



**NORTHERN LIGHTS**  
COMMUNITY DEVELOPMENT  
CORPORATION

# STRENGTH THROUGH RESILIENCY

**2021** ANNUAL REPORT



**NORTHERN LIGHTS**  
COMMUNITY DEVELOPMENT  
CORPORATION

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.



“

As we adjust to our ‘new normal’ our Mission statement: ‘to promote the well-being of communities and organizations through financial contribution’ will be reinstated and pursued with vigor.”

”

On behalf of the Northern Lights Community Development board of directors and staff, it brings me great pleasure to present our 2021 NLCDC Annual Report. It has been a trying year, to say the least, due to the challenges adjusting to the Covid-19 Pandemic. Much of our funding has been reduced and many projects had to be modified or cancelled all together.

However, once we get past the pandemic, the Northern Lights Casino will be back on track to their historical revenues and net profits. As we adjust to our ‘new normal’ our Mission statement: ‘to promote the well-being of communities and organizations through financial contribution’ will be reinstated and pursued with vigor.

Since its inception, the Northern Lights Community Development Corporation has donated approximately \$90 million in community contributions. This year, we are grateful for the Emergency Response Support from the Saskatchewan Ministry of Government Relations in order to continue our mandate as a non-profit organization.

We are committed to our four guiding principles of Equity, Transparency, Accountability and Integrity at NLCDC. These principles are imbedded in the policy decisions our Board makes.

I would like to introduce our new board directors who are serving new terms or have taken over for an existing term. Mayor of Prince Albert, Greg Dionne (new term), Band councillor of Beardy’s and Okemasis, Jeremy Seesequasis (new term), Chief of Montreal Lake, Joyce Naytowhow-Mcleod (completing Woodland Sector term) and Vice Chief of PAGC, Chris Jobb (new term). I welcome the new directors and congratulate them on their appointments.

Sincerely,

**Brian Hardlotte**  
NLCDC Chairperson



**GENERAL MANAGER'S MESSAGE**



Northern lights Community Development Corporation Board of Directors and staff are pleased to present the NLCDC 2021 Annual Report.

NLCDC board and staff are seeing a

glimmer of light at the end of the tunnel as our casinos have opened to full capacity on July 11, 2021. We are hopeful that the province of Saskatchewan, Canada and the world for that matter is beginning to learn how to live with and manage the pandemic.

We at NLCDC and catchment are thankful again for an Emergency Pandemic Response Gaming Grant from the Government of Saskatchewan that has kept our Board and Staff afloat for the 2021-22 budget year.

We have a new website now so that all applications and reports can be administered online. This will

provide for improved communication and better efficiency.

Northern Lights Community Development Corporation is guided by four fundamental principles: Equity; Transparency; Accountability; and Integrity.

Northern Lights Community Development Corporation makes community allocations of its proceeds on a fair and equitable basis among First Nations, charities and organizations and not-for-profit charities and organizations in a manner solely determined by the Board of Directors of the Corporation.

The 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.



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 Beardy'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.



LOUIE MERCREDI

Louie Mercredi is a member of the Fond du Lac Densuline Nation and is currently serving his first term as Chief. He was first elected into council in 2001, and was elected for Chief in 2017. Louie is presently serving his first term as the Athabasca Representative



GARRY STANDING

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



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. She is currently serving the remainder of the Woodland Cree Sector seat.



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



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 HARDLOTTE

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.



# In Memory of Elder Yvonne Longjohn

We at Northern Lights Community Development Board and Staff are deeply saddened with the loss of our Elder Yvonne Longjohn who passed on February 4, 2021. It is difficult to know that we will no longer enjoy her company, but we are grateful for all the wonderful memories we have with the time we spent with her.

We will miss her sincerity. We will miss her genuine kindness. We will miss her guidance and; We will miss her wisdom. Elder Yvonne Longjohn joined the NLDC Board in 2008 as our Elder.

Elder Yvonne inspired us to be mindful and do our best in each of our roles as board directors and as employees at NLDC. She encouraged us and reminded us often to adhere to our vision and our four fundamental principles of: Equity, Transparency, Accountability and Integrity.

With love and respect we honor Elder Longjohn. From the NLDC Board and Staff.



# HIGHLIGHTED PROJECTS



# The Rotary Adventure Park



The Rotary Club of Prince Albert (the “Club”) has a legacy of supporting the Prince Albert and area community with its service work. On March 1, 2020 the Rotary Club of Prince Albert celebrated its 100th anniversary as a service club in Prince Albert. The Club planned to mark this important milestone with a centennial project. After a two-year process to identify and select a project, the Club announced at its Centennial Celebration supper on February 29, 2020 an intention to work with the City of Prince Albert (the “City”) to create the Rotary Adventure Park at the Little Red River Park.

The Little Red River Park (the “Park”) is one of Canada’s largest urban parks with over 1,200 acres of park space. The Cosmo Place river valley is a popular location for many residents of Prince Albert and the surrounding community, with significant usage by new Canadians and northern and Indigenous families. The location has also been the site of numerous provincial sporting and cultural events such as ski and bike lessons and races, music festivals, youth and school programming, etc. Recent changes to the management of the Cosmo Lodge has resulted in a popular destination for dining, to supplement the natural trail and outdoor activities provided by the Park. The Park also has historical significance to the Dakota peoples who have used the area throughout their history.

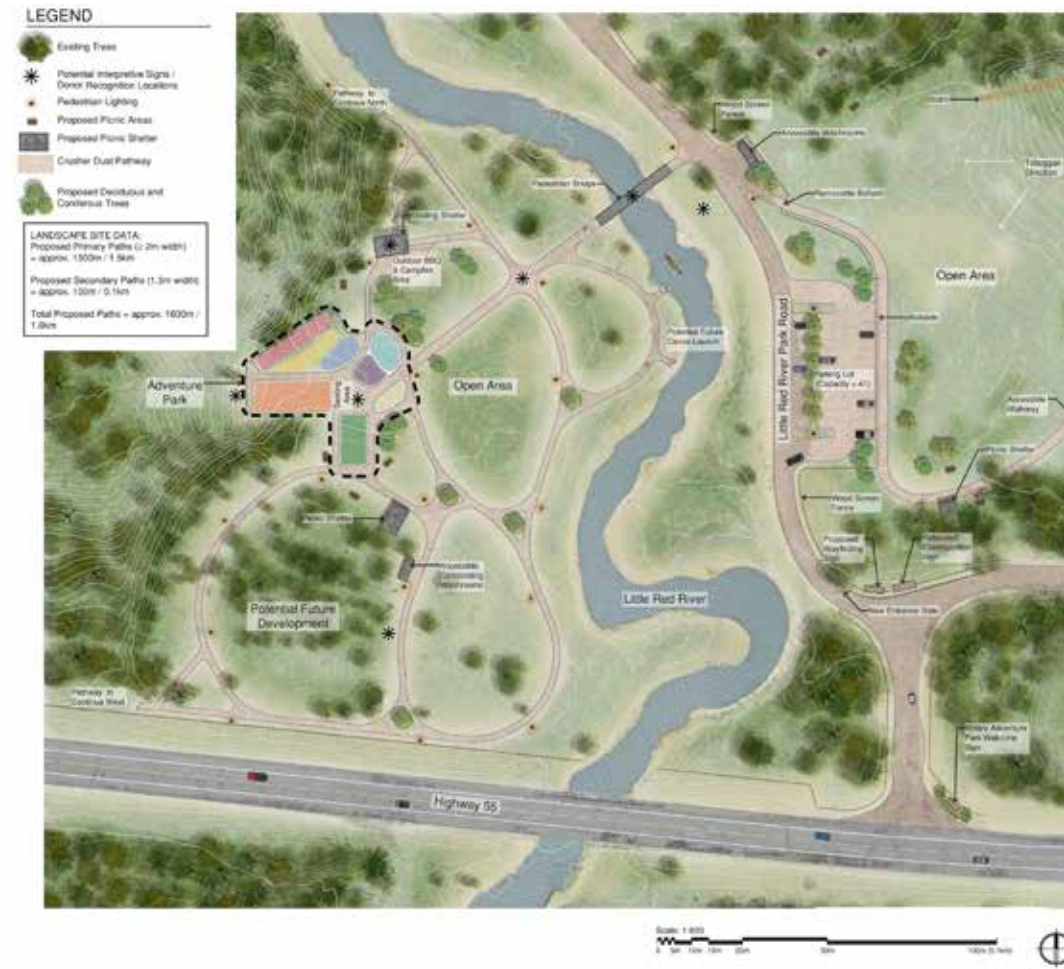
The objective of the Club’s project is to replace and refurbish existing infrastructure which is either end-of-life, unsafe, or fully utilized, and to add additional

infrastructure. During 2019, the small playground installed in the 1990’s had to be removed for safety reasons. The Rotary Adventure Park project will replace and expand the playground facilities with features focused on youth aged 8 to 14, offering a higher level of ‘intensity’ and challenge than currently available in the city for that age group.

Some of the features include a tower centre, parkour style circuit area, elevated slides, and adult fitness area. The Rotary Adventure Park will use natural elevation to support these features as well as limit risk related to river flooding. To ensure a whole-family experience, other features will be included to ensure everyone from toddlers to elders will have a space to enjoy including swings, park benches, outdoor gathering area, and walking trails. Additional features include expanded picnic sites, new bathrooms, an expanded parking lot, and additional lighting.

The Northern Lights Community Development Corporation has contributed \$25,000 towards this project, helping the Club to get closer to its fundraising target. Additional support has been provided by the Prince Albert Grand Council and numerous First Nation owned economic development entities.

The play structure equipment is expected to be installed in the spring of 2022.





# Santa in the North Project



On December 3, 2020, Santa took time out of his very busy schedule to fly to the northern communities of the Athabasca region in Saskatchewan. Transwest Air and West Wind Aviation provided the transportation for Santa, which made it possible for him to visit the communities of Fond Du Lac, Stony Rapids, Black Lake, and Wollaston Lake. It was a momentous occasion as this was Santa's 20th year working with Transwest Air to make his annual visit, which has now become an anticipated event for all the communities.

This project was initiated by Transwest Air 20 years ago as a way to give back to the communities that support the airline, knowing that not everyone receives the same opportunities when it comes to Christmas. Transwest Air worked closely with each of the schools and daycares in the communities to ensure every child from newborn to Grade 12 was included and received a special package from Santa. Backpacks with gifts and treats were loaded up in labelled boxes for each community, separated by age group, and loaded onto a designated aircraft. Nearly 1400 children received a present from Santa, so you can imagine how full the aircraft was with toys and gifts!

The pandemic restrictions in the Northern communities did create some obstacles but the organizers were optimistic that the project could move ahead with special precautions. Santa was unfortunately not able to personally visit each child as in previous years, but he did make sure each child received a special gift bag containing an age-appropriate gift, a book, an orange, and a candy cane. The gifts were all purchased by Transwest Air staff and were carefully selected to promote education, arts, and physical activity.

Santa arrived with his team of elves to each base to drop off his deliveries, which were later distributed to all the children by each school and daycare. Some teachers even went above and beyond to personally deliver the gifts to each student's home, emphasizing how important it is for each child to feel special and experience the joy of Christmas. In past years, the organizers, along with Santa and his elves, were able to attend the schools' Christmas concerts and take part in their Christmas programs which included a visit with Santa. It is anticipated that Santa will be able to personally show up and take part in the festivities again in December 2021!

This project could not have been delivered to this level of success without the sponsors who generously donated, and the team is grateful for the many partners who came on board this year to help provide gifts to the children of the Athabasca region. Along with West Wind Aviation and Transwest Air who provided transportation and administration of the program, Athabasca Basin Development provided the books, and Cameco, Orano, the Northern Store, SSR Mining, and Northern Lights Community Development Corporation sponsored the backpacks, toys, and treats for all the children. This is the xth year that the Northern Lights Community Development Corporation has been involved in this special initiative.

The team looks forward to and truly enjoys planning this event every year. Although this year had its challenges, the organizers worked effortlessly to adjust to the pandemic and make this magical event a reality once again for the children of the Athabasca region!





# The Green Leaf project



We are grateful for the ongoing support from Northern Lights Community Development Corporation for the Greenleaf Project.

Thanks to this project, the Prince Albert Share a Meal Food Bank has been able to provide fresh, healthy produce to both our Hamper clients, as well as in supporting both regular school and summer feeding programs, ensuring that children have access to nutritious produce.

During the course of a normal year, the PA Food Bank distributes approximately 13,000 emergency food hampers, with an average of 3.4 people per hamper - 50% of whom are children. NLDC's support enables us to provide fresh and nutritious fruit and vegetables for our Hamper clients.

School & Summer Feeding Programs	Weekly	Annual
Summer Playground & Other programs	1,110	8,880
Regular School snack/lunch programs	200	5,600

The summer feeding and regular school programs that we assist with provide fresh fruit for well over 10,000 lunches and snacks to children, annually. We are able to partner for program delivery with such organizations as The Prince Albert Indian and Metis Friendship Centre, individual schools and the City of Prince Albert's Parks Department all of whose efforts provide direct access to children in need.

The increasing issue of homelessness has placed great pressures on various agencies and volunteer groups seeking to provide assistance. The PA Food Bank has also stepped up in offering support to those agencies and groups providing meals to the vulnerable by providing, (in addition to various other food items), fresh fruit.

Given the challenging situation of a of post-Covid economic recovery, and rising inflation, (with upward prices on food outpacing the overall inflation rate by as much as

double, as per the Universities of Guelph and Dalhousie), placing increased pressure on household food budgets. We face a foreseeable increase in demand over the next year and beyond. Fresh produce prices have seen among the highest increases in particular, (approximately 6% for produce versus 2.2% overall last year, this year we're already seeing overall inflation rates of 3.7%, with expectations that food costs will rise relatively, based on previous years).

Given the state of the economy and other challenges facing Prince Albert and surrounding area, too many find themselves and their families in need of basic support to survive.

These challenges make Northern Lights Development Corporation's Greenleaf project of key importance in our efforts to provide fresh, nutritious food for our clients, again, 50% of whom are children.

None of these programs would be able to provide important healthy and nutritious fruit and vegetable, primarily to our community's children without the generous support from Northern Lights Community Development's Greenleaf Project.

Thanks to Northern Lights Development Corporation's commitment to community support, we are able to provide much needed nutritional food to our most vulnerable members.

Our sincere thanks for your generous and ongoing support.

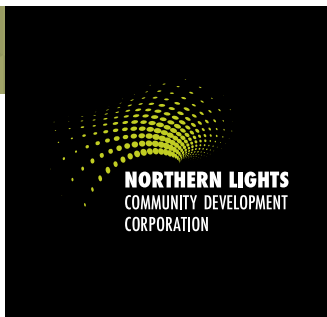
Sincerely,  
Kim Scruby, B.A.  
Executive Director



*The Green Leaf project is designed to help provide fresh fruit and vegetables for their programming. The emergency food hamper serves the immediate Prince Albert and surrounding areas, summer feeding programs are delivered through partnerships with local schools and agencies to provide nutritious food targeting children*







# NICU for the North



## LET'S CHANGE NEONATAL CARE IN THE NORTH - FOREVER.

### The History of our Tiny NICU

- Our nursery began in 1899 when Prince Albert saw the opening of its first hospital.
- As the population grew, our obstetrics ward would grow 3 more times to the most recent upgrade in 1993.
- Our nursery delivers 1500 babies a year & was planned as a 'well baby' nursery, but today operates as a level 2 NICU, stabilizing and caring for a growing number of sick or premature babies as young as 32 weeks.
- Our Prince Albert pediatric team has the capability, skills and training to stabilize and care for fragile newborns born with HIV, Hepatitis C, addictions as well as pre-term babies.
- As a result, our hospital has been designated as one of only three major pediatric centres in Saskatchewan (Prince Albert, Saskatoon and Regina) and is seen as a destination by the Neonatal and Pediatric teams throughout SK. We regularly accept babies from Saskatoon and Regina when required.

*However, today, we do not have the space, nor the right equipment to care safely for more than 4 babies at a time in our present NICU.*

*In February 2019, together with our community and Dr. Lalita Malhotra, our Foundation completed a 2.2 million dollar campaign to fund the expansion and upgrade of our NICU from 357 square feet to 4,000 square feet. Soon, sick babies born at our hospital will be able to be cared for in a safer and more family centred space. Construction is now underway with a projected opening for late 2021!*

### Critical Decisions Require Critical Equipment

With a beautiful new space on the way, we do not have enough of or the right technology to equip our new 11 bed unit. With time being of the essence, our Foundation launched a capital campaign to raise an additional 2.5 million dollars to equip and furnish our new NICU, because we believe our children and mothers deserve the very best, as close to home as possible. To date, we have raised nearly \$800,000 towards our goal!

The mental and financial strain on families, when they are forced to travel to Regina or Saskatoon with their sick babies, depletes the family of much needed energy and resources to cope with their little one's journey back to health.

State of the art equipment means our caregivers will have tools of the highest quality to give these fragile babies the best care possible at our hospital.

### A fully equipped new NICU will ensure:

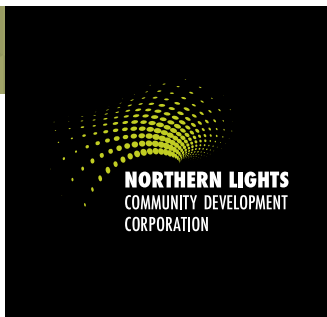
- Every mother and newborn child in the north receives the best possible care, in the best possible space with the most updated technology, much closer to family and support networks.
- Mom or dad will have the space to sleep next to their baby to feed, hold and bond during their stay in our hospital.
- A safer environment for our pediatricians and nurses using the newest technology and quality equipment to save and care for our most fragile babies.
- Fewer costly and stressful transfers to Saskatoon and Regina. This will alleviate pressure on the other two NICUS in our province by creating additional capacity, while allowing our northern families to receive care closer to home.

[www.helpthevic.ca](http://www.helpthevic.ca)



*"If there's anything this pandemic has taught us, it's that quality community-focused healthcare is more critical now than ever. Keeping our most fragile babies and their families close to home is our highest priority, and our Foundation is committed to ensuring that our hospital can always deliver the best healthcare possible for our babies and children."*





# PAGC SAR



On December 9th, 2018, the Search and Rescue Saskatchewan Association of Volunteers (SARSAV) welcomed the Prince Albert Grand Council Search and Rescue team as the 18th SARSAV Chapter and First Indigenous Group at the Saskatoon police Services in Saskatoon, SK.

The Prince Albert Grand Council signed a memorandum of Understanding (MOU) with the Prince Albert Police Service and the RCMP 'F' Division on search and rescue. This agreement ensures the sharing of available resources, knowledge and skill sets when it comes to emergency situations such as search, rescue and recovery efforts.

The PAGC SAR team has been busy the last 4 years with many of our First Nation Communities requesting our assistance with searching for a missing loved one, many times our team was unable to provide the proper assistance when it came to water rescue recovery missions. Our team then began exploring options and began working on proposals to acquire the necessary equipment needed. Our late Search Manager, Randy Bair with the guidance of our teacher, elder and tracker Tom Charles from the Lac La Ronge Indian band had a vision of what our search team needed to provide the highest quality of service. Our team also developed a strong working relationship with the HEART Water Rescue Team, Lloydminster Rescue Squad, GMB and Stanley Mission Rescue teams.

PAGC Search and Rescue submitted a proposal to the Northern Lights Community Development Corporation

(NLDC) in the amount of \$200,000 to acquire a Under Water Rover, Side Sonar and Rescue Boat. Our team went straight to work, and we were activated by the LLRIB Leadership and PAGC Grand Chief Brian Hardlotte to assist Grandmothers Bay in the recovery efforts of three community members who fell through the ice in their snowmobiles. Our Underwater Rover and operator successfully recovered one of the community members.

PAGC SAR would like to Thank the Northern Light Community Development Corporation (NLDC) for your generous contribution. We now can provide the highest quality of search and rescue services using a team approach in providing land, water search and rescue services for our PAGC First Nation Communities and other First Nation communities who request assistance.

Our Team would like to take this opportunity to share a Special Thank You to our Late Search Manager, Randy Bair, who lost his short battle with cancer. Without his guidance, knowledge and forward thinking, we wouldn't be where we are today, we miss you greatly and often think of you when we are out searching.

**PAGC SAR Team:**

- Michelle Vandevord, President
- Lorne Stewart, Team Lead
- Mitch Mesenchuk, Drone/ROV Operator
- Pierce Pellerin, Drone/ROV Operator
- Harold Isbister, Searcher
- Tina Pelletier, Communications/Searcher
- James Ballantyne, Searcher





### 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 NLDC 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 NLDC 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 NLDC Board and staff. The Strategic Plan is meant to focus the efforts and activities of the NLDC 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 NLDC 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 NLDC catchment area and the general public.
4. The Northern Lights Community Development Corporation adheres to the principles of sound governance practices.

### STRATEGIES

The NLDC Board and staff undertook an exercise that developed the following strategies that are to focus the activities and efforts of the NLDC 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 NLDC Communities 40 POINTS

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

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

#### 3. Reporting 7 POINTS

Work with NLDC 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 NLDC 19 POINTS

The NLDC 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 NLDC 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 NLDC.

#### 5. Governance 14 POINTS

The NLDC 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 NLDC 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 NLDC 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 NLDC catchment area. This shows the value of the organization to conduct regular reviews of its strategic plan.



# FINANCIAL STATEMENTS

March 31, 2021



## 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.

August 17, 2021

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, 2021, 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, 2021, 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 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  
August 17, 2021

Chartered Professional Accountants



## Statement of Financial Position

As at March 31, 2021

	2021	2020
<b>ASSETS</b>		
<b>Current</b>		
Cash	2,371,011	3,261,451
Reserve cash (Note 2)	1,120,756	583,594
Marketable securities (Note 3)	—	450,450
Accounts receivable	3,072	3,900
Accrued interest	—	2,741
Prepaid expenses and deposits	1,706	1,583
	<b>3,496,545</b>	<b>4,303,719</b>
Capital assets (Note 4)	22,521	40,332
	<b>3,519,066</b>	<b>4,344,051</b>
<b>LIABILITIES</b>		
<b>Current</b>		
Accounts payable and accruals (Note 5)	752,291	14,101
Community contributions payable	2,361,689	3,252,830
	<b>3,113,980</b>	<b>3,266,931</b>
Subsequent events		
<b>NET ASSETS</b>		
Invested in capital assets	22,521	40,332
Internally restricted net assets (Note 2)	660,530	583,594
Internally restricted legacy fund (Note 2)	460,226	453,194
Unrestricted	(738,191)	—
	<b>405,086</b>	<b>1,077,120</b>
	<b>3,519,066</b>	<b>4,344,051</b>

Approved on behalf of the Board


  
 Director Director

## Statement of Operations

For the year ended March 31, 2021

	2021	2020
<b>REVENUE</b>		
Grant	2,089,496	—
Gaming proceeds (Note 5)	(738,191)	7,174,659
Interest income	9,782	15,600
<b>Total revenue</b>	<b>1,361,087</b>	<b>7,190,259</b>
<b>DIRECT EXPENSES</b>		
Salaries and benefits	185,577	180,169
Advertising	40,969	17,150
Information technology	4,728	5,100
Office supplies	595	1,897
Professional services	315	3,601
	<b>232,184</b>	<b>207,917</b>
<b>GOVERNANCE EXPENSES</b>		
Board governance	102,046	216,635
Insurance	4,788	4,623
Meeting costs	1,600	13,710
Joint Chiefs meeting costs	—	4,758
	<b>108,434</b>	<b>239,726</b>
<b>ADMINISTRATION EXPENSES</b>		
Salaries and benefits	185,577	179,119
Management fees	52,551	44,504
Rent and occupancy	37,419	37,419
Advertising	21,392	31,580
Amortization	17,811	16,724
Professional services – audit	12,499	14,498
Telephone and cellular	5,123	5,198
Sponsorships and donations	3,000	38,269
Office supplies	2,751	6,167
Promotions	2,510	63,179
Repairs and maintenance	2,441	3,172
Bank charges and interest	689	805
Travel	79	24,661
Professional development	—	11,309
Professional services – legal	—	10,307
Long service awards	—	1,050
Minor equipment	—	791
	<b>343,842</b>	<b>488,751</b>
<b>COMMUNITY CONTRIBUTIONS</b>		
Community contributions	1,607,680	6,304,083
De-committed community contributions	(259,019)	(46,491)
	<b>1,348,661</b>	<b>6,257,593</b>
<b>Total expenses</b>	<b>2,033,121</b>	<b>7,193,986</b>
<b>Excess (deficiency) of revenue over expenses before other items</b>	<b>(672,034)</b>	<b>(3,727)</b>
<b>Other items</b>		
Gain on disposal of capital assets	—	12,000
<b>Excess of revenue over expenses</b>	<b>(672,034)</b>	<b>8,273</b>

## Statement of Changes in Net Assets

For the year ended March 31, 2021

	Invested in capital assets	Internally restricted net assets	Legacy fund	Unrestricted	2021	2020
<b>Net assets, beginning of year</b>	40,332	583,594	453,194	—	1,077,120	1,068,847
<b>Excess of revenue over expenses</b>	(17,811)	—	7,032	(661,255)	(672,034)	8,273
<b>Net transfer to (from) internally restricted net assets (note 2)</b>	—	76,936	—	(76,936)	—	—
<b>Net assets, end of year</b>	22,521	660,530	460,226	(738,191)	405,086	1,077,120

## Statement of Cash Flows

For the year ended March 31, 2021

	2021	2020
<b>Cash provided by (used for) the following activities</b>		
<b>OPERATING</b>		
Excess of revenue over expenses	(672,034)	8,273
Amortization	17,811	16,724
De-committed community contributions	(259,019)	(46,490)
Gain on disposal of capital assets	—	12,000
	<b>(913,242)</b>	<b>(9,493)</b>
Changes in working capital accounts		
Accounts receivable	828	(2,684)
Accrued interest	2,741	(2,741)
Prepaid expenses and deposits	(123)	(77)
Accounts payable and accruals	738,190	1,829
Community contributions payable	(632,122)	1,074,965
	<b>(803,728)</b>	<b>1,061,799</b>
<b>INVESTING</b>		
Purchase of marketable securities	—	(450,450)
Proceeds on disposal of marketable securities	450,450	—
Purchase of capital assets	—	(56,323)
Proceeds on sale of capital assets	—	(12,000)
	<b>450,450</b>	<b>(518,773)</b>
<b>Increase in cash resources</b>	<b>(353,278)</b>	<b>543,026</b>
<b>Cash resources, beginning of year</b>	<b>3,845,045</b>	<b>3,302,019</b>
<b>Cash resources, end of year</b>	<b>3,491,767</b>	<b>3,845,045</b>
<b>Cash resources are composed of:</b>		
Cash	2,371,011	3,261,451
Reserve cash	1,120,756	583,594
	<b>3,491,767</b>	<b>3,845,045</b>

## Notes to the Financial Statements

For the year ended March 31, 2021

### 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)

During the year there was a global outbreak of COVID 19 (coronavirus), which resulted in the temporary closure of the Northern Lights Casino. This is expected to negatively impact revenues of the Corporation as revenues are based on net proceeds derived from 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 5, the result of COVID 19 on the fiscal 2020 year resulted in a recoverable amount of \$738,191. For the year end March 31, 2021 the Northern Lights Casino was closed for the majority of the year. As a result, it was agreed to suspend the revenue sharing portion of the Gaming Framework Agreement for this fiscal year. In lieu of the revenue sharing, the Government of Saskatchewan provided a non repayable, one time grant payment to the Corporation.

At this time, it is unknown the extent of the impact the COVID 19 outbreak may have on the Corporation's revenues and for how long. Future revenues and grant allocations will depend on future developments that are highly uncertain and that cannot be predicted with confidence. The uncertainties include when the Northern Lights Casino will be allowed to reopen and once reopened how much the net proceeds of the Northern Lights Casino are affected. The net proceeds of the Northern Lights Casino could be impacted by, but not limited to, potential government restrictions on capacity, potential reductions in demand for gaming, and overall increased operating costs due to additional precautions required to be taken.

In the short term, the Corporation plans to adjust grant allocation and other expenses to maintain operations with funding reductions.

### 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 2021, the Corporation's board of directors internally restricted \$660,530 (2020 \$583,594) 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 2021, the Corporation's board of directors internally restricted \$460,226 (2020 \$453,194) 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 \$371,154 (2020 - \$360,338) are reported after allocation of 50% (2020 - 50%) between direct and administration expenses. Office supplies expenses reported in the statement of operations of \$3,345 (2020 - \$8,064) are reported after allocation of \$594 (2020 - \$1,897) to direct expenses. Advertising expenses reported in the statement of operations of \$62,361 (2020 \$48,730) are reported after allocation of \$40,969 (2020 \$17,150) 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, 2021 the Corporation de committed \$259,019 (2020 \$46,491) 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.

### 3. MARKETABLE SECURITIES

	2021	2020
Measured at cost:		
Short-term GIC	—	450,450

The marketable securities comprising of a non redeemable guaranteed investment certificate in the amount of \$450,450 matured in December 2020. As of March 31, 2021 the Corporation did not hold any marketable securities

### 4. CAPITAL ASSETS

	Cost	Accumulated amortization	2021 Net book value	2020 Net book value
Automotive	52,667	30,283	22,384	38,184
Computer equipment	15,352	15,215	137	2,148
Equipment	25,791	25,791	—	—
Leasehold improvements	31,686	31,686	—	—
	125,496	102,975	22,521	40,332

### 5. ACCOUNTS PAYABLE AND ACCRUALS

	2021	2020
Accounts payable and accruals	14,100	14,100
Gaming proceeds payable	738,191	—
	752,291	14,100

The Gaming Framework Agreement outlines that the Ministry of Government Relations reconciles the difference between payments made to the NLDC 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 during the year and an overpayment \$738,191 was identified. The Ministry of Government Relations has instructed the NLDC to prepare a two year repayment plan which is to be presented and approved.

### 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 \$260,148 (2020 \$244,338). 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.



# 2020 - 2021 PROJECTS

## COMMUNITY INFRASTRUCTURE

FIRST NATION/ORGANIZATION	PROJECT
La Plonge First Nation	Community Food Storage
LLRIB - Stanley Mission	Grader Purchase
Red Earth First Nation	Outdoor Rink
Shoal Lake Cree Nation	Vehicle Maintenance & Service Units
Clearwater River Dene Nation	Volvo Excavator 2012
Cumberland House Cree Nation	Fire Truck
English River First Nation	Vehicle Purchase
Fond du Lac First Nation	Community Radio Station
LLRIB - Hall Lake	Sawmill Purchase
LLRIB - Little Red	Housing Upgrades
LLRIB - Sucker River	Sawmill Purchase
LLRIB - La Ronge	Housing Upgrades
LLRIB - La Ronge	Housing Upgrades II
Ministikwan Lake Cree Nation	Skateboard Park
MLCN - Little Red	Grader
MLCN - Little Red	Office Upgrade Computers
Montreal Lake Cree Nation	Security System
Montreal Lake Cree Nation	Women's Shelter Upgrade
Meadow Lake Tribal Council	Office Furniture/Electrical Repairs
Meadow Lake Tribal Council	MLTC Fleet Parking Lot
PBCN - Kinoosao	Medical Transportation
PBCN - Pelican Narrows	Maintenance/Repair of Arena
PBCN - Sandy Bay	Fleet Truck Replacement
Peter Chapman First Nation	Gravel Truck
Sturgeon Lake First Nation	Community Transportation
Wahpeton Dakota Nation	Tatanka Store & Gas Bar
Waterhen Lake First Nation	Lowbed Trailer Purchase
Witchehan Lake First Nation	Storage Unit
Buffalo River Dene Nation	Boat Launch/Ramps
Big River First Nation	Gravel Truck
George C Gauthier Foundation Inc	Goodwill Manor Sunroom Project
The Rotary Club of Prince Albert	Rotary Adventure Park
The Royal Canadian Legion Branch #2	Propane Deep Fryers

## SOCIAL DEVELOPMENT

FIRST NATION/ORGANIZATION	PROJECT
Catholic Family Services of Prince Albert	Teen Tech Addiction
Transwest Air	20th Annual Santa Takes Flight
LLRIB - La Ronge	Women's Wellness
LLRIB - La Ronge	Women's Trade Skills
PBCN - Denare Beach	Spring Clean Up
PBCN - Deschambault Lake	Community Clean Up
PBCN Southend	Brush Clearing and Cutting
PBCN - Sturgeon Landing	Spring Clean Up
Prince Albert Share A Meal Food Bank	Green Leaf
Catholic Family Services of Prince Albert	Stepping Up

## EDUCATION

FIRST NATION/ORGANIZATION	PROJECT
James Smith Cree Nation	JS 100 Continuing Education Trust Fund

## SENIORS & YOUTH

FIRST NATION/ORGANIZATION	PROJECT
James Smith Cree Nation	Rides for Kids
Make A Wish Saskatchewan	Adopt A Wish
Wahpeton Dakota Nation	Equipment for Youth Programs
City of Prince Albert Playground	Kidzfest 2021

## HEALTH

FIRST NATION/ORGANIZATION	PROJECT
Hope's Homes	Supportive Living Expansion
Victoria Hospital Foundation	NICU for the North

## CULTURE

FIRST NATION/ORGANIZATION	PROJECT
Black Lake First Nation	Trapper's Assistance
Prince Albert Central Dog Mushers	Crutwell Dog Races
Prince Albert Multicultural Council	Celebrate Canada Day 2020
Prince Albert Multicultural Council	Tapestrama Cultural Festival
LLRIB - Hall Lake	Youth Culture Trip/Camp
LLRIB - Grandmother's Bay	Youth & Elder Cultural Workshop
PBCN - Deschambault Lake	Community Holiday Project
Prince Albert Grand Council	Memorial Round Dance

## RECREATION

FIRST NATION/ORGANIZATION	PROJECT
PBCN - Urban	Youth Hockey Season
Beardy's & Okemasis First Nation	Willow Cree Memorial Sports Centre Upgrades
LLRIB - Hall Lake	Hockey Rink Board
LLRIB - Sucker River	Hockey Rink Upgrade
PBCN - Urban	Youth Recreation Activities
Prince Albert Titans Jr B Hockey Team	Prince Albert Titans Jr B Hockey Team

## OTHER

FIRST NATION/ORGANIZATION	PROJECT
PBCN - Denare Beach	Covid Relief
PBCN - Sturgeon Landing	Covid Relief
Chakastaypasin Band	COVID Food Hampers
Hatchet Lake Dene Nation	Covid 19 Pandemic Security
MLCN - Little Red	Christmas Light Contest
Montreal Lake Cree Nation	Christmas Light Contest
Prince Albert Grand Council	Wild Fire Task Force
Prince Albert Regional Beef Show & Sale	Prince Albert Regional 4H Beef Show & Sale

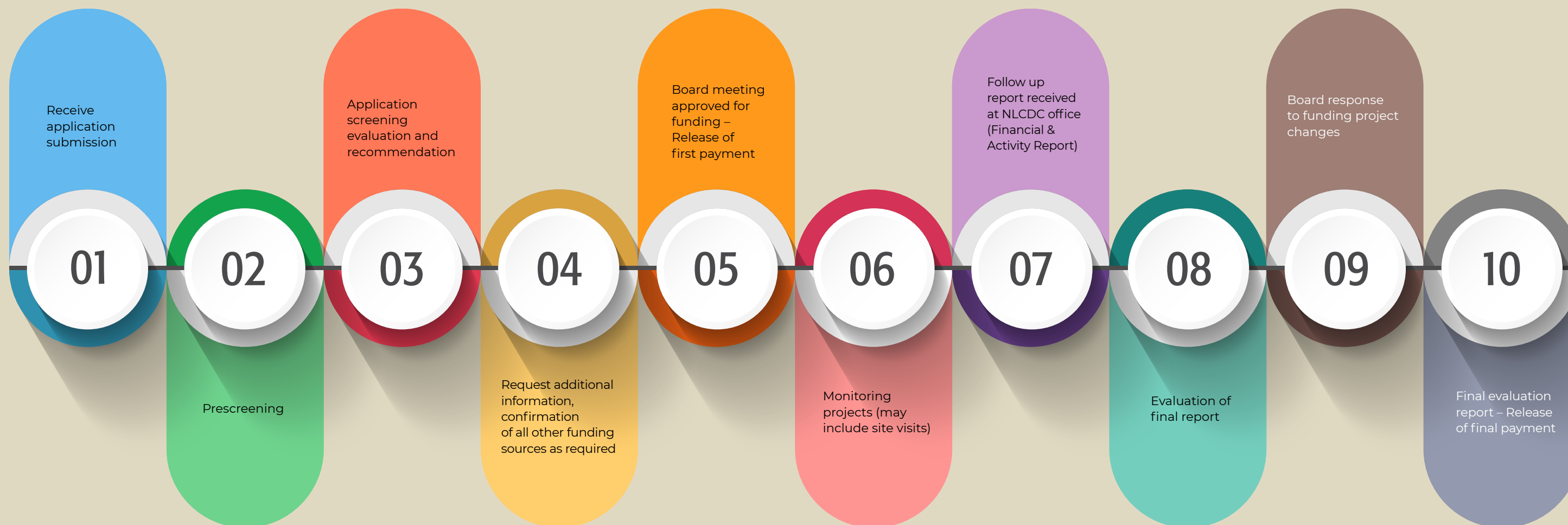






All programs seeking funding from NLCDC **must meet one or more** of the following criteria:

- 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)





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