



NORTHERN LIGHTS
COMMUNITY DEVELOPMENT
CORPORATION

INSPIRING *change*

2023

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.

NLCDC CHAIRMAN'S MESSAGE

“

Our Vision and Mission statements; **to promote the well-being of communities and organizations through financial contribution** continues as our focus as we move forward into the future

”

On behalf of the Northern Lights Community Development Corporation (NLCDC) board of directors and staff, it is with great pleasure that we present our 2023 Northern Lights Community Development Corporation Annual Report.

We are on a renewed path to ensure that our city of Prince Albert, Rural Municipality of Buckland and surrounding First Nations communities who represent our NLCDC Catchment Area benefit from the net profit gaming proceeds from our Northern Lights Casino (NLC).

Our Northern Lights Casino continues to be the top performer along with Dakota Dunes Casino among our Saskatchewan Indian Gaming Authority (SIGA) casino properties. Northern Lights Casino and Dakota Dunes Casino generate approximately 75% of the profits for SIGA. NLC has continued to be the most profitable property in Saskatchewan.

Our Vision and Mission statements; 'to promote the well-being of communities and organizations through

financial contribution' continues as our focus as we move forward into the future.

The Northern Lights Community Development Corporation has donated hundreds of millions in community contributions. We would like to extend gratitude to our patrons for supporting our Northern Lights Casino and the 25% net profits it provides for charities.

I would like to introduce our new board directors: Bonnie Boneleye of Black Lake Denesuline Nation, Chief Rene Chaboyer of the Cumberland House Cree Nation, Chief Karen Bird of the Peter Ballantyne Cree Nation, Chief Wally Burns of the James Smith Cree Nation, Chief Tyson Bear of the Flying Dust First Nation and Chief Teddy Clarke of the Clearwater River Dene Nation.

Sincerely,

Brian Hardlotte
NLCDC Chairperson



GENERAL MANAGER'S MESSAGE



I am pleased to present the Northern Lights Community Development Corporation Annual Report 2023.

The Northern Lights Community Development Corporation is

excited about the future. The NLC is again generating their pre-pandemic profits which provides our NLCDC 25% of the net profits to First Nations and Not-for-Profit groups within our catchment area. Our Northern Lights Casino is nearing full capacity operations and Saskatchewan Indian Gaming Authority (SIGA) will soon begin major renovations and refurbishment to its property in Prince Albert.

All groups applying must be approved registered members who meet the not-for-profit designation. All information on criteria for applications can be found on our website: www.nlcddc.ca

We strive to integrate our four fundamental principles of: Equity, Transparency, Accountability, and Integrity within our organization to foster effective procedures.

We continue to develop procedures, criteria and allocation policies that are fair and equitable among the First Nations organizations and Not-for-Profit charities in a manner solely determined by the Board of Directors of the Northern Lights Community Development Corporation (NLCDC).

The Northern Lights Community Development Corporation mission is to promote the well-being of communities and organizations through financial contributions

Ikosi Māka,

Blake Charles
NLCDC General Manager

STAFF



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



BONNIE BONELEYE

Bonnie is a member of the Black Lake Densuline Nation. She is currently the Executive Assistant for the Black Lake Executive. She attended Northlands College in La Ronge before returning back to her home community of Black Lake.



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 SEESEEUQUIS

Jeremy Seeseequasis is a consultant in Health and Governance for his Nation, Beards and Okemasis. He also serves as the Director of Health and Post-Secondary Education & Training Coordinator.



JOSEPH TSANNIE

Joseph is currently serving as the Vice Chief of the Prince Albert Grand Council and a member of the Hatchet Lake Densuline Nation. He is responsible for various portfolios within PAGC. His main focus has been in youth development, environmental protection, sustainable extraction of natural resources in the north and viable economic ventures.



TEDDY CLARK

Teddy Clark is a member of the Clearwater River Dene Nation and is currently serving his third term as Chief of his community. Prior to becoming Chief, he was a Councillor for his First Nation.



RENE CHABOYER

Rene is currently the Chief of the Cumberland House Cree Nation. He is an advocate and a tireless leader in creating businesses beyond his community of Cumberland House. He has made strides making infrastructure a priority in his community and established improved health and wellness supports for his band members.



MARGARET MICHEL

Elder Margaret is a member of the Peter Ballantyne Cree Nation. Margaret worked as a Teacher Assistant for years before returning to university. She graduated in 2005 with a Bachelor of Arts in Indigenous Studies at the University of Regina. Margaret serves as an Elder in various traditional gatherings and groups within the Prince Albert Grand Council.



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.



WALLY BURNS

Wally is currently the Chief of the James Smith Cree Nation. Chief Burns is active in promoting for health and wellness in his community of James Smith. He is very involved in creating economic and business opportunities for his membership. His focus has been on the youth, and community development.



KAREN BIRD

Karen is currently the Chief of the Peter Ballantyne Cree Nation. Karen is an educator who has worked as a teacher and principal in various schools in the north. She was most recently an Education Consultant working at the Federation of Sovereign Indigenous Nations before becoming Chief of her First Nation.



TYSON BEAR

Tyson Bear is a proud member of the Flying Dust First Nation. He has worked for Flying Dust in the areas of Recreation, Operations and Maintenance and Housing. This is his First term as Chief of his community.



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 2nd 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*

Conservation Learning Centre: School Program

Submitted by Robin Lokken

Each spring and fall the Conservation Learning Centre (CLC) offers a school program to Prince Albert and area students in Grades 1 through 12. Our free school program provides quality outdoor education experiences, which give children the opportunity to connect with the natural world around them. The school program corresponds with the Saskatchewan provincial science curricula and encompasses agricultural, environmental conservation, and wildlife topics. Since 1994, over 31,000 students have participated in activities based at the Centre.

In May and June of 2023, over one thousand (1000) students, plus their chaperones, participated in the CLC school program. We had:

- twenty-seven school and community groups (827 students) participate in a school tour of the CLC site, with curriculum relevant activities,
- six school groups (122 students) participate in our annual Food Farm event, hosted at the CLC in partnership with Agriculture in the Classroom,
- twenty-one Guiders participate in an event hosted in partnership with the Bridging Rivers Area Girl Guides,
- twenty children participate in an event at the Prince Albert Early Years Centre,
- ten at-risk children pick haskap berries at the CLC and,
- groups visit from Sturgeon Lake, Prince Albert, Glaslyn, Melfort, Tisdale, Nipawin, Colonsay, and Stanley Mission.

School tours typically begin in our outdoor classroom and are followed by a tour around the site. Depending on grade level, students learn about food chains, plant development, animal adaptations, tour our state-of-the-art SRC climate station, pond dip in our wetlands, explore soils, plant in the garden, learn about sustainable agriculture, and so much more. Our school tours supplement in-classroom knowledge with sensory learning. Children are encouraged to touch, see, smell, and hear their surroundings. The school program allows children to experience first-hand their local environment. This spring, pond dipping was the definitive favourite activity for children and youth of all ages. Participants got to see the diversity of creatures that are found in our wetlands, while also learning the importance of protecting them.

Through our school program, students quickly learn about scientific language, and classification. The CLC has an expansive shelterbelt demonstration, which is prime habitat for birds, squirrels and other creatures. Students identify different tree species while watching native animals in their natural habitats and discuss various conservation practices that our farmers utilize. We also have a collection of boreal furs, on loan from the Prince Albert Model Forest, and animal bones which allow students to get up close to ‘animals’ they might not otherwise see. Through participating in fun and active games, students learn about habitat loss and the impact that we as humans can have on our environment.



First Nations University of Canada
Northern Campus

Elders Cultural Traditional Based Activities & Elder Self-Care Medicine Teaching

Submitted by Carrie LaVallie
Associate Professor Indigenous Health
Chair Northern Campus Cultural Committee

First Nations University of Canada (FNU) Northern Campus, located in Prince Albert, received funding for two projects - Elders Cultural Traditional Based Activities and Elder Self-Care Medicine Teaching. Elders are the foundation of FNU. They provide wise counsel, ceremonies, and teachings for our students, individually and in classes.

However, there is an increasing expressed desire from our students for more Elder cultural/traditional based activities. Thus, a request to assist the Elders in the delivery of such activities for ribbon skirt/shirt making, drum/rattle making, tanning hides, and dream catcher making was presented. Additionally, The Elder involvement at our University is primarily offered through student emotional and spiritual support.

Land-based teachings require additional funding to offer activities for student learning. In 2020, Northern Campus received a hydroponic tower to support growing medicines for staff, students, and Elders. From this tower, Northern Campus produces medicines and through the second project, offered medicines to support self-care.

Student stress is the subject of most University student service programs and research studies. FNU Northern Campus has the unique opportunity of prioritizing land-based activities to address student stress. We have also been made aware that staff stress has increased due to reduced funding, pandemic consequences, and reduced human resources. The need to local teachings on how to address stress using accessible materials and practices is needed. This program will benefit the staff and students by:

- teaching them how to access, harvest, and produce self-care medicines/products
- understand spiritual protocols and meanings of these activities
- strengthen Indigenous identity
- ability to teach these activities to their children, relatives, and friends
- create connections between students and Elders to foster access to Elders for emotional and spiritual support; and
- offer land-based self-care teachings.



LLRIB Community of La Ronge Annual Woodland Cree Gathering

Submitted by Gordon Dupre

La Ronge, August 2, 2022 (Tuesday): The LLRIB community of La Ronge is proud to host the 2022 Woodland Cree Gathering, August 23 – 25, 2022. The Gathering is an opportunity for the three Woodland Cree First Nations: Montreal Lake Cree Nation, Peter Ballantyne Cree Nation and the Lac La Ronge Indian Band to gather and collaborate on common issues and to build on our strengths.

Organizers of this year's event anticipate an excellent turnout largely in part to a busy itinerary including cultural activities, recreational events, children's festivities, music and dance showcases and a political forum that will take place in the various venues and locations throughout the community of La Ronge. The majority of events will take place at the Kiskinwumawatwin Reserve located at downtown La Ronge.

As part of the Gathering, a legacy monument will be unveiled at the old residential school grounds on the new urban reserve.

This year's event falls on the 133rd anniversary to the adhesion signing of Treaty 6, signed on February 11, 1889

by Chief James Roberts and Chief William Charles at Molanosa, located on the north end of Montreal Lake.

"As host of the Woodland Cree Gathering, we invite and welcome everyone to come and celebrate with us at this exciting event," stated Chief Tammy Cook-Searson. "The Woodland Cree have a long-standing alliance of friendship, partnership, unity and co-operation, this gathering will focus on building on our strengths as we unite."

Event co-chairs, councillors Sam Roberts and Devin Bernatchez, are very pleased and excited to showcase the strengths of our community. This year's theme for the Woodland Cree Gathering is, Reconnecting with our People, Culture, History & Communities. The theme positively captures the overall purpose and vision of the events and activities planned for the three-day event.

The Lac La Ronge Indian Band is a Woodland Cree First Nation, with a membership of 11,370 on and off-reserve and comprises 19 separate reserve lands in the communities of La Ronge, Stanley Mission, Grandmother's Bay, Sucker River, Hall Lake and Little Red Reserve.



SLFN Unveils Treaty 6 Sign Welcoming Visitors to its Community

Submitted by Ron Merasty

During their Treaty Week, July 24 - 30, 2023, Sturgeon Lake First Nation, with a number of major events planned, including holding Treaty Day at their community hall, and hosting their annual powwow, held a ceremony to unveil a special welcome sign at the East end of their reserve community. The rather large sign was wrapped in a very large blue tarp until the unveiling.

Other activities planned for Treaty Week included a horseshoe tournament, booths set up by the Health Centre and other organizations at the band hall, and offering food such as chili and bannock. A special feature as part of the first Grand Entry at the powwow that evening, said Chief Longjohn – some thing they'd been preparing for – “is the initiation of our children and our youth into the powwow circle, so we can ground them with their culture before the gangs and addictions grab them, so we want to embrace them and surround them with love and show them that there is a good way of life out there.”

It was a sunny and slightly breezy, Wednesday, July 26 at around 11:30am, when the ceremony began with

an opening prayer by Elder Mary Rose Naytowhow of the SLFN Elders' Executive. She had first been offered tobacco by Chief Christine Longjohn.

With Northern Lights Community Development Corporation general manager, Blake Charles, in attendance, she thanked the organization for providing the entire funding for the sign – actually two signs – the other being at the west end of the reserve.

“We're always very thankful and very grateful to NLCDC in all that they do for the communities. There are a lot of things that we're not funded for, so this is a way that we can fund things that we need for our community,” Chief Longjohn said.

“This sign is to instill pride within our nation,” Chief Longjohn said. “It's to empower ourselves and to remind ourselves who we are as Treaty People. Today we're celebrating Treaty 6 with Treaty Day. This is to remind our children and our grandchildren when we're no longer here, of who they are, that they are Treaty People – they belong to Treaty 6.



“She thanked the band council for their cooperation and teamwork in all they do. David Jack, an artist, had assembled the signs, but they were not 100 percent complete at the time of the unveiling. Solar-powered lights still needed to be installed, and will illuminate the sign at night.

Removing the protective tarp was not easy given the height of the structure and the wind did create a bit of havoc, as feared, but all applauded when they saw the sign.

It is no ordinary sign. Although it has thick, dark, sturdy wooden poles as supports, it is predominantly silver

in colour, stands at least 25 feet in height, over 20 feet wide, and prominently displays the main feature of the SLFN logo, which is a pipe, and the familiar Treaty medal depicting a Treaty Commissioner and a First Nation leader shaking hands to signify that Treaty promises made will be honoured.

The sign is large, striking and special, welcoming members and visitors alike to the Treaty 6 signatory community that is Sturgeon Lake First Nation. Iron Swing, a local drum group, sang an honour and victory song to complete the ceremony.



2023

financials

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.

June 30, 2023



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, 2023, 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, 2023, 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.

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 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

June 30, 2023



Chartered Professional Accountants



Statement of Financial Position

As at March 31, 2023

	2023	2022
ASSETS		
Current		
Cash	3,527,053	1,746,129
Restricted cash	3,139,720	571,186
Marketable securities (Note 3)	778,000	—
Accounts receivable	953	2,563
Accrued interest	10,713	—
Prepaid expenses and deposits	1,860	1,795
	7,458,299	2,321,673
Capital assets (Note 4)	8,731	10,045
Investments (Note 5)	342,425	446,309
	7,809,455	2,778,027
LIABILITIES		
Current		
Accounts payable and accruals (Note 6)	14,100	752,291
Community contributions payable	3,877,479	1,736,387
	3,891,579	2,488,678
NET ASSETS		
Invested in capital assets	8,731	10,045
Internally restricted net assets	1,586,127	496,885
Internally restricted legacy fund	2,323,018	520,610
Unrestricted	—	(738,191)
	3,917,876	289,349
	7,809,455	2,778,027

Approved on behalf of the Board



Director

Director

Statement of Changes in Net Assets

For the year ended March 31, 2023

	Invested in capital assets	Internally restricted net assets	Legacy fund	Unrestricted Overpayment	Unrestricted	2023	2022
Net assets, beginning of year	10,045	496,885	520,610	(738,191)	—	289,349	405,086
Excess (deficiency) of revenue over expenses	(8,289)	6,269	(82,592)	—	3,713,139	3,628,527	(115,737)
Proceeds from sale of capital assets	(500)	—	—	—	500	—	—
Purchases of capital assets	7,475	—	—	—	(7,475)	—	—
Repayment of unrestricted overpayment	—	—	—	738,191	(738,191)	—	—
Transfer to Legacy fund	—	—	1,885,000	—	(1,885,000)	—	—
Net transfer to (from) internally restricted net assets	—	1,082,973	—	—	(1,082,973)	—	—
Net assets, end of year	8,731	1,586,127	2,323,018	—	—	3,917,876	289,349

Statement of Cash Flows

For the year ended March 31, 2023

	2023	2022
Cash provided by (used for) the following activities		
OPERATING		
Excess of revenue over expenses	3,628,527	(115,737)
Amortization	8,789	16,653
Gain (loss) on disposal of capital assets	(500)	—
De-committed community contributions	(241,126)	(191,152)
Unrealized gains	103,884	(45,687)
	3,499,574	(335,923)
Changes in working capital accounts		
Accounts receivable	1,609	509
Accrued interest	(10,713)	—
Prepaid expenses and deposits	(65)	(89)
Accounts payable and accruals	(738,191)	—
Community contributions payable	2,382,219	(434,150)
	5,134,433	(769,653)
INVESTING		
Purchase of marketable securities	(778,000)	—
Purchase of capital assets	(7,475)	(4,177)
Proceeds on disposal of marketable securities	500	—
Purchase of investments	—	(400,622)
	(784,975)	(404,799)
Increase (decrease) in cash resources	4,349,458	(1,174,452)
Cash resources, beginning of year	2,317,3157	3,491,767
Cash resources, end of year	6,666,773	2,317,315
Cash resources are composed of:		
Cash	3,527,053	1,746,129
Reserve cash	3,139,720	571,186
	6,666,773	2,317,315

Statement of Operations

For the year ended March 31, 2023

	2023	2022
REVENUE		
Gaming proceeds	9,221,613	—
Grant	—	1,858,928
Total revenue	9,221,613	1,858,928
DIRECT EXPENSES		
Salaries and benefits	202,902	199,532
Information technology	8,813	6,713
Office supplies	1,016	1,874
Professional services	251	250
	212,981	208,369
GOVERNANCE EXPENSES		
Board governance	127,370	96,600
Meeting costs	11,099	2,800
Insurance	4,873	4,852
Joint Chiefs meeting costs	—	—
	143,342	104,252
ADMINISTRATION EXPENSES		
Salaries and benefits	202,902	199,532
Promotions	53,184	—
Management fees	49,043	23,974
Rent and occupancy	37,419	37,419
Sponsorships and donations	19,990	—
Advertising	16,299	14,299
Professional services	13,635	12,499
Amortization	8,789	16,653
Travel	8,501	80
Telephone and cellular	5,236	4,800
Office supplies	3,729	5,576
Repairs and maintenance	2,551	3,401
Long service awards	2,000	—
Bank charges and interest	718	624
Minor equipment	401	539
	424,398	319,395
COMMUNITY CONTRIBUTIONS		
Community contributions	4,982,658	1,596,156
De-committed community contributions	(241,126)	(191,152)
	4,741,532	1,405,004
Total expenses	5,522,253	2,037,021
Deficiency of revenue over expenses before other items	3,699,360	(178,093)
Other items		
Dividend revenue	19,966	14,157
Interest income	12,585	2,512
Gain on disposal of capital assets	500	—
Unrealized gain on investments at fair value	(103,884)	45,687
	(70,833)	62,356
Deficiency of revenue over expenses	3,628,527	(115,737)

Notes to the Financial Statements

For the year ended March 31, 2023

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.

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 2023, the Corporation’s board of directors internally restricted \$1,586,127 (2022 - \$496,885) 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 2023, the Corporation’s board of directors internally restricted \$2,323,018 (2022 - \$520,610) 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 \$407,803 (2022 – \$399,064) are reported after allocation of 50% (2022 – 50%) between direct and administration expenses. Office supplies expenses reported in the statement of operations of \$4,745 (2022 – \$7,450) are reported after allocation of \$1,016 (2022 – \$1,874) to direct expenses. Advertising expenses reported in the statement of operations of \$16,299 (2022 - \$14,299) are reported after allocation of \$nil (2022 - \$nil) 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, 2023 the Corporation de-committed \$241,126 (2022 - \$191,152) 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 7).

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.

3. MARKETABLE SECURITIES

	2023	2022
CIBC Wood Gundy GIC, interest at 1.4%, maturing April 2023	351,000	—
CIBC Wood Gundy GIC, interest at 1.4%, maturing April 2023	427,000	—
	778,000	—

Subsequent to year-end, the GICs were renewed with additional capital:

\$356,000 at interest rates ranging from 4.66% to 4.75% maturing May 2024
\$433,000 at interest rates ranging from 4.66% to 4.78% maturing May 2024

In addition, a GIC was acquired for the Legacy fund of \$1,885,000 at interest of 5.35% maturing June 2024.

4. CAPITAL ASSETS

			2023	2022
		Accumulated Cost amortization	Net book value	Net book value
Automotive	52,667	52,667	—	6,584
Computer equipment	15,352	15,352	—	—
Equipment	17,107	8,376	8,731	3,461
Leasehold improvements	31,686	31,686	—	—
	116,812	108,081	8,731	10,045

5. INVESTMENTS

	2023	2022
Measured at fair value:		
Wood Gundy Investment (cost \$399,899)	342,425	446,309

6. ACCOUNTS PAYABLE AND ACCRUALS

	2023	2022
Accounts payable and accruals	14,100	14,100
Gaming proceeds payable	—	738,191
	14,100	752,291

7. 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 \$95,275 (2022 - \$68,106). 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, 2023.

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.

8. 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.

EXECUTIVE SUMMARY

On August 23 and 24, the Northern Lights Community Development Corporation Board of Directors reviewed their Strategic Plan¹ at their retreat at the River Rock Hotel Resort in Vancouver, BC.

The planning session consisted of an overview of the historical context for planning in a First Nation context and a review of the planning model. The 2018 Plan was then reviewed with an update on results to date. Based on these discussions the Board prepared an updated Strategic Plan to guide the organization for the next 5 years.

THIS IS A SUMMARY OVERVIEW OF THE NEW, 2023 STRATEGIC PLAN:

GOALS	STANDARDS (5-year planning frame)	STRATEGIES
Improve Policy and Procedures (Governance)	100% adherence to approved budget Only 2 adjustments to budget / year	RAISE THE PROFILE. Embracing and championing the issues communities have in common will simultaneously raise the profile of the NLCDC and enhance its relevance to community priorities. Additional strategies included attendance at community meetings and events, being more active on social media, and actively soliciting feedback from clients and not-for-profit groups in the catchment area.
Improve Community Relations	Zero (0) requests to violate policy 95% of members satisfied with the work of the NLCDC	LEVERAGE THE REPORTING AND FEEDBACK. The reports communities and groups provide are an excellent means of acquiring feedback on their satisfaction levels with the work of the NLCDC. These reports are to be mined for data relevant to the goals and standards of the NLCDC.
Improve NLCDC Role in Supporting Community Issues	5 team building events (i.e., 1 event / year	PLANNING AND POLICY REVIEWS. Set a fixed schedule of committee meetings. At these meetings a key agenda item will be assessing progress to the stated goals and standards of this strategic plan, a review of policies and procedures, in addition to normal business matters. Included in this process should be an examination of industry best practices.
Maintain the Quality of Financial Planning and Reporting	95% compliance in reporting All communities receiving their allocations 4 questions by year 5 (none concerning the General Ledger)	MARKET THE WORK OF THE NLCDC. Revamp the marketing strategy so it aligns with the goals and standards of the NLCDC. Then launch it, monitor for results, perform gap analysis and adjust NLCDC policy as required.

1) 5 years prior, On August 22 and 23, 2018, the Board and staff (the Team) of the NLCDC met in Edmonton to develop a 5-year strategic plan. Iron Wolf Consulting was retained to facilitate that and the 2023 planning session.

BACKGROUND

On August 2018, the NLCDC held a strategic planning session in Edmonton, AB. At that event a 5-year, strategic plan was developed. Several issues were identified as being critical to the success of the NLCDC going forward. They included pressures to deviate from policy, team morale and cohesion (not just amongst staff but at the directors' level as well), concerns over the distribution policy and community distribution policy, and other general governance issues – all issues typical of your average First Nation organization.

At that event the team developed a vision and mission statement. To improve working relations in the team, they also developed a set of values to guide and influence behaviour. They then prioritized critical issues, developed goal statements and began the work of collaborating on a strategic plan, including the establishment of measures and standards, and the strategies to achieve them.

On August 2023, the NLCDC reconvened a planning session aimed at building upon the work of the 2018 session.

HIGHLIGHTS OF THE 2023 STRATEGIC PLAN

After soliciting the objectives of the Board and staff ², the planning session began with a brief presentation on the historical context for planning in a First Nation context. A review of the planning model followed.

Participants were reminded that the 2018 plan was designed to be results oriented in that a) the goals would have cast in terms that could be measured and b) the strategies adopted would be the ones that would have the greatest, cumulative impact on their goals and standards.

The 2018 plan was then reviewed and during the discussions that followed it was revealed that:

- The vision statement had to be amended
- Working relationships within the entire team had improved
- Many of the policies were reviewed, improved on and adopted
- The pandemic had a significant impact on NLCDC operations, including the implementation of the 2018 plan
- The quality of reporting was maintained, and in places improved upon
- Pressure to deviate from policy had been greatly reduced but not eliminated
- Given the relative progress that had been achieved in the last 5 years it was felt the 2023 planning session should be devoted to updating the 2018 plan

The Mission Statements

To better reflect its legislated mandate the “promotional” mission statement of the NLCDC was revised to read, *Northern Lights Community Development Corporation's Mission is to promote the well-being of our communities and organizations through financial contribution.*

The “planning” mission statement reflects the specific results the NLCDC is responsible for and forms the basis for all planning and strategizing work. It reads:

The areas where it is critical the NLCDC must get exceptional results are:

- Governance practices within the NLCDC
- Teamwork within the NLCDC
- Internal satisfaction with the distribution policy
- Community satisfaction with the distribution policy
- State of NLCDC finances (e.g., budgets)

It should be noted that each of these areas can be quantified – that is, we can assign values to each of them as a means of tracking progress.

Critical Issues

Having clarified the planning mission statement the team was tasked with identifying current issues that were critical to the success of the NLCDC in the next 5 years. The team then grouped and prioritized those critical issues.³

1. POLICY AND PROCEDURES (GOVERNANCE)
2. COMMUNITY RELATIONS
3. BUDGET
4. COMMUNITY ISSUES
5. GFA
6. PARTNERSHIPS
7. INITIATIVES
8. CATCHMENT
9. LEGACY FUND

Goal and Standard Setting

The team then recast the critical issues into goals which were to be improved, reduced or maintained. These goals were then compared to the set of 2018 goals so a “new” set of 2023 goals would be identified.⁴ Challenging standards were then identified for the new 2023 goals of the NLCDC.

2) Appendix A
3) Appendix B
4) Some 2018 goals were found to be still relevant or could be merged with the results of the 2023 discussions. Others were dropped either because they were achieved or because other goals were deemed more urgent going forward.

IMPROVE POLICIES AND PROCEDURES (GOVERNANCE)

IMPROVE COMMUNITY RELATIONS

- 95% of Members Satisfied with the work of the NLCDC. Feedback to be secured through surveys, anecdotes from the field, results of community/group reports (part of the reporting requirements for funding), etc.

IMPROVE (NLCDC) ROLE IN COMMUNITY ISSUES

- 95% of Members Satisfied with the work of the NLCDC
- 95% of Community/Group Reports Completed (compliance). As a condition of funding, communities or groups securing funding must provide a report to receive their 25% hold back. The reporting form includes a section where the community/group evaluates the work of the NLCDC

MAINTAIN THE QUALITY OF FINANCIAL PLANNING AND REPORTING

Strategies and Plans

Having identified and clarified the NLCDC goals to be achieved over the next 5 years, the team was then tasked with identifying specific strategies that could achieve the desired standards.⁵

RAISE THE PROFILE. Embracing and championing the issues communities have in common will simultaneously raise the profile of the NLCDC and enhance its relevance to community priorities. Additional strategies included attendance at community meetings and events, being more active on social media, and actively soliciting feedback from clients and not-for-profit groups in the catchment area.

LEVERAGE THE REPORTING AND FEEDBACK. The reports communities and groups provide are an excellent means of acquiring feedback on their satisfaction levels with the work of the NLCDC. These reports are to be mined for data relevant to the goals and standards of the NLCDC.

PLANNING AND POLICY REVIEWS. Set a fixed schedule of committee meetings. At these meetings a key agenda item will be assessing progress to the stated goals and standards of this strategic plan, a review of policies and procedures, in addition to normal business matters. Included in this process should be an examination of industry best practices.

MARKET THE WORK OF THE NLCDC. Revamp the marketing strategy so it aligns with the goals and standards of the NLCDC. Then launch it, monitor for results, perform gap analysis and adjust NLCDC policy as required.

RECOMMENDATIONS FROM THE FACILITATOR AND CONCLUSION

The foregoing plan will produce results. In closing, the facilitator makes a couple of recommendations to help improve the chances of success over the long term.

- Create and maintain an effective and efficient monitoring system to track client satisfaction levels. This is critical to all the standards but is vital to NLCDC success. It helps answer the question, “Are we making progress towards our states goals and standards?” It also reveals where course corrections are required, and course corrections will be required.
- At each committee meeting an item on the agenda should be discussing progress towards the NLCDC’s goals and standards. This recommendation arose in the Policy and Policy Reviews strategy, and it cannot be stressed enough: Making this subject a permanent item on the agenda ensures that the strategic plan remains off the shelf and an active part of NLCDC operations.
- Plans can be changed. If the desired results are not being achieved, then tweak or overhaul the strategies and plans; resist the temptation to change the goals or lower standards.

5) Appendix C

APPENDIX A

OBJECTIVE SETTING

Board members and staff were asked what they needed from this planning session:

- Learning
- What can NLCDC Board do to help with issues such as: homelessness, community safety plans etc.
- Everybody contributes
- Better understanding of policy and procedure
- How to carry the plan forward
- Reset and refocus
- How to communicate with communities better, policies, plan
- Learning-as new board member- Roles and responsibilities, administration
- How to be an effective board member

APPENDIX B

CRITICAL ISSUES

The 2018 Strategic Plan was discussed. Then the team was asked to identify current, critical issues. These issues were grouped, then prioritized. These were the results:

- #1 POLICY AND PROCEDURES (GOVERNANCE)**
- Policy review to be done annually- the policies updated on a timely schedule
 - Complete adherence to policy and procedures
 - Follow good governance
 - Keep policies updated and review questionable areas
 - Value the knowledge and wisdom of others

- #2 COMMUNITY RELATIONS**
- Community engagement
 - Visible in community meetings
 - Involvement of Northern communities
 - Involved in community projects
 - Knowledge on what the CDCs do and what it has done in the community
 - Community suggestion box
 - Aim for realistic goals both short term and long term
 - Having a sample of sponsored events (report annually)
 - To be able to have better communication with our member nations
 - Improved marketing of the CDC and the work they do i.e. meeting newly elected Chief and Council
 - 100% membership satisfaction

- #3 BUDGET**
- Forecast the future the best as you can within your area
 - Follow the budget and plan
 - Use money wisely

- #4 COMMUNITY ISSUES**
- Lack of housing

- #5 GFA**
- Gaming Framework Agreement

- #6/7 PARTNERSHIPS**
- Maintain healthy positive, constructive work relationships
 - Satisfaction with stakeholders

- INITIATIVES**
- NLCDC scholarships
 - Advertisement to communities what you can sponsor

- #8 CATCHMENT**
- Shrink the catchment area
 - NLCDC come to community events
 - Name recognition in community/catchment area

- #9 LEGACY FUND**
- Legacy contribution to hospital and community
 - Keep the Legacy Fund for long term use and not deplete all at once
 - Legacy Fund policies

APPENDIX C

STRATEGIES

Having clarified the goals and standards of the NLCDC for the next 5 years, the team was then asked to propose innovative strategies, plans or activities that would help achieve those goals and standards.

- #1 COMMUNITY**
- Support community events
 - Community meeting
 - Have community meetings
 - Embrace and champion an issue that effects all the communities served and find ways to support the current work being done
 - Information sessions
 - More engagement
 - Attend community events: pow wow, winter carnival, sports days with display to promote CDC in P.A.
 - Be more active on social media
 - Relationship building
 - Team approach and building
 - Monitor feedback from not for profit groups in catchment area

- #2 REPORTING**
- Final reports - very important- staff, board members responsible
 - Hardcopy of annual report (budget/projects)
 - Update list on successful outcomes

- #3 PARTNERSHIPS**
- Partnerships to target longer projects
 - Partnerships are a must
 - Use our money to leverage more money

- #4 PLANNING**
- Schedule regular finance committee meetings
 - Set scheduled governance committee meetings
 - Support the policy process of the CDC
 - Recommend the committees, finance and governance meet on a fixed schedule
 - Report at board meetings

- #5 PROMOTION**
- Continue to update and monitor policy
 - Promote and advertise what we are about and do
 - Revamp the marketing strategy of the CDC
 - Spend some time reviewing what is working and what is not
 - Continue to build on what is working

- #6 INFORMATION GATHERING**
- Task yourself to bring back an idea from a trip you might take

- #7 PRIORITIZE GOALS**
- Prioritize goals

COMMUNITY INFRASTRUCTURE

FIRST NATION/ORGANIZATION	PROJECT
Big River First Nation	Zamboni Purchase
Birch Narrows Dene Nation	Birch Narrows Elders Building Renovations
Buffalo River Dene Nation	Purchase Of Mulcher
Clearwater Dene Nation	Purchase Of Vehicle
Cumberland House Cree Nation	Cumberland House Cree Nation / Cumberland Wood Products
English River First Nation	Fire Suppression Vehicle Purchase
English River First Nation	Employment Services Vehicle Purchase
Flying Dust First Nation	Flying Dust Arena Expansion
LLRIB - Hall Lake	Hall Lake Community Van
LLRIB - La Ronge	Minor Home Repairs
LLRIB - La Ronge	Frances Roberts Street Walkway
LLRIB - La Ronge	Community Fencing Project
LLRIB - La Ronge	Boat Launch Project
LLRIB - Little Red	2022-23 Home Improvement Project
LLRIB - Stanley Mission	Heavy Equipment Purchase
LLRIB - Sucker River	Community Dock Project
Makwa Sahgaiehcan First Nation	Makwa Construction Road Improvements
Meadow Lake Tribal Council	Purchase of Design Smart Security Alarm And Access System
MLCN - Little Red	Community Hall Items
MLCN - Little Red	Youth Patio Project
MLCN - Little Red	Youth Center Chairs/Out Door Equipment/ Gravel
Montreal Lake Cree Nation	Urban Youth Van
PBCN - Denare Beach	Amisk Lake Ir184 Graveyard Shelter (Denare Beach)
PBCN - Deschambault Lake	Community Band Office Maintenance
PBCN - Kinoosao	Community Health Vehicle
PBCN - Pelican Narrows	Pelican Narrows Community Arena Upgrade
PBCN - Sandy Bay	Heavy Equipment Repairs - Sandy Bay Administration
PBCN - Sandy Bay	Sandy Bay Off-Reserve Housing Renovations
PBCN - Southend	Southend Heavy Equipment Upgrade
PBCN - Southend	Recreation Vehicle
PBCN - Sturgeon Landing	Sturgeon Landing Green Energy Plan Phase I
Saskatchewan Rivers Public School Division	Riverside Public School Playground Expansion
Shoal Lake Cree Nation	Shoal Lake Cree Nation Ball Diamond Project
Sturgeon Lake First Nation	Sturgeon Lake Band Office Upgrade

FIRST NATION/ORGANIZATION	PROJECT
Wahpeton Dakota Nation	Storage Containers
Wahpeton Dakota Nation	Permanent Outdoor Skating Rink
Witchekan Lake First Nation	Witchekan Lake Store Project

ECONOMIC DEVELOPMENT

FIRST NATION/ORGANIZATION	PROJECT
PBCN - Denare Beach	Denare Beach Sawmill Planning
PBCN - Pelican Narrows	Forestry Development, Mineral Resource Development, Tourism & Retail
PBCN - Sturgeon Landing	Sturgeon Landing Community Economic Planning
Red Earth First Nation	Fas Gas Valuation

SOCIAL DEVELOPMENT

FIRST NATION/ORGANIZATION	PROJECT
City of Prince Albert	2022 Street Fair
Community Alcohol Strategy Steering Committee	Alcohol: Continuing the Conversation
Hope's Home Inc.	Staff Retreat
LLRIB - Hall Lake	Hall Lake Community Clean Up Crew
LLRIB - La Ronge	LLRIB Womens Wellness Initiative
PA Share A Meal/Food Bank In	Greenleaf
PBCN - Sturgeon Landing	Sturgeon Landing Clean Up
PBCN - Sturgeon Landing	Sturgeon Landing Spring Festival
Peter Chapman Cree Nation	Post Crisis Family Support
Prince Albert Chuckwagon and Chariot Association	Awareness of MMIWG
Prince Albert Chuckwagon and Chariot Association	Running For a Cause
Prince Albert Chuckwagon and Chariot Association	James Smith Cree Nation
Prince Albert Historical Society	The Gathering Place Exhibit Opening
Prince Albert Multicultural Council	The Discovering Diversity and Inclusion Project
Royal Canadian Legion SK Branch #2	Canada Day Celebration
Tamarack Foundation	Awaken Our Spirit Retreat

CULTURE

FIRST NATION/ORGANIZATION	PROJECT
Birch Narrows Dene Nation	Community Church Revitalization
Black Lake First Nation	BLACK LAKE FIRST NATION TRADITIONAL HUNT
Black Lake First Nation	Cultural Event
Chakastaypasin Cree Nation	Cultural Event
City of Prince Albert	June 17th 2023 Street Fair & Cultural Village
Fond Du Lac Dene Nation	FDL Cultural Camp and mental health awareness
Hatchet Lake Denesuline Nation	Sandy Island Pilgrimage 2022
Hatchet Lake Denesuline Nation	2022 Yukon Canoe Quest
Hatchet Lake Denesuline Nation	2023 Sandy Island Pilgrimage Trip
Hatchet Lake Denesuline Nation	Cultural Trip for Youth
Laplonge First Nation	La Plonge Community Gathering
LLRIB - Hall Lake	Woodland Cree Gathering
LLRIB - Hall Lake	Hall Lake Community Winter Festival
LLRIB - La Ronge	Woodland Cree Gathering
LLRIB - La Ronge	Pinehouse Community Gathering
LLRIB - La Ronge	La Ronge Winter Festival
LLRIB - Little Red	Woodland Cree Gathering
LLRIB - Stanley Mission	Woodland Cree Gathering
LLRIB - Sucker River	Woodland Cree Gathering
LLRIB - Sucker River	Sucker River Winter Festival
LLRIB - Grandmother's Bay	Woodland Cree Gathering
LLRIB - Grandmother's Bay	Tony Cote Winter Games
LLRIB - Hall Lake	Youth Community Wellness
LLRIB - La Ronge	Youth Cultural Camping Trip
LLRIB - Little Red	Little Red Annual Gathering
LLRIB - Stanley Mission	Community Hunting Trip
LLRIB - Sucker River	Youth Cultural Camping Trip
Meadow Lake Tribal Council	Cultural Event
Ministikiwan Lake Cree Nation	Cultural Event
Ministikwan Lake Cree Nation	Indigenous Reconciliation Days - Major event
MLCN - Little Red	Woodland Cree Gathering
MLCN - Little Red	Winter Carnival
Montreal Lake Cree Nation	Woodland Cree Gathering
Montreal Lake Cree Nation	Elder's Council
PBCN - Denare Beach	Woodland Cree Gathering
PBCN - Deschambault Lake	Woodland Cree Gathering
PBCN - Kinoosao	Woodland Cree Gathering
PBCN - Pelican Narrows	Woodland Cree Gathering
PBCN - Sandy Bay	Woodland Cree Gathering
PBCN - Southend	Woodland Cree Gathering

FIRST NATION/ORGANIZATION	PROJECT
PBCN - Sturgeon Landing	Woodland Cree Gathering
PBCN - Urban	Woodland Cree Gathering
PBCN - Denare Beach	Indigenous Day Festival
PBCN - Deschambault Lake	Wellness Festival
PBCN - Pelican Narrows	Cultural Event
PBCN - Sandy Bay	Cultural Summer Festival
PBCN - Sturgeon Landing	Unity Day Feast
Peter Chapman Cree Nation	Fort a la Corne Pow Wow
Prince Albert Grand Council	PAGC Memorial Round Dance
Prince Albert Grand Council	Trappers Convention (NSTAC)
Prince Albert Grand Council	Athabasca Sector Meeting
Prince Albert Grand Council	PAGC Gospel Jamboree
Prince Albert Grand Council	All Nations Gathering
Red Earth First Nation	Healing Gathering
Royal Canadian Legion SK Branch #2	Canada Day Celebration
Shoal Lake Cree Nation	Cultural Retention in Trapping in Shoal
Witchekan Lake First Nation	Cultural Event

RECREATION

FIRST NATION/ORGANIZATION	PROJECT
Chakastaypasin Cree Nation	Youth Sports, Culture & Recreation Program
LLRIB - Grandmother's Bay	Grandmothers Bay Recreation
LLRIB - Hall Lake	Hall Lake Recreation Items
LLRIB - Hall Lake	Hall Lake Sliding Hill Project
LLRIB - Sucker River	Indoor Golf Simulator - Sucker River
MLCN - Little Red	Youth Volleyball Gear
MLCN - Little Red	Sliding hill project
PBCN - Deschambault Lake	Theodore Beatty Memorial Arena
PBCN - Pelican Narrows	Recreation/Culture and NAIG
PBCN - Urban	Peter Ballantyne Urban Winter Hockey & Soccer/2022
Prince Albert Community Basketball Association Inc.	Prince Albert Community Basketball Association Inc. Lakers
Prince Albert Festival of Dance	18th Annual Prince Albert Festival of Dance
Prince Albert Golf & Curling Club	2022 Canadian Mixed Curling Championship
Prince Albert Grand Council	North American Indigenous Games
Prince Albert Gymnastics Club Inc.	FLIP c/o PA Gymnastics Club
Prince Albert Predators Lacrosse Club	Jr Predators Lacrosse operations. Major team sponsor

SENIORS & YOUTH

FIRST NATION/ORGANIZATION	PROJECT
Beardy's & Okemasis First Nation	BOCN Youth Programming
Big Brothers/Big Sisters	Youth Mentoring Relationships
Birch Narrows Dene Nation	Birch Narrows Elders Healthy Living
Birch Narrows Dene Nation	Elders Building Renovations
Catholic Family Services of PA	How Long Does the Sad Last - A Program for Grieving Children
Chakastaypasin Cree Nation	AFN General Assembly
City of PA Playground Program	Kidzfest
First Nations University of Canada	Elder Self-Care Medicine Teachings Program
First Nations University of Canada	Elders Cultural Traditional Based Activities
LLRIB - Hall Lake	Elder's Shopping Event
LLRIB - La Ronge	Elder's Community Trip
LLRIB - Little Red	Elder's Activity
LLRIB - Stanley Mission	Annual Elder Youth Hunting Trip
LLRIB - Sucker River	Elder's Community Trip
Make-A-Wish Saskatchewan	Adopt A Wish
Meadow Lake Tribal Council	Elder's Activity
Ministikiwan Lake Cree Nation	Elder's Activity
MLCN - Little Red	Elder's Excursion
MLCN - Little Red	Elder's Spa Day
PA Outreach Program Inc	Elder Blessing for Heart Spirits
PA Outreach Program Inc	Heart Spirits Wisconsin - Elder Blessing
PBCN - Deschambault Lake	Elders Support
PBCN - Urban	Elders Cultural Activities
PBCN - Denare Beach	Elder Christmas Bingo 2022
PBCN - Pelican Narrows	Lac St Anne Pilgrimage
PBCN - Sandy Bay	Lac St Anne Pilgrimage
PBCN - Sturgeon Landing	Elder's Activity
Peter Chapman Cree Nation	Crisis Response Ceremonial Support
Red Earth Cree Nation	Elder's Activity
St Mary Daycare Inc	Teen-Infant Accessibility Program 2022-2023
Sturgeon Lake First Nation	2022 Elder's Trip
Tamarack Foundation	Youth Drone Camp and Pilot Training
TRI 4 Kids 4 Camp	TRI4KIDS4CAMP
Witchehan Lake First Nation	Elder's Activity

HEALTH

FIRST NATION/ORGANIZATION	PROJECT
Catholic Family Services of PA	Eat Well - B- Well
James Smith Cree Nation	Mitho Waskawaywin "Moving Well"
Victoria Hospital Foundation	17th Annual Give A Little Life Day

JUSTICE

FIRST NATION/ORGANIZATION	PROJECT
Prince Albert Grand Council	PAGC Cadets Corps Program replacement uniforms and equipment
Montreal Lake Cree Nation	RCMP Consultant (MLCN)
PBCN - Sandy Bay	Community Security
Red Earth First Nation	REC� Community Safety Plan

EDUCATION

FIRST NATION/ORGANIZATION	PROJECT
Firebird North Sistema Music Project Inc.	Firebird North Sistema Music Project
LLRIB - La Ronge	LLRIB Workskills Training Project
Prince Albert Literacy Network	Dolly Parton Imagination Library of Prince Albert
Saskatchewan Conservation Learning Centre	Conservation Learning Centre School Program

OTHER

FIRST NATION/ORGANIZATION	PROJECT
Indigenous Broadcasters of Saskatchewan	Indigenous Broadcasters of Saskatchewan
Learning Disabilities Association of Saskatchewan	LDAS Spring Thing
LLRIB - La Ronge	LLRIB Artist Support
LLRIB - La Ronge	Bigstone Fish Derby
LLRIB - Sucker River	Henry Roberts Memorial Fish Derby at Burgess Lake
Metis Central WR2	Metis Inspiration Gala
Montreal Lake Cree Nation	Christmas Activities
Montreal Lake Cree Nation	MLCN Fish Patrol
PBCN - Denare Beach	Denare Beach Christmas 2022
PBCN - Denare Beach	Denare Beach PBCN Selects Jr. B. Championship Hockey Tournament
PBCN - Deschambault Lake	Burbot Derby
PBCN - Sturgeon Landing	Community Christmas 2022
Prince Albert Grand Council	PAGC – NLCD – Healing on the Land Winter Gear Project
Prince Albert Grand Council	Saskatchewan Fisheries Cooperative Limited
Prince Albert Grand Council	Annual Golf Tournament
Prince Albert Lions Club	Operation Red Nose
Rise Air	Santa in the North 2022

ELIGIBLE PROGRAMS & EVALUATION STRUCTURE

All programs seeking funding from NLCD 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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