



NORTHERN LIGHTS
COMMUNITY DEVELOPMENT
CORPORATION

COMMITTED TO BUILDING STRONG COMMUNITIES

Photo by John Middelkoop on Unsplash

2022 ANNUAL REPORT





THE CORPORATION IS GUIDED BY
FOUR FUNDAMENTAL PRINCIPLES:

EQUITY TRANSPARENCY ACCOUNTABILITY & INTEGRITY

GOALS AND OBJECTIVES

The goals and objectives of the Northern Lights Community Development Corporation are "to facilitate the distribution of a portion of net proceeds derived from the Northern Lights Casino (or any successor thereof) located at the Peter Ballantyne Reserve No. 220, for charitable purposes to First Nations and Non-First Nations charities and organizations in the community in which the Corporation is located and in the surrounding areas (Bylaw No 1, Northern Lights Community Development Corporation, p.2)"

MISSION STATEMENT

The Northern Lights Community Development Corporation (NLCDC) mission is to promote the well-being of communities and organizations through financial contribution.

VISION STATEMENT

To achieve healthy, prosperous and sustainable communities.



Photo by Ryan Stone on Unsplash

NLCDC CHAIRMAN'S MESSAGE



OUR NORTHERN LIGHTS CASINO
IS OPERATING AT FULL CAPACITY
AND IS GENERATING A PROFIT
AGAIN. OUR PROJECTIONS
ARE ENCOURAGING, AND
WE ARE LOOKING FORWARD
TO GETTING BACK TO OUR
NORMAL NUMBERS IN A
YEAR OR TWO



On behalf of the Northern Lights Community Development board of directors and staff, it is with great optimism that we present our 2022 Northern Lights Community Development Corporation Annual Report. We are confident that the future looks promising as we have managed to come through the pandemic reasonably well.

Our Northern Lights Casino is operating at full capacity and is generating a profit again. Our projections are encouraging, and we are looking forward to getting back to our normal numbers in a year or two.

As with all organizations, we are adjusting at the NLCDC to best serve our users within our catchment. Our Vision and Mission statements; 'to promote the well-being of communities and organizations through financial contribution' continues as we move forward.

Since its inception, Northern Lights Community Development Corporation has donated nearly \$100

million in community contributions. We are extremely happy that our Northern Lights Casino is generating decent profits again and ensuring our role as a charitable not-for-profit will continue.

I would like to introduce our new Elder at NLCDC, Margaret Michel. Also, our stakeholders have approved two additional seats on our board. An additional seat at Meadow Lake Tribal Council represented by Chief Jerry Bernard and the other addition a PAGC Member at Large represented by Vice Chief Joseph Tsannie. I welcome our Elder and the new directors and congratulate them on their appointments.

Sincerely,

Brian Hardlotte

NLCDC Chairperson

GENERAL MANAGER'S MESSAGE



I am pleased to present the Northern Lights Community Development Corporation Annual Report 2022.

NLCDC is 'Back on Track', thanks to the Northern Lights

Casino net profits that generate our gaming proceeds for our community contributions.

During the pandemic we were able to upgrade our website and develop a portal for all our applications and reports on a database. This new system has increased our efficiency and expediency of our operation. Our patrons appreciate this new format and makes their applications and reports much easier to complete.

As usual we continue to integrate our four fundamental principles of: Equity, Transparency, Accountability, and Integrity within our organization to foster effective procedures.

Further, we will ensure that our allocation policies remain fair and equitable among the First Nations, charities and organizations and Not-for-Profit charities and organizations in a manner solely determined by the Board of Directors of the Northern Lights Community Development Corporation.

NLCDC is focused on achieving healthy, prosperous and sustainable communities.

Ikosi Māka,



Blake Charles
NLCDC General Manager



BLAKE CHARLES

Blake has a B.Ed degree, a graduate degree in Educational Foundations and a Masters in Northern Development and Governance. He is currently serving his 7th term as the GM of NLCDC.



JUDY QUONG

Born and raised in Prince Albert, Judy has many years experience in the Finance field. She has been involved with NLCDC since 2002, initially on a contract basis and now as a full-time staff member.



JOCelyn LONGJOHN

Jocelyn is a member of the Sturgeon Lake First Nation. Jocelyn started with Prince Albert Grand Council in 1998 and later transferred to NLCDC in 2006.

NLCDC BOARD OF DIRECTORS



INA WHITEHEAD

Ina Whitehead is a member of the Red Earth Cree Nation. She is currently serving her first term as the representative of the Swampy Cree Sector.



MAYOR GREG DIONNE

After a very successful 27 year career in the property management business; Greg served as a councillor for nine years before being elected Mayor in the City of Prince Albert.



JEREMY SEESEQUASIS

Jeremy Seesequasis is a member of the Beardsy's & Okemasis Cree Nation. He is currently serving his third term as Councillor. Prior to becoming Councillor, Jeremy served as the Director of Health and Post-Secondary Education & Training Coordinator for his Nation.



KEVIN MERCREDI

Kevin Mercredi is from the Fond du Lac Densuline Nation and is currently serving as Chief of his community. He is presently serving his first term as a representative for the Athabasca Sector.



GARRY STANDING

Garry Standing is a member of the Wahpeton Dakota Nation. Garry is currently serving his third term as councillor.



MARGARET MICHEL

Margaret Michel is a member of the Peter Ballantyne Cree Nation. She has been NLCDC's Elder since September 2021. Margaret helps out with various traditional gatherings/events hosted by PAGC and PBCN.



CHRISTOPHER JOBB

Christopher is a member of the Peter Ballantyne Cree Nation. He was elected PAGC Vice-Chief in October 2016 and is currently heading into a second term. Christopher is also a business diploma graduate and an entrepreneur.



LOREN SPROAT

Loren Sproat brings with him a wealth of community involvement, decades of leadership, management, marketing, promotions and event experience in Prince Albert and throughout Saskatchewan.



JOYCE MCLEOD

Joyce is a member of the Montreal Lake Cree Nation and is serving her first term as Chief. Prior to becoming Chief, Joyce was a lifelong educator who has taught in many communities throughout the north. is currently serving the remainder of the Woodland Cree Sector seat.



JEREMY NORMAN

Jeremy Norman is a member of the Flying Dust First Nation and is currently serving his first term as Chief. He has been involved with the Flying Dust Administration for over 17 years in a few positions; TLE Coordinator, Recreation Director and as a member of Council for 3 terms.



BRIAN HARLOTTE

Brian is a member of the Lac La Ronge Indian Band. He served in the capacity of councillor for his community of Stanley Mission and then went on to serve as a Vice Chief for two terms. He is now serving his first term as Grand Chief of Prince Albert Grand Council.



SHIRLEY HENDERSON

Shirley Henderson is a member of the Montreal Lake Cree Nation. She has been involved with PAGC Women's Commission since its inception and currently serves as their Chairperson. Shirley is one of the original Board members for NLCDC.



HIGHLIGHTED PROJECTS

Sooska Kwaskweputhihowin Skateboard Park

The community of Sucker River is very grateful for your contribution to our communities skate park named (Sooska Kwaskweputhihowin). This initiative was brought up by the Sucker River Sports, Culture and Recreation committee a few years ago and on August, 26, 2022 with dignitaries and skateboarders around we official opened the park up for all to enjoy. The park has people from all backgrounds and different communities coming to use it, we are proud to have this park as it will also help our communities gang and suicide prevention strategies. The NLCD contribution to our Skatepark will help with the health and well-being of Sucker River (Numepith Sepiy) residents, our community is where we work, play and live and this project helps improve recreation and youth boredom.

The challenges of COVID-19 has hurt everyone and we are satisfied that our funding revenues helped keep our project on track. We are grateful to still get funds through this difficult time. The skatepark is located on the historic shores of Numepith Sepiy, there youth will have a safe space to play and have fun with their friends. The Skatepark will expand on our facilities in the community with a focus on youth aged 5-18 and adults are even seen boarding as old as 44. Sooska Kwaskweputhihowin will challenge the best of skateboarders as it has many features and levels. Prince Alberts Propaganda Business owner and skateboard enthusiast Adam Belon said this park is high quality and challenging, he brought up some pros from PA to the grand opening. We also have benches, picnic tables and a cooking area for families to enjoy, Our communities store is located beside it and they have seen more customers because of this attraction.

The Northern Lights Community Development corporation has contributed to Saskatchewan's most northern skatepark and the first in Lac La Ronge Indian Band territory. Additional support was provided by LLRIB ICFS, NSCRD AND LLRIB Public Works. This project is the first of other ideas around this economic corridor of our community which is located adjacent to the busy HWY #2. In this area, we also have plans to build a new approach to the highway , a restaurant, youth center, Sucker River interpretive walking trails and a mini golf course. This will attract tourism and people coming into our community and create economic development though indigenous tourism and infrastructure.

Ninaskomon!

Sucker River Sports, Culture and Recreation



2022 SSFA 55+ Games

Prince Albert, SK June 14-16

The 2022 Saskatchewan Senior Fitness Association 55+ Games were hosted successfully in Prince Albert from June 14 to 16, 2022. A total of 516 participants and 40 non-competitors traveled to Prince Albert to take part in the 10 events from around the Province. We had the following events: Golf, Pickleball, Kaiser, Slo-Pitch, Swimming, Track & Field, 8-ball pool, Bowling, Cribbage and Poetry & Short Story Writing. In March, 2020 a Curling competition was completed before the remainder of the Games were postponed until 2022 due to the pandemic.

The over-600 participants (including curling) in the 2022 SSFA 55+ Games all were over the age of 55. There were 7 competitors in the games over the age of 90. These competitors were physically and mentally active in training for the Games and we assume will continue with their activity following these games. This event promoted awareness in our community and will encourage more seniors to be active and involved in events like this in the future.

Through the support of SIGA and others, the host committee was able to keep costs down for the seniors that took part. We were able to pay all fees including golf, bowling, and facility rentals and so on, as well as provide ceremonies and a first class banquet for a nominal registration fee. The Host Committee was dedicated to put on a first-class event and achieved this with the support of SIGA and many grants and sponsors. It was important for the competitors to feel honored to be part of the Games as it was a significant "life-event" for them.

These Games demonstrated the benefits of having events like this to promote seniors fitness and anything can be accomplished at any age if you put your mind to it. As one competitor said "Age is just a number!" and they proved it!



Dance Blast 2022

Dance Blast is a four day Dance Festival held in Prince Albert at the E.A. Rawlinson Centre for the Arts. It was held March 10-13, 2022. Dance Blast included 422 dancers and their families, and 40 dance teachers from 11 communities from around the region and province. The purpose of Dance Blast is to provide a fun dance festival where youth dancers aged eight to eighteen showcase their hard work and talents on our beautiful stage and facility at the E.A. Rawlinson Centre. It is organized by parent volunteers through a non-profit corporation.

Dance Blast brings visitors/tourism to our community. The dancers and families are staying in hotels, shopping, buying gas, eating at local restaurants, and taking in other activities in the city such as a visit to the casino.

Dancers and communities were so excited to get back on stage! In 2020, the Dance Blast was first and only in person competition of the year and 2022 was also the first competition of the year after no dance festivals/competitions for two years due to the pandemic.

After training in their “individual squares” for two years, dancing in front of an audience again was amazing, allowing them to once again showcase their hard work and talents. Unlike many sports, youth dancers get few opportunities each year to perform and compete.

Funds raised covered event expenses such as facility rental, insurance, programs, and awards and scholarships to as many dancers as possible. We are proud to have given out 163 awards and scholarships!

This parent volunteer run festival board is dedicated to a high quality dance festival where participants and spectators are welcomed and supported to have the best possible experience. We have received positive feedback from the dancers, studios and communities participating. Prince Albert has a reputation of hosting an amazing Dance Blast!

We are so grateful to the Northern Lights Casino Community Development Corporation for supporting the 2022 Dance Blast. We recognized this amazing support through announcements during the Dance Festival, social media and the program.



Generator and Trailer for Stanley Mission housing

The money Stanley Mission Band Office received in 2021-2022 from NLCDC was used to purchase a generator and trailer for Stanley Mission housing.

Stanley Mission Housing employs over 40 Lac La Ronge (Stanley Mission) band members as carpenters a year to build housing units for the community of Stanley Mission instead of buying Ready To Move units or outsourcing construction to Non-Band members. This directly stimulates the local economy and provides employment to Lac La Ronge (Stanley Mission) band members. As well, it removes these band members from Social Assistance that the Stanley Mission Band also funds. Removing these band members indirectly benefits all Stanley Mission Band Members as more funding is available for other activities.

Stanley Mission Housing purchased a large Whisperwatt generator and trailer to use in construction of housing units. A 45-50KVA This allows carpenters to work on housing construction while waiting for SKPower to come and hook up power. Currently, the carpenters are using many small generators but this is more expensive as they need to be replaced almost yearly and the many small units use more fuel than 1 larger unit.





FINANCIAL STATEMENTS

MANAGER'S RESPONSIBILITY

Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian accounting standards for not-for-profit organizations and ensuring that all information in the annual report is consistent with the statements. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

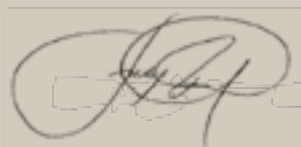
In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The Board of Directors is composed entirely of Directors who are neither management nor employees of the Corporation. The Board is responsible for

overseeing management in the performance of its financial reporting responsibilities, and for approving the financial information included in the annual report. The Board fulfils these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors. The Board is also responsible for recommending the appointment of the Corporation's external auditors.

MNP LLP is appointed by the members to audit the financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Board and management to discuss their audit findings.

July 13, 2022



Financial Controller

INDEPENDENT AUDITOR'S REPORT

Opinion

We have audited the financial statements of Northern Lights Community Development Corporation (the "Corporation"), which comprise the statement of financial position as at March 31, 2022, and the statements of operations, changes in 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, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2022, and the results of its 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 Corporation 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.

Significant Impact on Revenue

We draw attention to Note 1 of the financial statements, which describes the effects of the global outbreak of COVID-19 (coronavirus) which had a significant impact on the Corporation's revenues. Our opinion is not modified in respect of this matter.

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 Corporation'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 Corporation or to cease operations, or has no realistic alternative but to do so.

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

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the Corporation's 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.

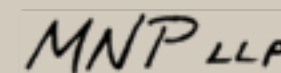
As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- 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 Corporation'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 Corporation'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 Corporation 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.

Prince Albert, Saskatchewan

July 13, 2022



Chartered Professional Accountants

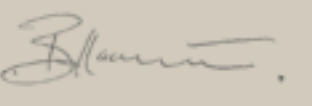



Statement of Financial Position

As at March 31, 2022

	2022	2021
ASSETS		
<i>Current</i>		
Cash	1,746,129	2,371,011
Reserve cash	571,186	1,120,756
Accounts receivable	2,563	3,072
Prepaid expenses and deposits	1,795	1,706
	2,321,673	3,496,545
Investments (Note 3)	446,309	—
Capital assets (Note 4)	10,0451	22,521
	2,778,027	3,519,066
LIABILITIES		
<i>Current</i>		
Accounts payable and accruals (Note 5)	752,291	752,291
Community contributions payable	1,736,387	2,361,689
	2,488,678	3,113,980
Subsequent events		
NET ASSETS		
Invested in capital assets	10,045	22,521
Internally restricted net assets (Note 2)	496,885	660,530
Internally restricted legacy fund (Note 2)	520,610	460,226
Unrestricted	(738,191)	(738,191)
	289,349	405,086
	2,778,027	3,519,066

Approved on behalf of the Board

 
Director Director

Statement of Operations

For the year ended March 31, 2022

	2022	2021
REVENUE		
Grant	1,858,928	2,089,496
Gaming proceeds (Note 5)	—	(738,191)
Total revenue	1,858,928	1,361,087
DIRECT EXPENSES		
Salaries and benefits	199,532	185,577
Advertising	—	40,969
Information technology	6,713	4,728
Office supplies	1,874	595
Professional services	250	315
	208,369	232,184
GOVERNANCE EXPENSES		
Board governance	96,600	102,046
Insurance	4,852	4,788
Meeting costs	2,800	1,600
Joint Chiefs meeting costs	—	—
	104,252	108,434
ADMINISTRATION EXPENSES		
Salaries and benefits	199,532	185,577
Management fees	23,974	52,551
Rent and occupancy	37,419	37,419
Advertising	14,299	21,392
Amortization	16,653	17,811
Professional services – audit	12,499	12,499
Telephone and cellular	4,800	5,123
Sponsorships and donations	—	3,000
Office supplies	5,576	2,751
Promotions	—	2,510
Repairs and maintenance	3,401	2,441
Bank charges and interest	624	689
Travel	80	79
Professional development	—	—
Professional services – legal	—	—
Long service awards	—	—
Minor equipment	539	—
	319,395	343,842
COMMUNITY CONTRIBUTIONS		
Community contributions	1,596,156	1,607,680
De-committed community contributions	(191,152)	(259,019)
	1,405,004	1,348,661
Total expenses	2,037,021	2,033,121
Deficiency of revenue over expenses before other items	(178,093)	(672,034)
Other items		
Dividend revenue	14,157	—
Interest income	2,512	9,782
Unrealized gain on investments at fair value	45,687	—
	62,356	9,782
Deficiency of revenue over expenses	(115,737)	(672,034)

Statement of Changes in Net Assets

For the year ended March 31, 2022

	Invested in capital assets	Internally restricted net assets	Legacy fund	Unrestricted	2022	2021
Net assets, beginning of year	22,521	660,530	460,226	(738,191)	405,086	1,077,120
Excess (deficiency) of revenue over expenses	(16,653)	—	60,384	(159,468)	(115,737)	(672,034)
Net purchases of capital assets	4,177	—	—	(4,177)	—	—
Net transfer to (from) internally restricted net assets (note 2)	—	(163,645)	—	163,645	—	—
Net assets, end of year	10,045	496,885	520,610	(738,191)	289,349	405,086

Statement of Cash Flows

For the year ended March 31, 2022

	2022	2021
Cash provided by (used for) the following activities		
OPERATING		
Excess of revenue over expenses	(115,737)	(672,034)
Amortization	16,653	17,811
De-committed community contributions	(191,152)	(259,019)
Unrealized gains	45,687	—
	(335,923)	(913,242)
Changes in working capital accounts		
Accounts receivable	509	828
Accrued interest	—	2,741
Prepaid expenses and deposits	(89)	(123)
Accounts payable and accruals	—	738,190
Community contributions payable	(434,150)	(632,122)
	(769,653)	(803,728)
INVESTING		
Purchase of capital assets	(4,177)	—
Proceeds on disposal of marketable securities	—	450,450
Purchase of marketable securities	(400,622)	—
	(404,799)	450,450
Increase (decrease) in cash resources	(1,174,452)	(353,278)
Cash resources, beginning of year	3,491,767	3,845,045
Cash resources, end of year	2,317,315	3,491,767
Cash resources are composed of:		
Cash	1,746,129	2,371,011
Reserve cash	571,186	1,120,756
	2,317,315	3,491,767

Notes to the Financial Statements

For the year ended March 31, 2022

1. INCORPORATION AND NATURE OF THE ORGANIZATION

Northern Lights Community Development Corporation (the “Corporation”) was incorporated under the Non Profit Corporations Act, 1995, of Saskatchewan and thus is exempt from income taxes under Part I of the Income Tax Act (“the Act”). In order to maintain its status as a registered not-for-profit organization under the Act, the Corporation must meet certain requirements within the Act. In the opinion of management these requirements have been met.

The Corporation’s purpose is to distribute funds for charitable purposes to First Nations charities and organizations and Non First Nations charities and organizations in the communities in which the Corporation is located and in the surrounding area. The Corporation receives funding from the Government of Saskatchewan as a distribution of a portion of net proceeds derived from the Northern Lights Casino.

Impact on operations of COVID 19 (coronavirus)

In early March 2020 the impact of the global outbreak of COVID-19 (coronavirus) began to have a significant impact on businesses through the restrictions put in place by the Canadian, provincial and municipal governments regarding travel, business operations and isolation/quarantine orders.

The Corporations operations were impacted by COVID-19 due to the closure of the Northern Lights Casino which negatively impacted revenues of the Corporation as revenues are based on net proceeds derived form the Northern Lights Casino as mandated by Section 7 of the Framework Agreement.

As the COVID-19 outbreak occurred before the fiscal year-ended March 31, 2020 for the Northern Lights Casino, there was a significant impact on the forecasted proceeds that the gaming proceeds are paid out on and the actual reconciled amounts. As described in further in Note 4, the result of COVID-19 on the fiscal 2020 year resulted in a recoverable amount of \$738,191. For the year-end March 31, 2022 the Northern Lights Casino re-opened with reduced capacity for the majority of the year. As a result, net proceeds of the Northern Lights Casino were reduced.

At this time, it is unknown the extent of the impact the COVID-19 outbreak may have on the Corporation as this will depend on future developments that are highly uncertain and that cannot be predicted with confidence. These uncertainties arise from the inability to predict the ultimate geographic spread of the disease, and the duration of the outbreak, including the duration of travel restrictions, business closures or disruptions, and quarantine/isolation measures that are currently, or may be put, in place by Canada and other countries to fight the virus. While the extent of the impact is unknown, we anticipate this outbreak may cause reduced proceeds from the Northern Lights Casino, which may negatively impact the Corporation’s business and financial condition.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations set out in Part III of the CPA Canada Handbook - Accounting, as issued by the Accounting Standards Board in Canada, and include the following significant accounting policies

Cash and cash equivalents Cash and cash equivalents include balances with banks and short-term investments with maturities of three months or less. Cash subject to restrictions that prevent its use for current purposes is included in reserve cash

Capital assets

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution if fair value can be reasonably determined.

Amortization is provided using the various methods at rates intended to amortize the cost of assets over their estimated useful lives.

	Method	Rate
Automotive	declining balance	30 %
Computer equipment	declining balance	55 %
Equipment	straight line	5 years
Leasehold improvements	straight line	5 years

Internally restricted funds

In 2022, the Corporation’s board of directors internally restricted \$496,885 (2021 - \$660,530) of unrestricted net assets to be used for emergency funding. These internally restricted amounts are not available for other purposes without approval by the Board of Directors.

In 2022, the Corporation’s board of directors internally restricted \$520,610 (2021 - \$460,226) of legacy funds to be used for a large community contribution in the future. These internally restricted amounts are not available for other purposes without approval by the Board of Directors

Revenue recognition

The Corporation follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses 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.

Allocation of expenses

The Corporation incurs a number of general support expenses that are common to the administration of the Corporation.

Salaries and benefits expense reported in the statement of operations of \$399,064 (2021 – \$371,154) are reported after allocation of 50% (2021 – 50%) between direct and administration expenses. Office supplies expenses reported in the statement of operations of \$7,450 (2021 – \$3,345) are reported after allocation of \$1,874 (2021 – \$594) to direct expenses. Advertising expenses reported in the statement of operations of \$14,299 (2021 - \$62,361) are reported after allocation of \$nil (2021 - \$40,969) to direct expenses..

Community contributions

The Corporation meets its objectives by providing charitable contributions to First Nation communities, charities and organizations and Non First Nation charities and organizations. The Corporation holds back a percentage of funding approved for charitable contributions until the recipient organizations provide reporting on the use of funds. As at March 31, 2022 the Corporation de-committed \$191,152 (2021 - \$259,019) of these holdbacks payable as no reporting was received from recipient organizations.

Measurement uncertainty

The preparation of financial statements in conformity 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 and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period.

Accounts receivable are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary. Amortization is based on the estimated useful lives of capital assets.

These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in excess of revenues and expenses in the periods in which they become known.

Financial instruments

The Corporation recognizes its financial instruments when the Corporation becomes party to the contractual provisions of the financial instrument. All financial instruments are initially recorded at their fair value, including financial assets and liabilities originated and issued in a related party transaction with management. Financial assets and liabilities originated and issued in all other related party transactions are initially measured at their carrying or exchange amount in accordance with CPA Canada 3840 Related Party Transactions (refer to Note 6).

At initial recognition, the Corporation may irrevocably elect to subsequently measure any financial instrument at fair value. The Corporation has not made such an election during the year. Fair value is determined by using recent arm’s length transactions. All financial assets and liabilities are subsequently measured at amortized cost.

Transaction costs and financing fees directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in the excess of revenues over expenses for the current period. Conversely, transaction costs and financing fees are added to the carrying amount for those financial instruments subsequently measured at amortized cost or cost.

Financial asset impairment:

The Corporation assesses impairment of all of its financial assets measured at cost or amortized cost. The Corporation groups assets for impairment testing when available information is not sufficient to permit identification of each individually impaired financial asset in the group, there are numerous assets affected by the same factors, or no asset is individually significant. Management considers whether there has been a breach in contract, such as a default or delinquency in interest or principal payments in determining whether objective evidence of impairment exists. When there is an indication of impairment, the Corporation determines whether it has resulted in a significant adverse change in the expected timing or amount of future cash flows during the year. If so, the Corporation reduces the carrying amount of any impaired financial assets to the highest of: the present value of cash flows expected to be generated by holding the assets; the amount that could be realized by selling the assets; and the amount expected to be realized by exercising any rights to collateral held against those assets. Any impairment, which is not considered temporary, is included in current year excess of revenues over expenses.

The Corporation reverses impairment losses on financial assets when there is a decrease in impairment and the decrease can be objectively related to an event occurring after the impairment loss was recognized. The amount of the reversal is recognized in the excess of revenue over expenses in the year the reversal occurs.

0. INVESTMENTS

	2022	2021
Measured atfair value:		
Wood Gundy Investment (cost \$400,662)	446,309	—

4. CAPITAL ASSETS

			2022	2021
	Cost	Accumulated amortization	Net book value	Net book value
Automotive	52,667	46,083	6,584	22,384
Computer equipment	15,352	15,352	—	137
Equipment	29,967	26,506	3,461	—
Leasehold improvements	31,686	31,686	—	—
	129,672	119,627	10,045	22,521

5. ACCOUNTS PAYABLE AND ACCRUALS

	2022	2021
Accounts payable and accruals	14,100	14,100
Gaming proceeds payable	738,191	738,191
	752,291	752,291

The Gaming Framework Agreement outlines that the Ministry of Government Relations reconciles the difference between payments made to the NLCDC and the actual net profits of the Northern Lights Casino. The results are either additional payments or clawbacks that are applied to the Corporation in the following fiscal year. The reconciliation of the 2019-20 was completed in the prior period the year and an overpayment \$738,191 was identified. The Ministry of Government Relations has instructed the NLCDC to prepare a two-year repayment plan which is to be presented and approved.

During the 2022 year, a Letter of Understanding was signed which provided in section 3a) the amount of grant from the Province of Saskatchewan was reported as grant revenue. Section 3b) of the Letter of Understanding indicates that net proceeds from gaming revenue will be distributed based on an agreed formula to a maximum amount (5.505% for NLCDC to a maximum of \$2,036,850) once the amounts become known. At this time, the amount cannot be estimated and therefore no gaming proceeds have been reported for 2022. Any proceeds received will be applied to the above gaming proceeds overpayment payable first before being available for other uses, if excess amounts are available.

6. RELATED PARTY TRANSACTIONS

During the year, the Corporation purchased services from entities that are under common control and/or influence as follows:

Prince Albert Grand Council Administration Services Agreement in the amount of \$244,910 (2021 - \$260,148). The annual fee is based on the annual budget approved by the Northern Lights Community Development Corporation’s Board of Directors. This agreement expires on March 31, 2022.

As well during the year, the Corporation distributed funds to various First Nation groups which have representation on the Board of Directors of the Corporation. These transactions were in the normal course of operations and were measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

7. FINANCIAL INSTRUMENTS

The Corporation, as part of its operations, carries a number of financial instruments. It is management’s opinion that the Corporation is not exposed to significant interest, currency, credit, liquidity or other price risks arising from these financial instruments except as otherwise disclosed.

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. Changes in market interest rates may have an effect on the cash flows associated with some financial assets and liabilities, known as cash flow risk, and on the fair value of other financial assets or liabilities, known as price risk.

The Corporation is exposed to interest rate risk with respect to cash and term deposits, all of which are expected to be realized within one year, with only the cash subject to floating interest rates.

Purpose of the Strategic Planning Session

The retreat's purpose was to review the strategic plan developed in the prior year and make revisions based on any new priorities, goals and strategies. The strategic plan is a work in progress, subject to further internal review, discussion and refinement. This year's strategic planning was facilitated by Brad Michael B.Sc. LL.B.

Overview of the Strategic Planning Session

The structured session focused on engaging participants to brainstorm and share ideas to develop a strategic plan. This included the sharing of ideas and concerns using a variety of techniques and then refining the results through a series of exercises and discussions until a plan emerged.

The NLCDC Board and staff provided a preliminary assessment of the current challenges that may have an impact on its ability to achieve the results it seeks with respect to its financial and human resource capacity and expectations.

Once they had identified issues where the NLCDC Board and staff were demanding results, these critical issues were prioritized and then converted into a Vision Statement, a Mission Statement and a prioritized Strategic Plan.

RESULTS OF THE RETREAT

The retreat produced a Vision Statement, Mission Statement for consideration, along with goals and a Strategic Plan for the NLCDC Board and staff. The Strategic Plan is meant to focus the efforts and activities of the NLCDC Board and staff on what can be accomplished to address the critical issues that they identified requiring exceptional results.

GOALS

The following broad goals were identified by the NLCDC Board and staff to achieve the Mission Statements. Specific strategies are identified in the next section to achieve these goals.

1. The Northern Lights Community Development Corporation seeks the well-being of the communities of the catchment area through support of community development initiatives.
2. The Northern Lights Community Development Corporation excels in managing its financial resources to best serve the partner communities of the catchment area.
3. The Northern Lights Community Development Corporation seeks to enhance its public profile among the communities of NLCDC catchment area and the general public.
4. The Northern Lights Community Development Corporation adheres to the principles of sound governance practices.

STRATEGIES

The NLCDC Board and staff undertook an exercise that developed the following strategies that are to focus the activities and efforts of the NLCDC staff to achieve the vision and mission statements. Each are presented in the order of priority as indicated by the "points" with each strategy.

1. Improve Allocations to NLCDC Communities 40 POINTS

An effort will be made to assist grant applicants are compliant with the application and reporting processes.

NLCDC should operate within their operating budgets to maximize the best results in grant applications to the communities.

2. Identifying Community Funding Gaps 12 POINTS

Work with NLCDC catchment area communities to identify funding gaps and make those funding gaps a priority in future funding grants.

3. Reporting 7 POINTS

Work with NLCDC catchment area communities and grant recipients to ensure they understand and meet the requirements for reporting. Communicating the reporting requirements effectively will achieve the desired results.

4. Increase the Public Presence of the NLCDC 19 POINTS

The NLCDC will increase its public presence by promoting its work and activities to the catchment area communities through increased advertising through print, radio and social media.

That updates should be monthly. In addition to these efforts the NLCDC Board and staff should try to engage the catchment area communities directly by participating in community events and activities.

By doing so, the public will have a greater appreciation for the good work of the NLCDC.

5. Governance 14 POINTS

The NLCDC Board and staff must adhere and operate within its policies and procedures to best serve its catchment area communities.

6. Regular Policy Review 7 POINTS

The NLCDC will review its policies and procedures annually.

CONCLUSION

It is recommended that an annual review of the strategic plan be conducted, to ensure it is relevant and effective.

This year's strategic planning process revealed that the NLCDC Board and staff have changed their priorities. Last year the group felt that governance and adherence to policies and procedures were the priority. This year the group felt that the priority was to improve its service to the communities of the NLCDC catchment area. This shows the value of the organization to conduct regular reviews of its strategic plan.

COMMUNITY INFRASTRUCTURE

FIRST NATION/ORGANIZATION

Big River First Nation
Birch Narrows Dene Nation
Black Lake First Nation
Buffalo River Dene Nation
Clearwater River Dene Nation
Cumberland House Cree Nation
Cumberland House Cree Nation
Cumberland House Cree Nation
English River First Nation
Flying Dust First Nation
Fond du Lac First Nation
LLRIB - La Ronge
LLRIB - La Ronge
LLRIB - Little Red
LLRIB - Stanley Mission
LLRIB - Sucker River
Meadow Lake Tribal Council
MLCN - Little Red
Montreal Lake Cree Nation
PA Outreach Program Inc
PBCN - Denare Beach
PBCN - Kinoosao
PBCN - Kinoosao
PBCN - Pelican Narrows
PBCN - Sandy Bay
Peter Chapman Cree Nation
Red Earth First Nation
Red Earth First Nation
Sturgeon Lake First Nation
Wahpeton Dakota Nation
Waterhen Lake First Nation
Witchehan Lake First Nation

PROJECT

Water Truck Purchase
Community Event Tent
Tiny Homes
BRDN Youth Centre
Skid Steer Purchase
Purchase Coolers
Safety Equipment
Motor/Boat/Trailer Purchase
Youth Centre Transit Purchase
Youth Centre Vehicle Purchase
Training Centre Renovations
LLRIB Community Home Energy Upgrades
Community Boat Launch
Home Improvements, Appliances & Furniture
Housing Development
Skate Park Project
Purchase of Altec Doclink Software
Church Renovation Project
Purchase a Garbage Truck
Youth Transportation
Cargo Trailer
Public Works Vehicle
Heavy Equipment Project
Gravel Crusher Project
Skate Facility
Gravel Project
Multi Use Sand Supply
Splash Water Park/Boat Launch Projects
Band Hall Upgrades and Pow Wow Grounds Upgrade
Public Works Equipment
Sewer Truck Purchase
Cultural Facilities Pow Wow Grounds Upgrade

ECONOMIC DEVELOPMENT

FIRST NATION/ORGANIZATION

PBCN - Denare Beach
PBCN - Sturgeon Landing

PROJECT

Foran Mine Planning - Phase I
Economic Development Planning

SOCIAL DEVELOPMENT

FIRST NATION/ORGANIZATION

Hope's Homes
LLRIB - Grandmother's Bay
LLRIB - Hall Lake
Make A Wish Saskatchewan
MLCN - Little Red

PROJECT

The Secret Garden
Spring Festival
Community Clean Up
Adopt A Wish
Winter Carnival

EDUCATION

FIRST NATION/ORGANIZATION

Firebird North Sistema Music Project
Prince Albert Literacy Network
Prince Albert Science Centre Inc

PROJECT

Firebird North Sistema Music Project
Dolly Parton's Imagination Library
Phase one - Makerspace

SENIORS & YOUTH

FIRST NATION/ORGANIZATION

Big Brother's/Big Sister's
Catholic Family Services of PA
City of PA Playground Program
City of Prince Albert
PBCN - Southend
PBCN - Southend
TRI4KIDS4CAMP

PROJECT

Youth Mentoring
Calming the Storm - Anger Management for Adults
Kidzfest 2022
SK Seniors Fitness Association 55+ Games
Elder's Gathering 2021
Parent & Child Hunting and Gathering 2021
TRI4KIDS4CAMP

CULTURE

FIRST NATION/ORGANIZATION

Carlton Comprehensive Public High School
Chakastaypasin Cree Nation
Hatchet Lake Denesuline Nation
Laplonge First Nation
Ministikiwan Lake Cree Nation
PBCN - Sturgeon Landing
PBCN - Urban
Prince Albert Central Dog Mushers Association
Shoal Lake Cree Nation

PROJECT

Indigenous Day Celebration 2022
Treaty 6 Gathering
Youth Cultural Camp
Laplonge 192 Cultural Week
Indigenous Reconciliation Days
Cree Cultural Camp Planning
Cultural & Elder Gathering
Crutwell Annual Dog Race
Cultural Camp Cabins (Naps Point)

RECREATION

FIRST NATION/ORGANIZATION

Beardy's & Okemasis First Nation
Beardy's & Okemasis First Nation
Carlton Park Community Club Inc.
James Smith Cree Nation
Prince Albert Festival of Dance
The Performing Arts Warehouse Dance Team

PROJECT

FSIN Youth Hockey Championships
Minor Soccer Program
Basketball and Pickleball Courts
2022 Tony Cote Summer Games
17th Annual Prince Albert Festival of Dance
Dance Blast 2022

OTHER

FIRST NATION/ORGANIZATION

LLRIB - Grandmother's Bay
PBCN - Deschambault Lake
PBCN - Deschambault Lake
Prince Albert Chuckwagon & Chariot Association
Prince Albert Grand Council
Prince Albert Grand Council

PROJECT

Elder's Christmas Shopping & children's Christmas Gifts
Annual Burbot Derby
Holiday Festivities
Running for A Cause
Wildfire Task Force: developing a Committee under the Lands
SCFL Meetings: National Body Development

All programs seeking funding from NLCDC **must meet one or more** of the following criteria:

- Involve partnership initiatives or joint ventures between First Nations and Non-First Nations
- Focus on economic development initiatives
- Focus on services that improve the education, social well-being, and/or health of targeted youth, seniors and families
- Create training and/or employment opportunities
- Involve the community in project delivery or implementation
- Demonstrate cultural sensitivity/awareness
- Are Early Intervention programs (i.e. Addiction Assessment and Treatment, Teenage Pregnancy, Stay in School programs)





NORTHERN LIGHTS
COMMUNITY DEVELOPMENT
CORPORATION

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