEWS), Canada Emergency Rent Subsidy (CERS) and Canada Emergency Business Account Loan for a total of \$301,650, \$4,115 and \$20,000 respectively. The total amount \$325,765 is included as an undernote on the statement of operations and net assets.

Northern Policy Institute Notes to Financial Statements

April 30, 2021

11. COVID-19 ("Coronavirus") Impact

During the fiscal year ending April 30, 2021, 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. COVID-19 impacted the Institute by decreasing the NOHFC funding utilized due to an increase in individual, corporation and federal support and new government assistance programs covered costs. Travel expense also decreased due to restrictions by the government.

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.

12. Comparative Amounts

The comparative amounts presented in the financial statements have been reclassified to conform to the current year's presentation.

