IRPP

2020
2021

ANNUAL REPORT

FEDERALISM
at the CENTRE

IRPP

MISSION

Founded in 1972, the Institute for Research on Public Policy is an independent, national, bilingual, not-for-profit organization. The IRPP seeks to improve public policy in Canada by generating research, providing insight and informing debate on current and emerging policy issues facing Canadians and their governments.

The Institute's independence is assured by an endowment fund, to which federal and provincial governments and the private sector contributed in the early 1970s.

BOARD OF DIRECTORS

Chair: A. Anne McLellan, Edmonton
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President: Graham Fox, Montreal

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Elizabeth Roscoe, Ottawa
Christopher Sands, Washington
Ali Suleman, Toronto
Vianne Timmons, Regina
Kim West, Halifax

FINANCIAL HIGHLIGHTS

Year ended March 31, 2021 (thousands of dollars)

	2021	2020	2019
Operational budget	3,078	2,840	2,744
Expenses	2,936	2,823	2,753
Operational budget over/under expenses	**142**	**17**	**(9)**

2020-2021 IN REVIEW

15
research publications

8
Centre of Excellence on the Canadian Federation essays
(French and English)

1
event

597
Policy Options articles

WEBSITE ACTIVITY

2,930,209
pageviews

1,727,387
site users

11,616
downloads

222,899
Apple News views

SOCIAL MEDIA

332,589
website visitors generated by social media

19,513
Twitter followers

2,660
Facebook followers

8,512
LinkedIn followers

3,552
YouTube plays

PODCASTS

20
episodes

27,985
plays

REFERENCES TO RESEARCH

398
academic journals

10
government publications

IRPP MEDIA MENTIONS

1,955
articles

5
op-eds

918,180,578
potential reach

IRPP RESEARCH
PUBLICATIONS

New Tools for Reconciliation: Legislation to Implement the UN Declaration on the Rights of Indigenous Peoples
Michael Hudson
June 16

Turbulence or Steady Course? Permanent Layoffs in Canada, 1978-2016
René Morissette and Theresa Hanqing Qiu
June 23

The Demographics of Automation: Who's at Risk in Canada?
Kristyn Frank and Marc Frenette
June 29

Hausser l'âge d'admissibilité aux prestations du Régime de rente du Québec?
Pierre-Carl Michaud et al.
August 25

Canada's Forgotten Poor? Putting Singles Living in Deep Poverty on the Policy Radar
Dean Herd
September 15

The Superclusters Initiative: An Opportunity to Reinforce Innovation Ecosystems
Catherine Beaudry and Laurence Solar-Pelletier
October 8

Irregular Border Crossings and Asylum Seekers in Canada: A Complex Intergovernmental Problem
Mireille Paquet and Robert Schertzer
November 10

Mind the Gap: Running Out of Employment Insurance Benefits
David Gray and Philip Leonard
November 17

Lifting Singles Out of Deep Poverty: The Case for Increasing Social Assistance Benefits
Nick Falvo
December 2

Mapping Canada's Training Ecosystem: Much Needed and Long Overdue
Tony Bonen and Matthias Oschinski
January 6

Expert Views in the Media during Canadian and Swedish Elections: Educative or Entertaining?
Éric Montpetit and PerOla Öberg
January 13

Are New Technologies Changing the Nature of Work? The Evidence So Far
Kristyn Frank, Zhe Yang and Marc Frenette
January 27

Adjusting to Job Loss When Times are Tough
René Morissette and Theresa Hanqing Qiu
February 24

EVENT

The Future of EI Within Canada's Social Safety Net: Access, Adequacy, and Work Incentives
Webinar
November 10

CENTRE OF EXCELLENCE ON THE CANADIAN FEDERATION
ESSAYS AND PUBLICATIONS

ESSAYS

Resilient Federalism and Transformative Policy Change: What are the Prospects for a New "National Policy" in Canada?
Jörg Broschek
September 22, 2020

Recognition and New Arrangements: The Challenges of a Multinational Federation
Alain Noël
September 25, 2020

Unfinished Business: Implementation of the UN Declaration on the Rights of Indigenous Peoples in Canada
Sheryl Lightfoot
September 28, 2020

Strengthening Canada's Fiscal Resilience
Kyle Hanniman
October 15, 2020

Imagining the Canadian Language Regime of Tomorrow
Stéphanie Chouinard and Luc Turgeon
October 21, 2020

Reimagining the Canadian Federation through an Urban Lens
Gabriel Eidelman
October 29, 2020

Building Bridges: Toward a Reform of Canadian Intergovernmental Relations
Jared Wesley
December 8, 2020

Reconsidering the Constitutional Status of Municipalities: From Creatures of the Provinces to Provincial Constitutionalism
Kristin R. Good
February 4, 2021

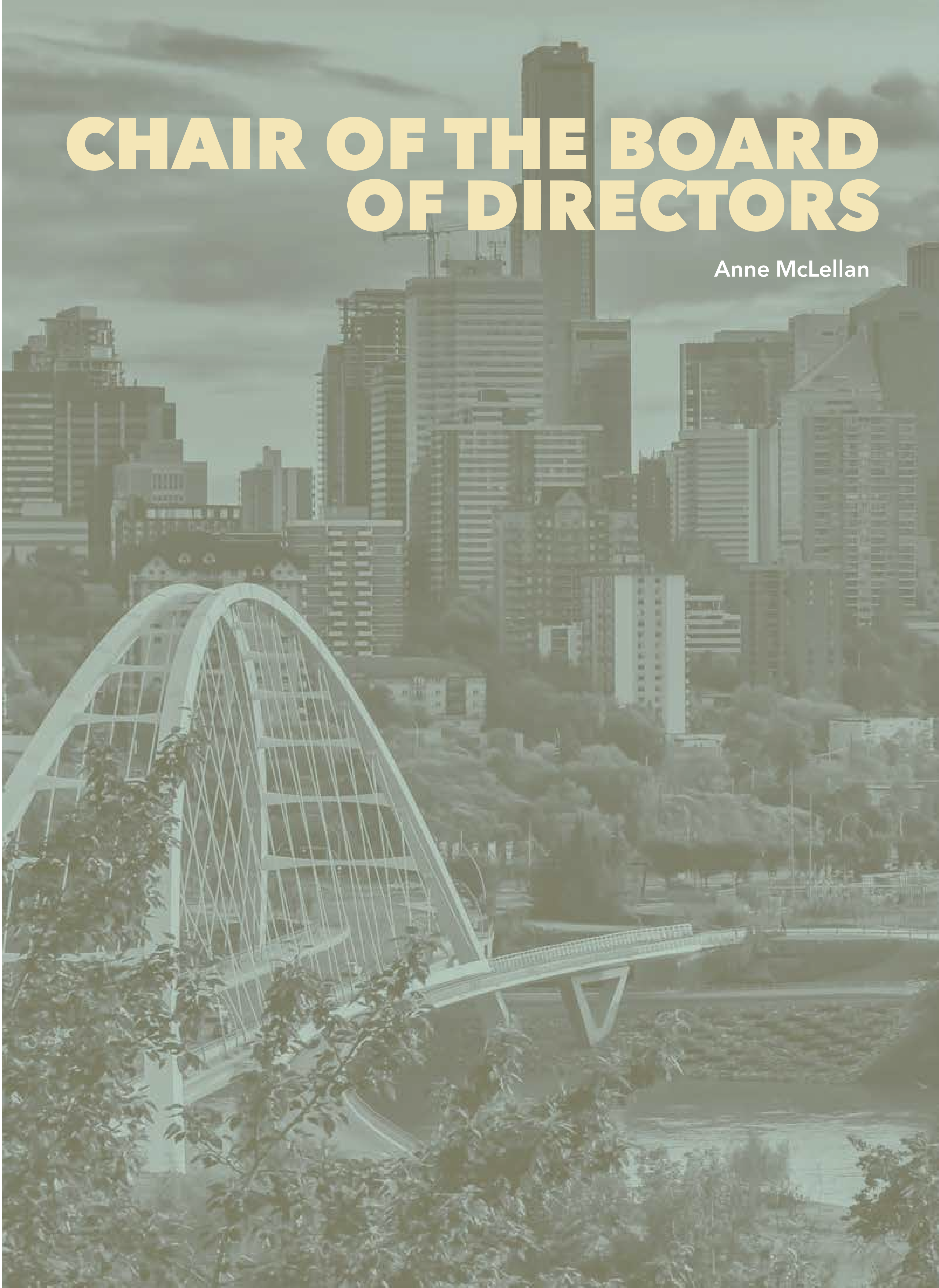
PUBLICATIONS

Federalism as a Strength: A Path Toward Ending the Crisis in Long-Term Care
Caroline Tuohy
March 10

Indigenous Self-Government in Yukon: Looking for Ways to Pass the Torch
Gabrielle Slowey
March 23

CHAIR OF THE BOARD OF DIRECTORS

Anne McLellan



It has been an eventful year for us all, including everyone at the IRPP. The repercussions of the global COVID-19 pandemic are being felt in our homes, our schools and our workplaces. This has required timely, effective and informed policy responses on the part of our governments, at all levels.

It is also the year that the IRPP said good-bye to our long-time president and CEO Graham Fox. Graham headed the Institute for nearly 10 years, and under his leadership the IRPP launched the new Centre of Excellence on the Canadian Federation, built out its communications capacity, increased its funding base, and strengthened its governance. There is no doubt he and his infectious enthusiasm for all things public policy will be missed. We wish him all the best.

On May 20, the Board announced the appointment of Jennifer Ditchburn as our new President and CEO. Jennifer is the ideal leader to guide the IRPP into its next chapter. Her policy expertise, executive leadership and strong public profile will strengthen the IRPP's position as the national resource on policy issues facing Canadians and their governments. We look forward to working with Jennifer and to building on the strengths of our organization.

Despite the changes and uncertainty of the last year, the IRPP stayed the course. It launched the new Centre of Excellence, released 23 research publications and 597 *Policy Options* articles, produced 20 podcasts, hosted 1 online event, and reached a record high of 2.9 million website pageviews.

On the Board, we said goodbye to Kim West in March, who stepped down after serving one term. We thank Kim, an insightful contributor on the Governance and Nomination Committee, for her time and dedication to our mission. Sadly, we lost Rob Badun, who passed away suddenly in April. Rob had been an active member of the Board since he joined in 2018. He became chair of our Investment Committee in June 2020, as well as a member of our Finance and Audit Committee, where he shared his breadth of experience in the financial services industry. He was a great ally of, contributor to, and ambassador for the IRPP. He will be missed. In May, our vice-chair, Michael Decter, stepped down after serving the Institute for seven years. Michael's thoughtfulness and commitment to the IRPP, our Board, the Investment Committee, and most recently the selection committee for our new President and CEO, which he chaired, have been invaluable. For everything he has done, we are grateful.

Also this year, Enrique Cuyegkeng, Director (Public Markets, Fund Management) at Ontario Power Generation, and Peter von Schilling, former co-portfolio manager at Polar Asset Management, joined the Investment Committee as our non-director members. Both hit the ground running and already have added tremendous value to the committee's work.

In June, we were delighted to welcome new directors Tamara A. Small and Martine St-Victor. Tamara is a professor in the Department of Political Science at the University of Guelph, and Martine is a communication strategist and heads the Montreal-based PR agency Milagro Public Relations Atelier. Each brings expertise and experience that will complement and strengthen our Board. We look forward to working with them.

As the Institute enters its 50th year, our Board and staff remain dedicated to our mission of improving public policy, providing insight and informing debate, at a time when these are more important than ever. I thank the entire IRPP family for their hard work, diligence and support of each other over this extraordinary year.

MESSAGE FROM THE PRESIDENT

Graham Fox

After 10 incredible years at the helm of this wonderful organization, the time has come for me to write the next chapter in my career and for the IRPP to flourish under new leadership. With this in mind, I stepped down as president and CEO in early 2021, with a mix of pride and regret.

Certainly, the highlight of our activities in my final year was the launch of the Centre of Excellence on the Canadian Federation, which opened its doors virtually in September 2020, thanks to $10 million in funding from the Government of Canada. The Centre's commitment to studying the fundamental building blocks of our unique federal-provincial arrangement will provide a research base to inform the work and decisions of our governments for years to come.

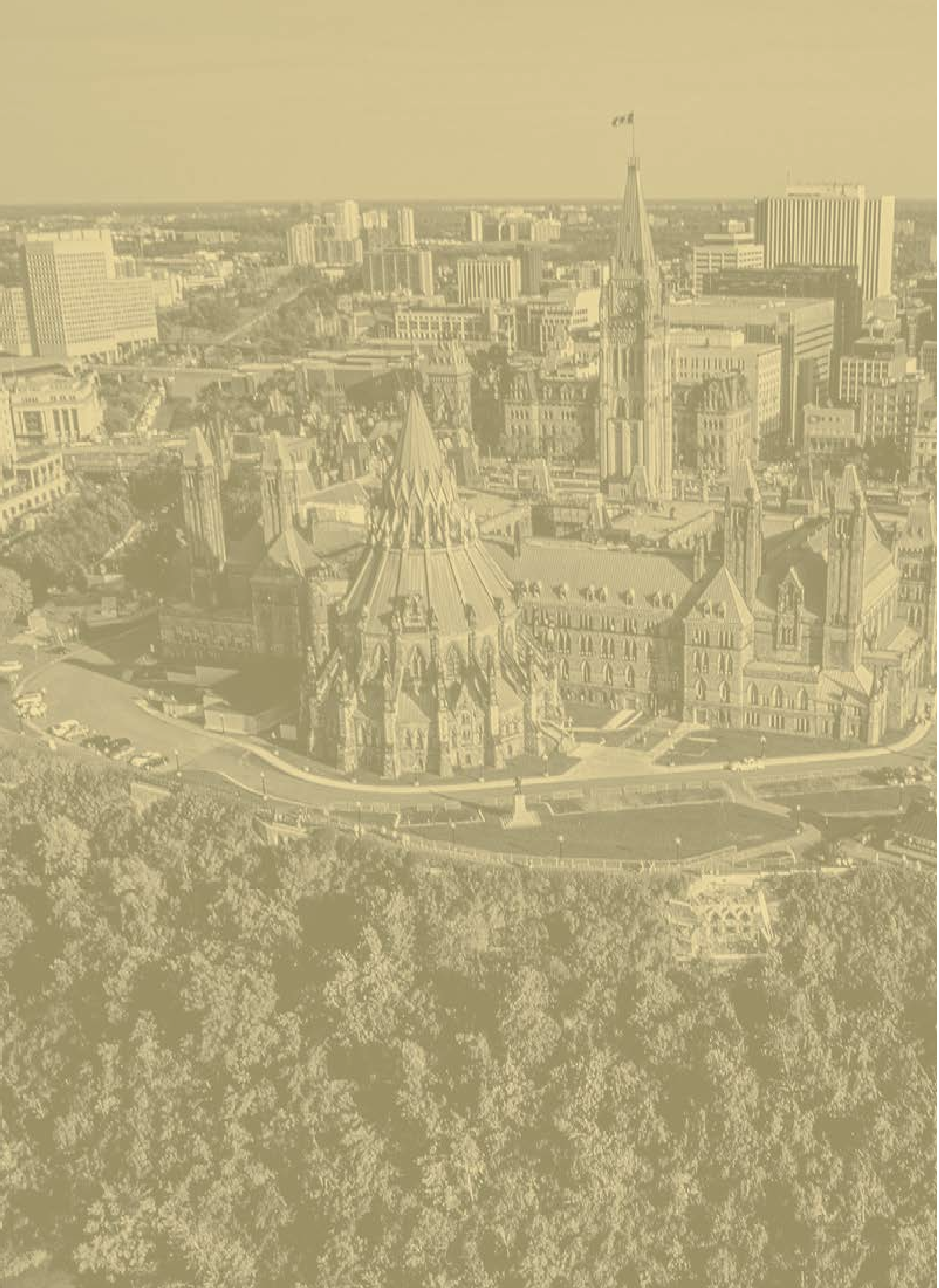
As was the case with the online launch of the Centre, relevance, timeliness and innovation have been the hallmarks of the Institute's approach to this most unusual year.

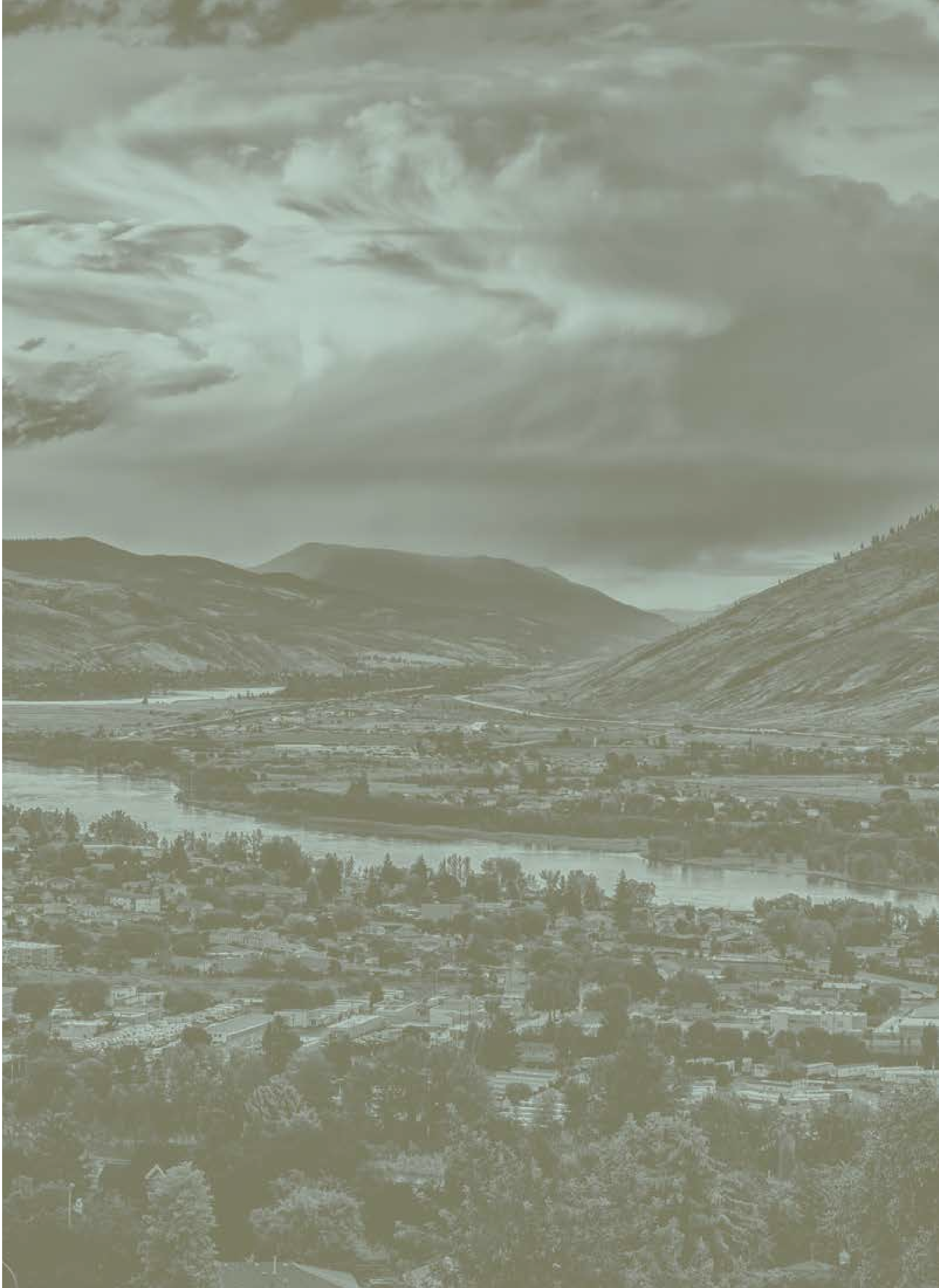
Although I hadn't anticipated spending my final months at the Institute in confinement due to the pandemic, it was fitting in a way. Faced with the most dramatic challenge of our lifetimes, the IRPP team showed its resilience and creativity and rose to meet it.

Turning on a dime, *Policy Options* focused its efforts on the pandemic and the myriad policy problems it poses. The magazine's output increased dramatically, and its readership increased to match it. Our research team ensured the studies underway pivoted to respond to the new COVID-19 reality, and it commissioned new work on long-term care and worker displacement to begin to chart the post-pandemic policy course. And the Centre immediately began tracking provincial policy responses to the pandemic, and it also became the Canadian partner in an international study of measures enacted by federal states.

All these activities were supported throughout the year by a renewed communications team, a dedicated operations team, and an incredibly supportive board of directors led by our chair the Honourable Anne McLellan. Throughout my time as CEO, I have had the great fortune of working with talented people who believe deeply in the IRPP's mission. Thank you for the trust you put in me, your willingness to swing for the fences, and your friendship. Working with you to advance the Institute's ideals has been a singular honour and pleasure.

To my successor, Jennifer Ditchburn, I wish great happiness and success in what is certainly one of the best jobs in Canadian public policy. To my colleagues, just keep doing what you are doing. You are the best in the business. I may be taking off the team jersey, but you will always find me in the stands cheering you on.





OPERATIONS AND ADMINISTRATION

Vice-President, Operations: Suzanne Ostiguy McIntyre

The 2020-21 fiscal year got underway under a COVID-19 pandemic lockdown and tremendous uncertainty – uncertainty that persists a year later. While the IRPP stayed the course and continued to produce thought-provoking research on the key policy considerations of the day, we had to quickly adapt, adjust and innovate in terms of our leadership, operations and team structures. All this was as remote work became the new normal and we marked the departure of several esteemed colleagues.

We extend our sincere thanks to Graham Fox, who wrapped up his nearly decade-long tenure as president in order to take up a new role as Managing Principal and chair of the Panel of Experts of the Canadian Centre for the Purpose of the Corporation at Navigator; Mohy-Dean Tabbara, who moved on from his position as IRPP researcher to join Maytree as a policy analyst; and digital content creator Julia Bugiel, who went on to pursue full-time graduate studies in communications at McGill University. Also leaving us after many productive years with the IRPP were events coordinator Suzanne Lambert and research director Leslie Seidle, who both retired at the end of 2020 after more than 20 years with the IRPP. We wish them all the very best in their new endeavours.

We recruited and welcomed new team members Judy Manny as event coordinator, Colm O'Sullivan as digital content creator, and Rosanna Tamburri as senior editor and writer (a newly created position at the Institute). We appreciate the renewed energy and enthusiasm they bring to the ongoing task of disseminating the Institute's research and *Policy Options* articles and expanding our reach within the policy community.

In terms of day-to-day operations, I thank staff members who confidently overcame the disruptions caused by the shift to remote operations and online activities. As in other Canadian workplaces, having the entire organization working from home seamlessly required quickly reorganizing how we do things, as well as adopting and learning new collaborative software to find different ways to keep fulfilling our mission.

Despite the challenges of the past year, the IRPP continues to operate smoothly, evidence that after nearly a half-century in existence, the organization is resilient and capable of weathering any storm – even one of global proportions.

CENTRE OF EXCELLENCE ON THE CANADIAN FEDERATION

Executive Director: Charles Breton
Research Director: F. Leslie Seidle
Research Associate: Paisley Sim

The launch of the IRPP's Centre of Excellence on the Canadian Federation on September 22, 2020, marked the creation of a new permanent research body within the IRPP devoted to fostering a deeper understanding of Canada as a federal community.

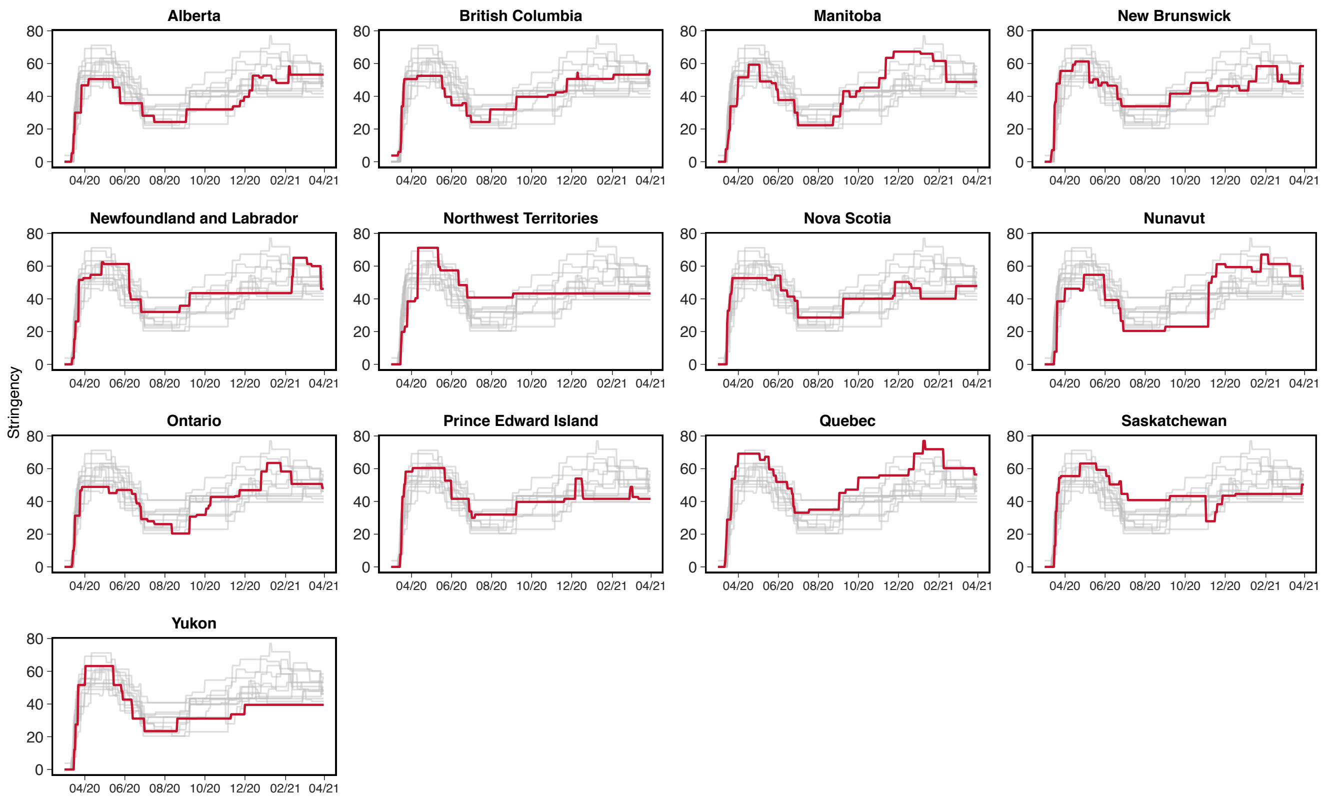
Along with a new website, the digital launch included the publication of the inaugural essay series, "*A Resilient Federation? Public Policy Challenges for the New Decade*," in which leading scholars from across the country propose a post-pandemic policy agenda for the Canadian federation. Essays in this series led to two IRPP podcasts, one was a bilingual discussion among authors Jörg Broschek, Stéphanie Chouinard and Alain Noël, who commented on the 2020 Speech from the Throne, and the other was on urban policies and the place of large metropolitan centres in the federation, featuring author Gabriel Eidelman and Edmonton Mayor Don Iveson.

Soon after its launch, the Centre initiated an ongoing research project to measure and monitor the highly divergent measures adopted by Canadian provinces and territories in response to the COVID-19 pandemic. Updated weekly, the data quickly became an invaluable resource for researchers and has been cited in a number of scientific publications. The Centre's COVID-19 Stringency Index has had a direct impact on the conversations surrounding provincial-federal responses to the pandemic, as it is the only source quantifying the measures put in place by provinces and territories. In a related project, the Centre collaborated with researchers from Oxford University on a working paper, *Variation in the Canadian provincial and territorial responses to COVID-19*, which generated significant cross-Canada media coverage in print, radio and television.

In November, the Centre published its first major study, *Irregular Border Crossings and Asylum Seekers in Canada: A Complex Intergovernmental Problem*, which explores how Canada's intergovernmental system reacted to the increase in irregular border crossings that began in 2017. The study presents irregular border crossings as a complex problem that challenges the established norm of multilateralism in intergovernmental relations on migration, and offers recommendations to governments on how to manage such problems. Its authors presented their research to the Quebec immigration ministry and to Immigration, Refugees and Citizenship Canada.

Another research publication from the Centre also had a significant impact. Following the release of her paper on the crisis in long term care, Carolyn Touhy was invited to speak to a group of senators. She presented her recommendation for improving the norms and standards of quality of care across the country while respecting the principles of Canadian federalism.

Comparing Stringency of Canadian Provinces' COVID−19 Measures



IRPP RESEARCH

Vice-President, Research: France St-Hilaire
Research Directors: Colin Busby, Natalia Mishagina

The IRPP is committed to informing policy development through rigorous, relevant and reliable research. We publish peer-reviewed research, convene policy discussions and collaborate with researchers in academia and government to examine policy challenges on the horizon and present effective solutions. This year, the IRPP released 15 publications and held one webinar. Our work was cited in 398 academic studies and 10 government reports.

THE FUTURE OF SKILLS AND ADULT LEARNING

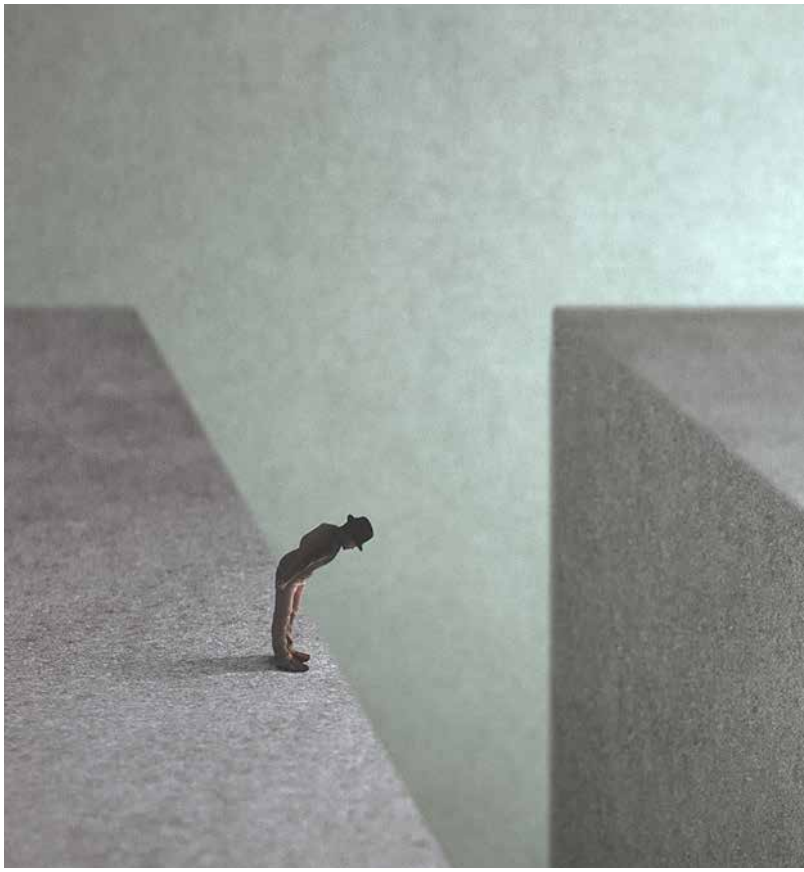
Now in its first full year of activity, this research program contributes to building a more effective and responsive learning ecosystem in Canada. It critically evaluates current education and training opportunities for working-age adults and proposes reforms to improve the system's reach and impact. This has become all the more important as policy-makers across the country seek more direct ways to help permanently displaced workers rebound from the economic consequences of the COVID-19 pandemic.

Most of our research activities in this area over the past year have focused on better understanding the labour market trends that affect the demand for skills and job prospects. This included documenting long-term trends in permanent lay-offs and their impact on displaced workers; identifying the jobs and groups of workers most at risk of automation; and examining available evidence on how much recent technological advances are actually changing the nature of work.

One particularly salient issue for policy-makers in the present context is how people react to permanent job loss and what actions they take to get back on their feet. René Morissette and Theresa Hanqing Qiu's study *Adjusting to Job Loss When Times Are Tough* was the first in Canada to investigate take-up rates for four adjustment strategies unemployed workers might adopt to cope with job loss – relocating, enrolling in post-secondary education, taking on an apprenticeship, and becoming self-employed. They find that permanent job loss did not have a significant effect on the likelihood of displaced workers adopting any of these strategies. Understanding why this is the case and what factors are at play will be important in designing more effective labour adjustment policy going forward.

Canada's lack of information about the skills sought by employers and the education and training options available to workers to acquire them may be to part of the explanation. In their paper *Mapping Canada's Training Ecosystem: Much Needed and Long Overdue*, Tony Bonen and Matthias Oschinski call on the federal and provincial governments to create a comprehensive online tool linking employer-sought skills with education and training options that will enable Canadian workers and students to make informed education, training and career choices.

Other research underway investigates aspects of skills development such as sector-based training for unemployed and underemployed workers, literacy and basic skills training provided via school boards, and the role played by Canadian polytechnics in skills development for adults.



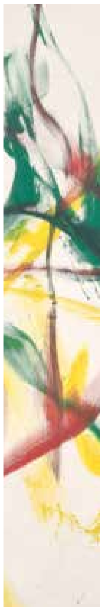
THE SOCIAL SAFETY NET FOR WORKING-AGE ADULTS

Despite governments' efforts to develop and implement poverty-reduction strategies, too many Canadians continue to struggle to meet their basic needs on incomes that fall far below the poverty line. The IRPP Report *Canada's Forgotten Poor? Putting Singles Living in Deep Poverty* on *the Policy Radar* launched this new research program, drawing attention to this overlooked and fast-growing segment of the population. The report summarizes the findings of extensive research undertaken by Toronto Employment and Social Services to better understand changes in the Ontario Works caseload in Toronto, and the particular needs and circumstances of this group. The IRPP also invited three social policy experts to comment on the findings of the report and offer their recommendations for overdue changes to income support programs across the country.

This was followed by Nick Falvo's paper *Lifting Singles Out of Deep Poverty: The Case for Increasing Social Assistance Benefits*, which examines the provinces' long-standing policy of providing single Canadians living in poverty with only bare-bones benefits, to discourage their reliance on social assistance and make paid work more attractive. A close analysis of the factors that affect social assistance caseloads indicates that the generosity of benefits plays only a modest role. Falvo argues that increased income supports for singles are urgently needed to counter the deleterious effects of deep poverty that prevent them from moving forward.

The COVID-19 pandemic has exposed shortcomings in our social safety net, in particular gaps in Employment Insurance (EI). Early in the first wave, new income support programs had to be created to cover workers ineligible for EI and to accelerate aid delivery to others. As some of these temporary programs expired, adjustments had to be made to the EI program to expand eligibility and extend regular benefit duration. The rationale for EI benefit extensions and the effects on claimants' behaviour and on program costs, is the subject of David Gray and Philip Leonard's paper *Mind the Gap: Running Out of Employment Insurance Benefits*. They examine instances in recent decades when temporary benefit extensions were introduced, and they argue that in many cases these were either inappropriate or inadequate. This research could not be more timely or relevant. David Gray, one of the authors, was called to testify before the House of Commons Standing Committee on Human Resources, Skills and Social Development and the Status of Persons with Disabilities, and he also published an op-ed in the *National Post*. Close to 500 people attended a webinar that discussed the major problems with the EI system exposed by the pandemic and the path forward.

As governments explore opportunities to make fundamental changes to existing income security programs and adapt them to the needs of the modern workforce, the IRPP will continue to produce in-depth research on potential avenues for reform.



FACES OF AGING

Steady increases in life expectancy and the decline in employer-sponsored defined-benefit pension plans underscore the importance of public pensions, and also of individuals knowing how to maximize their retirement income and address the financial risk associated with longevity.

In *Hausser l'âge d'admissibilité aux prestations du Régime de rentes du Québec ?*, Pierre-Carl Michaud and his co-authors examine the behaviour and intentions of Quebecers and other Canadians in deciding when to retire and begin taking QPP/CPP benefits. They estimate that if most 60-year-olds delayed drawing on their CPP/QPP benefits by a few years, their cumulative retirement earnings would increase significantly, although a large minority would be worse off. Raising the CPP/QPP age of eligibility is therefore one option for governments to consider, but strong mitigation measures would be required to protect those who would be negatively impacted. These findings also indicate the need to review the factors motivating retirement decisions, and to find ways to inform and encourage more Canadians to defer collecting their public pensions when it is in their best interest to do so. This publication bolstered awareness and encouraged broader discussions on the importance of individuals' financial planning for retirement. A related op-ed by the study's lead author was published by *Le Devoir*.

UNLOCKING DEMAND FOR INNOVATION

Canada's economic prospects rely on stronger productivity growth and better innovation performance. Yet for decades attempts by successive governments to promote business innovation have failed to yield the desired results.

The Innovation Superclusters Initiative, introduced by the federal government in 2017, is the centrepiece of its plan to reverse Canada's deteriorating innovation performance, accelerate Canadian firms' adoption of key technologies, and foster a strong entrepreneurial culture. The Parliamentary Budget Officer's preliminary report, released in October 2020, raised serious questions about the effectiveness of the program. But how will we know if it has achieved its objectives?

In their study, Catherine Beaudry and Laurence Solar-Pelletier argue that the superclusters are in fact innovation ecosystems, and that is the lens through which their performance should be monitored and assessed. They urge policy-makers to look beyond generic indicators such as the number of new products, processes and jobs created, which are at best proxies for innovation. To truly measure the impact of these ecosystems and adapt innovation practices and policies accordingly, more sophisticated indicators will need to be developed – in particular, ones that capture the nature of the links among ecosystem constituents, and the extent of knowledge transfer and technology adoption that takes place within them. The authors published a related op-ed in the *Globe and Mail*.

POLICY OPTIONS

Editor-in-Chief: Jennifer Ditchburn
Deputy Editor (English Content): Evangeline Sadler
Deputy Editor (French Content): Félice Schaefli

The COVID-19 pandemic forced Canadian governments, businesses and nonprofit organizations to transition quickly to a new normal. *Policy Options* also pivoted and focused its content to respond to the massive appetite for policy analysis related to the pandemic. Readership expanded by 56 per cent over the previous fiscal year, reaching an all-time high of 1.6 million visitors.

In addition to daily coverage, the magazine published several feature series on critical areas of concern. A series on Canada's long-term care crisis delved into some of the long-standing issues plaguing the sector. A collaboration with the Munk School of Global Affairs and Public Policy produced a series on building an innovation economy after the current health-care crisis abates. And an extensive series on societal inequalities and post-pandemic recovery planning covered a range of angles – from the effects felt by the homeless and working and immigrant women, to people with disabilities and racialized Canadians.

Another major policy area that preoccupied North American society over the past year was the persistence of systemic racism. These conversations took on new importance following the killing of George Floyd in Minneapolis in May 2020. Equity advocate and journalist Anita Li was the guest editor on a series that looked at the barriers to racial equality in Canada.

The *Policy Options* team moved ahead with plans to renew the website, and introduced features to increase functionality and make the platform more reader-friendly. The redesign included a tagging feature that organizes articles by more specific topic areas; a more responsive search function; and a cleaner layout that allows for better use of photos and illustrations.

The pandemic placed constraints on the magazine's revenues, particularly with the loss of sponsored events. However, federal government emergency support for the cultural sector and project funding obtained through the Canada Periodical Fund helped to relieve some of the financial pressures.

COMMUNICAT

Director of Communications: Cléa Desjardins
Web Assistant: Ricardo Montrose
Digital Content Creators: Julia Bugiel, Colm O'Sullivan
Events Coordinator: Suzanne Lambert

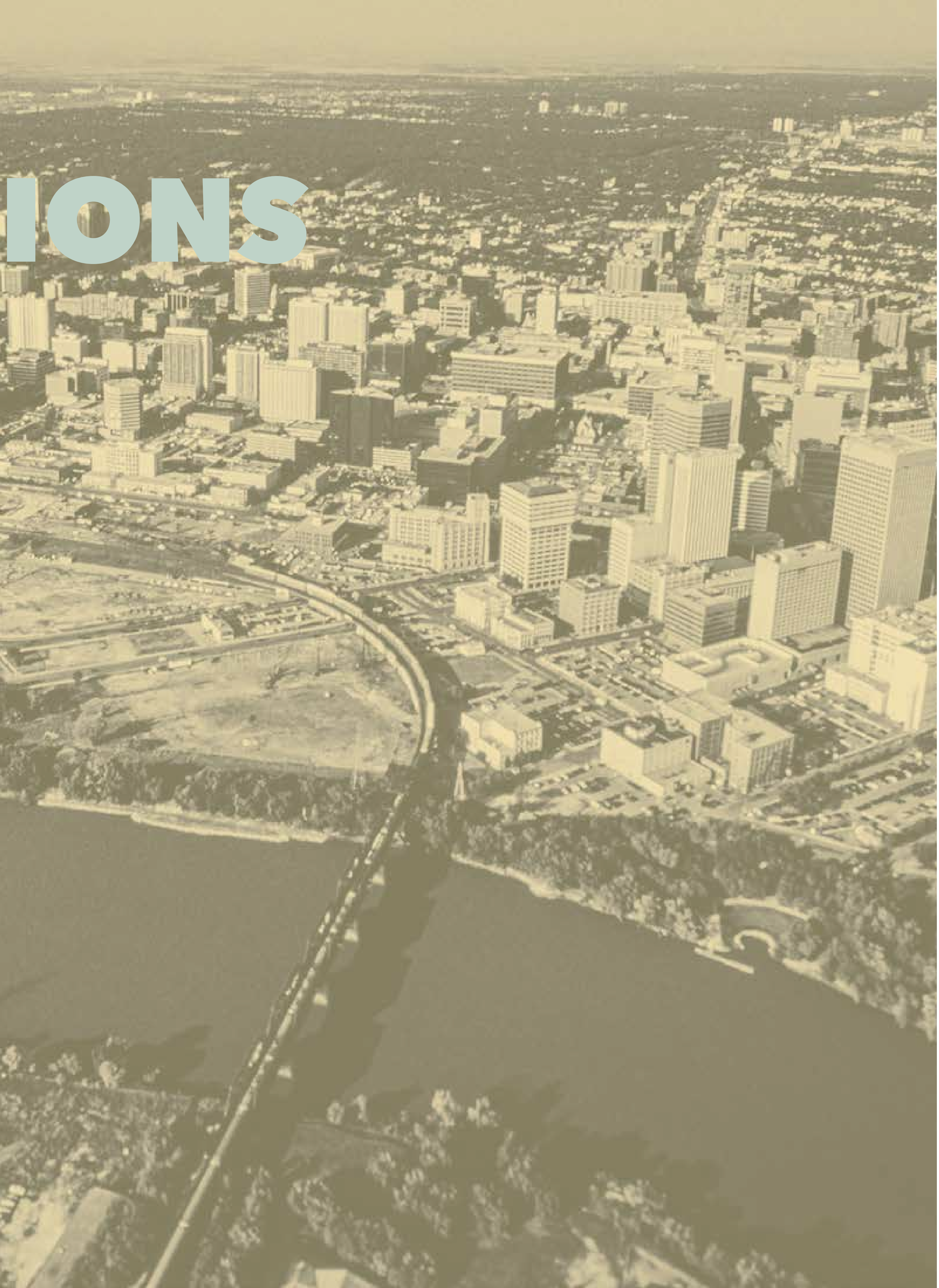
Throughout the past year the IRPP's communications team continued to support the Institute's three pillars — research, the Centre of Excellence on the Canadian Federation, and *Policy Options* – by ensuring new content was strategically promoted on the IRPP websites; through our social media channels; in the *Policy Options* podcast; and in external media through interviews, expert commentary, and op-eds.

Our research publications over the year garnered 11,616 downloads and generated 228,115 page-views, up 6 per cent over last year.

Our social media channels continued to grow, adding new followers on Twitter, Facebook and LinkedIn; providing valuable interactions with our audiences; and driving an additional 332,589 visitors directly to IRPP websites — a 29 per cent increase over last year. The debut of *Policy Options* articles on Apple News also upped readership, bringing 222,899 new pairs of eyes to PO articles. The communications team carried on producing the *Policy Options* podcast from makeshift home studios, with 20 new episodes on topics ranging from Alberta's Fair Deal Panel to the global dimensions of Canada's vaccine rollout.

Over the summer, communications staff worked closely with Centre Executive Director Charles Breton and external designers to create the Centre's new website. We also took this opportunity to streamline the IRPP's whole website and modernize the IRPP logo, to ensure a more coherent look and feel for visitors.

IRPP research was featured in external media across the country, and op-eds by report authors were picked up by the *National Post*, the *Globe and Mail*, and online publications. The Centre's timely COVID-19 research also generated major interest in print, radio and television outlets, including the *Vancouver Sun*, the CBC, Radio-Canada, the *Montreal Gazette*, *Le Devoir* and CTV, covering pandemic measures across Canada. In all, media mentions of the IRPP content generated a potential reach of more than 900 million impressions.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REPORT OF THE INVESTMENT COMMITTEE

Chair: Robert Badun
Members: Michael Decter, Elizabeth Roscoe, Ali Suleman,
Non-Director Members: Enrique Cuyegkeng, Monika Skiba, Peter von Schilling

The IRPP's Endowment Fund supports the work of the Institute. In order to maintain the real value (after inflation) of the Fund so that it can continue to provide financial support to the Institute, the role of the Investment Committee is to advise the Board of Directors on the Institute's investment strategy; consider and recommend the appropriate asset mix; select external investment managers and hold them accountable for their performance (both return and risk) in meeting the mandate objectives; and act as a resource for the Board on investment-related matters.

The Investment Committee and the Board have always recognized that protecting the real value of the Fund while providing for the Institute's operations may be competing objectives. For this reason, over the years the Institute has used different approaches, asset mixes and formulas to determine the amount to release annually from the Endowment Fund to support the operations of the Institute and ensure the Fund's long-term sustainability.

Following the global financial crisis of 2008-09, to reduce the transmission of portfolio volatility onto the amount released annually from the Endowment Fund to support the operations, a modified Yale formula was selected for the spending policy. This formula consists of taking 80 percent of the allowable spending in the prior fiscal year, increased by the rate of inflation (as measured by the Consumer Price Index) for the 12 months ending December 31, and 20 percent of the long-term spending rate applied to the four-quarter market value average of the endowment for the period ending December 31 prior to the start of the current fiscal year.

In 2012, the decision was made to change the asset-mix allocation to 70 percent equities and 30 percent fixed income. In 2013 Burgundy Asset Management was given the mandate to manage the equities portion of the portfolio, and in 2014 RBC Philips, Hager and North Investment Counsel was given the mandate to manage the fixed-income portion of the portfolio. In January 2018, the Investment Committee decided to invest 10 percent of the fund in real estate and gave the mandate to Bentall Green Oaks (then Bentall Kennedy). As a result, the current asset allocation is 70 percent equities (consisting of 20 percent Canadian, 25 percent US and 25 percent EAFE), 20 percent bonds (25 percent of which is invested in commercial mortgages), and 10 percent real estate.

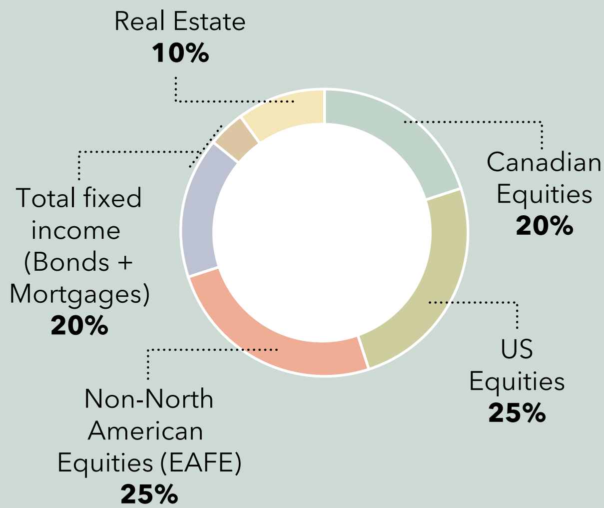
In April 2019, the IRPP received a $10 million grant from the federal government to create the Centre of Excellence on the Canadian Federation. To meet the reporting requirements, a separate Centre Fund was created, and the Endowment Fund was renamed the Base Fund. The Centre Fund started with $9.5 million ($500,000 was earmarked to start up the Centre over two fiscal years), and it was invested according to the same Statement of Investment Policy and Procedures.

In March 2020, as the COVID-19 pandemic took centre stage, markets saw many sectors generate negative returns. However, jointly deployed fiscal and monetary stimulus quickly fuelled an equity market recovery, which resulted in global equity indices reaching all time heights as the year progressed. Consequently, the Base Fund gained 25.3 percent in fiscal 2020-21, before investment fees and draw, and 18.4 percent after fees and draw. The Centre Fund gained 22.3 percent in fiscal 2020-21, before investment fees and draw, and gained 20.3 percent after fees and draw. For fiscal year 2020-21, the draw from the Base Fund amounted to $2,367,502 and the draw from the Centre Fund amounted to $504,600.

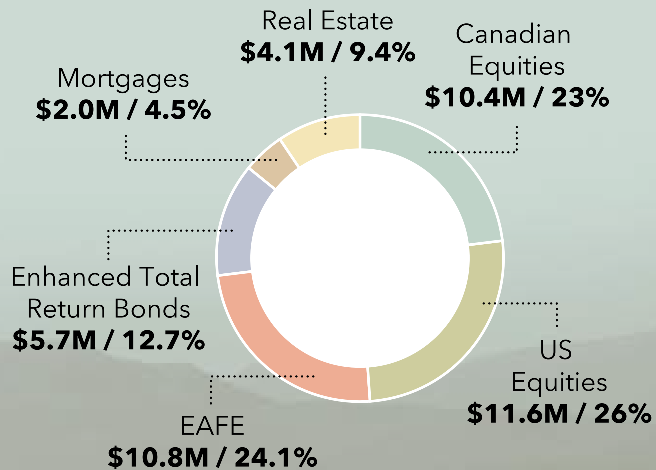
As of March 31, 2021, the Base Fund's market value was $44,727,414 and the Centre Fund's market value was $10,715,776. Their asset mix is reported below.

ASSET MIX

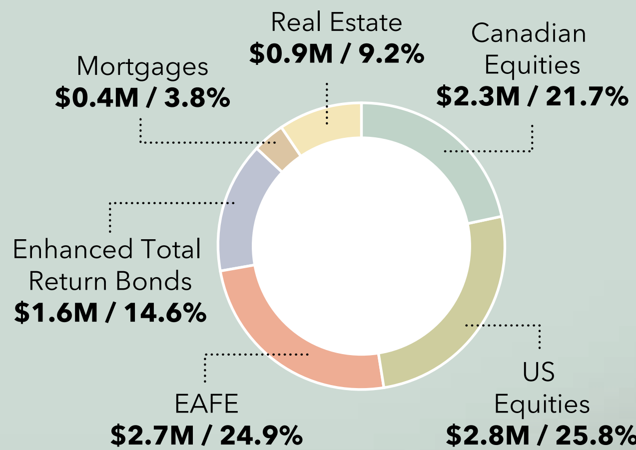
Policy



Base Fund



Centre Fund



The table and graph below illustrate that the Base and Centre Funds have been managed to achieve the dual objectives of providing income for the operations of the IRPP and the Centre, while maintaining the real value of the Funds.

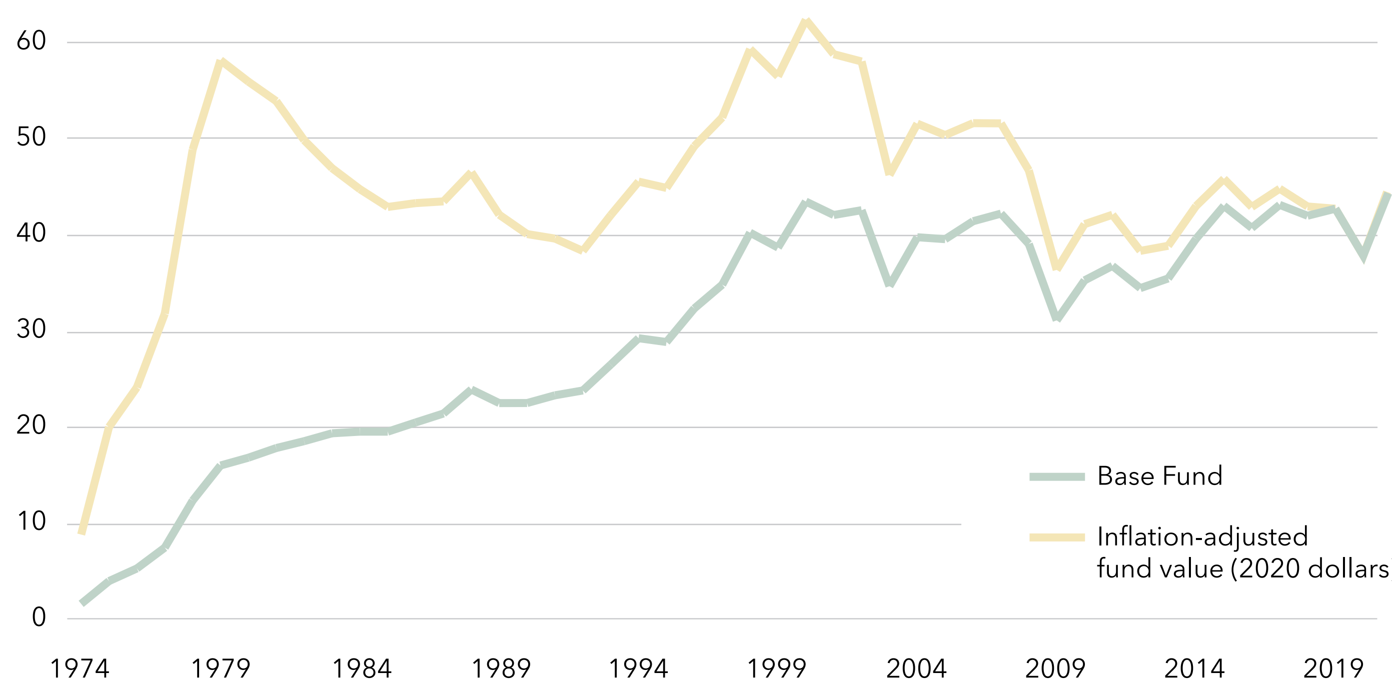
Over the 49-year history of the IRPP, more than $84 million have been provided by the Fund for the operations of the Institute. The Investment Committee's focus has always been on long-term returns, defined as four years as per the Statement of Investment Policy. Over the last for years, the Base Fund gross return has been 8.5%, and the net return has been 7.9%

BASE FUND – HIGHLIGHTS

	Fiscal year				
	2021	**2020**	**2019**	**2018**	**2017**
Market value	$44,727,414	$37,790,737	$42,668,109	$41,937,523	$43,071,421
Return (before draw and fees)	25.3%	-5.3%	8.0%	3.4%	12.2%
Return (after draw and fees)	18.4%	-11.4%	1.7%	-2.6%	5.9%
Spending (excludes fees)*	$2,367,502	$2,325,443	$2,279,262	$2,228,923**	$2,218,346**
Operating budget	$3,309,417***	$3,070,443***	$2,872,336	$2,529,350	$2,489,927
Management and custodial fees	$343,293***	$391,624***	$346,260	$368,760	$332,135
Base Fund contribution	71.5%	75.7%	79.3%	68.4% 90.1%**	69.0% 89.1%**

*The amount drawn from the Base Fund for operations is calculated using a modified Yale formula.
**Includes an additional draw from the Base Fund as authorized by the Board of Directors.
***Includes the Centre.

VALUE OF THE BASE FUND, NOMINAL AND INFLATION ADJUSTED, 1974-2021 (millions of dollars)



Note: The exceptionally strong growth up to 1986 is due to the collection of commitments made to the endowment.

FINANCIAL STATEMENTS

March 31, 2021

INDEPENDENT AUDITOR'S REPORT

TO THE BOARD OF DIRECTORS OF
INSTITUTE FOR RESEARCH ON PUBLIC POLICY

OPINION

We have audited the financial statements of Institute for Research on Public Policy [the "Organization"], which comprise the statement of financial position as at March 31, 2021, and the statements of changes in net assets, statement of revenues and expenditures, and statement of cash flows and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2021, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

BASIS FOR OPINION

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 Organization 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 opinion.

RESPONSIBILITIES OF MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of the financial statements in accordance with 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 Organization'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 Organization or to cease operations, or has no realistic alternative but to do so.

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

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 Organization'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 Organization'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 Organization 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.

Ernst & Young LLP [1]

Montreal, Canada
June 9, 2021

[1] CPA auditor, CA, public accountancy permit no. A124456

FINANCIAL POSITION

As at March 31, 2021

	2021	2020
	$	$
ASSETS		
Current		
Cash	**711,236**	481,284
Accounts receivable (note 3)	**98,106**	128,797
Prepaid expenses	**71,425**	38,320
	880,767	648,401
Investments (note 4)	**55,443,190**	46,698,855
Tangible capital assets (note 5)	**124,677**	145,811
	56,448,634	47,493,067
LIABILITIES		
Current		
Accounts payable and accrued liabilities (note 7)	**184,718**	141,689
Deferred contributions (note 8)	**275,622**	300,622
	460,340	442,311
Commitments (note 11)		
NET ASSETS		
Base Endowment (internally restricted)	**45,250,744**	38,067,875
Centre of Excellence Endowment (restricted)	**10,754,813**	8,873,419
Unrestricted	**(17,263)**	109,462
	55,988,294	47,050,756
	56,448,634	47,493,067

See accompanying notes

CHANGES IN NET ASSETS

For the year ended March 31, 2021

	Base Endowment [internally restricted]	Centre of Excellence Endowment (restricted) (note 10)	Unrestricted	2021	2020
	$	**$**	**$**	**$**	$
Balance, beginning of year	**38,067,875**	**8,873,419**	**109,462**	**47,050,756**	52,618,242
Excess (deficiency) of revenues over expenditures	**-**	**2,235,994**	**6,701,544**	**8,937,538**	(5,567,486)
Transfer Base Endowment (note 9)	**6,982,869**	**-**	**(6,982,869)**	**-**	-
Transfer Sixth Decade Fund (note 9)	**200,000**	**-**	**(200,000)**	**-**	-
Transfer Centre of Excellence (note 9)	**-**	**(354,600)**	**354,600**	**-**	-
Balance, end of year	**45,250,744**	**10,754,813**	**(17,263)**	**55,988,294**	47,050,756

See accompanying notes

REVENUES AND EXPENDITURES

For the year ended March 31, 2021

	2021	2020
	$	$
REVENUES		
Centre of Excellence Contribution (note 10)	**182,000**	350,000
Sixth Decade Contribution (note 8)	**(200,000)**	-
Contributions, partners and collaborators	**313,408**	54,195
Contributions, other	**16,206**	18,985
Publications and events	**3,781**	5,274
Policy Options events	**-**	76,390
Policy Options advertising	**22,726**	9,787
	338,121	514,631
EXPENDITURES		
General research and support services	**1,703,809**	1,672,248
Centre of Excellence (note 10)	**485,495**	377,824
Policy Options	**699,371**	718,665
Other publications	**18,859**	25,656
Interest and bank charges	**7,174**	8,792
Amortization of tangible capital assets	**21,134**	19,438
	2,935,842	2,822,623
Deficiency of revenues over expenditures before the undernoted	**(2,597,721)**	(2,307,992)
Net investment income (loss) (note 10)		
Changes in fair value of investments	**8,999,359**	(5,915,192)
Dividend income	**1,511,244**	1,713,924
Gain on disposal of investments	**1,054,381**	988,919
Interest income	**294,693**	318,802
Transaction costs	**(324,418)**	(365,947)
	11,535,259	(3,259,494)
Excess (deficiency) of revenues over expenditures	**8,937,538**	(5,567,486)

See accompanying notes

CASH FLOWS

For the year ended March 31, 2021

	2021	2020
	$	$
OPERATING ACTIVITIES		
Excess (deficiency) of revenues over expenditures	**8,937,538**	(5,567,486)
Items not affecting cash:		
Amortization of tangible capital assets	**21,134**	19,438
Changes in fair value of investments	**(8,999,359)**	5,915,094
	(40,687)	367,046
Net change in noncash working capital items (note 12)	**15,615**	(96,533)
Cash provided by (used in) operating activities	**(25,072)**	270,513
INVESTING ACTIVITIES		
Redemption of short-term investments	**-**	1,450,000
Acquisition of investments	**(69,060)**	(3,627,454)
Proceeds of disposal of investments	**324,084**	2,231,614
Acquisition of tangible capital assets	**-**	(143,709)
Cash provided by (used in) investing activities	**255,024**	(89,549)
Net increase in cash during the year	**229,952**	180,964
Cash and cash equivalents, beginning of year	**481,284**	300,320
Cash and cash equivalents, end of year	**711,236**	481,284

See accompanying notes

NOTES TO FINANCIAL STATEMENTS

March 31, 2021

1. PURPOSE OF THE ORGANIZATION

Founded in 1972, the Institute for Research on Public Policy [the "Organization"] is an independent, national, bilingual, not-for-profit organization. The Organization seeks to improve public policy in Canada by generating research, providing insight and informing debate on current and emerging policy issues facing Canadians and their governments. Its independence is assured by an Endowment, made up of the "Base Endowment" [internally restricted], to which federal and provincial governments and the private sector contributed in the early 1970s, as well as a second fund [the "Centre Endowment" [restricted]], created in 2019 thanks to a grant from the Government of Canada specifically to support the activities of the Institute's Centre of Excellence on the Canadian Federation. The Organization is incorporated under Part II of the *Canada Corporations Act* and is a registered charity under the *Canadian Income Tax Act* and *Quebec Taxation Act* and, accordingly, is not subject to income taxes.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations, hereafter referred to as ''ASNPO'', and include the following significant accounting policies:

Revenue recognition

The Organization follows the deferral method of accounting for contributions. Restricted contributions are deferred and are recognized as revenue in the year in which the related expenses are incurred, and they are recorded when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. 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. Endowment contributions are recognized as direct increases in net assets.

Advertising revenue is recognized when persuasive evidence of an arrangement exists, services have been rendered and the price is fixed or reasonably assured, on a straight-line basis over the duration of the contract, once advertising is edited. The liability relating to the received but unearned portion of revenues is recognized in the balance sheet as sponsorship revenue collected in advance.

Publications and events revenues are recognized when persuasive evidence of an arrangement exists, merchandise is sold, services have been rendered, and the price is fixed or reasonably assured. The liability relating to the received but unearned portion of revenues is recognized in the balance sheet as publications and events revenue collected in advance.

Investment transactions are recorded on the transaction date and resulting revenues are recognized using the accrual method of accounting.

Interest income is recognized on a time proportion basis, dividend income is recognized as of the ex-dividend date, and changes in fair value are recognized when they occur.

Allocation of expenses

The allocation of salaries is based on the percentage of time spent by each employee on *Policy Options* activities and the Centre of Excellence activities. Nonsalary expenses are allocated proportionally to *Policy Options*. In accordance with the agreement that created the Centre of Excellence, no overhead expenses are allocated to this line of activity.

Tangible capital assets

Tangible capital assets are recorded at cost less accumulated amortization. Amortization is calculated on their respective estimated useful life using the straight-line method at the following rates and over the following period:

Computer equipment	33%
Office equipment	20%
Leasehold improvements	Over the term of the lease

Impairment of long-lived assets

Long-lived assets, which comprise tangible capital assets, are reviewed for impairment when certain events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. An impairment is recognized when the carrying amount of an asset to be held and used exceeds the undiscounted future net cash flows expected from its use and disposal. If there is an impairment, the impairment amount is measured as the amount by which the carrying amount of the asset exceeds its fair value. An impairment loss is not reversed if the fair value of the related asset subsequently increases.

Financial instruments

Measurement of financial instruments

The Organization initially measures its financial assets and financial liabilities at fair value [except for related party transactions] adjusted by, in the case of financial instruments that will not be measured subsequently at fair value the amount of transaction costs directly attributable to the instrument. Transaction costs relating to financial assets and liabilities that will be measured subsequently at fair value are expensed in the year they are incurred.

The Organization subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value. In addition, the Organization elected to subsequently measure all other investments at fair value.

Financial assets measured at amortized cost include cash, short-term investments and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

Impairment

Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in excess of revenues over expenditures. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in the excess (deficiency) of revenues over expenditures.

3. ACCOUNTS RECEIVABLE

	2021	2020
	$	$
Trade	**7,509**	6,895
Dividends receivable	**37,035**	45,815
Sales taxes receivable	**53,562**	76,087
	98,106	128,797

4. INVESTMENTS

Investments related to the Base Endowment [internally restricted] ["BE"] consist of pooled equity, bond [including mortgages] and real estate funds and are carried at a fair value of $44,727,414 [2020 – $37,790,737] with a cost of $33,627,290 [2020 – $33,899,480].

Investments related to the Centre of Excellence Endowment [restricted] ["CEE"] [see note 10] consist of pooled equity and bond [including mortgages] funds at a fair value of $10,715,776 [2020 – $8,908,118] with a cost of $9,893,755 [2020 – $9,876,589].

	2021	2020
	$	$
EAFE pooled equity funds - BE	**10,792,263**	9,559,055
United States pooled equity funds - BE	**11,638,883**	8,631,998
Bond pooled funds (including mortgages) - BE	**7,697,550**	7,765,483
Canadian pooled equity funds - BE	**10,413,633**	7,035,448
Canadian pooled real estate funds - BE	**4,185,085**	4,798,753
EAFE foreign pooled equity funds - CEE	**2,701,192**	2,265,673
United States pooled equity funds - CEE	**2,803,386**	2,114,885
Bond pooled funds (including mortgages) - CEE	**1,860,019**	1,972,627
Canadian pooled equity funds - CEE	**2,361,453**	1,542,698
Canadian pooled real estate funds - CEE	**989,726**	1,012,235
	55,443,190	46,698,855

5. TANGIBLE CAPITAL ASSETS

		2021	
	Cost	**Accumulated amortization**	**Net**
	$	**$**	**$**
Computer equipment	**439,681**	**430,118**	**9,563**
Office equipment	**170,049**	**146,680**	**23,369**
Leasehold improvements	**188,660**	**96,915**	**91,745**
	798,390	**673,712**	**124,677**

		2020	
	Cost	Accumulated amortization	Net
	$	$	$
Computer equipment	439,681	422,778	16,903
Office equipment	170,049	142,060	27,989
Leasehold improvements	188,660	87,741	100,919
	798,390	652,579	145,811

6. FINANCING FACILITY

The Organization has a line of credit of $3,000,000, which is reviewed annually with the bank.

Bank indebtedness, outstanding at any time, is due on demand, secured by a moveable hypothec of $5,000,000 plus 20% over the Base Fund portfolio held with Burgundy Assets Management Ltd., and bears interest at 0% over the bank's prime lending rate. As at March 31, 2021, the Organization did not have any outstanding balance on this line of credit.

7. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	2021	2020
	$	$
Trade and accrued liabilities	**174,123**	132,269
Payroll deductions at source payable	**10,595**	9,420
	184,718	141,689

NOTES TO FINANCIAL STATEMENTS

March 31, 2021

8. DEFERRED CONTRIBUTIONS

The Sixth Decade Contribution [formerly the Fifth Decade Contribution] represents amounts received and restricted for purposes at the discretion of the President and approved by the Board of Directors. During the year, no amount has been recognized in operations.

The Start-up Contribution represents an amount received in 2019 from the Department of Canadian Heritage for the purpose of start-up costs relating to the creation of the Centre for Excellence [see note 10]. Should there be any unspent funds relating to the Centre's creation, the remaining balance of the Start-up Contribution would be transferred to the next fiscal year and used for the same purposes. During the year, an amount of $150,000 has been recognized in operations [2020 – $350,000 has been recognized in operations].

	2021	2020
	$	$
Sixth Decade Contribution [formerly the Fifth Decade Contribution]	**245,622**	45,622
Start-up Contribution	**-**	150,000
Other	**30,000**	105,000
Balance, end of year	**275,622**	300,622

9. INTERFUND TRANSFER

The net assets restricted for operations, and subject to internally imposed restrictions by the Board of Directors, must be maintained to finance the organization's operations. To finance the operations of the Organization, the Board of Directors authorizes an annual transfer of resources from restricted net assets to unrestricted net assets. This transfer of resources is determined using a formula approved by the Board of Directors.

	2021	2020
	$	$
Annual draw as per predetermined formula	**2,367,502**	2,325,443
Less: Net investment income (loss) – Base Endowment Fund	**9,350,371**	(2,660,737)
Transfer	**(6,982,869)**	4,986,180

The Board of Directors also authorizes an annual transfer of resources from the Centre of Excellence Endowment net assets to the unrestricted net assets. The transfer of resources is determined using a formula approved by the Board of Directors. During the year, an amount of $504,600 was transferred.

In addition, an amount of $200,000 was received and transferred from the Base Endowment Fund to the unrestricted fund.

10. CENTRE OF EXCELLENCE ENDOWMENT [RESTRICTED]

Centre of Excellence Endowment [restricted] net assets represent a contribution received from the Department of Canadian Heritage for the purpose of establishing a Centre of Excellence on the Canadian Federation as a permanent research body to promote shared understanding of the Canadian federal community; and to support the activities of the Centre to conduct and publish research on the Canadian federation for the interests of the Canadian public in furtherance of the Centre's mission. The Centre of Excellence Endowment [restricted] net assets are to be maintained by the Organization on a permanent basis. The funds shall be invested according to the Organization's current investment policy guidelines. The income generated by the Centre of Excellence Endowment [restricted] assets can be used to support the annual direct operating costs and will cover costs directly related to its research activities and events. The Endowment contribution was received in March 2019. In 2021, $2,184,889 net investment gain was incurred on the Centre of Excellence Endowment [restricted] [2020 – $598,757 net investment loss] and the direct operating costs for the Centre of Excellence consisted of $485,495 [2020 – $377,824]. The revenues consist of the remaining Start-up Contribution of $150,000, as indicated in note 8, and an amount of $32,000 to support a scholar for the Centre.

11. COMMITMENTS

The minimum rentals payable under long-term operating leases, exclusive of certain operating costs for which the Organization is responsible, are approximately as follows:

	$
2022	123,000
2023	123,000
2024	123,000
2025	123,000
2026	132,000
Thereafter	621,000
	1,245,000

12. CASH FLOWS

Net change in noncash working capital items is comprised of the following:

	2021	2020
	$	$
Accounts receivable	**30,691**	133,020
Prepaid expenses	**(33,105)**	(4,226)
Accounts payable and accrued liabilities	**43,029**	19,673
Deferred contributions	**(25,000)**	(245,000)
	15,615	(96,533)

13. FINANCIAL INSTRUMENTS

Risk management policy

The Organization is exposed to various risks through its financial instruments. The following analysis provides a measure of the Organization's risk exposure as at March 31, 2021.

Credit risk

The Organization, in the normal course of operations, provides credit to its users. The Organization is exposed to credit risk on its accounts receivable but does not have a significant exposure to any individual or counter party. The Organization establishes an allowance for doubtful accounts that corresponds to the credit risks of its specific users, historical trends and economic circumstances.

Interest rate risk

The Organization is exposed to interest rate risk on its short-term investments, which bear interest at fixed rates, but considers this risk to be low.

Other price risk

The Organization's investments expose it to other price risk since changes in market prices could result in changes in fair value of cash flows of these investments. The maximum risk resulting from these financial instruments is equivalent to their fair value.

Liquidity risk

Liquidity risk is the risk that the Organization will encounter difficulty in meeting obligations associated with financial liabilities. The Organization manages liquidity risk by constantly monitoring forecasted and annual cash flows and financial liability maturities, by holding assets that are liquid or readily convertible to cash, and by maintaining access to additional financing from its line of credit.

OUR STAFF

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