



**2024
2025**



ANNUAL REPORT

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MESSAGE FROM

Tansi Intahkomakanak, mena Nitotemak,
Greetings to our members, friends,
colleagues, and associates.

We are proud to present the 2024-2025 Annual Report, which reflects the progress of our Nation over the past year. We begin by reflecting on the words of Winston Churchill: "Difficulties mastered are opportunities won." This reminds us that progress often comes through perseverance. As a community, we have faced many difficulties, and each one has strengthened our resolve and deepened our commitment to creating opportunities.

Over the past year, our Leadership, Executive Management, Program Directors, and staff have worked with dedication and determination to move our Nation forward. Despite obstacles, we continue to work toward meaningful progress across every area of our work. This report highlights that progress and provides updates to our members, funders, and partners on the programs, projects, and initiatives completed this year, as well as those still underway.

Norway House Cree Nation is the largest First Nation in northern Manitoba, and we have made significant strides in developing our community into a thriving hub of activity, laying a strong foundation for future generations. To demonstrate, our housing report clearly indicates that we continue to make progress in addressing the housing crisis we face. Through the construction of new homes and the repair of existing ones, we are creating safe and healthy spaces where families can build stability and well-being.



CHIEF & COUNCIL

“Difficulties mastered are opportunities won.”

— Winston Churchill

We also continue to implement initiatives and strategies to enhance community safety, security, and well-being. The increased presence of our Community Safety Officers, introduction of the Community Protection Bylaw, and the newly enacted NHCN Workplace Drug Policy for our staff are all part of a coordinated effort to address issues related to excessive drug and substance use within our community. Together, these efforts have the goal of keeping band members safe and creating a healthier community for our children in which they can thrive.

This same commitment to safety and well-being extends to our focus on health. The Health Centre of Excellence officially opened in August 2024, and we are continuing to transition all services to this state-of-the-art facility. This is a major achievement for a remote First Nation in the north and will soon position us as a leading health centre for northern Manitoba. NHCN has always strived to be a progressive and forward-thinking hub, one that will meet the needs of our members and serve our relatives from surrounding communities. This progressive vision not only ensures that our members can access high-quality care close to home but also brings new opportunities as visitors and patients from neighbouring communities come to Norway House for services.

With this growth comes the need to strengthen our infrastructure and expand our capacity to serve our growing Nation, as well as the increasing demand for services from surrounding communities. As we enhance health and wellness services, we are also investing in the spaces and systems that support our community's growth. Across our Nation, construction and development projects are underway. We are building and renovating homes; creating new spaces for childcare; enhancing

existing infrastructure; and developing community facilities that strengthen connection, access, and belonging.

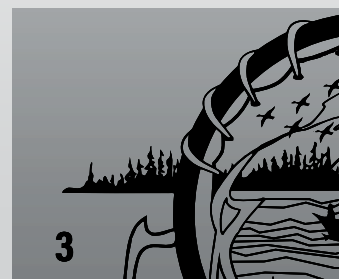
Economic development continues to be the cornerstone of our strategy to build a stronger, healthier Nation. By focusing on the growth of local businesses, advancing major projects, and creating employment opportunities, we are not only driving financial prosperity but also laying the groundwork for long-term social and economic well-being. When individuals have access to stable employment, they gain the ability to provide a better quality of life for themselves and their families. Meaningful work provides routine, dignity, and a sense of contribution, all of which support healthier homes and stronger community connections. This approach continues to guide our commitment to building a prosperous and thriving future for our members.

As you review this year's Annual Report, we encourage you to reflect on the progress we have made together and the determination it has taken to get here. This work has not been without challenges, but has moved forward through perseverance, shared purpose, and a strong sense of responsibility to our members. Together, with a united Council, we have continued to create opportunities that support the well-being of our Nation. We thank our community for your continued trust and collaboration as we move forward, building opportunities for our members today and for the generations that follow.

Ekosani,

Chief Larson Anderson & Council

Norway House Cree Nation



MESSAGE FROM THE CEO

Clarence Paupanekis



Tansi!

I am pleased once again to provide an overview of another successful year of activities for Norway House Cree Nation for fiscal year 2024–2025. As Chief Executive Officer for NHCN for over seven years, I must say we have been extremely busy

with many projects and initiatives that continue to shape the growth of our Nation. I want to thank our Chief and Council members during both terms for allowing me the privilege to work alongside them and our people.

This past year has seen meaningful progress, providing many opportunities for growth as we continue to focus on building a strong and self-sustaining future in which our people can thrive. There is no substitute for hard work, and with our leaders and dedicated staff, we continue moving forward by creating more opportunities for employment, supporting new and existing businesses, developing policies to strengthen our governance and ensuring that community spaces are welcoming and active for everyone. Investments in new facilities, recreational areas, and youth programming are giving families more places to gather, play, and create lasting memories.

We have seen steady improvements in our operations and governance. Departments are working more closely together, communication continues to strengthen, and our ability to plan, manage, and deliver on major initiatives has never been stronger. These improvements help ensure that every new project, no matter the size, delivers meaningful and lasting benefits for our people.

At the heart of this progress is our commitment to community well-being. The Nanatawiwekamik Health Centre of Excellence continues to stand as a key priority, representing our commitment to providing quality health care close to home. Over the past year, NHCN has transitioned services and staff into the new facility. Leadership continues to meet with Ongomiizwin Health Services to address staffing challenges such as doctor shortages and to strengthen communication between administration and health professionals to ensure the best possible care for our members. We also welcomed Dr. McLeod, who is assisting with health service improvements,

including physician recruitment and retention. Plans are underway to fully utilize the dialysis unit and begin repatriating members who currently receive treatment outside the community.

Another milestone is the passing of Ininewi Wanasweywin, Norway House Cree Nation's Family Law, in August 2025. This marks a major step toward self-determination, as NHCN moves away from delegated provincial authority to full jurisdiction over child welfare. Leadership has met with Nahanni Fontaine, Minister of Families to discuss implementation plans, and ongoing collaboration with the Kinosa Sipisowin Agency (KSMA) and the Elders Advisory Committee continues to guide the process.

The Bison Partnership also remains a strong example of the Nation's ability to leverage business ventures for community benefit. Through NHCN's role on the Bison Board, this partnership continues to yield tangible results, providing new homes and employment opportunities for members.

Over the past year, NHCN has made significant progress in addressing housing needs through a combination of modular construction, site-built homes, and renovation initiatives. New homes have been built, delivered and occupied, while older units have been restored to improve living conditions for families. Leadership remains focused on creating sustainable housing operations that ensure long-term maintenance, affordability, and quality. Although our housing shortage continues to exist, leadership has made it a priority and are working diligently to continue addressing the shortage.

On the economic development front, the Nation has continued to expand its portfolio of community-owned assets. The acquisition of the NHCN Embassy at 820 Taylor Avenue in Winnipeg provides new opportunities for administrative growth. Renovations are currently underway and tenancy is beginning to take shape, including agencies such as KSMA and the Frontier School Division.

The MainStay Suites Hotel in Winnipeg continues to serve as a successful venture that generates stable income to fuel other community initiatives, while strengthening NHCN's long-term investment base.

In support of maintaining a safe and healthy work environment, NHCN implemented a Workplace Drug Testing Policy this year. The policy emphasizes

MESSAGE FROM THE COO

prevention, safety, and rehabilitation by ensuring all employees and contractors are fit for duty and free from impairment while performing work. It establishes clear expectations around the use of controlled substances and provides access to confidential support programs, including counselling, assessment, and return-to-work plans for those seeking assistance. This initiative reflects our commitment to protecting the safety, productivity, and well-being of every worker across all departments and entities.

The Election Procedures Act (EPA) was reviewed and updated by the EPA revision team that included legal counsel, and the EPA Steering Committee. Engagement sessions were held for additional input, and a website was developed to provide further information. A General Band Meeting was held at which concerns were raised about the proposed changes and a vote was not held. On January 14, 2025, Chief and Council by consensus decided to defer the EPA amendments until after the next election, primarily to avoid potential confusion and implementation challenges and any perception of unfairness. This decision aligns with good governance.

Events such as Treaty and York Boat Days continue to grow, showcasing our culture, unity, and pride. Teams across the community and other local organizations are working hard to expand activities, promote healthy living, and ensure there are more positive spaces for youth and families.

Looking ahead, our priorities remain clear. Leadership will continue to improve services, expand opportunities for education, employment, and business development, and ensure that every member feels supported, connected, and proud to call Norway House home.

I want to extend my gratitude to Chief and Council, our management teams, and the many dedicated staff and community members who contribute to our success. Together, we continue to build a stronger Nation.



Wayne Anderson

The 2024–25 fiscal year has been filled with growth and learning in Norway House. I want to thank everyone for their contributions and understanding. Your dedication and commitment are invaluable. We will continue to work

hard to deliver programs, services, projects, and events.

Playgreen Development Corp. (PDC) continues to build capacity in delivering projects within NHCN. PDC supplies all aggregates required for projects such as housing, and performs all road construction and maintenance as needed.

Public Works continues to develop and maintain residential water and sewer systems, as well as meet commercial water and sewer needs. Improvements are underway in water, sewer, and sanitation services for homes, including upgrades to facilities and automation.

KSBD is evolving to meet the changing business environment of NHCN. The York Boat Inn is undergoing renovations, and the York Boat Diner will be developed into a family-friendly dining area. The Mall has had all rooftop units replaced to improve heating and air conditioning.

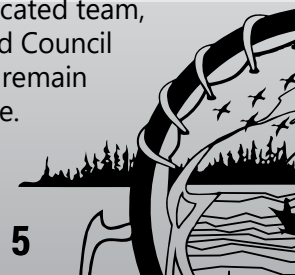
Below are some initiatives and projects which I will continue to work on with the Directors and the staff:

- Land Code/Land Use Plan Development
- Rossville School Remediation Project
- Recreational Areas Development
- Internal Roads Development
– Crushing Aggregates and Paving
- 2-Mile and 8-Mile Remediation and Debris Clean Up Projects
- Lands and Resource Development
- Education/Training/Employment Creation Initiatives
- Housing Sub-Divisions and initiatives
- HBO/JR School Improvements

Additional information and updates on these initiatives can be found within the contents of the Annual Report.

I would like to express my gratitude to our dedicated team, trusted partners, and the hardworking Chief and Council who help our community grow as a nation. We remain committed to NHCN and the members we serve.

Ekosi.



MESSAGE FROM THE CFO

Michael Ly, CPA, CA, CIA



I am honoured to continue serving as Chief Financial Officer of Norway House Cree Nation. It is a privilege to work alongside Chief and Council, our dedicated management team, and most importantly, our members, as we continue building a stronger and more prosperous Nation for today and for future generations.

This past year, despite challenges such as the federal election, a contracting economy, and an uncertain trade environment impacting building costs, NHCN has once again demonstrated resilience, stability, and growth. For the **seventh year in a row**, we received a **clean audit opinion** and a fifth year we completed our financial reporting on time — a reflection of the Finance team's strong commitment to transparency and accountability.

We also achieved major milestones that reflect the Nation's financial strength and forward vision:

- Celebrating the grand opening of the Nanatawiwekamik Health Centre of Excellence, which will transform healthcare for our members.
- Successfully refinancing the 820 Taylor development, securing \$10 million in new financing and strengthening this long-term asset for Indigenous businesses and services.
- Building a stronger-than-ever partnership with Indigenous Services Canada, unlocking new opportunities and collaboration.
- Making significant investments, including the acquisition of the Minago assets, which includes 91 mineral claims, 2 mineral leases, 6 quarry leases, 2 mining permits, as well as associated land, buildings, and equipment spread out over 19,661 hectares - securing the Nation's long-term growth and economic opportunities. These assets give the nation control over key nickel deposits and sources of magnesium.
- Implementing the new federal minimum wage increase across all Band payroll staff, ensuring

wages for our workforce remain fair and competitive.

- Growing our asset base significantly over the years including securing additional water and sewer trucks, increasing our housing stock, making significant improvements to homes through repairs and maintenance and acquiring assets to maintain and pave our internal roads.

In addition to these accomplishments, the Nation achieved a remarkable operating surplus of \$32.8 million, a dramatic turnaround from the prior year's \$8.8 million deficit. This result demonstrates the effectiveness of prudent financial management and reinforces the stability of NHCN's financial foundation as we move forward.

These achievements were made possible while continuing to grow Nation-owned assets, strengthen revenues, and responsibly managing debt to support investments that will deliver long-term benefits. Every decision is guided by the principle that resources must be directed toward the well-being of our members and the prosperity of our Nation.

Looking ahead, despite ever-present challenges, the financial direction of Norway House Cree Nation is clear and strong. With the leadership of Chief Larson Anderson and Council, the dedication of our staff, and the trust of our members, NHCN is well-positioned to continue advancing community priorities, creating opportunities, and building lasting prosperity.

Financial Reporting 2024/2025

Norway House Cree Nation continues to strengthen its financial management processes to ensure resources are used effectively and efficiently for the benefit of our members. Each year, Finance works closely with the Executive team and Chief and Council to prepare and approve the annual

budget, which sets the operational priorities and strategic direction of the Nation. Managers and senior leadership play a key role in refining this process to ensure programs are funded appropriately and aligned with community goals.

Our Finance team remains committed to continuous improvement, ensuring financial reports are accurate, timely, and transparent. This year, we further advanced our reporting systems, reducing outstanding financial submissions to ISC to some of the lowest levels ever recorded. This achievement helps safeguard future funding opportunities, prevents unnecessary clawbacks, and ensures every dollar is directed to its intended purpose.

The Nation also continued to build capacity in financial and administrative operations. The centralized IT department expanded its infrastructure, creating efficiencies in payroll, cheque processing, and electronic funds transfers. These improvements not only streamline daily operations but also strengthen the reliability of financial reporting across all divisions.

This year's financial results reflect both investment in long-term priorities and continued financial stability, highlighted by the following outcomes:

- Funding revenue increased to \$203.4 million, above budgeted expectations.
- Own-source revenue continues to hold strong at \$37 million, continuing to strengthen the Nation's independence and self-sufficiency.
- Tangible capital assets rose to \$598 million (Gross Value) with nearly \$40.8 million invested in new acquisitions during the year.
- The accumulated surplus grew to \$352.5 million, demonstrating the Nation's strong overall financial position.

The year closed with an operating surplus of \$32.8 million, reflecting strong financial performance while continuing to advance major infrastructure and community priorities that

will provide lasting value. Importantly, the Nation's financial position remains strong, with sufficient resources to meet all operational needs.

Key to this success is our continued strong working relationship with Indigenous Services Canada (ISC), which has ensured timely funding flows and new opportunities for collaboration. For the fifth consecutive year, our team also achieved a clean audit opinion and completed reporting within federal deadlines — a clear reflection of the discipline, accountability, and capacity that now define NHCN's financial operations.

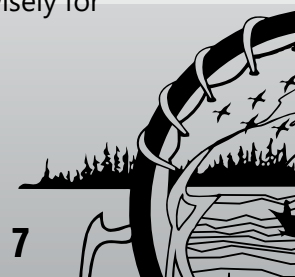
Together, with the support of our Directors, Managers, and Staff, these results affirm that Norway House Cree Nation is well-positioned to continue advancing its priorities and creating long-term prosperity for our members.

ISC Low Risk Rating

Each year, ISC reviews the Nation's overall performance and assigns a risk rating that reflects how well the organization manages its finances and delivers programs. Since 2017, NHCN has consistently received a low-risk rating, which is the best rating possible, recognizing its strong fiscal responsibility and ability to manage funds effectively.

When the current leadership began in 2018, the Nation faced more than \$10 million in unrecorded debts from prior years. Through careful budgeting, responsible spending, and strong financial controls, NHCN has not only successfully caught up on these past obligations but also continued to meet all its yearly commitments.

Today, the Nation continues to operate with balanced results, clean audit reports, and a commitment to managing resources wisely for the long-term benefit of its members.



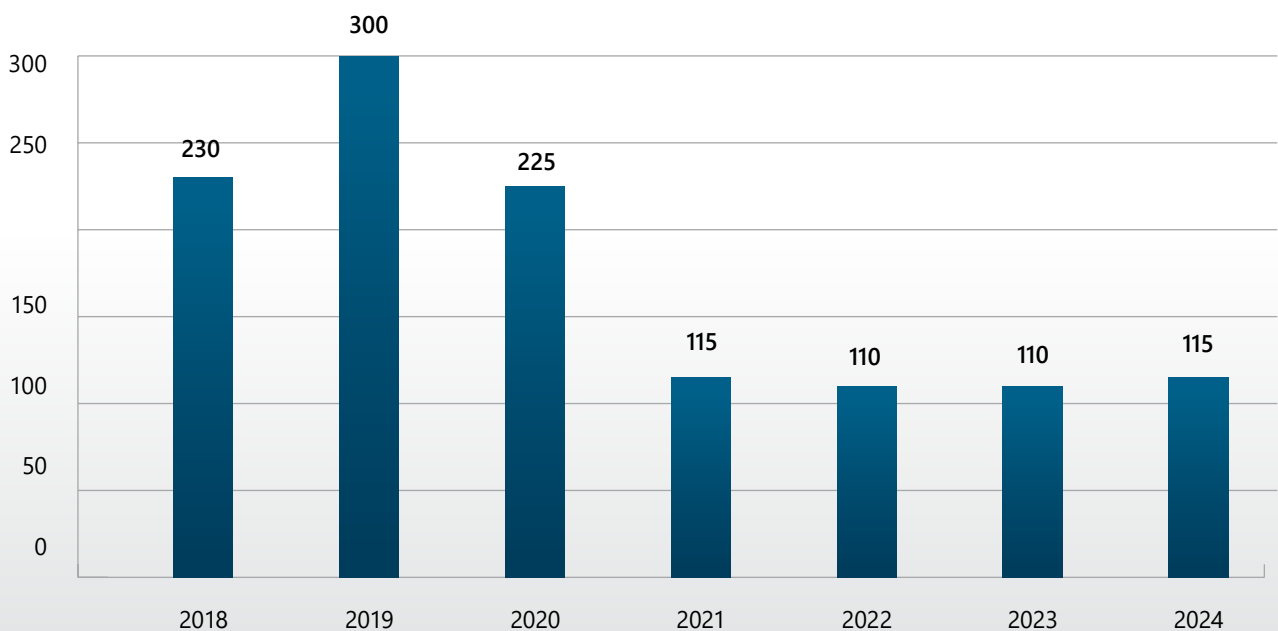
ISC Risk Rating					
Fiscal Year	Governance	Planning	Financial Management	Program Management	Overall Rating
2018-2019	Low	Low	Low	Low	Low
2019-2020	Low	Low	Low	Low	Low
2020-2021	Low	Low	Low	Low	Low
2021-2022	Low	Low	Low	Low	Low
2022-2023	Low	Low	Low	Low	Low
2023-2024	Low	Low	Low	Low	Low

Improved Audit Timeliness

Norway House Cree Nation has made significant progress in improving the timeliness and quality of its financial reporting. In 2014, audit reports took more than 250 days to complete. Steady improvements in financial systems and management practices have reduced turnaround times for audit reports to just over 100 days, representing a 56 percent decrease in completion

time. This achievement reflects the Nation’s strong commitment to accountability, efficiency, and transparency. This has been supported by upgraded accounting systems, streamlined payroll and payment processes, and clear approval policies. As a result, NHCN continues to produce clean, timely audit reports that demonstrate strong financial discipline and effective governance.

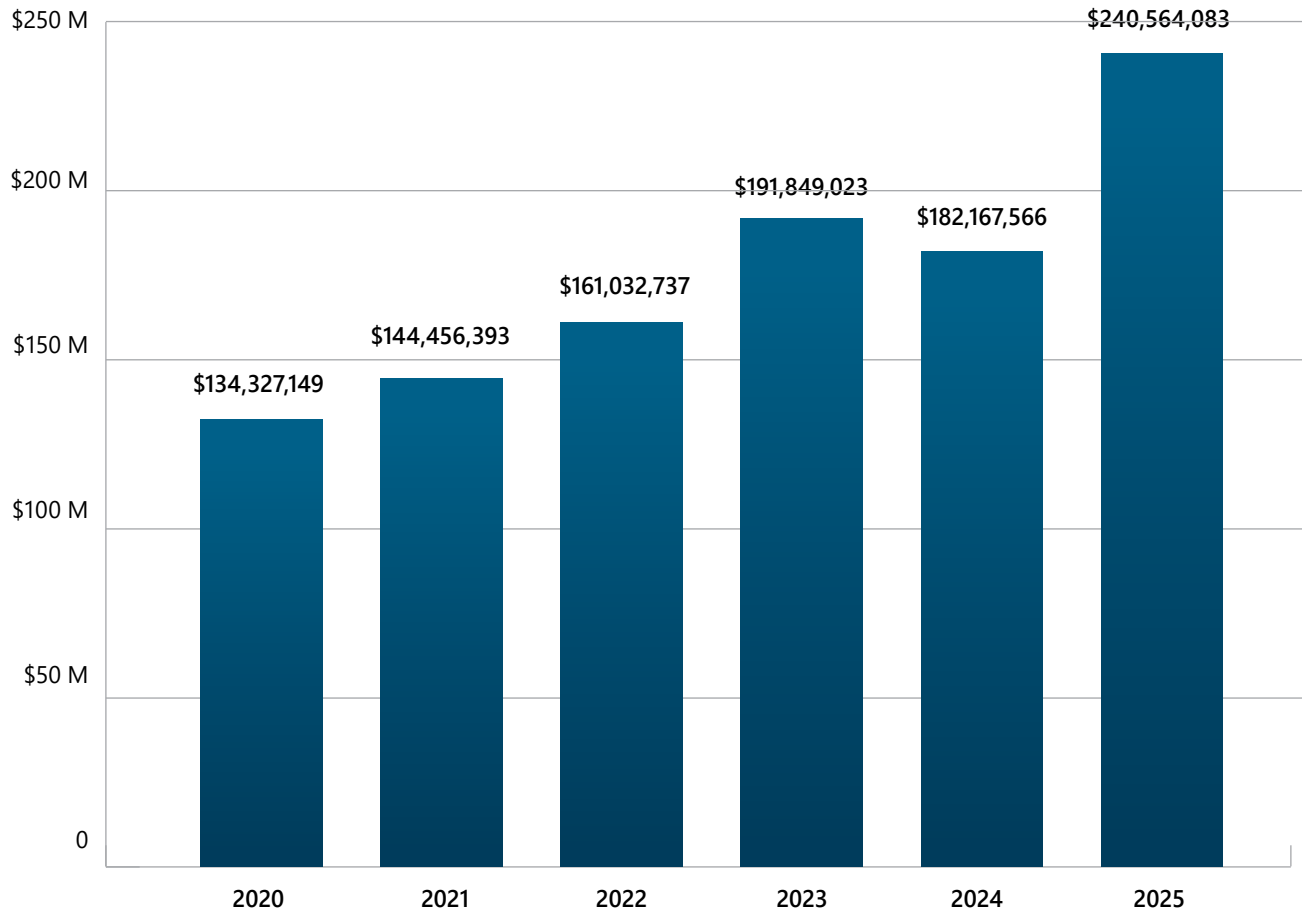
Days to Complete Audit



*Increases in 2019 and 2020 are a result of Covid-19 pandemic restrictions

2024-2025 Accomplishments

Total Revenue Over Time



Revenue Growth

In 2025, total revenues reached \$240.6 million, up from \$182.2 million in 2024; an increase of more than \$58 million year-over-year. This growth reflects continued strength in economic development initiatives, improved gaming revenues through updated VLT operations, successful access to new funding opportunities, and the TLEC Settlement advance. While operating costs also rose with ongoing investments in infrastructure and Nation-owned enterprises, the overall financial position remains strong, supported by a significant increase in operating surplus.

Asset Acquisitions

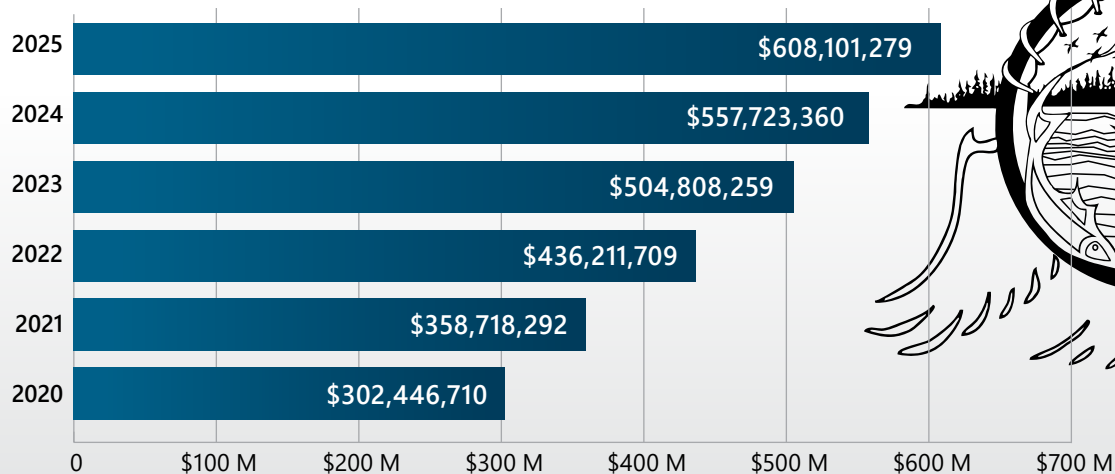
From April 1, 2024, to March 31, 2025, NHCN has increased its capital assets. In 2025, NHCN added \$40.8 million dollars in capital assets.

These acquisitions have focused primarily on capital assets required for operations, as well as overall economic development, housing improvements and repairs, and the completion of the Nanatawiwekamik Health Centre of Excellence.



Asset Acquisitions by Fiscal Year						
Asset Type	2020	2021	2022	2023	2024	2025
Land	396,682	396,682	1,507,452	1,643,198	1,770,962	24,847,372
Building	105,343,759	106,137,646	107,318,326	117,387,461	136,550,372	265,143,019
Vehicles & Equipment	27,974,843	41,296,575	46,242,744	49,219,951	51,990,566	62,929,245
Computers	326,070	435,332	561,310	693,300	1,573,341	2,405,159
Housing	88,382,780	94,978,631	95,506,773	110,004,212	123,812,392	130,701,746
Roads & Sidewalks	16,118,145	16,619,555	18,422,723	18,422,723	18,422,724	31,767,476
Water & Sewer	25,526,317	25,647,383	27,086,227	27,417,593	27,451,694	27,466,900
Telecom	12,662,429	13,333,207	14,304,323	14,323,608	16,133,888	16,647,984
Construction in Progress	25,715,685	59,873,281	125,261,831	165,696,213	180,017,421	36,605,455
Intangible Assets	-	-	-	-	-	9,586,923
Total Assets	302,446,710	358,718,292	436,211,709	504,808,259	557,723,360	608,101,279

Capital Asset Purchase



Federal Minimum Wage

Norway House Cree Nation remains committed to providing competitive wages for its employees. Following the increase in the Federal Minimum Wage on April 1, 2024, from \$16.65 to \$17.30, a comprehensive review of pay scales for all employees was conducted to ensure fairness and competitiveness. The Federal Minimum Wage rose again in April 2025 to \$17.75, further reflecting the rising cost of living and supporting adjustments to employee compensation.

Minago Mine

NHCN has completed the acquisition of the Minago assets, marking a significant step in advancing our participation in the resource sector. The assets hold substantial nickel and critical mineral reserves, positioning NHCN to benefit from growing demand for critical minerals in clean energy and battery production. This acquisition not only secures a long-term economic opportunity but also ensures development is guided by our values, creating potential for employment, business growth, and environmental stewardship. It reflects our commitment to building sustainable, long-term value for our members and stakeholders.

Capacity Building

Capacity building continues to be a priority for the Nation. The Employment and Training Department has successfully delivered programs that align with community needs and upcoming development projects. As the new hospital was being built, a Diploma in Practical Nursing was offered, resulting in 11 community members graduating and preparing to begin their careers at the new facility. In addition, an Early Childhood Educator program is currently underway to ensure staffing readiness for the new daycare once construction is complete. Looking ahead, a Health Care Aide program will launch in the fall to meet the growing demand for health services within the community. These initiatives not only create meaningful employment opportunities but also ensure that the community is prepared to support future development projects with a skilled local workforce.

Partnership with Exchange Income Corporation

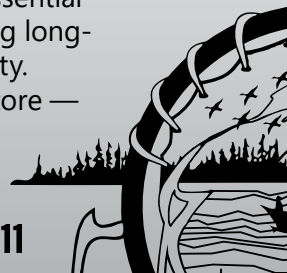
NHCN has partnered with Exchange Income Corporation (EIC) to enhance the quality and reliability of air transportation to and from the community. Through this partnership, NHCN will secure a seat on EIC's Aviation Board, ensuring our voice is represented in decisions that directly affect northern air service. Together, we are working to identify and advocate for critical improvements at the Norway House Airport, including navigation and infrastructure upgrades. The collaboration also supports the creation of training and employment opportunities for NHCN members in aviation, fostering long-term local capacity. EIC has committed to providing operational expertise for potential future regional cargo services led by NHCN. This partnership marks a significant step towards more dependable and community-driven air service for generations to come.

Acquisition of Paving Assets

To strengthen the Nation's construction capacity, Norway House Cree Nation acquired new paving assets under Playgreen Development Corporation (PDC). This investment expands PDC's operational capabilities, enabling it to perform a broader range of infrastructure projects both internally and for external clients. PDC can now complete roadwork, parking lots, and surface improvement projects more efficiently and cost-effectively. The acquisition reduces reliance on outside contractors, increases self-sufficiency, and enhances PDC's competitiveness in the regional market. The expanded service offering will not only generate additional revenue but also create local employment and training opportunities, further supporting the Nation's long-term goal of sustainable economic growth.

NHCN Business Centre

The NHCN Business Centre, guided by the leadership of Norway House Cree Nation, is a flagship project designed to bring essential amenities to members while generating long-term leasing revenue for the community. The facility will feature a full grocery store —



including a pharmacy and convenience store — as well as a food court with space for six tenants, creating opportunities for local entrepreneurs. Together, these amenities will support local business development, enhance access to goods and services, and strengthen the Nation’s economic base. To expedite construction and reduce costs, the project has transitioned from a traditional steel build to modular construction. Site preparation and civil works are already underway, with the grocery store shell anticipated to arrive on-site and be set up in December 2025. This modular approach positions the project for efficiency, with occupancy targeted for early 2026.

Fort Island Daycare

The Fort Island Daycare is a new childcare facility being developed by NHCN to expand access to high-quality early learning within the community. The 7,100 square-foot building designed for efficiency, safety, and comfort will be located east of the Professional Accommodations building near the Nanatawiwekamik Health Centre of Excellence. Once complete, the 74-space facility will accommodate 48 preschool children, 10 toddlers, and 16 infants, helping to meet the growing demand for childcare services in the area. The design incorporates over 17,000 square feet of outdoor play space, divided into four landscaped recreational zones tailored for all age groups. The facility is scheduled for completion in the fall of 2025, marking a significant milestone in supporting families and nurturing the next generation within the community.



Systems, Processes and Controls Systems

The most impactful work for the Finance Department continues to be the development and maintenance of systems, processes, and controls that strengthen accountability and improve efficiency across the Nation. These initiatives not only allow the Band to pursue and secure additional funding but also provide leadership with the timely and reliable information needed to make the best-informed decisions possible.

Over the past year, significant progress has been made in upgrading core systems across departments and community facilities, including:

- **Community Safety and Security:** Cameras were installed at the York Boat Diner and the long-standing community camera UNIT system was fully restored. Each location is now online and operational, providing essential support for policing and public safety.
- **Health Centre of Excellence (HCE):** A complete IT framework was developed to support three major organizations — the ISC Hospital, the NHCN Health Division, and the NHCN Clinic. More than 2,000 Ethernet drops, switches, servers, and networks were configured to create a modern and reliable digital environment. The rollout included phone systems, Wi-Fi, printers, access cards, cameras, emergency call systems, security systems, medical systems, and general IT infrastructure, ensuring HCE is equipped with state-of-the-art technology to serve the community.
- **Technology and Infrastructure Upgrades:**
 - Rolled out an NHCN-wide Xerox system upgrade across more than 40 machines.
 - Set up new servers and backup systems for Jordan’s Principle, ensuring greater reliability and data security.
 - Upgraded Caribou Camp to high-speed internet with full Wi-Fi coverage across its 15+ buildings and structures.
 - Migrated the Finance Department’s system to the HCE data center, providing faster access, more reliable internet, and safer backup processes.

- Established full IT infrastructure for Winnipeg sub-offices at both 820 Taylor and 585 Century, including servers, internet, and phone systems.
- Deployed a new Teams phone system for staff at 585 Century and upgraded other phone systems across the Pharmacy, Social, and Jordan's Principle offices.
- Delivered high-speed, reliable business grade internet service to over 20 key Band entities and businesses, including Finance, Administration, the Health Centre of Excellence, Daycare, York Boat Inn, Clinic, Jean Folster Place, Pharmacy, Mall Security, Caribou Camp, Pinaow Wachi, KTS, Radio Station, Social Office, JP Office, Parks and Recreation, PDC, UCN, Safety and Policing, 585 Century, 820 Taylor, and the Entertainment Centre and Tower Camp.
- **HR and Payroll Modernization:** Partnered with Payworks, a Canadian company, to modernize HR and payroll systems. This initiative will significantly improve HR processes, payment systems, onboarding and offboarding procedures, and strengthen internal controls. The rollout plan is underway and expected to be fully implemented within 8–12 months.

Together, these upgrades represent one of the most comprehensive system overhauls in the Nation's history. By investing in reliable infrastructure and modern tools, NHCN is building stronger safeguards, reducing risk, and creating efficiencies that will serve the Nation for years to come. Ultimately, these improvements mean better services, safer communities, and more reliable support for our members.

Tax Compliance

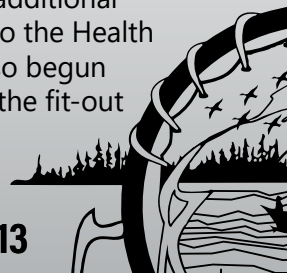
During the 2024–2025 fiscal year, NHCN Finance strengthened its tax compliance framework while continuing to focus on proactive tax planning. Although the Band remains primarily tax-exempt, significant work is required each year to prepare and file numerous returns, applications, declarations, and rebates to maintain this status. This year, fuel tax rebate claims were resumed and are now entirely up to date. The band's entities are current on their T2 corporate returns, GST, and RST filings,

with focused efforts made to bring entities that had fallen behind up to date. Importantly, filings were completed on time, ensuring no penalties or interest were incurred. In addition, GST audits for specific entities were managed efficiently, with positive outcomes. These achievements demonstrate a stronger, more disciplined approach to compliance and position NHCN Finance to be proactive in managing taxation matters going forward.



Nanatawiwekamik Health Centre of Excellence

In 2025, with the Health Centre reaching substantial completion, attention shifted to supporting projects. Construction began on the Maintenance Garage, while steady progress continued on the Sweat Lodge outbuilding. The Professional Accommodations building now houses many permanent full-time staff, as well as visiting healthcare professionals. Later in the year, ISC and FNIHB successfully transitioned their operations into the Health Centre, where they now deliver health services in collaboration with NHCN Health. Looking ahead, 2026 will see the completion of both the Sweat Lodge and the Maintenance Garage, along with additional landscaping and aesthetic upgrades to the Health Centre grounds. NHCN Health has also begun working with consultants to advance the fit-out and completion of the surgical suite.



The NHCN Embassy

The NHCN Embassy is a transformative, community-focused investment designed to create lasting impact. Construction is actively progressing, with interior demolition now substantially complete. Redevelopment of Phase 1 is scheduled to be ready for interior fit-ups in 2026.

This initiative involves a full retrofit of the former Manitoba Hydro building to address critical infrastructure challenges, including outdated electrical and mechanical systems, health and safety hazards, and energy inefficiencies. A central objective of the project is to move toward a net-zero carbon building. Key upgrades include installation of a high-efficiency heat pump system, replacement of the electrical distribution network, addition of a sprinkler system and installation of a new triple-pane curtainwall system to improve insulation and reduce energy costs.

Once revitalized, the Embassy will serve as a dynamic hub for Indigenous economic activity and essential services. It will house dedicated spaces for programs such as Jordan's Principle and KSMA (child and family services), both of which are currently at capacity.

The Finance Department's strategic planning and resource allocation have not only addressed immediate challenges but also ensured the long-term sustainability of this redevelopment. By converting a dated facility into a vibrant, multifunctional space, the project reinforces the department's commitment to creating tangible, lasting benefits for Norway House Cree Nation and the broader community. NHCN was also notified that the Embassy had successfully secured the Manitoba Works capital incentive, which provides property tax rebates for up to 20 years.



Jordan's Principle

During 2025, we successfully secured twice the funding compared to the previous fiscal year, significantly enhancing our ability to support families through Jordan's Principle. These funds were strategically allocated to provide direct assistance to families, including the renovation and retrofitting of homes for children with special needs or complex medical conditions.

Midway through the fiscal year, national changes to the operating budget required us to adapt to a reduced funding environment. In response, we streamlined program delivery and introduced a new targeted initiative focused on respite care, rebranding the program as Awasis Weechiwaywin. Despite financial limitations, we continued to deliver essential services by working with qualified third-party partners to ensure that the individual health, social, and educational needs of NHCN children were met.

Looking ahead, we remain committed to advocating for increased and sustained funding. Our focus will be on developing long-term, sustainable solutions that continue to meet the evolving needs of both our families and community.

Bison Modular Homes

The Nation is a partner in Bison Modular Homes with the aim of providing rapid residential and commercial construction services for First Nations communities across Canada. Partnership profits generated through this venture are reinvested into the community to add to the Nation's housing stock.

The company also ensures that there are training and employment opportunities for community members, with 20% of Bison's current workforce identifying as First Nations and a portion of that group coming specifically from NHCN.

As of March 31, 2025, Bison Modular Homes added twelve new homes on reserve and generated \$1,790,814.93 in profits. In fiscal year 2026, Bison plans to construct eight new homes in NHCN, along with a laundromat.



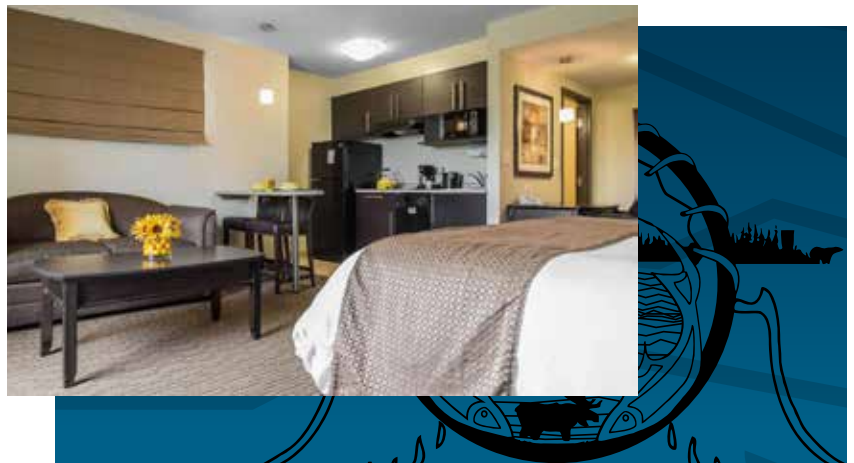
Social

In fiscal year 2025, the Social Services division relocated to a newly renovated building in Rossville, providing a brighter and more accessible space for clients.

Over the year, Social expanded its distribution of essential household furniture and appliances for clients in need, as well as back-to-school essentials for children. The division is committed to continuing this enhanced level of support for families in need. Social also formed a partnership with Harvest Manitoba to establish a community foodbank. Scheduled to launch in early 2026, the foodbank will provide community members with consistent access to essential food supplies.

MainStay Suites Winnipeg

In the spring of 2024, Norway House Cree Nation successfully acquired ownership of Mainstay Suites Winnipeg, marking a significant milestone in the Nation’s investment strategy. The transaction was completed after careful due diligence and negotiation, ensuring the Nation secured favourable terms and long-term value from the hospitality sector. Since this acquisition, the hotel has delivered stable financial performance, contributing both recurring income and asset growth to NHCN’s portfolio. This investment reflects the Chief and Council’s ongoing commitment to diversifying revenues and strengthening its position in commercial real estate. Beyond financial performance, the property serves as a key hospitality partner for community members and organizations travelling to Winnipeg.



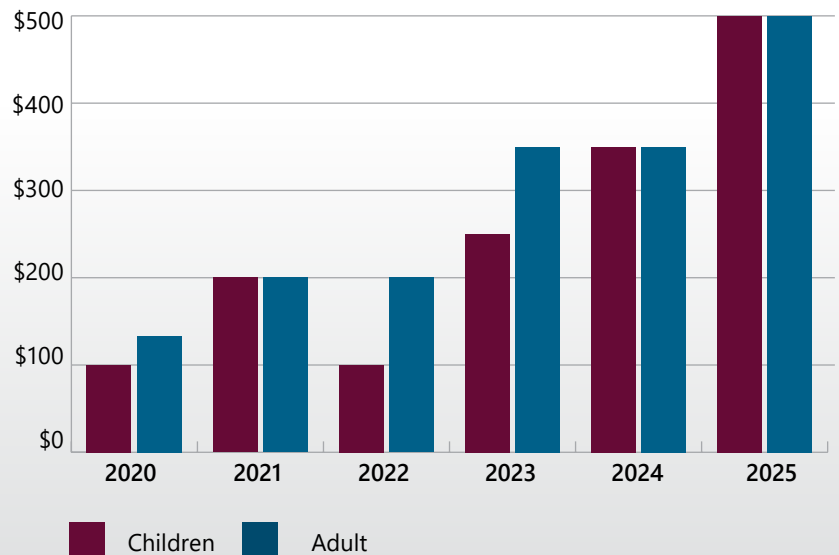
Community Distributions

Norway House Cree Nation has demonstrated consistent growth in community cash distributions over the past several years.

Through the Chief and Council’s commitment to building sustainable revenue streams from investments and business ventures, the Nation has been able to return more funds directly to community members. These distributions are intended to help households manage everyday living and family expenses, reflecting leadership’s focus on sharing the Nation’s financial progress with its people.

In 2025, the community saw its largest payouts to date, reaching \$500 per child and \$500 per adult, with this milestone not yet including the upcoming Christmas distributions.

Cash Distributions – TYBD & Christmas Payouts



AUDIT & FINANCE REPORT

Management's Responsibility for Financial Reporting

Norway House Cree Nation's (the "Entity") management is responsible for the preparation and presentation of the accompanying consolidated financial statements in accordance with Canadian public sector accounting standards. The preparation of these consolidated financial statements necessarily includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgments and estimates by management is required.

In discharging its responsibilities for the integrity and fair presentation of the consolidated financial statements, management designs and maintains the necessary accounting, budget and other related internal controls to provide reasonable assurance that transactions are appropriately authorized and accurately recorded, that assets are properly accounted for and safeguarded, and that financial records are properly maintained to provide reliable information for the preparation of the consolidated financial statements.

The Entity's Chief and Council is composed of elected officials who are not employees of the Entity. Chief and Council is responsible for overseeing management in the performance of its financial reporting responsibilities. Chief and Council fulfils these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with external auditors. Chief and Council is also responsible for recommending the appointment of the Entity's external auditors.

Deloitte LLP, an independent firm of chartered professional accountants, is appointed by Chief and Council to audit the consolidated 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 Chief and Council and management to discuss their audit findings.



Chief, Norway House, Manitoba



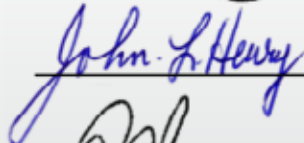
Councillor



Councillor



Councillor



Councillor



Councillor



Councillor



Independent Auditor's Report

To Chief and Council of
Norway House Cree Nation

Opinion

We have audited the consolidated financial statements of Norway House Cree Nation (the "Entity"), which comprise the consolidated statement of financial position as at March 31, 2025, and the consolidated statements of operations, change in accumulated operating surplus, remeasurement losses, change in net debt, and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at March 31, 2025, and its results of operations, its change in accumulated operating surplus, remeasurement losses, change in its net debt, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards ("PSAS").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. ("Canadian GAAS"). 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 Entity 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 PSAS, 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 Entity's ability to continue as a going concern, disclosing, as applicable, matters related to a going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity'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 GAAS 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 GAAS, 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 Entity'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 Entity'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 Entity 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.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Entity as a basis for forming an opinion on the financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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.

Deloitte LLP

Chartered Professional Accountants
Winnipeg, Manitoba
July 29, 2025



Norway House Cree Nation
Consolidated statement of financial position
As at March 31, 2025

	Notes	2025 \$	2024 \$
Financial assets			
Cash and cash equivalents		6,993,473	14,706,864
Accounts receivable	3	45,241,479	10,093,335
Loans receivable	4	1,453,082	753,082
Restricted cash	5	4,921,498	6,848,438
Portfolio investments	6	138,962	1,465,437
Investments in government business partnerships	7	7,924,047	4,970,320
Investments in government business enterprise	8	8,718,611	-
		75,391,152	38,837,476
Liabilities			
Bank indebtedness	23	16,383,398	-
Accounts payable and accrued liabilities	9	14,555,530	12,182,833
Long-term debt	10	83,051,606	69,522,748
Deferred revenue	11	22,218,059	40,129,367
		136,208,593	121,834,948
Net debt		(60,817,441)	(82,997,472)
Non-financial assets			
Tangible capital assets	12	402,078,721	382,328,839
Intangible Minago mining assets	13	9,586,923	-
Inventory	14	1,020,163	1,302,223
Deposits and prepaid expenses		575,572	2,944,561
		413,261,379	386,575,623
Accumulated surplus			
		352,443,938	303,578,151
Accumulated surplus is comprised of:			
Accumulated operating surplus	20	352,444,194	303,869,130
Accumulated remeasurement losses		(256)	(290,979)
		352,443,938	303,578,151
Contingencies	21		

The accompanying notes are an integral part of the consolidated financial statements

Approved on behalf of the Council:

 Chief
 Councillor
 Councillor
 Councillor
 Councillor
 Councillor
 Councillor

Norway House Cree Nation
Consolidated statement of operations
For the year-ended March 31, 2025

	Notes	2025 Budget \$	2025 \$	2024 \$
Funding revenue:				
		(note 23)		
Indigenous Services Canada (ISC)		139,005,000	154,435,048	135,178,442
Government Settlements	10	-	32,474,226	-
Province of Manitoba		3,931,000	4,951,950	3,820,940
Manitoba Keewatinowi Okimakanak (MKO)		2,666,000	3,449,817	2,592,586
Assembly of Manitoba Chiefs		589,000	3,215,054	572,741
Other funding revenue		749,000	3,118,818	539,195
Canada Mortgage and Housing Corporation		2,088,000	1,701,800	1,936,829
Keenanow Trust		100,000	28,142	105,219
		149,136,000	203,374,855	144,745,952
Own source revenue:				
Other own source revenue	15	13,389,000	15,568,420	13,076,122
Rental income		4,303,000	5,261,093	4,371,171
Video lottery terminal (VLT)	25	4,482,000	4,692,064	3,551,201
Pharmacy drugs and prescription sales		4,823,000	4,688,569	4,627,573
Construction		6,789,000	3,551,888	6,598,369
Bingo events		3,068,000	2,655,169	2,982,066
JNR joint venture proceeds		2,279,000	772,025	2,215,112
		39,133,000	37,189,228	37,421,614
Total revenue		188,269,000	240,564,083	182,167,566
Funded expenditures:				
	17			
Band support		37,376,000	41,752,557	36,324,103
Education		41,718,000	41,466,993	40,543,998
Health services		16,430,000	21,561,547	15,969,658
Social services		16,971,000	16,316,024	16,494,742
Public works		10,311,000	10,260,423	10,026,335
Health Centre of Excellence		10,096,000	9,496,534	9,813,206
Housing		5,202,000	8,282,911	5,054,714
Pinaow Wachi		3,689,000	3,760,874	3,589,722
CMHC Housing Projects		8,321,000	4,298,057	8,091,525
Emergency services		2,685,000	3,332,121	2,609,673
Employment and training		2,006,000	2,063,620	1,947,113
Safety officers program		996,000	1,432,632	967,915
Prevention		2,348,000	1,381,343	2,280,862
Assisted living		736,000	631,525	716,437
Keenanow Trust Secretariat		473,000	522,663	457,840
Restorative justice		247,000	204,432	240,541
Youth		125,000	133,646	120,539
		159,730,000	166,897,902	155,247,923
Own source expenditures:				
Enterprises		26,396,000	27,236,303	25,510,104
Parks, recreation and multi-plex		3,866,000	3,817,821	3,762,952
Muchipunow in		3,331,000	3,171,666	3,234,714
Knosao Sipi Ininew Waskahikan		2,772,000	2,964,423	2,694,755
820 Taylor Ave		683,000	2,731,509	-
Economic Development		382,000	673,294	370,773
Gaming Commission		185,000	252,871	178,374
		37,615,000	40,847,887	35,751,672
Total expenditures		197,345,000	207,745,789	190,999,595
Operating surplus (deficit) before other capital contribution				
		(9,076,000)	32,818,294	(8,832,029)
ISC Health Centre of Excellence		17,222,000	15,756,770	16,736,921
ISC COVID domes		2,864,000	-	2,782,882
Operating surplus		11,010,000	48,575,064	10,687,774



Norway House Cree Nation

Consolidated statement of change in accumulated operating surplus

For the year-ended March 31, 2025

	Notes	2025 \$	2024 \$
Accumulated operating surplus, beginning of year	20	303,869,130	293,181,356
Operating Surplus		48,575,064	10,687,774
Accumulated operating surplus, end of year		352,444,194	303,869,130

Norway House Cree Nation

Consolidated statement of change in net debt

For the year-ended March 31, 2025

	Notes	2025 Budget \$	2025 \$	2024 \$
Operating surplus		11,010,000	48,575,064	10,687,774
Acquisition of tangible capital assets		(61,593,000)	(40,857,946)	(59,856,820)
Proceeds on disposal of tangible capital assets		1,770,000	-	1,719,717
Net loss on disposal of tangible capital assets		3,529,000	27,077	3,429,211
Amortization of tangible capital assets		16,788,000	21,080,987	16,314,723
		(28,496,000)	28,825,182	(27,705,404)
Acquisition of intangible Minago mining assets		-	(8,796,638)	-
Share surrender for acquisition of intangible Minago mining assets	13	-	(790,285)	-
		-	(9,586,923)	-
Change in inventory		(687,000)	282,060	(667,560)
Change in deposits and prepaid expenses		5,639,000	2,368,989	5,480,446
Unrealized measurement gains (losses)		(299,000)	290,723	(290,979)
		4,653,000	2,941,772	4,521,907
Decrease (increase) in net debt		(23,843,000)	22,180,031	(23,183,497)
Net debt, beginning of year		(82,997,472)	(82,997,472)	(59,813,975)
Net debt, end of year		(106,840,472)	(60,817,441)	(82,997,472)

Norway House Cree Nation
Consolidated statement of cash flows
For the year-ended March 31, 2025

	2025 \$	2024 \$
Operating activities		
Operating surplus	48,575,064	10,687,774
Adjustments for non-cash items		
Amortization of capital assets	21,080,987	16,314,723
Loss on disposal of tangible assets	27,077	3,429,211
Income from government business partnerships	(961,813)	(1,224,614)
Income from government business enterprise	(586,802)	-
Loss on portfolio investments	826,913	-
	68,961,426	29,207,094
Changes in non-cash working capital		
Accounts receivable	(35,148,144)	(337,139)
Loans receivable	(700,000)	(100,000)
Deposits and prepaid expenses	2,368,989	5,480,446
Inventory	282,060	(667,560)
Accounts payable and accrued liabilities	2,372,697	(9,487,682)
Deferred revenue	(17,911,308)	1,609,127
	20,225,720	25,704,286
Financing activities		
Long-term debt proceeds	24,873,322	12,385,756
Long-term debt repayments	(11,344,464)	(3,947,875)
	13,528,858	8,437,881
Investing activities		
Acquisition of tangible capital assets	(40,857,946)	(59,856,829)
Proceeds on disposal of tangible capital assets	-	1,719,717
Acquisition of portfolio investments	-	(1,681,416)
Investments in government business partnerships	(3,557,318)	(785,606)
Investments in government business enterprise	(8,629,804)	-
Acquisition of intangible Minago mining assets	(8,796,638)	-
Distributions from government business partnerships	1,565,404	743,837
Distributions from government business enterprise	497,995	-
	(59,778,307)	(59,860,297)
Net decrease in cash and cash equivalents	(26,023,729)	(25,718,130)
Cash and cash equivalents, beginning of year	21,555,302	47,273,432
Cash and cash equivalents, end of year	(4,468,427)	21,555,302
Cash and cash equivalents consist of:		
Cash and cash equivalents	6,993,473	14,706,864
Cash held in trust	4,921,498	6,848,438
Bank indebtedness	(16,383,398)	-
	(4,468,427)	21,555,302



HUMAN RESOURCE DEPARTMENT

The Human Resource/Payroll department provides services to meet the essential needs of management and staff as our primary function. These functions include labour law, recruitment and training, policy and procedures, employer and employee relations, safety and risk management, record keeping and payroll services. Human Resources (HR) is the backbone of any organization as it deals with all aspects of employees from recruitment to retirement, including wages and welfare.

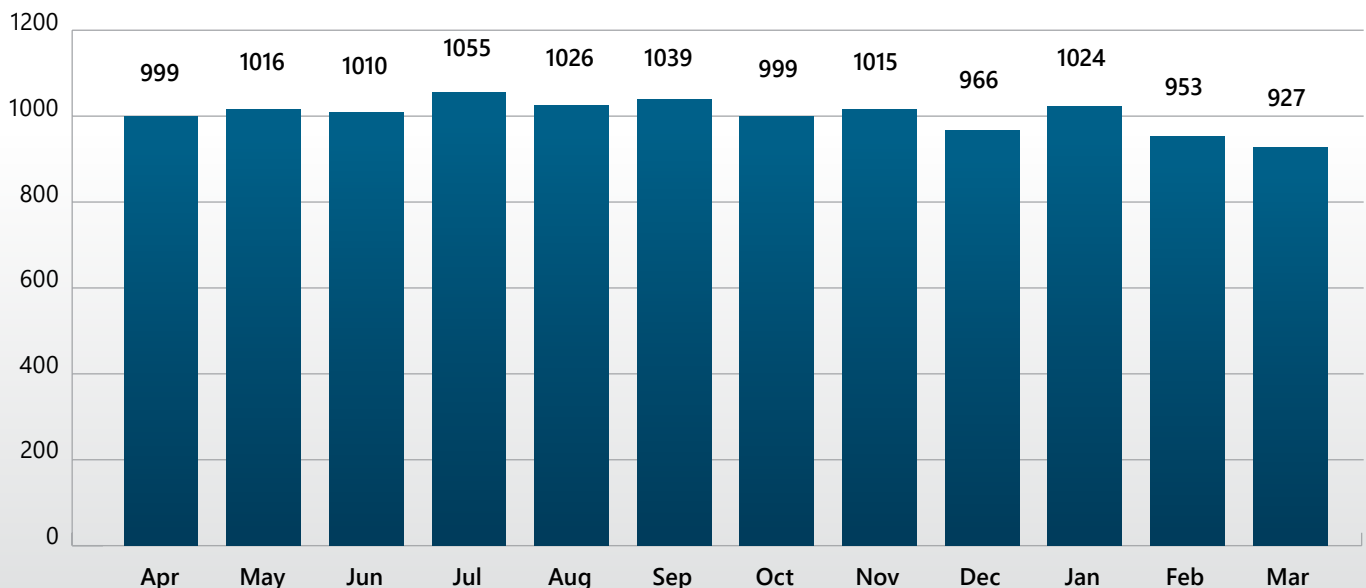
The NHCN Human Resource department handles many necessary functions of the organization including:

- **Labour Law Compliance** – Complying with labour and employment laws.
- **Recruitment & Training** – Including posting job vacancies, screening applicants, scheduling interviews, interviewing candidates, negotiating salaries and benefits, and providing guidance to Managers on hiring decisions and organizing the final stages of the review process for new employees.
- **Employer & Employee Relations** – Identifying workplace issues, investigating employee complaints, ensuring HR compliance with employment laws and all general HR disciplines.
- **Policy & Procedures** – Ensuring all employees are following policies. All new hires are provided with the Operational Policy and Procedures Manual to use as a guide. The Manitoba Nurses Union (both NHCN and Pinaow Wachi) and the Manitoba Government Employee Union (Pinaow Wachi Support Staff) are not associated with the NHCN policy but have their own policies in place.
- **Safety & Risk Management** – Compiling information related to safety, workplace injuries and hazardous materials.
- **Record Keeping** – Employee files, payroll and client information are strictly confidential and securely stored.

Payroll Report

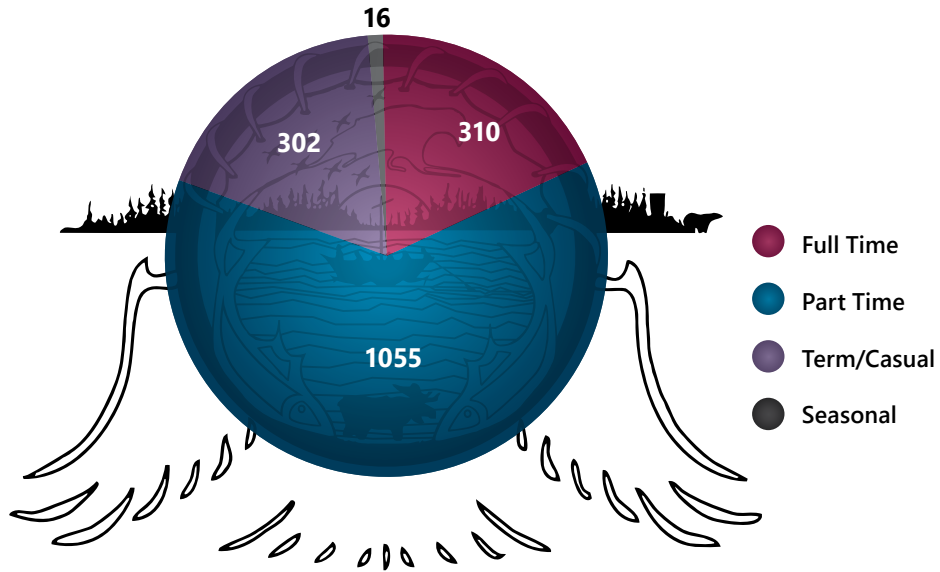
Number of Employees by Month

April 1, 2024- March 31, 2025



Payroll Employee Stats

April 1, 2024- March 31, 2025



HR Report

Employment Status Changes	
FT-Hire	26
Appointed positions	12
Term Hire	45
Lay off - FT	16
Termination - FT	0
Suspension/Dismissal - FT	3
Internal move/transfer	2
Reassignment	3
Resignation/Retirement	5
Job Advertisements	54
Short Term Disability	7
Long Term Disability	10



Long Term Service for April 1, 2024 – March 31, 2025

Years of Service	Number of Employees	Employee Name(s)
10 years	6	Beverly Chartrand, Delia Monias, Melissa Clarke, John Gore, Aaron Muminawatum, Janice Diane Chubb
11 years	5	Brent Osborne, Raynell Folster, April Osborne, Kevin Muswagon, Matilda Harper
12 years	1	Raymond McKay
13 years	2	Diane Poker, Shirley Sinclair
14 years	6	Debbie Burka, Olivia Hart, Olive Dixon, Germaine Evans, Natalie Apetagon, Allan Wilson
15 years	7	Julie York, Ida Muskego, Stephanie Scribe, Emily Albert, Ura Balfour, Audrey Simpson, Beatrice Queskekapow
16 years	2	Joan Muswagon, Jane Muskego
17 years	2	Johnny Cromarty, Margaret Moore
18 years	2	Lorraine Munroe, Rosemary Hart
19 years	1	Winnie Albert
20 years	8	Rose Albert, Frankie Clarke, Flora Cromarty, Jeff Folster, Roberta Menow, Willard Mowatt, Daphne Muswagon, Mary Saunders
21 years	5	Margaret Maxwell, Darryl Apetagon, Loverne Harper, Trudy Hart, Joe Osborne
22 years	6	Brian Albert, Celestine Albert, Eva Keam, Dorothy Moore, Monica Paupanekis, Claudia Young
24 years	4	John. R. Albert, Christine Rowden, Erwin Saunders, Flora Simpson
27 years	6	Wayne Anderson, Kathleen Ettawacappo, Loretta Mowatt, Roland Anderson, Marie Ann Chubb, Shawn Scribe
29 years	2	Gordon Balfour, Delores Monias
30 years	1	John. J. Anderson
32 years	1	Shirley Muminawatum
34 years	1	Terrance Sinclair
36 years	1	Allan Albert
38 years	1	Henry Moore
40 years	1	Sarah Muchikekwanape
44 years	1	Rosa Scribe
Total	72	

Membership Report

The Membership Office continues to maintain and update the Registry and Band lists to ensure its records are up to date and kept in a secure location including assisting community members with applications for benefits such as child tax, old

age pension, spouse allowance, guaranteed income supplements, birth, marriage, and death certificates. Record keeping for "Wills" and completing necessary forms and information for Indigenous Services Canada (ISC) for Estates.

Population Growth	2020-21	2021-22	2022-23	2023-24	2024-25
On Reserve	6518	6588	6729	6866	6937
Off Reserve	1977	2016	2225	2323	2394
Total Registered	8495	8604	8954	9189	9331

Registered Changes	2020-21	2021-22	2022-23	2023-24	2024-25
Birth	138	69	189	202	336
Deaths	40	67	23	21	58
Marriages	18	10	6	18	29
Divorces	5	0	0	10	4
Transfer IN	8	9	12	13	16
Transfer OUT	0	0	6	12	6
Additions	22	53	31	73	59
Deletions	0	1	0	2	0
Misc. Changes	233	112	30	110	185



ECONOMIC DEVELOPMENT

Mission

Guided by Norway House Cree Nation's Five-Year Economic Development Strategic Plan, our mission is to drive economic activity for NHCN and its members by identifying, developing, and overseeing opportunities that enable economic independence, active participation in Manitoba's economy, and a thriving local economy. We are dedicated to building a sustainable, diverse economy that supports the long-term prosperity of the Nation.

Vision

Under the direction and support of Economic Development Portfolio Holder Chief Larson Anderson, our vision is to strengthen Norway House Cree Nation's economy over the next five years. We will focus on developing enabling infrastructure, growing our local economy, and enhancing our skilled workforce. Through economic development, we aim to improve community well-being, resilience, and prosperity, ensuring a strong future for our members and our Nation.

Business Support Program

The NHCN Business Support Program continued to evolve in 2025, helping more NHCN members move from idea to action through customized support and hands-on guidance. This year, we placed a stronger focus on early-stage entrepreneurs and digital accessibility, ensuring that community members could access services regardless of their stage in the journey.

This year, we saw strong momentum across all areas of the program:

- Intakes completed: 21
- Business plans completed: 6
- Entrepreneurial growth: 17

14 entrepreneurs are in the early stages of growth; three are actively scaling their businesses.

Entrepreneurs came from diverse sectors, including trades, wellness, safety, and retail – each receiving individualized support tailored to their specific goals. They received hands-on support with pricing strategies, business registration, branding, product development, and funding readiness.

Our partnerships with Futurpreneur Canada, First Peoples Economic Growth Fund, Community Economic Development Fund, and Community Futures North Central Development remained vital in 2025, with expanded referrals for mentorship and business plan assistance and start-up loans. We also deepened our collaboration with Lane Two Learning Inc., offering delivery of the second cohort of the Level Up: 6-Week Business Program, a flexible online course designed to help members explore new income-generating ideas from home.

As we move forward, we remain committed to empowering local entrepreneurs with the tools, confidence, and resources they need to succeed – on their own and in ways that reflect the values and vision of the Nation.



Success Story: Osborne & Sons Laundromat

In January 2024, a community member came to the Business Support Program with a dream: to open a laundromat. They saw the need for a safe, reliable place where people could wash their clothes and bedding and wanted to be the one to make it happen.

From that first idea, we supported the entrepreneur and their family every step of the way. Together, we worked through business planning, loan and grant applications, insurance, registration, logo design, branding, and operations planning. Recognizing how important this service would be for the community, Chief and Council supported the project, ensuring it had the backing needed to succeed.

In September 2025, financing with the First Peoples Economic Growth Fund was officially approved, a major milestone for both the entrepreneur and the Nation.

Many households in Norway House rely on limited tank water systems and live in multi-family or overcrowded homes, making laundry a daily challenge. This development will provide families with a safe, reliable, and convenient option for laundry, reduce pressure on the local water system, create employment opportunities, and serve neighbouring First Nations travelling through Norway House for essential services.

Now, Osborne & Sons Laundromat is preparing to open its doors in Fort Island, beside the Education Building. With eight standard-capacity washers and dryers plus two heavy-duty units, the laundromat will serve both families and local businesses. By filling a longstanding gap, the laundromat represents an important step in strengthening community well-being and supporting local economic development.

Osborne & Sons Laundromat is a clear example of how one idea — with community support, guidance, and determination behind it — can grow into something that makes life better for everyone.



Workshops

The NHCN Economic Development Group offers a range of business skill workshops to support entrepreneurship, financial readiness, and community development. These workshops are delivered in partnership with organizations that share our commitment to building local capacity. Through these collaborations, workshop sessions are offered at no cost to participants while also helping our team gain the skills to deliver similar training independently in the future.

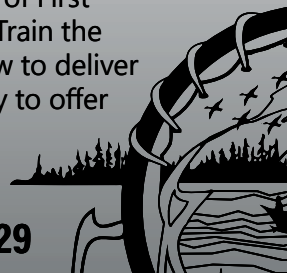
Financial Literacy Workshop (Futurpreneur Canada – Ohpikiwin Program)

In partnership with Futurpreneur Canada, a financial literacy session was delivered in December 2024 to 35–40 students at Helen Betty Osborne Ininiw Education Resource Centre (HBOIERC). The workshop covered budgeting, credit management, and responsible spending, helping youth strengthen their financial confidence and explore future business opportunities.



Entrepreneurship Workshops (SEED Winnipeg)

In February 2025, the Economic Development Group signed a Memorandum of Understanding (MOU) with Supporting Employment and Economic Development Winnipeg Inc. (SEED Winnipeg) to strengthen entrepreneurship in the community. Under this partnership, NHCN customized two of SEED Winnipeg's pre-entrepreneurial workshops to reflect the unique cultural, social, and economic realities of First Nations communities, participated in Train the Trainer sessions to tailor and learn how to deliver the content, and built internal capacity to offer these workshops in-house.



In March and April 2025, two workshops were co-hosted at the Veterans Hall in Norway House and two at the NHCN Embassy in Winnipeg. The sessions, *Am I an Entrepreneur?* and *Intro to Business Planning*, introduced participants to the basics of entrepreneurship and business planning, encouraging community members to explore business ideas and gain practical skills.

Level Up: 6-Week Business Program

Launched in December 2024, the first Level Up cohort welcomed 22 participants for a six-week course combining live online classes and one-on-one coaching. The program helps Norway House Cree Nation members explore business ideas, develop plans, and prepare to sell their products either online through our new community marketplace or in person from home as a part-time business. A second intake is planned for 2025 following strong community interest and positive feedback from participants.



E-Commerce Marketplace: LaunchPad Initiative

In 2025, the Economic Development Group introduced an online platform to help Norway House Cree Nation artisans sell their locally made products. The initiative supports local business growth and creates new opportunities for members to reach wider markets.

A soft launch during Treaty and York Boat Days featured a small group of vendors from the Level Up course, allowing the team to test the platform, promote local makers, and gather feedback.

The platform will expand into a full online marketplace, connecting customers across Canada with products made by members of Norway House Cree Nation. It also provides ongoing mentorship, training, and digital skills support to help entrepreneurs grow sustainable, home-based businesses.

This initiative reflects NHCN's commitment to fostering entrepreneurship, innovation, and community-driven economic development.

Annual Reclaiming Our Future Economic Development Youth Conferences – 2024-2025

2024 Conference

The 3rd Annual Reclaiming Our Future Economic Development Youth Conference was held September 26–27, 2024, at the Hilton Winnipeg Airport Suites under the theme “Empowering Youth, Business & Community for a Thriving Tomorrow.” Hosted by the Norway House Cree Nation Economic Development Group, the event brought together 176 attendees on the first day and 225 on the second, including youth, entrepreneurs, and leaders from various First Nation communities.

The first day, focused on Youth and Entrepreneurship, featured a local entrepreneurship panel, interactive workshops, and the Annual Wolves Den Business Pitch Competition, where nearly 100 youth presented innovative, community-driven business ideas. The day concluded with an e-sports night for youth attendees.

The second day, themed Northern Indigenous Economic Development, centred on leadership and economic engagement. It included welcoming remarks from NHCN leadership, Grand Chief Garrison Settee, and Minister Ian Bushie, keynote presentations by Carol Anne Hilton and Harlan Kingfisher, and a Chiefs’ Panel Discussion with Chief Larson Anderson, Chief Heidi Cook, and Chief Gordon Bluesky discussing the importance of economic development. The day ended with youth attending the Winnipeg Blue Bombers game in recognition of the National Day for Truth and Reconciliation, a meaningful opportunity to reflect, connect, and celebrate together.



Over 75 youth from Norway House were brought to Winnipeg to attend the conference, highlighting its expanded reach and growing impact. The conference also attracted youth and business professionals from 14 other First Nations communities, fostering a strong sense of connection and shared purpose. The event featured 18 tradeshow exhibitors and eight marketplace vendors, most of whom were Norway House members, making the 2024 conference a powerful space for learning, inspiration, and youth empowerment.



Scan the QR code to watch the 2024 Conference Recap Video:

2025 Conference

The 4th Annual Reclaiming Our Future Economic Development Youth Conference was held in Norway House from October 1–2, 2025, under the theme “Our Path, Our Power: Life and Career Skills for

Youth, Strengthening Our Indigenous Economy.” Hosted by the Norway House Cree Nation Economic Development Group, the conference welcomed more than 400 students from Grades 9–12 at the Helen Betty Osborne Ininiw Education Resource Centre.

Highlights included our first ever partnership with NHCN Employment & Training to deliver the Career Fair and Career Fair Breakout Sessions, themed under four pillars: Education and Employment; Business and Entrepreneurship; Health and Social Services; and Trades, Transportation and Technology. The event also featured the Annual Wolves Den Business Pitch Competition with over 40 students forming 10 teams, a Ribbon Skirt Fashion Showcase, a community feast, and a live performance by Rebecca Strong.

The 2025 conference expanded opportunities for learning, entrepreneurship, and cultural celebration while strengthening connections between education, employment, and economic development. A more detailed update will be included in next year’s report.



Food Court Project

The Food Court is a key feature of Norway House Cree Nation's upcoming 50,000 sq. ft. Business Centre, located near the Multiplex and York Boat Inn. In 2025, the project advanced to a modular design through a partnership with Bison Modular, with construction planned to proceed in phases.

Designed to serve as a welcoming gathering space for residents and visitors alike, the Food Court will feature six food kiosks offering a mix of local and branded dining options. The project team continues to explore partnership opportunities with both franchises and community-based vendors to ensure a variety of affordable, high quality food choices.

Beyond serving as a dining destination, the Food Court represents an important step toward creating employment, supporting entrepreneurship, and enhancing local services. It is closely connected to the Business Support Program, which will continue providing training and mentorship to help prepare community members for business ownership opportunities within the Business Centre.

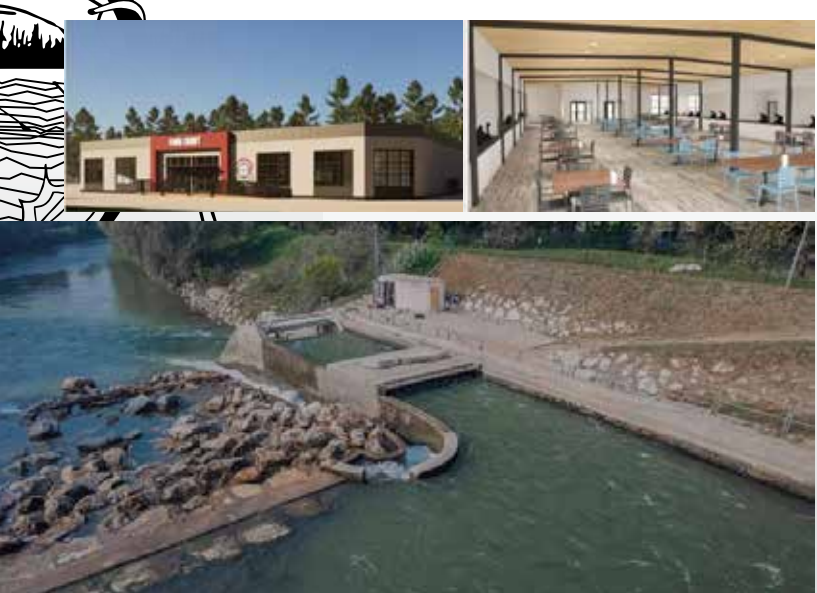
Once complete, the Food Court will become a vibrant community hub, bringing people together, supporting economic growth, and strengthening Norway House Cree Nation's vision for long-term self-sufficiency.

Run of the River Hydroelectric Power Project

In November 2024, Norway House Cree Nation received \$300,000 from Indigenous Services Canada to conduct a detailed pre-feasibility study for a potential hydro facility, led by Knight Piésold Ltd. By August 2025, the study for the proposed Run of the River Hydroelectric Project on the East Nelson River near Sea Falls Park was completed, confirming technical feasibility while highlighting opportunities and challenges.

The proposed project will generate renewable electricity to meet the community's energy needs and help NHCN move toward greater energy independence and sustainability. While hydro power is more affordable than diesel, it can be more costly than grid power and other alternatives like solar or wind. Securing support through grants, partnerships, and reconciliation-focused funding will be essential for the project's financial success. Environmental and social impacts will be carefully evaluated, with minimal effects anticipated if the project is thoughtfully planned and sited.

Next steps include conducting a full-scale feasibility study, securing development rights, advancing hydrologic and environmental studies, engaging the community, and exploring financing opportunities. While challenges exist, this project represents a promising pathway toward clean energy, reconciliation, and community self-determination.



Economic Development Team

Director: Chloe McCorrister

Manager: Pratyay Datta

Melanie Halcrowe: Economic Development Officer

Michael Monias: Economic Development Officer

The Economic Development Team extends sincere thanks to Chief Larson Anderson, Portfolio Holder for Economic Development, for his leadership and direction, and to Council for their continued support and collaboration.

KINOSAO SIPI BUSINESS DEVELOPMENT CORPORATION

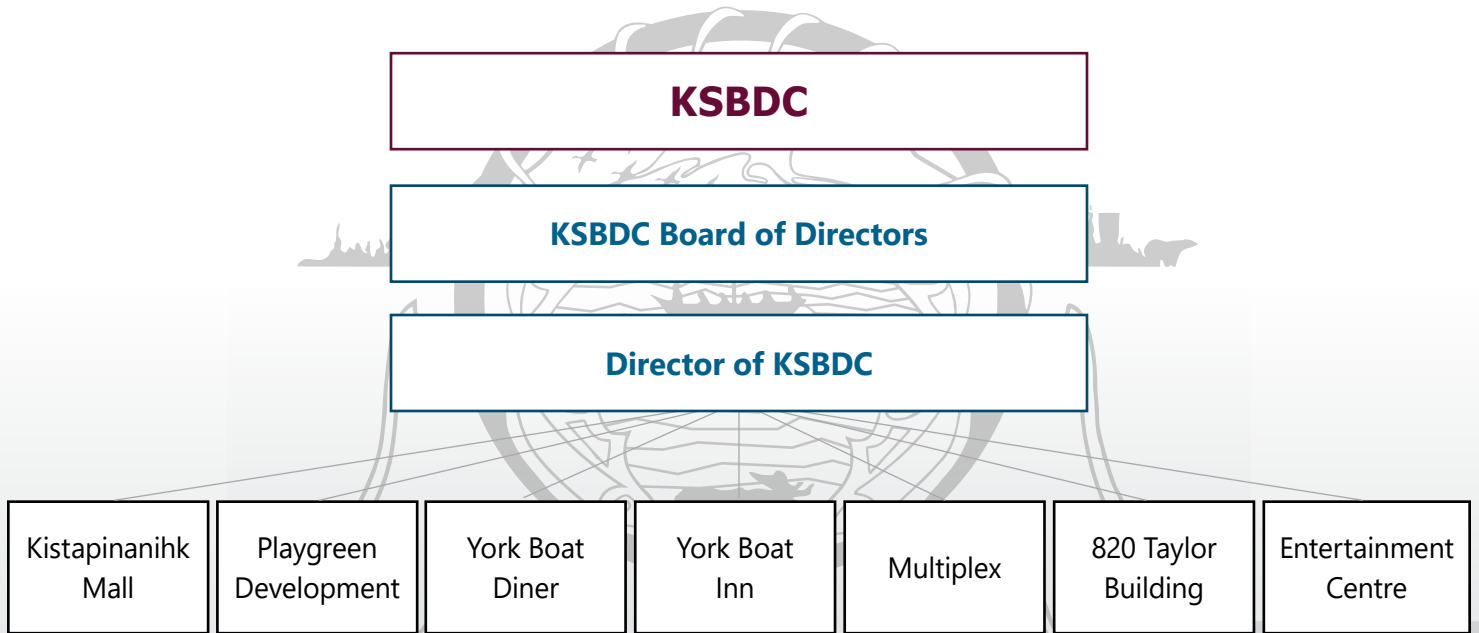
Kinosao Sipi Business Development Corporation (KSBDC) supports our NHCN-owned businesses with a goal of reclaiming and developing our own capacity and becoming a leader in local and regional markets. In recent years, it has been our goal through partnerships and Joint Venture agreements, to build capacity and better position our entities to not only support and hire locally, but also give our businesses major opportunities to invest and expand in their own operations.

In the 2024-2025 fiscal year, KSBDC with the support of leadership, have made good investments into our facilities and operations. The report below provides details regarding upgrades to the York Boat Inn, York Boat Diner, Kistapinanihk Mall and Playgreen Development Corporation.

One of the great opportunities presented by the annual report is the opportunity to reflect on the past year, evaluate business activity, services, and the team that drives our success. KSBDC is fortunate to be supported by a dedicated team of managers and staff—each one a member of our community—which is something we can all take pride in.

In addition to operating our businesses, partnering with and supporting our tenants, KSBDC is committed to continuously enhancing the services we provide to the community. This report also includes some of the plans and proposals that were approved last year and plans that are being implemented in the current year. We always appreciate hearing from our partners and local members about how we are performing on the “front lines” of business. KSBDC has heard its share of concerns from our entities, partners, tenants, and community members regarding the standard of service we put forth. It is with great pleasure that the corporation can share with the membership how those concerns were addressed.

KSBDC as a NHCN-owned corporation, is incorporated under the ownership of NHCN. As a corporation owned by NHCN, our Board of Directors is designated by Leadership. Currently, the Board of Directors consists of Chief Larson Anderson and Councillors Anthony Apetagon and Orville Apetagon. As Director of KSBDC in compliance with KSBDC Bylaws, I report to and function under the Board of Directors.



York Boat Inn

In 2024, KSBDC began the first phase of our project to completely renovate all 32 rooms of the York Boat Inn, including all standard amenities within the rooms, including beds, televisions, and furniture. In the first phase, the corporation contracted locally with a newly established business: "Pamiusk Creek Construction", privately owned by Ryan Apetagon. Pamiusk Creek carried out the full scope of work, from supply, transport, construction, and permitting where needed. In the summer of 2024, Pamiusk completed a full renovation of the first floor, including 16 rooms and the corridor area. Within the summer of 2025, Pamiusk Creek undertook renovations to the second floor, completing all 16 rooms, including upgrades to two suites.

York Boat Diner

In recent years, the York Boat Diner has met with some tough ratings and a need to address many issues identified by Health and Safety inspections. In late 2023, and into 2024, the Leadership along with KSBDC, identified an urgent need to bring in a project manager and begin inspections and recommendations to address the issues before being shut down as a result of non-compliance with Health and Safety. The project management team not only identified issues within the diner, but also that they were an extension of problems within the Multiplex. An extensive plan was presented in 2024 and approved by KSBDC and Leadership to begin the upgrade and renovation project immediately. The final engineered drawings for the layout and completion of the new York Boat Diner are outlined at the end of this report. We are very excited to begin a new era in service beginning in early 2026.

Kistapinanihk Mall

The Kistapinanihk Mall serves a vital function in the day-to-day lives of community members and residents of NHCN. The mall provides essential services the community that would otherwise not be available in the community, so we understand the importance of reinvesting in the facility and its tenants. The mall was established 30 years ago in 1995. Given we had to prioritize plans to ensure the mall was operating safely, it was challenging to show the BOD and the rest of Leadership where the greater concerns lie, and what issues could be addressed immediately.

While it may not be visible to the everyday customer, having approval and setting the budget for a full overhaul of the heating and airflow systems for the mall was a huge win, particularly for tenants, visitors and staff. In late November 2024, the corporation first signed an agreement to replace all units on the east side of the mall. In the summer of 2025, KSBDC completed the contract and replaced all 13 units on the west side of the structure.

Plans for further upgrades and investment into the facility will come in later 2025 and early 2026, with replacement of doors and walkways, and establishing our own Safety Officer security services.



Playgreen Development Corporation (PDC)

General Manager: Sterling Forbister

New Administration Staff:

Safety Officer: Marcel Folster

Admin. Support: Andre Roy

Receptionist: Mikayla Clarke

From PDC’s perspective, the road paving project is now complete. PDC not only met its commitment for aggregate production but exceeded expectations. Despite challenges with staffing, screening, and meeting specifications on certain mixes, a screen operator was contracted to oversee the final month of operations. PDC has expressed interest in purchasing paving equipment from WINTEC to support future initiatives.

Looking ahead, PDC will mobilize to William River to conduct a small-scale operation as part of a training program funded by PrairiesCan (Mining). This initiative will include blasting a 12-ton limestone pit—complementing the existing eight-ton on-site reserve—surfacing two access test roads, and launching a comprehensive training program for operators, drivers, and crusher/screening personnel.

Additionally, PDC is preparing a bid for the Rossville School Remediation Project, which is expected to take three to four years to complete once implemented. PDC will also continue to oversee the winter roads projects throughout the season.

A new employee has been placed under Health and Safety as a Safety Officer, and the COR Certification has been extended to December 31, 2025.

PDC Ongoing Projects

- Cobra Phase 4 – 6 building house pads
- Road Maintenance
- Building House Pads
- Landscaping/Backfilling
- Clay and Topsoil (total 53 units)
- Wildfires – cutting fire lines and watering wildfires
- Swimming Pond – completion
- Winter Roads – Oxford House, Island Lake, Two mile (New)

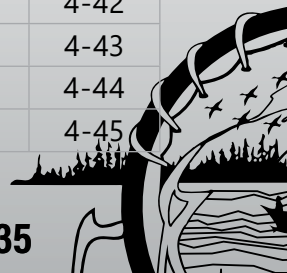
- Ice bailing/ Flooding – Sea Falls ice crossing
- Paving Project
 - Fine sand
 - Virgin material aggregate
 - Natural fines
 - Coarse material
- Moving units
- Health Centre of Excellence
 - Garage Access ramp
 - Building pad
 - Healing Lodge
 - Landscaping
- PDC Garage
 - Install new hoist
 - Fuel Farm – Install new pumps and card lock system

New Equipment

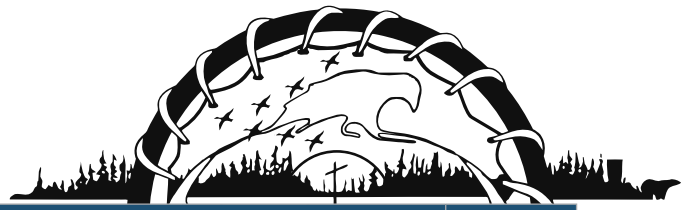
- 4 new/used Service trucks & Dodge truck
- Welding truck
- Cement truck F-350
- Second Crusher spread
- Argo (Sherp)
- Light Plants

PDC has built the following capital assets:

Vehicle Type	Unit #
Service Vehicles	
2019 Ford F-250 Crew Cab (White)	4-33
2019 Ford F-250 Crew Cab (Grey)	4-34
2019 Ford F-250 Crew Cab (White)	4-35
2022 Dodge Ram 2500	4-36
2018 Ford F-250 Crew Cab (White)	4-37
2018 Ford F-250 Crew Cab (Grey)	4-38
2013 Ford F-150 Ext Cab (Black)	4-40
2010 Ford Econoline Van	4-41
2014 Jeep Compass Sport	4-42
2014 Chevy Silverado	4-43
2013 Chevy Silverado 2500	4-44
2017 Ford F-150 Crew Cab (Grey)	4-45



Vehicle Type	Unit #	Vehicle Type	Unit #
Semi Trucks		Semi Trailers	
1992 Western Star Cement Truck	4-03	2014 Gravel Box (Midland)	T-01
2013 Freight Liner (Blue) Tandem	4-08	2008 Gravel Box (Canuck Grey)	T-02
1999 International Cement Truck	4-10	2013 Gravel Box (Canuck)	T-03
2010 International Plow/Sander	4-11	2020 Gravel Box (Arnes)	T-04
2003 Freightliner FL80 (Yellow)	4-12	2020 Gravel Box (Arnes)	T-05
2007 Kenworth Water Duster	4-13	2006 Great Dane Dry Van (White)	T-06
2010 HINO 358	4-14	2007 Drop Deck (Lode King)	T-07
2015 Western Star (White)	4-17	2022 Drop Deck	T-08
2019 Peterbilt 579 (White)	4-18	1998 Flat Deck (Hi Boy)	T-09
2004 Western Star (Green)	4-19	1989 Flat Deck Triple Axle (Log Trailer)	T-10
2015 Western Star (Red)	4-20	2000 Lowbed (Doepker)	T-11
2015 Western Star (White)	4-21	2019 Lowbed (EZ-2-Load)	T-12
2012 Frieght Liner (Blue)	4-22	1998 Canuck Center Dump	T-13
2014 Volvo (White)	4-23	2010 Gravel Box (Neustar)	T-14
2015 Mack Pinacle	4-24	2020 Great Dane Dryvan (BLK)	T-15
2013 Mack Pinacle	4-25	2021 Arnes Utlramax Side Dump	T-16
2013 Mack Pinacle	4-26	2021 Arnes Utlramax Side Dump	T-17
2018 Peterbilt 579	4-27	2024 Great Dane Drop Deck	T-18
2013 Mack Pinacle	4-28	2016 Load King (Red)	T-19
2019 Volvo VNL760	4-29	Gravel Box (Load Line)	T-20
Light Trailers		Heavy Equipment - Dozers	
2023 Skid Steer Trailer	T-30	2018 Komatsu D39 PX-24 Dozer	D-01
Home Made - 20' Black	T-31	2022 Komatsu D39 PX-24 Dozer	D-02
Steamer - 240DC	T-50	2019 Komatsu D65 PX-18 Dozer	D-03
Steamer - X846H	T-51	1997 Case 550 G Dozer (Cab)	D-04
Heavy Equipment - Loaders		2014 Case 650 L Dozer	D-05
2022 Komatsu WA500 Loader	L-01	2014 Case 650 L Dozer	D-06
2015 Komatsu WA500 Loader	L-02	2005 John Deere 450 Dozer	D-07
2021 Komatsu WA320-8 Loader	L-03	2021 Komatsu D39 PX-24 Dozer	D-08
2019 Komatsu WA250 PZ-6 Loader	L-04	2015 Case 650 L Open Cab Dozer	D-09
2019 Komatsu WA250 PZ-6 Loader	L-05	Heavy Equipment - Backhoe	
2015 Case 621-FXR Loader	L-07	2019 Komatsu 490 Excavator	E-01
2016 Case 621-F Loader	L-08	2019 Komatsu 200 Excavator	E-02
2008 Kawasaki 90 Loader	L-09	2021 Komatsu 210 Excavator	E-03
Heavy Equipment - Grader		2014 Case CX 210C Excavator	E-04
2022 Komatsu 655 Grader	G-01	2015 Case CX 250D Excavator	E-05
2022 Komatsu 655 Grader	G-02	2015 Case CX 350B Excavator	E-06
2006 Case 865 Grader	G-03	2007 CAT M315C Wheeled Excavator	E-07
2017 Case 885B Grader	G-04		



Vehicle Type	Unit #
Heavy Equipment - Other	
Terex Rock Truck	F-01
Terex Rock Truck	F-02
2015 Case 580 Loader Backhoe	F-05
2012 Case 590 Loader Backhoe	F-06
VIBE ROLLER PACKER	F-13
Crane	F-14
2009 420 Skid Steer (Tracks)	F-21
2014 320 Skid Steer (Rubber Tires)	F-23
Groomer - Prinoth	F-31
Groomer - Prinoth	F-32
Cement Batch Plant	F-40
Sand / Soil Screener	F-41
2023 ARGO (CENTAUR XT WITH AC)	F-50
Crusher Spread	
Mormak Power Van 1921	
Terex Jaw Crusher JS 3042	
Terex Cone MVP380	
Terex Screen 6203-32	
Masaba Conveyor 30" X 60"	
Masaba Conveyor 30" X 60"	
Masaba Conveyor 30" X 60"	
Masaba Conveyor 42" X 60"	
2018 Elrus Cone	
2018 Elrus Cone	
Screener / Feeder	

Vehicle Type	Unit #
ATVs	
2019 Polaris Sportman 570 Blue	
2019 Polaris Sportsman 570 Blue	
2019 Polaris Sportsman 570 Blue	
2018 Polaris Sportsman 570 Green	
2015 Polaris Sportsman RXT Green	
Generators	
Pure Power	
Pure Power	
Yamaha EF	
Yamaha EF	
Chainsaws	
Husqvarna 450	
Husqvarna 450	
Husqvarna 450	
Husqvarna 450	
Husqvarna 550XP	
Husqvarna 450	
Husqvarna 550XP	
Husqvarna 450	
STHIL MS 462 C	
STHIL MS 462 C	
STHIL MS 462 C	
STHIL MS 462 C	
STHIL MS 462 C	



Vehicle Type	Unit #
Side By Sides	
Polaris Ranger Crew 900 EFI	
2014 Polaris Ranger 570 Red/Black	
Snowmobiles	
2022 Skandic Wide track	01
2022 Skandic Wide track	02
2022 Skandic Wide track	03
2022 Skandic Wide track	04
2022 Skandic Wide track	05
2022 Skandic Wide track	06
2022 Skandic Wide track	08
Other Equipment	
Frost Fighter Indirect Fired	
Frost Fighter Indirect Fired	
Frost Fighter Indirect Fired	
Water Pump - 2 "	
Water Pump - 2 "	
Water Pump - 2 " Honda	
Water Pump - 2 " Honda	
Water Pump - 3 " Honda	
Light Plant	
Light Plant	

In closing, KSBDC would like to express its profound thanks to all of its supports. This includes not only Leadership and the Board of Directors, staff and management, but more importantly the tenants, partners, contractors, and the membership of NHCN. We appreciate the opportunity to provide these vital services, and we acknowledge that none of the employment opportunities, wealth creation, gathering spaces, friendships, would not be possible without a community of people committed to supporting each other. KSBDC welcomes all, and we look forward to seeing and hearing from you at all our facilities.



JNR CONSTRUCTION

8 Mile Channel (8MC) Project

Over the winter of 2025, JNR Construction completed a winter road to 8MC for the removal of the site work camp. The camp and site infrastructure were demobilized prior to the spring. The site team returned in the summer via boat to complete the remaining known terrestrial debris and remediation targets. All remaining known targets were addressed by September, completing JNR's active field work at 8MC. The 8MC final report detailing all work that JNR completed at 8MC from 2018-2025 is expected to be completed by December 2025.



2 Mile Channel Project

Over the winter of 2025, JNR and PDC completed a winter road from Highway 6 to the 2 Mile Channel site. The team installed a 700' long by 6' tall water-filled cofferdam, which was critical to completing the Phase 2 remediation. The remediation was completed with roughly 7,600m³ of hydrocarbon impacted sediment removed and transported to the onsite soil treatment facility. The area was backfilled and protected with riprap shoreline protection. The team returned to the site in summer 2025 to complete the remaining Phase 2 works, outstanding terrestrial debris and remediation targets, and soil treatment facility works.



NHCN Fiber

Phase 2 Fiber Works

The remaining deficiencies on the Phase 2 fiber works were completed in spring 2025. This involved burying the temporary installation near the Jack River bridge and splicing in the new connection. As of summer

2025, the fiber connection is linked to the NHCN Multiplex, Health Centre of Excellence, and S2 Tower.

Phase 3 Fiber Works

The Phase 3 fiber works are well underway. The design drawings are completed, and all required permit applications have been submitted. Project construction has started with the addition of a new broadcasting tower in the community. Completion will see fiber optic run to all towers within NHCN. Further construction on the project is on hold while we await permit approvals.



NHCN Daycare

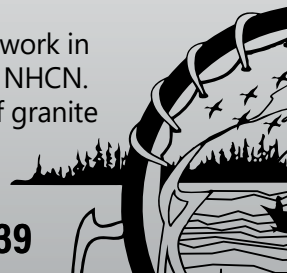
In August, Sigfusson Northern started the excavation and forming and pouring of the concrete foundation for the 74-space Fort Island modular daycare. At the beginning of September, the modular boxes began arriving and were installed on the foundation. Through the months of September to November, Sigfusson will complete the installation of the roof, siding, doors and interior finishes. On the exterior, topsoil and sod will be laid and a chain link fence added to finish the play areas. Work is anticipated to be complete by the end of November 2025.

NHCN Caribou Camp Addition

Completed during the spring of 2025, the Caribou Camp renovations added a kitchen, rec rooms, and additional sleeping quarters to the existing camp.

NHCN Drill & Blast

JNR completed the drilling and blasting work in the north quarry near the community of NHCN. This blast produced roughly 35,000m³ of granite shot rock for the community to use on future projects.



HEALTH SERVICES

Kinosew Sipi Nanatawiwekamik Health Centre of Excellence

This year we celebrate an incredible milestone for our community. In November 2, 2023, our community health-based services team officially moved into the new Kinosew Sipi Nanatawiwekamik Health Centre of Excellence. On October 6, 2024 Public Health moved in, with our Primary Care Clinic operations and team joining them on June 25, 2025 and the Norway House Indian Hospital moving in on September 25, 2025. This transition represents both a proud farewell to the past and a bold step forward into a healthier future for our people.

The Kinosew Sipi Nanatawiwekamik Health Centre of Excellence is more than a building — it is the heart of our Health Transformation. We are proud to be expanding services with dialysis, the return of birthing to the community, and rehabilitation services now in place. Accreditation work is underway to strengthen quality, and new services such as echocardiograms have already begun. Looking ahead, our strategic plan continues to guide us toward even greater goals, including the addition of MRI and CT scan services. We are also building a dedicated website to connect our people with health information and resources.

This progress has only been possible because of the strong and dedicated people who continue to support this vision. While not everyone has shared

the same commitment, the determination and unity of our team and leadership have carried us forward, making our Nation stronger.

Like all of Canada, we face challenges in recruiting health professionals, but we see this as an opportunity. We encourage and inspire our youth to pursue careers in health so they can bring their skills home and carry the vision of improved health of our community members.

We are also embracing digital innovation. With the implementation of an Electronic Medical Record (EMR) system, we are scanning charts, improving efficiency, and strengthening patient care. At the same time, we are working closely with the Province of Manitoba to bring our health data into one provincial system.

For the people of NHCN, this means:

- Better coordination of care between our Health Centre and provincial hospitals
- Faster access to test results and medical histories
- Reduced duplication of services and fewer repeated tests
- Safer care, as providers will have the right information when they need it

The Kinosew Sipi Nanatawiwekamik Health Centre of Excellence is a symbol of our community's resilience, leadership, and dedication to health sovereignty. Together, we are not only meeting today's needs, but also shaping a brighter, healthier future for our Nation and for generations to come.



Strengthening Families – Maternal Child Health Program

The mandate for the Manitoba First Nations Strengthening Families–Maternal Child Health Program (SF-MCHP) is to promote strong, healthy, and supportive First Nation families living a holistic and balanced lifestyle.

The Strengthening Families Program values the strengths of First Nations families and communities. The program uses a strengths-based, empowering approach that is grounded in First Nations culture.

Goals and Objectives:

The goals program are to promote the health of:

- Children;
- Families;
- Women (preconception, prenatal, birthing, postpartum); and
- Fathers

The objectives are to:

- Empower families;
- Promote the physical, emotional, mental, and spiritual wellbeing of women, children, and families;
- Promote trusting and supportive relationships – parent/child, care provider/family, and resource to resource; and
- Increase community capacity in support of families.

2024-25 Activities

- Monthly breastfeeding workshop
- Breastfeeding support-referrals from MDs and self-referrals
- Monthly baby food making sessions
- Two-day breastfeeding workshop with Stephanie George
- Kitisiyawin Prenatal Sessions/PP reunions
- Home visits with doctors for pre/post-natal visits
- Weekly pre-natal reviews with pre/postnatal admin and Dr. Gilroy
- Meetings with the Kitisiyawin Advisory Committee
- Linking with other programs to assist with their programming such as STAR, CPNP, ADI and community wellness

Successes and Challenges:

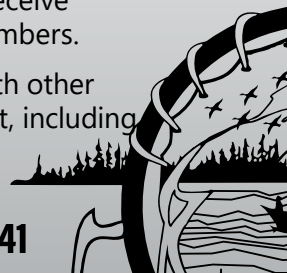
Fiscal year 2024/25 was busy for the Health Division. One of the successes was moving into the Health Centre of Excellence in November 2024, accompanied by a challenge in downsizing for the program due to the amount of storage space available to support the Division.

Another challenge with SF-MCHP was not having home visitors to deliver the program properly, made more difficult by a lack of interest in entering a home visiting program.

We had a successful two-day breastfeeding workshop that reached different organizations within the community, although there were some challenges with raising community interest.

Highlights and Future Plans:

- Highlights within the Health Division included the Annual Health Fair during the Treaty and York Boat Days, as well as other adult events. Many participants came out and had fun together.
- With much hard work and meetings with the Kitisiyawin Advisory Committee, we completed the evaluation of the Kitisiyawin Pre/post-natal program. Within the next fiscal year, we will host an information-sharing event at which we will present the evaluation to the community.
- With the SF-MCH program, planning includes re-posting for home visitors, re-introducing the program to community and other resources, and implementing programming for families in the community.
- The Health Division will continue with monthly breastfeeding sessions and breastfeeding support to increase breastfeeding activity and duration. Baby food making sessions will also continue into the next year.
- Group sessions pertaining to children's health will continue to promote healthy overall development in social, emotional and basic health issues and to encourage parents to interact with their children and to receive support from other community members.
- The Division will continue to link with other resources for program development, including Kitisiyawin, CPNP, STAR and ADI.



Public Health

The mandate of the Manitoba Public Health department focuses on the prevention and control of diseases and the promotion of health. Norway House Public Health addresses population health assessment, health surveillance, disease and injury prevention, health promotion and health protection.

Mission:

Norway House Public Health follows the Manitoba public health-mandated programs, which are overseen by the Province of Manitoba and focus on disease prevention, surveillance and promoting healthy environments, including services like communicable disease control, immunizations, and health protection. These programs are legislated under the Public Health Act and include various initiatives led by health authorities and the Health Protection Unit.

Key Program Areas

- **Communicable Disease Management:**
This includes communicable disease surveillance and epidemiological investigation of outbreaks to identify and control the spread of illnesses, such as sexually transmitted blood-borne infections and tuberculosis.
- **Immunization Programs:**
Manitoba Health provides publicly funded vaccines according to the routine immunization schedule to protect residents.
- **Health Protection:**
This unit focuses on reducing public health risks through education and intervention, addressing environmental hazards, inspecting facilities by the environmental health officer (such as food establishments and personal service facilities), and ensuring compliance with public health legislation.
- **Emergency Response:**
The Public Health Act provides a legislative framework to prepare for and respond to public health emergencies and other situations.
- **Population Health Assessments:**
The province conducts these assessments to identify health trends and inform public health strategies.

Key Organizations

- **Manitoba Health:**
Oversees public health initiatives and provides publicly funded vaccines.
- **Health Protection Unit:**
Public Health Inspectors within the Unit are responsible for enforcing legislation and protecting the public from environmental health risks.
- **Shared Health:**
Provides operational and administrative support for various health services across the province.
- **Norway House Cree Nation**

Other Programs

- Non-insured Health Benefits (NIHB)
- Supplies (e.g. incontinent products.)
- Assisting with Optometrist and Audiologist

Strategic Goals & Values

- **Equity:**
Working to close health gaps and ensure equitable access to services for the Norway House Cree Nation population.
- **Innovation:**
Implementing bold, evidence-based, and innovative approaches to meet population health needs.
- **Collaboration:**
Working with various partners to achieve health goals, recognizing the interconnectedness of health and social determinants.
- **Indigenous Health:**
Acknowledging and addressing health disparities experienced by Indigenous communities through culturally appropriate interventions and approaches.
- **Sustainability:**
Ensuring the long-term health and sustainability of the provincial health system.

Leadership

The work of public health in Manitoba is led by the Office of the Chief Provincial Public Health Officer (CPPHO). The CPPHO is responsible for monitoring health status, supporting public health initiatives, and taking action under the Public Health Act to protect the health of the population of Manitoba.

Challenges & Successes

There was a high turnover rate of staff, especially nurses within Public Health. Agency nurses had to be utilized throughout the year to keep the program running. There was no proper documentation or scheduling at times due to staff turnover, most of whom were not part of the community and were not familiar with the program's day to day operations.

There were numerous Diploma Practical Students who attended at the Norway House site who did their clinical placements within Public Health.

Performance Highlights

Vaccinations:

1,436 vaccinations were provided in 2024-25 (as documented in charts or on the schedule). These various vaccines administered to clientele ranged from infants to elders.

Tuberculosis (TB):

There were six adults who were active cases with four out of six completing their medication regime. One child was an active TB case who had also completed the medication regime. Two children were latent (sleeping) tuberculosis cases, both of whom finished their medication regime. 26 tuberculosis follow-ups were completed.



Pharmacy

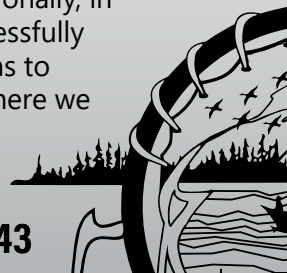
Key Achievements

The pharmacy remains unwavering in its commitment to serving as a trusted healthcare resource within the community, providing high-quality, accessible, and patient-centered services. Throughout periods of challenge and transition, our team has remained focused on upholding these standards with diligence and care.

A fundamental pillar of our practice is the strong and effective collaboration with medical professionals and partner organizations; all working together to protect and promote community well-being. Our pharmacy team maintains daily communication with physicians and nursing staff to ensure that care remains coordinated, accurate, and responsive to patient needs. In addition, we work closely with Home Care, Public Health, and Pinaow Wachi to address additional and often unique healthcare needs of the community.

Over the past year, we navigated a range of significant challenges — including the departure of our long-serving manager, team members who transitioned to pursue further education, and the threat of ongoing nearby wildfires. Yet, these circumstances also highlighted the strength, resilience, and compassion of the Norway House community. Despite these challenges, the team worked tirelessly to develop creative solutions. During peak wildfire season, we established alternative supply chains and delivery routes to ensure uninterrupted access to essential medications. The pharmacy team, together with the community, also extended care to neighbouring populations displaced by wildfires — a powerful testament to Norway House's spirit of generosity and solidarity.

In response to ongoing national drug shortages, our team works in close collaboration with physicians at Norway House Hospital to identify and implement appropriate alternative therapies, ensuring continuity of treatment. Additionally, in partnership with hospital staff, we successfully transitioned pharmacy-related programs to the new Health Centre of Excellence, where we



will continue to provide outpatient dispensing services and other essential supports.

Looking ahead to 2025–2026, one of Norway House Pharmacy’s key priorities will be to reduce patient wait times. To achieve this, we will enhance internal workflows to improve operational efficiency and implement strategic recruitment initiatives to strengthen staffing levels. Continued investment in staff training and development will also remain a priority to support morale and retention.

In closing, we extend our sincere gratitude to the many healthcare professionals with whom we work to protect and enhance community health as well as Lifesmart Pharmacy for their expertise and guidance. We also thank our operations manager and Chief and Council for their continued support under challenging circumstances and periods of transition.



Emergency Medical Services (EMS) Program

The EMS program in Norway House is a vital service that is on the front line of our healthcare system. Paramedics are on alert 24/7, 365 days a year, ready to be there for the people in our community in their time of need. We are proud to have always been courteous and have done our jobs to the best of our abilities with a smile and have always been accommodating to our patients. Our mission or mandate is to serve Norway House promptly within the minimum provincial call time.

The vision for Norway House Cree Nation Emergency Services is to enhance the quality of life for residents of the community of Norway House Cree Nation by embracing community interests, needs, and concerns for a safer and healthier community. We work to protect the lives, health, and property of our members while helping to promote justice and the environment through prevention and education, working with all resources for a better and safer community.

Education and prevention regarding fire, health, security, and justice, while building relationships with all resources, are key components in striving for a safer and healthier community.

Program Activities

There have been some changes to Emergency Medical Services, including our relocation to the new health facility, which is more practical in that our services are closer to the hospital.

We began keeping a patient care log in May 2025 and have since been able to catch up on some needed invoicing. Having additional office space has made it very easy for us to get our work done.

Emergency Medical Services responds to approximately 4,000 calls from the community for those members who require pre-hospital care and medivac transports for members leaving to receive higher level care outside of Norway House. We are currently staffed with four paramedics and one EMR providing 24/7 service to the community.

We also provide services at community events such as York Boat Days and the Pow Wow. We are always alert and in a state of readiness for any emergencies that may occur in our community.

Key Accomplishments, Successes and Challenges:

The next challenge to be addressed is finding a permanent location for our ambulances and staff.

We have increased the rate of pay for our paramedics to \$30 an hour, which is closer to the Provincial rate.

We have had the help of Criticare EMS in our community for the past year. There is a nationwide shortage of paramedics, and NHCN is hoping to

address the problem by increasing the rate of pay and providing a place for medics who choose to stay in the community.

We have also increased the pay for primary calls in Norway House from \$350 to \$550, which is paid by FNIHB.

We are hopeful that we can fill the open positions for hire, as the workload for the current team of medics on staff is great. A team of 12 paramedics with both ambulances running 24/7 would be ideal for bring the call times down from what they are now. Put simply, we are need more staff to keep up with the number of calls we receive.

Performance Highlights and Future Plans

More staff has led to reduced call times with quicker responses. Service performance is affected by the amount of work we can handle with current staff levels. In the future, we are hoping to have a new ambulance hall to shelter a new ambulance that is on order and expected to be ready by late November, and a new first response vehicle that will be ready in December.

In the future, we would like to have a staffed transport van to help with some of the medivac transports and interfacility transport. as Additionally, after-hours transport for people who are leaving the hospital and going home, needs to be addressed. The ambulance is not meant for taking non-urgent patients back to their residences.

We will strive to keep the service running smoothly and keep the people of NHCN safe as we attend to their needs.



Primary Care Clinic

The objectives of the Primary Care Clinic are:

- To ensure that NHCN members enjoy a healthy and safe life that is enriched by strong cultural awareness, respect and equality.
- To bring Norway House Community members together in the common interest of improving our health and social status through access to safe and timely care and treatment.
- To improve the health status of NHCN members through health and social services that are controlled, governed and administered by the community.
- To support and empower individuals and family members to be responsible for attaining and maintaining an optimal level of physical, emotional, social, mental, and spiritual health through positive lifestyle practices.

Health care providers, with the aid of support staff, will provide primary care services to the community of Norway House Cree Nation ensuring that clinic programs promote, restore, and maintain the well-being of patients..

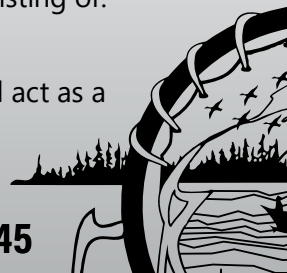
Nuka System of Care

The new Health Centre of Excellence has now been constructed and will soon be operational, significantly changing service delivery. Services will be delivered to the community on the Nuka System of Care. Nuka is a shift away from situations in which "patients" are simply recipients of tests, diagnosis, and medications. Instead, costumer-owners actively share responsibility for the success of the health care system and for their health and wellness of their families, because they are encouraged to provide input into their own health outcomes.

Currently, services are delivered only by physicians, resulting in a health care bottleneck that has done little to improve health outcomes.

The new model will be delivered by four comprehensive health care teams, consisting of:

- Two rotating physicians.
- One Medical Social Worker who will act as a



behavioral health coach.

- Consultant-depending on which Nurse Case Manager is assigned to a patient.
- One Administrative Assistant who supports this health care team.
- One Licensed Practical Nurse acting as medical assistant whose main role is to be the first point of testing and preventable interventions.
- One Registered Nurse to act in the role of Nurse Care Management.

Panel Selection Criteria based on:

- Choice by the community member.
- Who they saw frequently.
- Which panel has the least participants.

Benefits of the Nuka System of Care include providing patient-centred care and bringing the concept of continuity of care into actual practice. The system is more holistic, timely and efficient for the community member in terms of delivering health care support, while maximizing the scope of practice for each discipline in the health care field.

Objectives:

- To continue the clinic’s virtual call appointments through telephone.
- To provide assessment, diagnosis, treatment, and support that are acute and curative in nature (physical/nurse appointments) (walk in program) with patients experiencing chronic illnesses (appointment with physician/nurse) (walk in program).
- To provide interventions to patients living with chronic illness and experiencing an acute and exacerbated event.
- To broaden the use of other providers when necessary.
- To improve the health and well-being of women of child-bearing years.
- To provide continuity of care as a cornerstone of clinic operation.
- To provide care to patients in all stages of life (i.e. pediatrics, teen, adults, and elders).

- To provide patient education.
- To continue collaborative work with sister health programs.
- To provide assessment, diagnosis, and treatment on health issues, including chronic diseases monitoring, medication refill and preventative interventions under direction of a physician.
- To promote and ensure access to the provincial screening programs such as Breast and Prostate Check, perform endoscopy referrals and implement the Well Women Program.
- To provide tele-health services, linking NHCN residents to health care resources outside the community.
- To prepare to move clinic operations to the Health Care of Excellence.

Clinic Activities

The support staff will aid in the following activities within the clinic:

- Appointments with physicians and nurses.
- Daily walk-in clinic services.
- Physician Specialist clinics which includes: Cardiology, Pediatric, Rheumatology, Colposcopy, Otolaryngology, Obstetrics and Gynecology, Internal Medicine, Orthopedics, Cast Ortho Tech, Psychiatry, Endocrinology, DER-CA (Diabetes Education Resource for Children and Adolescents), Foot Care Nurse, Retinal Screening Nurse, ultrasound nurses, Respiriology, Dermatology, Audiology and Echocardiogram.
- Prenatal clinics for initial appointment and follow up until sent for confinement.
- Postpartum clinics in the first week, at two weeks and six weeks follow up after birth.
- Teen Clinics at Helen Betty Osborne Ininev Education Resource.
- ADHD Clinics at both Jack River School and Helen Betty Osborne Ininev Resource School, to be held each month during the school year.
- Well Woman Assessment performed by nurses and physicians. February 14th is annual Pap Day

to promote prevention of cervical cancer.

- Elder program, physician visits or consults at Pinaow Wachi Care Home.

Other 2024-25 Program Activities

May 7, 2024 – Jordan’s Principal Teddy Bear Clinic

May 31, 2024 – Surgical Suite Tour and meeting with visitors

July 12, 2024 – Kidney Walk at Hubert Hart Wellness Track

July 15, 2024 – Accuro Cloud went live

August 6, 2024 – Annual Health Fair and Opening Ceremonies for HCE

September, 2024 – Accuro EMR Training with QHR with staff and doctors

September, 2024 – Clinic had 3 DPN Students with us for two weeks, finishing in October

October 1, 2024 – Accuro EMR went live with training support that week

October, 2024 – Clinic hired EMR team of an Administrator and two EMR data input clerks to support Accuro EMR charting

January 21-23, 2025 – Clinic presented on EMR at the Data Sovereignty Conference in Winnipeg

February 14, 2025 – Annual Pap Day promoted prevention of cervical cancer and saw 69 women for women’s health

Key Accomplishments, Successes and Challenges

There is a high demand for patient care and an increase in walk-ins and appointments being booked months in advance. The challenges facing the clinic include accommodating visiting specialists with limited space in the clinic. Alternatively, additional specialists visiting Norway House will mean less travel will be required by patients.

Accuro EMR planning and training was challenging, but staff easily picked up on how to use the system. Doctors were easily trained; QHR did well with training on-site and remotely. Having an EMR Administrator and two Data Input Clerks brought on to scan charts to our Accuro EMR was invaluable. The clinic is moving from paper charting to computerized records. Collecting

consent from patients was a challenge in the small clinic space but support staff were able to add this to their responsibilities. Obtaining patient consent is ongoing and the clinic is planning for a greater community outreach on the changes.

The clinic experienced considerable staff turnover, but was able to bring on new team members who were able to quickly learn Accuro EMR functions.

Performance Highlights, Statistics and Future Plans

For 2024-25, clinic patient statistics are 14,302 on the year, not including telephone calls to patients by the nurse, doctors or support staff.

With the Accuro EMR in place, the clinic can generate reports on appointments, walk-ins, specialist visits and specific requests such as respiratory illnesses. Charts are being continually scanned since the EMR went live on October 1st. Patient consent continues to be collected in the clinic while EMR Data Clerks scan physical charts to Accuro EMR.

With the addition of a specialist coming to Norway House, the statistics on patient attendance are anticipated to increase, offsetting out-of-town travel. Once the clinic moves to the Health Centre of Excellence, there will be more space for specialists and physicians to see patients. Clinical staff are working on plans to move the clinic into the Nanatawiwekamik Health Centre of Excellence sooner than estimated.



Aboriginal Diabetes Initiative

The Aboriginal Diabetes Initiative (ADI) program offers community-based and culturally appropriate diabetes prevention, health promotion activities, and care management for all age groups of the Norway House Cree Nation membership.

Mandate

To provide information on health issues, focusing on diabetes awareness, prevention and promotion, care and treatment and lifestyle support for diabetes and chronic illness. The Aboriginal Diabetes Initiative works in collaboration with other resources to implementing the ADI workplan.

Goals

The goal of the ADI program is to improve the health status of First Nations individuals, families and communities through activities designed to contribute to the promotion of healthy living and supportive environments to help reduce the prevalence and incidence of diabetes

Objectives

- Create a holistic and culturally appropriate community diabetes program
- Decrease high incidences of diabetes and its complications
- Create safe and caring environment for those affected by diabetes
- Promote self care and self management
- Increase awareness and knowledge of diabetes, diabetes risk factors, diabetes complications and of the strategies to prevent diabetes and diabetes complications among aboriginal people
- To promote and increase practice of healthy eating, food security and active living behaviors among our community members
- Increase the early detection of diabetes in our community
- Improve the practice of diabetes self-management among our community members affected by diabetes
- Increase ownership and capacity to combat diabetes within our community
- Develop partnerships at all levels

7th Annual ADI Diabetes Conference

ADI hosted the annual conference on March 13 and 14, 2025. The theme was "Healthy Eating, Healthy Body, Healthy Minds."

For the first day, there were 38 registered participants for the conference and evening session (game night). The evening session promoted healthy mental wellness, and was hosted and sponsored by the Community Wellness Program.

The second day had 53 registered participants. The conference ended with an evening of a round dance hosted and sponsored by KSMA Family Enhancement to promote physical activity and enrich our mental health wellness, to socialize and have healthy fun.

28 completed evaluation forms were received after the conference, and all expressed it was an excellent conference. The theme was well received and ADI provided ample education on diabetes and wellness.

Summer Weight Loss Challenge

The challenge had a total of 60 participants. It kicked off between May 13-17 and the final weigh-in was held September 23-27.

Northwest Co. donated 4 paddle boards, and Action Apparel donated camping gear consisting of a tent 2 sleeping bags and 2 lawn chairs.

The 1st place winner lost 45.4 lbs., winning the camping gear and \$300. The 2nd place winner lost 27.4 lbs., winning 2 paddle boards and \$200. The 3rd place winner lost 23.6 lbs., winning 2 paddle boards and \$100.

Manitoba Kidney Awareness Walk

One of the highlights this year was the Manitoba Kidney Awareness Walk on July 12, 2024 at the Hubert Hart Wellness track. It was a successful event held in partnership between the Kidney Foundation and First Nation Health Social Secretariat of Manitoba (FNHSSM).

FNHSSM provided kidney awareness T-shirts for all participants and Kidney Foundation provided pamphlets and poster boards on kidney health.

There were 58 participants in total. Unfortunately, other community events conflicted with our event date and impacted participation.

Jordan's Principle, Northwest Co. and ADI provided donations for the refreshments.

Additional Activities & Events

April 16 – Assisted the Kitisiyawin program for the reunion event

May 7 – the ADI indoor seeding gardening workshop had 9 participants

May 28 – participated at MMIGW walk

June 21 – hosted Van der Meer Gardens visit to NHCN for a workshop focused on gardening plants, trees, and flowers

June 25-27 – ADI made diabetes presentations to 71 student participants of the 3-day U of M students health career fair

July 27 – Raspberry picking session included 13 participants

August 6 – Annual Health Fair: 353 people registered; 143 evaluation forms were filled

February 26 – Presented on "Healthy Relationships" to the Kitisiyawin prenatal group

August 7-9 – ADI assisted in hosting adult events for York Boat Days

August 15 – Assisted with Kitisiyawin lunch for prenatal session

September 30 – ADI helped with the National Truth & Reconciliation Day walk and activities

September 10 – Participated and helped at the Suicide Prevention Walk

October 11 – Cranberry picking session included 7 participants

October 16 & 17 – ADI North training, Thompson, MB

October 24 – completed 2023-24 CBRT report "Healthy Living"

November 26, 27 & 28 – For World Diabetes Day and November Diabetes Awareness Month, ADI had Mall Displays and gave out promotional buttons and diabetes information to 165 participants over 3 days

December 9 – staff x-mas dinner

November 25-29 – Assisted with the National Addictions Awareness Week community activities

Conferences & Training Attended

An ADI representative participates on the Kitisiyawin Advisory Committee, Networking Committee, Treaty and York Boat Days Committee, and MFNDLC. In addition to attending regular committee, event planning, and staff meetings, representatives took part in:

May 27-Computer training

June 4 – Teams Meeting-Dialysis, women's health engagement

June 11-13 – ADI Conference, Thompson

July 24 – Minisowin family conference

October 29 – NAAW planning meeting

October 23 – Excel computer training

October 21 – "Breastfeeding and Meds" training

November 4 – completed PHIA certified training

March 5, 2025 – Drug testing policy training (am)

Key Accomplishments, Successes and Challenges

The annual ADI 2-day conference is always well attended and professional speakers invited to address the various issues of diabetes is always helpful to our community members who attend. Our annual health fair is also well attended.

One of the challenges for the ADI program was that the installation of stoves in the new building was delayed so ADI was unable to host any cooking sessions for this fiscal year.

ADI program will continue plans as per work plan and to try more innovative methods of promoting diabetes awareness and education to the community at large in bigger audience events.



Community Health & Wellness

Mandate

To provide effective caring and consistent counseling and preventative services to the clients in the areas of emotional, mental, physical, social and personal development and well-being.

Vision

The Community Health and Wellness Program offer a wide range of individual, group and family counseling. The program provides individuals who seek a support system within the community and continues to provide information on community programs and community-based activities.

Program Delivery

The Community Health and Wellness is currently delivering on-going programs including:

- Crisis counseling, referrals from local departments and the justice departments.
- On-going treatment planning and aftercare services.
- Identifying the reoccurring problematic and traumatic events.
- Mapping out the program contents and implementing and establishing resource development for the community.

The Community Health and Wellness Program has been steadily improving in collecting statistics, analyzing, sorting and separating information on certain issues to better understand the effects and the impact of the current community wellness service and what should be focused on for future references.

It has established a Norway House Networking Committee with the purpose of having an open dialogue with other resources in the community and to develop a communication strategy.

The Program has been involved with the community and its members in providing on going counseling and therapeutic holistic processing. Using this approach, the program has identified that the process has a positive impact in developing new skills into making positive decisions and changes to a healthier lifestyle.

The Community Health and Wellness Program currently employ 1-Intake Stats Clerk, 1- Program Administrator, 4-Community Health & Wellness Workers, 1-is on sick leave, 1-Family Support Worker to be filled, The caseloads range from 150-190 monthly and spread out equally which each worker and holds a case load of 30-50 clients.

Community Health and Wellness has provided training to staff in most of the areas of social and economic/environmental situations that are problematic, as well as to clients to help them gain knowledge and understanding and develop life skills to achieve healthier coping strategies. Training areas include:

- SASSI Assessment
- CHW Assessment
- Social History
- Ego-mapping
- Case & Treatment Management Plan
- Employment, Training & Educational Development
- Social Programming on:
 - Anger Management/Conflict Resolution Prevention Program
 - Mental Health First Aide Training
 - First Aide/CPR Training
 - Substance Abuse Educational Training
 - Anxiety and Stress Management Sessions
 - Self-Harm Prevention and Intervention Training
 - Self Esteem Awareness Workshop
 - Grief & Loss Awareness Sessions
 - Personal & Professional Educational Training
 - Past Trauma Informational and Training
 - Informed Trauma
 - Lateral Violence – Vicarious Trauma
 - Gambling Awareness Counseling Programming
 - Training on Strategic Planning
 - Motivational Interviewing Training

Program Activities

- Holistic Prevention & Intervention Strategies
- Capacity Program Development

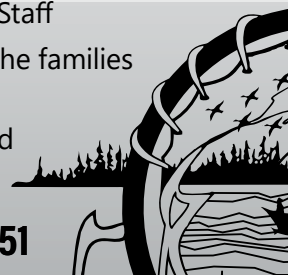
- Program Promotion
- Counseling and Therapeutic Programming
- Traditional Lands & Gathering Activities
- Workshops, Conference Planning & Participation
- Educational Presentations
- Collaborate with other Organizations & Agencies
- Reporting & Evaluation of program contents
- NNADAP Training, Certification Process, Therapeutic Strategies & Development
- On-going Personal & Professional Development
- Team Building Approaches
- Mental Health Training
- Capacity Mental Health Training
- Focusing-Orientated Therapy & Trauma-Informed Training
- Crisis Reporting & Development

Needs and Priorities

- Mental Health including:
 - Emotional and Mental well being
 - Self-esteem/Worth Promotion
 - Family Unifications
 - Addictions and Mental Health
 - Drug Awareness and use
 - Alcoholism
 - Smoking
 - Impaired Driving Program
 - Access to health services on and off reserve
- Health Promotion/Illness Prevention including
 - Healthy lifestyles behaviour
 - Injury Prevention Awareness
 - Harm Reduction Procedures
 - Self harm intervention
- Traditional Healing/Alternative Medicines
 - Medicine and Berry Picking
 - Traditional Land-based activities
 - Skirt Making
 - Arts & Crafts
 - Traditional Teachings, hunting, trapping, Fishing, harvesting traditional foods etc,

Program Activities for 2024-25

- Anger Management Workshop – April 2024
- Computer Training – 2 Staff
- Manitoba Harm /reduction Training
- Assisted ADI Coordinator – ADI Conference
- Reclaiming Our Voices Women’s Gathering – 5 Staff
- Vicarious Trauma Training
- Mother’s Day Event
- Father’s Day Event
- WEM Training – 2 Staff
- KSMA Family Conference – 3 Staff Presented
- Fishing Derby – Hosted
- Youth Conference – 2 Staff Presented
- Missing & Murdered Men & Boy’s Gathering – 1 Staff attended
- Missing & Murdered Women & Girls Event – 3 Staff attended
- Family Violence Forum – 1 Staff attended
- Manitoba First Nation Wellness Advisory Council – 1 Staff attended meetings
- Red Dress/Shirt Day Event
- Kidney Awareness Walk – All Staff took part
- School Presentations – 3 Staff presented x 3
- National Addictions Awareness Week – All staff – Hosted
- Truth & Reconciliation Event Orange Shirt Day – All staff – Hosted
- Water Ceremony – 2 Staff
- Health Fair – All Staff
- Suicide Prevention/Awareness Event - Hosted
- MKO Crisis Meeting – 1 Staff
- Assist Mobile Crisis Coordinator with calls
- Grief & Loss Sessions – One-on-one x 12
- Grief & Loss Group Sessions – 3 Sessions
- Took part in the KY Committee – 1 Staff
- Staff attended funerals to support the families throughout the year
- International Women’s Day – Hosted



Key Accomplishments, Successes and Challenges:

- We were all able to attend all trainings that were available in the community
- Need a Program vehicle or vehicles
- More people are using drugs than alcohol in the community; staff need training on Opioids and on the new hard core drugs coming in
- Staff are to be trained on Grief and Loss (Spiritual Teachings); training is needed on Mental Health issues, Trauma Informed Training, Mental Health First Aid, etc
- We are facing a shortage of staff and support and need at least nine Community Health & Wellness Workers

Future Plans:

- In the process of planning a Gathering for families – Missing & Murdered Men & Boys
- Start Sessions again, once we are full staffed
- Plan Mental Health Breaks – Once a month
- Plan a Staff Retreat – In the process -
- Start Support Group Sessions
- Start N/A and A/A Programs

Home & Community Care Program

Mission

The Home and Community Care Program is a community-based initiative that provides support to clients who require health services or assistance with activities of daily living, homemaking, and other services within the home.

The program also manages the Foot Care Program, funded by the Aboriginal Initiative Program. This preventive program provides basic foot care to reduce the risk of lower limb complications and amputations among community members.

Goals

- To provide safe, competent, and efficient care and service delivery to clients and families.
- To meet assessed healthcare needs through client case monitoring and conferencing.

Objectives

- Plan and deliver comprehensive, culturally sensitive, accessible, and effective home care services.
- Assist clients living with chronic and acute illnesses to maintain optimum health, well-being, and independence at home.
- Facilitate effective use of resources through structured assessments and individualized care plans.
- Ensure access to a continuum of care within the community where possible.
- Support clients and families in developing and implementing care plans while utilizing community support.
- Build capacity through staff education, evolving technology, and improved monitoring and evaluation systems.

Program Activities

The Home and Community Care Program maintained consistent service delivery, focusing on nursing care, home support, home making, case management, and preventive programming.

Core program activities:

- Client assessment
- Wound care
- Nursing services
- Home support personal care
- Home Making Support
- Respite care
- Linkages with other services
- Medical equipment and supplies
- Record keeping and data collection
- Palliative care coordination
- Phillip Evans Memorial Home
- Bath Program

The Foot Care Program operated as both a home visiting and clinic-based service, ensuring accessibility for all community members.

Palliative care coordination continued in collaboration with specialists and Ongomiizwin physicians, supporting clients to remain at home during end-of-life care.

Phillip Evans Memorial Home continued to provide short-term shelter and support for at-risk males.

Community Engagement

- Hosted the Annual Health Fair and Grand Opening of Nanatawiwkamik in August 2024 (850 participants).
- Participated in Treaty & York Boat Days 2024, assisting with adult events and talent shows (over 900 participants).
- Hosted numerous training sessions for professional development, wound care, cancer care 101, and ergonomics.
- Continued partnerships with Northern Regional Health Authority, Norway House Indian Hospital, Primary Care Clinic, and the University of Manitoba Rehabilitation Department

Accomplishments & Successes

- Maintained consistent home and foot care services throughout the year.
- Improved inter-program communication and teamwork within the new Health Centre.
- Enhanced professional development and training opportunities for staff.
- Strengthened partnerships with community-based and regional health programs ensuring better client outcomes.
- Continued to meet community needs through comprehensive care planning.

Despite staffing shortages and funding constraints, the program continued to deliver essential health services to community members with compassion, commitment, and teamwork. The dedication of staff ensures that clients receive quality care and remain supported within their homes and community.

Challenges

- Vacant Home Visiting Nurse and Foot Care Nurse positions affecting service capacity.
- Salary parity for Certified Health Care Aides'
- Delays in NIHB approvals and inconsistent supply deliveries due to pharmacy transition.

- Limited access to business vehicles; staff continued using personal vehicles for visits.
- Lacking a tracking tool for medical supply management.
- Funding limitations despite increasing service demand.

Staffing

Manager: Delia Monias,

Receptionist: Evelyn Custer

Homemaker Supervisor: Pauline Hart

Office Clerk: Adelaide Muswagon

Visiting Nurses: Roberta Queskekapow (BN/RN), Shirley Sinclair (resigned August 2024), 1 vacant nursing term position

Certified Health Care Aides: 7

Homemakers: 46

Foot Care Nurse: Christine Rowden, 1 vacant

Phillip Evans Memorial Home: 2 Casual Workers

Hours and Visits

Nursing: 5,137 hours

Administration: 4,600 hours

In Home support: 34,430 hours

Home Making support: 21,789 hours

Total visits: 1005

Foot Care Program

Nursing: 3900 hours.

Total Visits: 227

Future (2025–2026)

- Continue recruiting for nursing and foot care positions.
- Develop a tracking tool for medical supplies and NIHB requests.
- Advocate for wage parity and additional program vehicle(s).
- Expand staff training and professional development opportunities.
- Strengthen data collection for annual reporting and DCI compliance.



Jean Folster Place

24-hour Crisis Calls

Jean Folster Place (JFP) provides a safe and secure crisis shelter for women and children experiencing or looking to prevent domestic abuse from their partners.

Women are offered sessions covering how to recognize the signs of abuse and where to get help.

Program Activities for 2024-25

- Domestic Violence Awareness Walk on November 3, 2025.
- Presentations about Teen Dating to the HBO High School students.
- JFP did a presentation at KSMA Family Conference.
- JFP assisted the evacuee families from Cross Lake. Donations of diapers, wipes, and baby food were provided.
- JFP offered a Healthy Relationship Activity for couples.

- Two JFP team members attended a 2 Gender-Based Symposium in Winnipeg, in October 2025.
- JFP had a professional development day in September for the staff, which was a positive experience for everyone.

Challenges and Future Plans

- A shortage of reliable workers, especially on weekends, is always a challenge for JFP.
- JFP currently has no means of transport and must rely on the Manager's personal vehicle.
- The Healthy Relationship Activity received no initial registrations. An announcement on the radio encouraged some community members to attend. Although the event was sparsely attended, it had positive outcomes and was fun for those who were there.
- There was no JFP gathering this year, due to plans to attend the CBI Family Violence Conference on August 12-13, 2025, in Winnipeg.
- JFP plans to offer beading and moccasin making sessions, twice a week.



STAR Program

The goal of the STAR Program is to prevent prenatal exposure to alcohol and/or drugs in the future children born to women at high risk of substance use during pregnancy. This goal can be achieved by relying on home visitation and mentoring to support and guide expectant mothers, and through effective case management that delivers culturally safe and appropriate interventions and supports to high-risk individuals and their children.

The specific objectives of the program are to:

- Assist women to engage in harm reduction strategies and/or obtain alcohol and/or drug treatment.
- Support women in their efforts to provide a safe and healthy environment and improved quality of life for themselves and their children.
- Link women to community resources in order to help them reduce isolation, to improve access to resources and become more independent.
- Reduce the number of alcohol/drug exposed births through abstinence and improved access to reliable family planning.
- Demonstrate to community service providers strategies for working more effectively with the target population by advocating to improve outcomes for both women and children.
- Facilitate access to FASD diagnosis and connect clients with multidisciplinary teams and other internal and external supports and services.

Program Activities for 2024-25

- Prenatal education
- Health Promotion activities: Kitisiyawin sessions, information display in the local mall
- Brochures and posters
- Availability of resource information on drug and alcohol use prevention

- Shared activities with regional, provincial and Health Canada partners
- Support groups
- Referrals and follow-up
- Guest speakers and presenters
- Workshops and training sessions
- Parenting skills sessions and support group activities
- Staff attended two STAR gatherings, attained a certificate in Anger Management, and attended a workshop in LGBTQ2s+ communication and connection

Key Events

Annual Health Fair – The STAR Program co-ordinated the Health Fair with Myrah Spence. This involved holding planning meetings to ensure everything was in order for all staff before the date, ordering promotional items on time for each program, and shopping for door prizes. The event had a successful turnout with over 400 people in attendance.

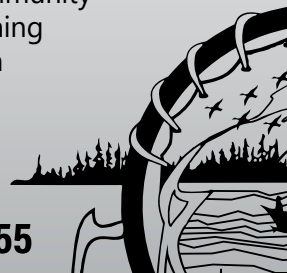
FASD Assessment Clinic – Therapists and doctors came in to Norway House to do a clinic for FASD diagnostic assessments for two days in the spring. They were set up at the KSMA building. Eight children were assessed.

Highlights and Future Plans

The program received four referrals. Two declined to join the program. Two failed to show up despite attempts to follow up.

Plans include enhancing outreach to the target population by promoting the program more through social media, hanging posters around the community, and distributing information packages at the clinic, hospital and other resource areas.

The program also hopes to resume community sessions, such as cooking sessions, evening information sessions in partnership with Kitisiyawin, and sewing sessions.



Pinaow Wachi Inc. Personal Care Home (PWPCH)

Board of Directors

Councillor Deon Clarke, Chairperson

Community Council Members

Gertrude Meikle	Jenny Clarke
Jean Tait	Crystal Robertson Crate
Karla Tait	Marjorie Dixon

On behalf of the Board of Directors and Administration of Pinaow Wachi Inc. Personal Care Home (PWPCH), we are proud to present our Annual Report for the 2024–2025 fiscal year. This year marks a significant milestone. We celebrated 50 years of caring for our residents, since opening our doors in April 1974.

As one of only two provincially licensed First Nation personal care homes in Manitoba, PWPCH continues to lead in delivering high-quality, culturally safe, and community-rooted care.

Our affiliation with the Manitoba First Nation Personal Care Home Network Group (MFNPCHNG) has been crucial to ensuring that our voices remain central to the provincial and federal long-term care conversations. Through our active participation in the Manitoba First Nation Personal Care Home Network Group (MFNPCHNG), PWPCH has successfully advocated for improved recognition and support of our nursing staff.

We are pleased to report that a nurse retention bonus was approved by Indigenous Services Canada, resulting in an allocation of \$10,000 for both the 2023–2024 and 2024–2025 fiscal years. This funding supports the continued dedication of our PCH nurses and acknowledges the critical role they play in providing quality, culturally safe care to our residents.

In 2024–2025, PWPCH continued to strengthen relationships with government partners, welcomed physical upgrades to our facility, and deepened our commitment to resident-centered care.

As we look ahead to the future, we are excited about ongoing planning for a larger, modern facility, which is now under consideration by government partners, following a comprehensive feasibility study led by Stantec.

Planning for Expansion

PWPCH has engaged with provincial and federal representatives in ongoing planning for an expanded, modern personal care home to better meet community needs. The expansion would increase bed capacity, improve accessibility, and allow for infrastructure upgrades that align with modern long-term care standards while honoring our cultural values.

A comprehensive feasibility study, led by Stantec, was completed, and the proposed development site has passed environmental testing conducted by a certified Environmental Safety Officer, confirming the land is suitable for construction.

We extend our sincere gratitude to all staff, families, Elders, volunteers, and leadership who have contributed to our success. Together, we honour our past and build toward a future where our Elders receive the care they deserve — rooted in respect, dignity, and our cultural values.

Facility Overview

PWPCH is a 26-bed facility, with:

- 25 permanent long-term care beds
- 1 respite bed (currently vacant and available for temporary isolation or family respite support)

PWPCH operates under provincial and federal funding in compliance with 26 Provincial Standards, which are reviewed annually, maintaining our license with the province for January 1–December 31, 2025. We are working with the MFNPCHNG toward future accreditation that will meet 65 national standards aimed at promoting excellence in long-term care.



Programs and Services

- 24-Hour nursing and medical services
- Full nursing care provided by RNs, LPNs, and certified and non-certified Health Care Aides
- On-call physician and pharmacist contracted annually to oversee resident health, medications, and therapeutic care

Staff and Employment

PWPCH employs 40-50 staff members across Nursing, Housekeeping, Dietary, Maintenance, and Administration areas.

Staff are represented by:

- Manitoba Nurses Union (MNU) for nursing staff
- Manitoba Government Employees Union (MGEU) for other departments

A Registered Dietitian ensures meals align with Canada's food health guidelines while housekeeping staff maintain strict sanitation and cleanliness protocols.

Maintenance and Transportation staff ensure daily upkeep, seasonal maintenance, and support with transportation to appointments, home visits, local errands and community events.



Facility Enhancements and Resident Comfort

In 2024, PWPCH completed several enhancements to support the well-being of residents, including a private, fenced off courtyard with a lawn, wheelchair-accessible deck, and portable fire pit.

Use of the front yard gazebo continued for seasonal barbecues and outdoor gatherings

Residents enjoyed summer activities including campfire tea, wiener roasts, and pontoon rides — made possible by support from the Jordan's Principle Program.

PWPCH also welcomed two pet birds, Blueberry and Jerry, who have been housed in a secure indoor enclosure and are regularly interacted with by residents in the dining area.

Sturgeon fish release and care enhanced cultural education and sensory enrichment for residents from January 14, to August 15, 2025.

Resident Engagement and Recreation

- Two Activity Workers coordinate a monthly recreation calendar based on resident interests and abilities
- Group and one-on-one activities ensure choice, dignity, and inclusion
- Resident Council meetings are held quarterly, with documented minutes and actions followed up with any concerns and new recommendations brought forward.
- Monthly celebrations and cultural events welcome families and encourage community participation

This year, community rides and pontoon rides were offered in 2024 and scheduled on the fall calendar for 2025 before it gets colder.





Residents also attended the HBOIERC Fashion Show on May 15, 2025. Proceeds from the show in the amount of \$700 were presented by Frontier to support the activity funds for PWPCH residents.

Safety and Operational Improvements

A Key fob entry system was introduced to enhance security. Alarms alert staff to any unauthorized entry or exit. Surveillance cameras, accessible to the Administrator, offer safety monitoring of residents and staff members. The Board of Directors holds monthly meetings to address operational concerns and to ensure accountability.

As an active and founding member of the Manitoba First Nation Personal Care Home Network Group, PWPCH continues to:

- Participate in monthly meetings and working groups
- Support the movement toward First Nation-led licensing and accreditation
- Share best practices and peer learning with eight Manitoba First Nation Personal Care Homes
- Uphold and advocate for culturally safe and community-directed care standards
- Advocate for Personal Care Home nurse retention bonuses

Celebrating 50 Years of Service

April 2024 marked 50 years of service to Elders, families, and community. This milestone reflects the long-standing commitment of the PWPCH team and leadership to provide compassionate care, grounded in First Nations values and traditions.

Looking Ahead PWPCH Will Focus On:

- Advancing plans for a new care facility
- Continuing staff development aligned with provincial standards
- Maintaining compliance with 26 Provincial Standards and preparing for accreditation
- Advocating for sustainable funding and resources for long-term growth
- Implementing Telehealth Services and E-chart programming
- Establishing a partnership with HBOIERC Cosmetology school to have a self care day for the residents
- Establishing a partnership planning for future attendance at hockey games and for a seated area for residents to attend local hockey games; an invitation was sent to Sonny Albert, Director of NHCN Parks and Recreation

The Board of Directors and Administration of PWPCH would like to thank:

- Our staff for their ongoing commitment and compassion
- Our residents and families for trusting us with their care
- Our local hunters and the NHCN Fisherman’s Coop for donations of wild food
- Our partners and funders for continuing to work alongside us toward a better future

Kinosao Sipi Muchipunowin Program

Program Mandate

To provide financial assistance and resources to Norway House Cree Nation registered band members when experiencing bereavement, life-threatening illness or a life-threatening medical emergency. It is designed to ease the financial burden associated with these traumatic events or illnesses. The program is a non-profit organization and all funds are generated through lottery and special fundraising events.

In order to be eligible for program assistance, the individual must be a registered Norway House Cree Nation band member and must be an immediate family relation to the patient or deceased. Immediate family is defined as father, mother, brother, sister spouse (common-law included), child or ward of the family, grandparent, grandchild, son/daughter-in-law, aunt or uncle, nephew or niece.

The Kinosao Sipi Muchipunowin Program is a 24/7 program governed by the Board of Directors: Councillor Anthony Apetagon (Portfolio Holder), E. Ann Poker, Lillian Muminawatum, Eliza Clarke, Diane Poker, Leonard B. Muswagon, Staff Include: Bertha Mckay, Program Manager, and two Program Aides: Erica Duncan and Beverly Wesley. The Board of Directors alternate being on call after regular hours for a seven-day period, during which calls are forwarded after hours to 204-359-4696.

Program Overview

Norway House Cree Nation (NHCN) has an agreement with Norway House Funeral Home to provide services for band members on and off reserve. Family should notify the Kinosao Sipi Muchipunowin Program immediately at the time a Norway House Cree Nation Band Member passes and provide complete name, date of birth, treaty number, place and time of death and a list of family members to be notified. This information will be recorded by the Muchipunowin Program, which will then contact the minister who then notifies the bereaved family, and also makes a public announcement on the radio to the community. The NHCN leadership will also be informed by email from the on-call worker or manager.

The family will select a family spokesperson who will communicate with Muchipunowin on all decisions regarding who is attending church, the wake service and funeral service. The family spokesperson must provide a list of family band members from out of town who are travelling to the community for the service. Should the family choose an alternate funeral home, costs are not covered and are the responsibility of the family.

Arrangements related to miscarriages will be at the discretion of the family.

Arrangements will be made in a timely manner and announced as they proceed and if the family wants it to be announced publicly or have it remain a private matter.

Types of assistance provided by Muchipunowin is by the most economical means, and only those authorized by our program will have travel costs covered.

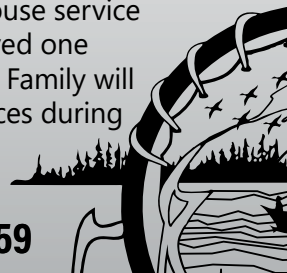
Meals and accommodations are limited to a maximum of three nights to attend wakes and funeral services. Those extending their stay after the service are required to cover their own expenses and must find their own transportation home if Muchipunowin had provided assistance.

In order to control costs related to hotel rooms and meals, family from out of town who attend a wake and/or funeral service in NHCN are encouraged to stay with family.

Costs that are not covered under the Muchipunowin program are: casket upgrades, armbands, flowers and headstones.

The Kinosao Sipi Muchipunowin Program will provide food and refreshments during wake services. Program volunteers and staff will purchase all items required for wake services, and will accept any donations offered for the services. Breakfast will only be served on the day of the funeral to enable volunteers to prepare for the funeral reception.

The Kinosao Sipi Muchipunowin Program will issue a one-time purchase order for food and refreshments that may be used for a house service while waiting for the release of their loved one from the Norway House Funeral Home. Family will be responsible for their own food services during this time.



Program Activities

The Kinosao Sipi Muchipunowin Program experienced 91 bereavements of Norway House Cree Nation Band Members during the 2024-2025 fiscal year. Numerous families received assistance for emergency life threatening situations, receiving supports that included accommodations, travel, meals, groceries, etc. We extend our sincere condolences to all the families who lost loved ones over the past year.

Some pledge hours were undertaken at the local radio station to request donations due to the many bereavements and emergency situations throughout the year. All fundraising efforts were helpful for the program and we are very grateful to all the people that donated to the program and the community of Norway House.

We held a Monster Bingo for TYBD and had seven games of \$2,000.00 and three blackouts of \$10,000.00, \$20,000.00 and a further blackout of \$70,000.00. We also had five quickie games for \$500.00 each, and specials which included the Master Book Loonie pot worth \$4,084.50, the Mini Loonie Pot worth \$3,034.80, Magic Top Hat at \$46,242.60, Number 7 Loonie pot valued at \$14,273.65, Double Action worth \$23,839.00, plus three ticket draws of \$1,000.00, \$1,500.00 and \$2,500.00 in cash prizes. Lastly, a 50/50 game earned \$2,525.00.

We had a few donations this year from local businesses, including camp chairs and fishing rod, a cooler set, Dewalt toolbox, air conditioner, Ninja creamer, lawn mower, TV with wall mount, two patio sets, and a PS5 game console. We also

had Perimeter Airlines donate two one way air vouchers from Norway House to Winnipeg or Winnipeg to Norway House. Beverly Hart and Jerleen Sullivan won that prize, which expires on January 16, 2025. The total fundraising profit was \$128,710.70 at the end of these efforts.

The program still hosts regular bingos on Mondays and Wednesdays and one other day during the week. The Mini Monster Bingos are not making as much money currently, due to general financial hardship among the people. However, the program is trying to keep things afloat, although it was not able to donate to the TYBD events.

For December we held our usual Christmas Dinner for our volunteers and staff. Each member was given gift cards and a meat pack from Northern Stores.

Moving Forward

Vehicles used by the program will require replacement in the near future. The program will need to determine how it will purchase the new vehicles given the program's current financial status. We have a 2022 Dodge Grand Caravan that was purchased in April 2022, as well as a 2017 Dodge Grand Caravan, 2018 Ford Transit van, 2020 Ford truck and a 2019 white minivan.

The Kinosao Sipi Muchipunowin Program Board of Directors and staff continue to have bingos as fundraisers in order to continue to support NHCN band members in their time of need. We thank all our community supporters who come to play bingo, and hope for a better year ahead.

Ekosani. God Bless



Norway House Funeral Home

Funeral ceremonies serve to honor our loved ones as their journey to life everlasting and the healing journey begins of those left behind.

The Norway House Funeral Home provides a comprehensive range of funeral services for Community members, ensuring funerals are held in the community with professionalism, respect and care.

The Funeral Home's staff are dedicated to assisting families through the most challenging time of their lives. They provide services with compassion, care, dignity, and respect.

Funeral Home Staff

Funeral Director: Courtney Anderson

Administrative Support: Kari Anderson

Funeral Apprentice: Barbara Queskekapow

Funeral Drivers: Ted Dunlop, Carmen Dunlop

Highlights and Future Plans

Norway House Funeral Home is midway through its 13th year of service. This 2024-2025 fiscal year, we served 93 families.

A new excavator is coming shortly, and we are using electric blankets to thaw graves in the winter months.

We began utilizing the expansion of North End Cemetery this fall, which has allowed more space to be available in the future.

I want to thank the Funeral Home staff, all the volunteers and the NHCN Chief and Council for their support and assistance.





Education Services

Education Services provides financial assistance for Norway House Cree Nation Members who want to pursue post-secondary studies in or out of the community. Our objectives are:

- Recruiting new applicants, retaining students until completion of their post-secondary studies, and offering culturally sensitive student support services
- Assisting Norway House Cree Nation members who are in pursuit of obtaining a post-secondary education with the financial means to become successful and self-reliant upon graduation, enabling the expansion of human capital and an increase in economic development
- Promoting and providing educational opportunities by delivering community-based programming geared towards satisfying our community labour market demands
- Encouraging and promoting student success

Mature Student Program (MSP)

MSP has been delivered since 2004. It was originally delivered in one academic year; however, students were having a difficult time learning the material in that time as some had been out of school for many years. Therefore, program delivery was adjusted to 2-year intervals, starting at Grade 9/10 for the first year and Grade 11/12 for the second year. Since the 2-year inception, the majority of students now pass without difficulties.

To be eligible for the MSP, applicants must be 18 years of age and over. Eligible students are provided with an incentive of \$15 per day (if absent without an excuse, incentive does not apply), a childcare cost of \$20 per day, and transportation.

In June 2025, we had 50 MSP graduates. The next group of MSP graduates will be in June 2027.

Full-Time 3-Year Bachelor Of Arts Program

We have been offering this program for 14 years on a continual basis, administered and delivered by University College of the North (UCN). For the

2024/25 academic year, we had students enrolled in the program in various levels for years 1, 2, and year 3. This program provides students with important skills in many areas such as written and oral communication, research, self-governing and objective analysis, and teamwork.

An Arts degree is vital for students entering various professional programs such as Social Work, Law, Education, etc., aiding those wanting to continue into graduate programs such as obtaining a Masters of Arts (MA) or a Doctor of Philosophy (PhD).

The Cultural Education Program

The Cultural Education Program receives funding from the First Nation Confederacy of Cultural Education Centre (FNCCEC). A proposal must be submitted annually to the FNCCEC for on-going funding. The funding covers the cultural education instructor's salary and the supplies needed for the activities the program offers such as leather, hide, beads, thread, wool, and needles.

The provision of cultural and traditional programs primarily benefits the membership of the Norway House Cree Nation.

Rosa Scribe has been the Cultural Education Instructor for 42 years and has done wonderful things for the program. She has taught many community members/students how to do beadwork, make handicrafts and sew using a sewing machine. Rosa also set up a museum display at the Education Centre.

The Cultural Education Program objectives are:

- To research the history of Norway House and to collect artifacts and pictures for the museum collection on display at the UCN Post-Secondary Access Centre (formerly UCN Regional Centre) as well as the summer museum at the old Hudson's Bay Company Archway building.
- To develop cultural and traditional awareness by offering classes on beadwork, making mittens, moccasins, gauntlets, etc.
- To provide demonstration classes on traditional skills such as ice fishing, trapping and hunting on a seasonal basis. Classes are also held on the preparation and cooking of wild meat.



2024/25 Programs:

Pathway to Post-Secondary Education

We had 17 students start on September 23, 2024. This is a preparatory program to help students prepare and succeed in post-secondary studies.

Bachelor of Social Work Program

We signed off on the Agreement in Principle with the University of Manitoba, Thompson Campus for the delivery of a community-based Bachelor of Social Work Program (BSW). 16 students enrolled in the Bachelor of Arts Program with Social Work Intent through UCN. They were taking electives through UCN for the 2022/23 academic year. Some students applied into the BSW program for September 2024 for full-time studies. We also had some students that already held their Bachelor of Arts undergraduate degree (some of whom are Norway House Cree Nation employees in various departments) that began studies in the BSW.

Program doing part-time studies – 10 students

Business Administration Diploma – 9 students

Community-Based Bachelor of Arts Degree – General Route – 19 students

Community-Based Kenanow Bachelor of Education Integrated Program

Last November, we submitted a Proposal to AMC and received wonderful news that it was approved for \$491,076.63 toward tuition and textbook costs for delivery of a Community-Based Kenanow Bachelor of Education Integrated Program through UCN.

Growing Our Own Specialists in Education

On January 23, 2025 a presentation was held at the Health Centre of Excellence on the Growing Our Own Specialists in Education (GOOSE) initiative. This project was spearheaded by Opaskwayak Cree Nation and has gained traction with other communities through their efforts and advocacy.

The Dean of the College of Rehabilitation Sciences at the University of Manitoba, Dr. Reg Urbanowski, has forged partnerships with First Nations communities in the north to develop GOOSE and support communities to develop their own specialists in rehabilitation.

The initiative will address the shortage of rehabilitation healthcare professionals and the under-representation of Indigenous students in the profession in northern Manitoba.

Physical, occupational and respiratory therapy services for adults and children in many northern Manitoba communities are sparse or non-existent. As part of this initiative, the College of Rehabilitation Sciences will work closely with northern communities to create a sustainable solution by recruiting and training Indigenous students in the areas of Physiotherapy, Occupational Therapy, Speech and Language Pathology, and Respiratory Therapy.

GOOSE encourages youth in junior/high school to consider these careers within their communities. Opaskwayak Cree Nation received funding from the MasterCard Foundation to deliver the project, developing community capacity to provide services to adults and children in need. Young people in the community will become tomorrow's rehabilitation service providers with the collective support of the communities and the College.

Key objectives and action plans are outlined in the proposal for the MasterCard Foundation, listed by funding year. For each community, the project will:

1. Have community profiles
2. Develop health workforce profiles for each community
3. Build awareness among youth in school (K-12) about careers in rehabilitation science
4. Create a cohort of high school students
5. Develop a cohort of mature students
6. Develop a community mentoring program using networked and emerging communities

The project will involve the following communities:

1. Opaskwayak Cree Nation
2. St. Theresa Point First Nation
3. Fisher River Cree Nation
4. Little Black River First Nation
5. Cross Lake First Nation
6. Norway House Cree Nation
7. Berens River First Nation
8. Mathias Colombe First Nation
9. Sagkeeng First Nation



Employment and Training Services

Employment and Training Services (ETS) improves employment opportunities by providing training programs and employment assistance services to meet the labour market demands and increase participation in the labour market.

Occupation Skills Training

ETS provides funding for clients to gain the necessary skills and qualifications to enter and perform in a chosen occupation through enrollment in the appropriate training or education program.

The Skill Development Program is a funding program broken into four categories:

1. Essential Skills Upgrading
(a program that enhances the 9 essential skills)
2. Academic Upgrading
(academic high school/pre-requisite credits)
3. Occupation Skills Training
(academic programs less than two-years)
4. Self Employment Training
(to assist in business development)

For the 2024-2025 year, ETS sponsored **250 Skill Development participants**, assisted approximately **450 clients**, and provided approximately **750 Interventions**, including:

- Skill Development – Essential Skills Training
- Occupational Skills Trainings (OST)
- Job Search Preparation Strategies
- Work Experience – Job Creation Partnership
- Work Experience – Student Employment
- Work Experience – Wage Subsidy
- Job Starts Supports

Community-Based Programs:

Essential Skills Training – Diagnostic Assessment and Skills Development

Workplace Education Manitoba (WEM)
Diagnostic Assessment - July 29, 2024
September 23, 2024 to October 4, 2024

In anticipation of the Carpentry Level One Technical Training, ETS obtained services from Workplace Education Manitoba (WEM) to conduct 11 diagnostic assessments on July 29, 2024. The assessments assisted in the development of the Essential Skills Training, which included training in personal management, digital and math skills.

Occupation Skills Training (OST) – Industry/Vocational – 40 Hrs.

Manitoba Security Guard Training
DeBeer Security Guard Training
April 22, 2024 to April 26, 2024

ETS partnered with the Province of Manitoba Employment and Training Services to host the one-week Security Guard training for 20 unemployed participants. Of these participants, 17 completed the training and the Security Guard exam on May 7, 2024. Four participants passed the exam and can apply for their Manitoba Security Guard License.

OST – Industry/Vocational – 3 Weeks

Water & Wastewater Training
Manitoba Constructions Sector Council
April 15, 2024, to May 3, 2024

ETS partnered with the Northern Manitoba Sector Council and the NHCN Public Works department to train 14 participants in Water and Wastewater installation. Beginning on April 15, 2024, the three-week training program focused on waterline, septic system and lift station installation. Eight participants completed the training on May 3, 2024.

OST – Industry/Vocational – 8 Hrs.

Manitoba Security Guard Training
Fred Martin Refresher Training
July 16, 2024, to July 17, 2024

ETS retained Fred Martin Security Guard Training to provide a one-day refresher course for participants that did not pass their first of three attempts at the

Security Guard Exam. Twelve participants took the refresher and re-attempted the Security Guard Exam on July 17, 2024. Four of the 12 participants passed and are able to obtain their license.

OST – Diploma (2 Years)

**Diploma of Practical Nursing (DPN)
The Assiniboine Community College (ACC)
February 13, 2023 – April 30, 2025**

ETS retained Assiniboine Community College to deliver the community-based 2-year DPN Program which meets the entry-level competencies of the College of Licensed Practical Nurses of Manitoba (CLPNM). The program began with 28 participants, with 12 completing it on March 22, 2025. Graduates must pass the Canadian Practical Nurses Registration Examination (CPNRE) to be eligible to apply for a license as a Practical Nurse in Manitoba.

On April 30, 2025, ETS hosted and honoured the Diploma of Practical Nursing Class of 2025, the first class to successfully complete and graduate within their home community. Over 150 invited guests, stakeholders and delegates were in attendance to celebrate the occasion.

DPN Class of 2025:

Logan Apetagon	Crystal Crate
Julie Dixon	Danielle Duncan
Rachel Gore	Kristen Munroe
Savannah Paupannekis-Poker	Lyndsay Queskekapow
Jennifer Saunders	Mitchell Simpson
Tanis Throop	

OST – Industry/Vocational – 2 Weeks

**Small Motor Repair Training
University College of the North (UCN)/Northern
Manitoba Sector Council
February 24, 2025 – March 7, 2025**

ETS partnered with the Northern Manitoba Sector Council to work together with UCN to provide a 2-week micro-credential training program in small motor repair. The Small Motor Repair program consisted of the Small Engine Technology course, which provided hands-on training in inspection, service, and repair of small-motor equipment. Twelve participants were selected, and all completed the training program.

The following participated in the training program:

Jaydean Anderson	Arthur Apetagon
Jacob Bradburn	Brian Colon
Gerald Ducharme	George Evans
Andrew Folster	Mitch Fontaine
Frederick Kean	Kevin Munroe
Mitchell Muskego	Troy Muswagon

OST – Diploma – Year 1

**Early Childhood Education (ECE) Program
University College of the North (UCN)
September 5, 2024 to May 10, 2025**

ETS partnered with UCN to provide year-one of the ECE Program. The community-based program began on September 6, 2024, with 13 participants. Participants attended their Practical Learning in various daycares in Thompson, Manitoba. Participants were able to obtain on-the-job work experience outside of the community.

On December 3, 2024, the ECE class participated in CPR/First Aid Training as a program requirement. At the end of year-one, nine participants remain in the program.

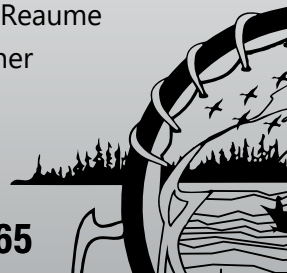
OST – Apprenticeship - 8 Weeks

**Carpentry Level One Technical Training
University College of the North (UCN)
October 7, 2024 to December 13, 2024**

ETS partnered with Apprenticeship Manitoba to hold the 8-week Carpentry Level One Technical Training program. The technical training was provided by UCN. All 11 participants completed their theory and practical training and advanced to Level 2.

The following apprentices advanced to Level 2 and are on their journey to obtain Red Seal Certification:

Lakisha Colon	Michael Cromarty
Brendon Crate	Stanley Budd
Troy Bradburn	Keegan Dixon
Drew Tait-Reaume	Lucien Tait-Reaume
Conrad Towers	Joseph Turner
Layne Walker	



First Nation and Inuit Youth Employment Strategy (FNIYES) Programs

FNIYES Summer Work Experience Program May 1, 2024, to September 1, 2024

ETS received proposal funding from Indigenous Service Canada (ISC), First Nation and Inuit Youth Work Strategy (FNIYES) Summer Work Experience Program. The eligible program participants consisted of youth currently enrolled in secondary and post-secondary studies. 38 students were hired from May to September 2025, including 10 post-secondary students who were placed based on their field of study and 25 secondary students hired as Activity Workers for the Jordan Principal and Parks and Recreation departments.

FNIYES Skills Link Program

LIFT Program – Intro to Construction November 11, 2024 to May 3, 2025

ETS received funding approval from ISC, FNIYES Mentored Work Program to provide 15 participants with a 12-week Local Initiative for Transition to Work (LIFT) program with mentored work placements. The LIFT program was facilitated by Workplace Education Manitoba (WEM). Participants enhance their employability skills through mentorship and on-the-job training, with workplaces receiving funded employees.

The 15 participants, ages 18-30, were selected to participate in the Intro to Construction Labourer program. The initial training was completed on December 20, 2024, with participants continuing in work placements from January 6 to May 3, 2025.

The program included various presentations and guest speakers as well as the following OST–Industry/Vocational Training:

- First Aid/CPR Training
January 17, 2025
- Fall Arrest Training
March 24, 2025
- Confined Space Training
March 25, 2025

FNIYES Post-Secondary Readiness Program

Career Research and Exploration February 10, 2025 – March 29, 2025

The Post-Secondary Readiness Program was a pilot project to provide career and post-secondary preparation. In partnership with WEM, a program curriculum was developed to offer a career decision-making session, basic personal management skills and academic/study skills. The project was initially intended to support 10 participants; however, it became the wrap-around support to the Introduction to Construction Skills Link co-hort of 15.

The participants attended two weeks of in-class training and travelled to Winnipeg in late March 2025 to tour Red River College Polytechnic and the Manitoba Institution of Technology and Trade Trades department. Participants also toured the NHCN Embassy and Bison Construction for potential apprenticeship opportunities. The program received positive feedback and participants found it insightful.

Future Plans

University College of the North (UCN) Northern Indigenous Counselling Skills – OST – Certificate

ETS is partnering with UCN to provide a part-time Northern Indigenous Counselling Skills community-based program. This training initiative will provide capacity training for staff and community members. On October 11, 2025, ETS signed the Service Agreement with UCN to deliver the program with 20 seats. A tentative program start date was scheduled for February 2025, but later delayed to May 2025.

University College of the North (UCN) Health Care Aide (HCA) Program – OST – Certificate

ETS is meeting with UCN to discuss a potential HCA program in Norway House. A UCN training request was submitted to initiate further meetings. The previous HCA community-based program was offered remotely due to COVID-19. A tentative start date is scheduled for September 2025.

FNIYES Career Fair 2025

ETS is working with Community Volunteer Committee members to assist in preparing a community career fair. ETS and the committee met on several occasions to begin planning and discussion on agenda ideas for the potential event. Dates are to be determined.

2025 Graduates

One of the key accomplishments we celebrate each year in June/July is our annual Community Graduation Ceremony, which recognizes and acknowledges our graduates for their achievements. We are intensely proud of all our graduates.

University of Manitoba

Scott Barrett – Bachelor of Science Degree, Major: Computer Science

Elora Cromarty – Bachelor of Arts Degree, Major: Linguistics Minor: Indigenous Languages

Kelsey Ingalls – 4 Year Bachelor of Nursing

Brandon University

Hope Osborne – Bachelor of Arts, Major: Native Studies Minor: Psychology

Kendra Simpson - 4-Year Bachelor of Nursing

University of Regina (First Nations University)

Kaila Powell – 4-year Bachelor of Science, Major: Biology Certificate in Indigenous Health Studies

University College of the North

Tessa Balfour – Indigenous Northern Counselling Skills

Joelle Moar – Bachelor of Arts

Jaydean Saunders – Indigenous Northern Counselling Skills

Kristine Queskekapow – Bachelor of Education

Martina Duncan – Bachelor of Education

Walter Muswagun – Bachelor of Education

Red River College

Mark Apetagon – Heavy Duty Equipment Mechanic

Owen Hunnie-Menow – Automotive Technician Diploma

Kassandra Queskekapow – Professional Photography

Diane Wilson – Library Training

Assiniboine Community College (ACC)

ACC Diploma in Practical Nursing Graduates:

Logan Apetagon Crystal Crate

Julie Dixon Danielle Duncan

Brittany Folster Rachel Gore

Lyndsay Queskekapow Jennifer Saunders

Mitchell Simpson Tanis Throop

Chasity Clarke

ACC First Nations Safety Officer Graduates:

Chasity Clarke Luke Folster

Andee Hart Trudy Hart

ACC Social Services Graduate:

Tania Saunders

Manitoba Institute of Trade and Technology

Debra Albert

Mikayla Cromarty – Hairstyling

Gabriel Towers – Carpentry

Aaron Queskekapow – Network & Systems Administrator



Robertson College

Pauline Barrett – Accounting
Tye Paupanekis-Muminawatum – Pharmacy Assistant

Urban Learning Circle

Brenda Mecas – Health Care Aid/Unit Clerk

Mature Student Program (MSP) – Frontier School Division – 50 Graduates

Crystal Albert	Maverick Anderson
Chad Apetagon	Ashleigh Apetagon
Kiana Apetagon-Ross	Skylar Balfour
Tierra Balfour	Jayden Bayer
Crystal Bayer	Dallas Beardy
Christopher Chubb	Augustine Clarke
Despina Clarke	Paris Crate
Draiden Cromarty	Allan Cromarty
Kianna Cromarty	Teegan Cromarty
Sandy Cromarty	Stanley Duncan
Shanita Ettawacappo	Kolby Ettawacappo

Elisha Evans	Honey Folster
Ryan Fontaine	Cree-Anne Gamblin
Daija Gamblin	Melanie Halcrow
Jasmine Halcrow-McLeod	Candace Hart
Kayla Hart	Storm Mason
Ira McKay	Emma Mowatt
Hayley Mowatt	Lathesia Muswagon
Peyton Muswagon	Niki Muswagon
Shaila Muswagon	Serenity Osborne
Aaron Paupanekis	Milton Packo
Tanner Poker	Henry Muminawatum
Chase Paupanekis	Alysha Ross
Priscilla Scott	Alexa York
Keanna York	Kimberly Young

Other High School Graduates

Delores Cromarty - Gillam Frontier School Division – Mature Student Program Diploma
Shaylee Saunders - Sturgeon Heights Collegiate – High School Diploma



Challenges:

Education Services faces several building maintenance issues, which we hope to have addressed in the very near future.

Heating System: We need to replace our existing heating system, which is the same fuel boiler heating system from when the school opened in 1981 (43 years). We have had many issues the past few years with the system. If it should fail during the winter, there will be no heat in the building and the water pipes will freeze. An assessment is needed for the conversion to electrical heat.

Water & Drainage Pipes: The water pipes are original to the building and need to be replaced. We are having issues with busted water pipes, and the drainage pipes and fixtures are corroding. We have a hard time finding replacement parts for fixtures because they are outdated. An assessment is needed urgently.

Roofing: During the past few years, especially in the springtime, we have had many ceiling leaks throughout the building, damaging walls, floors, and computers. Last summer there was some patching done on the roof where the major leaks were but this was just a temporary solution. An assessment needs to be done for the roofing.

Electrical: The wiring needs inspection and updating. The wiring is original to the building and could pose hazards. The panel boxes need to be upgraded to remedy frequent tripping of breakers.

Windows: Most windows in the building need to be replaced with energy-efficient windows.

Building Exterior: The exterior of the building needs some repairs. An assessment is needed.

Kitchen: The kitchen needs major renovation. A professional assessment is needed.

Ekosani!



Nikanihk Ascahkosak Day Care

Program Mandate and Objectives

We are committed to providing childcare and early learning experiences for children ages three months to nine years of age on behalf of parents who are working or returning to school. We strive to provide a safe, loving, secure, and creative environment where children can develop socially, emotionally, physically, and intellectually at their own pace.

Program Activities for 2024-2025

- In February, four day care staff members attended the early learning conference in Winnipeg.
- The year-end celebration and bazaar were held on June 25, 2024 at the multiplex auditorium. We invited the parents and children to come eat and play some games. Prizes were provided to children at each game centre. This was also a time to bid farewell to the children leaving our program.

- The day care building underwent minor repairs and renovations from July to September 2024. All windows were replaced with rock resistant windows.
- Child enrolment was low during the months of July and August. Students, teachers and educational assistants are off during summer.
- For the period of August 5-9, 2024 the centre was closed for the Annual Treaty & York Boat Days.
- Children and staff went trick or treating to the local businesses for Halloween. They were transported by the frontier school bus and NHCN bus
- From December 22, 2024 to January 3, 2025, the centre was closed for the Christmas holidays.
- Throughout the year, we held month-end birthday parties for children and staff. We also celebrated all special events with food and activities based on occasion (Easter, Halloween, Valentine’s Day, etc.).



Key Issues and Challenges

- We still have a recurring mice problem. Despite following recommendations from the health inspector, mice are difficult to get rid of and we continue to address this issue.
- After being replaced, one of the day care windows was vandalized, indicating that the windows are not fully rock proof.
- Plumbing issues are still frequent, with sewer backups and clogged pipes continuing to happen.
- Early Childhood Educators continue to leave the workplace for better paying jobs and less stressful environments. However, we continue to work on staff retention strategies.

Key Accomplishments and Moving Forward

The day care building underwent some renovations and repairs. The exterior building was also re-varnished, giving it a new look. A wheelchair ramp was added to the other side of the steps to restore access as the fence had blocked off the other side of the ramp.

For the safety of the staff and children in the program, we still need a sprinkler system installed in the building. This is a requirement if there are more than three infants in the program. We are working to have this completed.



Kanache Awasisak Head Start Program

Program Mandate and Objectives

Our mandate is to have preschool age children complete our program and be ready for nursery.

Our objectives are to teach the children our Cree language and promote good health and hygiene, such as brushing their teeth and hand washing. Our Early Childhood Educators have educational activities and learning lessons for all children. We promote and encourage social skills and interactions for children. One of our main goals is to encourage the children to speak and record their progress throughout the school year. We teach the children about safety, manners, virtues, singing, dancing, and happiness, giving them a sense of pride in their own development.

Program Activities for 2024-2025

There are monthly themes for each activity we provide for the children. In October, we take a field trip for the children called the trick or treating



field trip. We also begin our fundraising events at that time. We raise money to buy the children Christmas gifts, candies and to pay for Christmas parties. We have Christmas meals with the parents and in January, weather permitting, we take the children for a slide with toboggans. In February, we have our Valentine's Day parties with the Valentine's Day card exchange. March is the time for our spirit week. The month of May includes a Teddy Bear or favorite stuffy picnic day. We have the nursery classroom field trips, visit the nursery classrooms in both schools, giving the children a chance to ride on the big yellow bus. At the end of the month, we take the children on an ice cream field trip. In June, we have our biggest event, which is our preschool graduation.

Key Issues and Challenges

A key challenge faced was a lack of parental involvement. The staff conducted all the fundraising events. A further challenge was in regard to staffing shortages. There were no workers willing to serve as substitutes, resulting in several occasions where we had to close for the day. Other issues included constant breaking and entering, theft, and vandalism. Our new Head Start van was vandalized twice, causing a delay in starting our program.

Key Accomplishments and Moving Forward

Our major accomplishment is the successful completion of our school season when all children have completed the program, have graduated and are ready for the nursery school in the "big school" and going on the "big bus".

Some of the children have made a lot of progress since the beginning of our program. For example, a child may start the program as a frightened and silent individual only to leave the program able to talk.

Moving forward, we still have the same vision of relocating from our current location. This area is very busy, and we face a lot of harassment near our building, including ongoing vandalism and break ins. A new location would mean safer operations for both staff and children. Regardless, we continue to include as many children as possible in our program each year.

KINATISOWAK AWASISAK RESIDENTIAL SCHOOL PROGRAM

The Norway House Cree Nation Kinatisowak Awasisak Residential School Program focuses on documenting our history, supporting survivors, and conducting fieldwork and remote sensing surveys with care and respect. Our work is grounded in careful research, survivor engagement, healing activities, and a long-term goal of commemoration in the community.

Through detailed archival work, we are documenting children from Norway House who were sent to residential schools in other communities, as well as children from other communities who attended residential school here. This work involves reviewing what remains of church, government, and institution records—many of which have been damaged, lost, or destroyed over the many decades since these records started being kept. Despite these challenges, we move forward with care and due diligence, working to recover names, stories, and connections that have been missing for too long. This work is anticipated to remain ongoing, as archival institutions work on digitizing and adding other resources to their collections.

In October 2024, we completed UAV surveys equipped with photogrammetry and LiDAR over three areas in the community. These surveys will contribute to an upcoming report with two forming the basis for future graveyard fencing restoration and protection efforts.



Figure 1: Photo of the flight line pathway over the old Rossville Cemetery. Bottom left of the screen shows the LiDAR point-clouds being collected.

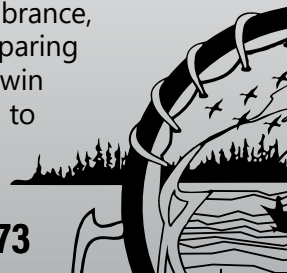
While a survey of Hope Island was originally planned for the summer, nearby wildfires made it unsafe to proceed. Conducting fieldwork in that area would have required a controlled burn to clear overgrowth, which was not feasible under the conditions. We now anticipate that late spring will offer a better opportunity to survey Hope Island without the need for invasive methods.

Healing and cultural support remain at the center of our work. Monthly activity sessions are led, prepared and organized by our Health Resolution Support Worker, Pamela Muminawatum. These sessions aim to provide survivors with a space for connection, creativity, and care. We support travel for survivors to attend regional gatherings and reunions—opportunities that are deeply meaningful for those who attend.



Figure 2: Taking part in the Annual Walk on National Truth and Reconciliation Day held jointly with the Parks and Recreation department. Photo by Austin Apetagon of Nomvd Media.

Looking ahead, we would welcome survivor narratives to help the program to form a meaningful collection of stories — in English or Cree—for those who are willing to share their experiences. These narratives would be conducted in ways that are flexible and trauma-informed, with the goal of preserving those lived experiences for education, remembrance, and long-term healing. We are also preparing to reschedule the Mamawiwin Minoyahwin Gathering, originally slated for October, to now take place early next year.



SOCIAL DIVISION

Income Assistance Program

Previously referred to as Social Assistance, the Income Assistance Program provides financial assistance to eligible on-reserve residents demonstrating a need for food, shelter, or other essential goods and services necessary for their well-being.

Funding is provided when no other sources of support—federal, provincial, or other—are available to help meet the basic or special needs and pre-employment supports of residents living in Norway House Cree Nation (NHCN).

The Income Assistance Program offers financial support (welfare) as a last resort to eligible adults and their dependents who:

- Are unable to meet their basic and special needs
- Require non-medical support services
- Are receiving assistance and can benefit from training and employment opportunities.

In addition to the basic needs allowance, clients may also receive the following benefits:

- Child Out of Parental Home (COPH) Allowance
- Disability Allowance
- Infant Formula Allowance
- Diet Allowance
- Special Needs Assistance
- Hydro Assistance
- CMHC Shelter Allowance
- Water User Fees
- Sewage and Garbage Pickup Allowance

Vision of Social Services

The vision of the Social Services Division is for all persons and families residing in Norway House Cree Nation to become self-sufficient and capable of providing for and/or accessing services to meet their basic social needs.

We believe in empowering individuals and families to take the greatest responsibility possible for achieving increased or complete financial independence by:

- Seeking and being available for all work for which they are qualified (if employable).
- Participating in employability programs when available.
- Exhausting all available resources and income to support themselves.

Looking ahead, we anticipate a decrease in the need for Income Assistance as more community members gain employment through major NHCN projects that will prioritize local hiring, including current income assistance clients.

Other Programs

1. Special Needs Program

Approximately 3% of basic needs support is classified under Special Needs. In this category, one item is allowed per income assistance client (head of household).

Eligible items include:

- Refrigerator, kitchen table, or chairs (every 7 years)
- Washer, dryer, stove, or freezer (every 10 years)

In the past year, there was a noticeable increase in approved special needs applications. A major factor was the 24-unit apartment fire, which temporarily displaced several clients. All affected tenants received new accommodations and essential household items such as couches, stoves, refrigerators, and beds for their new homes.

2. Income Assistance First Nations Youth Employment Strategy (IAFNYES)

Between April 2024 and March 2025, the program completed its final intakes, which ran from:

- September 2024 – December 2024
- January 2024 – April 2024
- January 2025 – April 2025

This initiative was a four-year pilot project funded by Indigenous Services Canada (ISC). Over its duration, 155 youth participated, with an impressive 90% completion rate.

Although IAFNYES has concluded, the First Nations Youth Employment Strategy will continue under the Employment and Training Division.

We extend our sincere appreciation to our partners: Workplace Education Manitoba (WEM) for delivering the classroom learning component, and our local instructors Charlene Throop, Margaret Anderson, and Elizabeth Williamson for their dedication throughout the program.

A special thank you also goes to our team leaders — Warren Ettawacaapo, Ada Dixon, Charmaine Halcrow, Roland Cromarty Jr., and Alice Bradburn — for providing mentorship and guidance to the youth, ensuring their successful completion of the program.

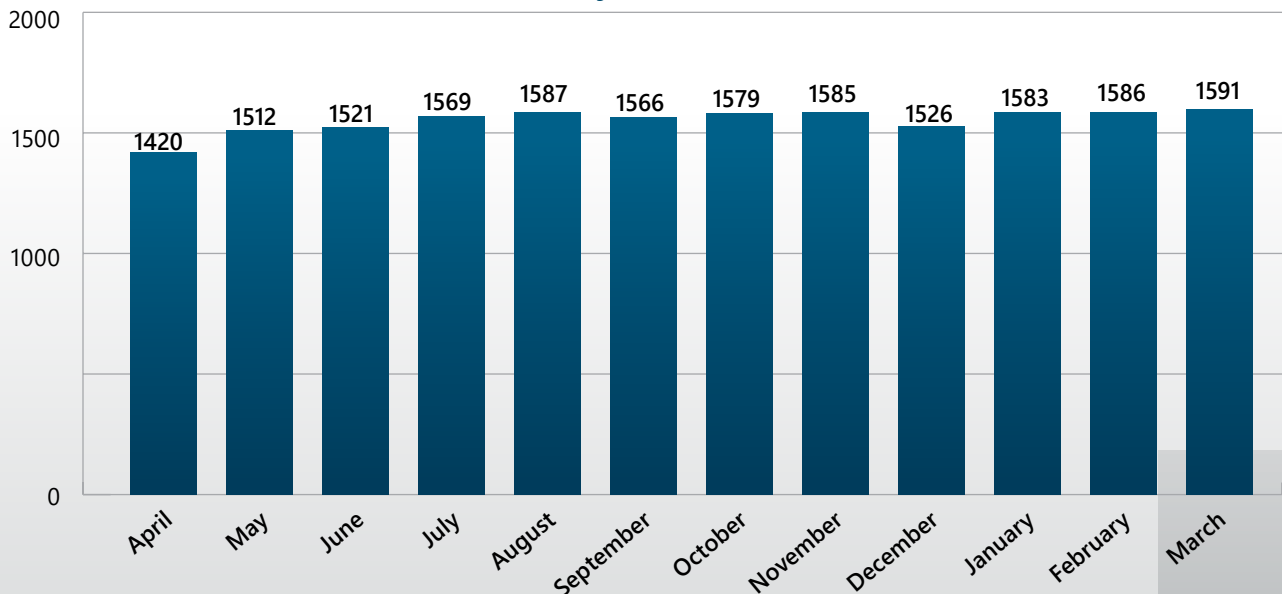
3. Special Community Events

Throughout the past year, the Social Services Division proudly supported several community initiatives, including:

- Opening of the Norway House Food Bank in partnership with KSMA and Jordan’s Principle with food provided by Harvest Manitoba.
- Free potato and french fry giveaways in partnership with Second Harvest.
- Canuck’s Amusement Day wristbands for children ages 4–17 receiving social assistance.
- Back-to-school backpacks and snacks for children ages 4–17 on social assistance.
- Support for the Treaty York Boat Days annual shoreline cookout.

The Social Services Division remains committed to supporting the residents of Norway House Cree Nation through responsive and compassionate programming. We will continue working toward the shared goal of empowerment, independence, and community well-being.

Number of Social Division Clients by Month



POLICING & COMMUNITY SAFETY

The Norway House Cree Nation Policing and Community Safety Division is our community public safety organization responsible for managing law enforcement policies, community engagement strategies, and initiatives that promote public safety. We are a division inclusive of justice, emergency response and healing.

Through deliberation, consultation and evaluation, we have identified divisional objectives that include:

1. Law Enforcement Policy: Developing and overseeing policies that guide policing practices, to ensure fairness, effectiveness, and alignment with legal, regional and jurisdictional standards, and proposed plans for NHCN to administer its own community policing legislation with Canada.

2. Community Engagement: Establishing strong relationships between police forces, community corrections, community traditional law practices and the implementation of by-law enforcement to support and enhance local community safety to build trust and foster cooperation in crime prevention, intervention and healing.

3. Crime Prevention & Intervention: Implementing strategies and programs that help reduce crime through collaboration with community members, schools, businesses, and other stakeholders.

4. Crisis Intervention: Offering support in emergency situations, including the deployment of specialized teams for mental health crises, domestic violence, or substance abuse by partnering a form of case management with Mobile Support, Health and Wellness Programs, emergency response, fire and rescue.

5. Restoration & Healing: Offering support and healing through conflict resolution and repairing harm within the community through dialogue, understanding, and mutual agreement. Focusing on healing strategies for victims, offenders, and the community, working toward emotional and community reparation through the Community Restorative Justice Program.

6. Training & Development: Ensuring First Nation Safety Officers (FNSO), Building Safer Communities Staff, Justice and new staff receive ongoing training in areas such as de-escalation, cultural competency, and the use of non-lethal methods for intervention and law enforcement.

7. Data & Analytics: Utilizing crime data and analytics to make informed decisions, track trends, and develop proactive solutions to emerging safety issues.

This division often works in collaboration with other agencies and our local government to ensure a holistic approach to public safety. It aims to balance law enforcement with efforts to improve community well-being and reduce tensions between law enforcement and the community we serve.

The key principles of our programming include:

1. Healing for All Involved: Centering on the needs of victims, offenders and community, working toward emotional and community repair and healing.

2. Accountability: taking ownership and responsibility for our actions and helping to find a resolution to actions and understand the impact of behaviour and relationships on others.

3. Inclusivity & Collaboration: Involving all relevant parties in the process of healing, justice and wellness for our community by fostering dialogue and understanding and working in partnership for the wellness of everyone.

4. Prevention & Intervention: Addressing the underlying issues and restoring relationships with the intent of working together to reduce the likelihood of future harm.

Norway House Cree Nation began developing a strategy that emphasizes establishing working partnerships to coordinate the development, set up and implementation of an integration management of systems of service delivery within the community with police services and its resources to reduce crime and enhance safety. This process will establish case management of standards consisting of client identification for integration of services, assessment, planning, implementation, evaluation and transition. It involves the First Nation Safety Officers working closely with residents, local organizations and other stakeholders to identify a form of resolution to solve problems collaboratively.

Key Components

1. Community Partnerships: Building trust and mutual respect between police and the community.

2. Organizational Transformation: Adjusting the structure and policies of police organizations to support community partnerships and proactive problem-solving.

3. Problem-solving: Identifying and addressing the underlying causes of crime and disorder through community engagement and data analysis.

The Policing and Community Safety Division focuses on broader aspects of public safety that are enhanced by practical solutions for operations, safety and wellness. The division provides community-centered policies, programs, training, leadership and a team-centered focus for community-based solutions. Its efforts build off of existing community resources and in collaboration with other public safety agencies and Manitoba Justice sectors.

Various pilot projects have included financial support, training and partnerships with:

- Manitoba Justice
- Safety Officer Program
- Public Safety Division
- Manitoba Restorative Justice
- Corrections Services Canada
- Royal Canadian Mounted Police
- Manitoba Crime Stoppers
- Community & Indigenous Policing Services
- Guns & Gang Unit
- Manitoba Security Intelligence Operations
- John Howard Society

4. Meeting Capacity: Addressing Fire Prevention efforts and building resources in conjunction with the Manitoba wild fire response and the Province of Manitoba, as well as meeting the demand of Federal policies and efforts.

Current Staffing

1 Director of Policing and Community Safety Division, Trudy Hart

16 First Nation Safety Officers

41 Community Security Personnel

9 Dispatchers

3 Program Managers:

- Emergency Services Manager, Kylie Campbell
- Restorative Justice Manager, Joan Muswagon
- Building Safer Communities Manager, Andee Hart

1 Administrative Assistant, Chastity Clarke

1 Community Safety Facilitator & Liaison, Kristen Mowatt

1 Prevention Coordinator, Tim Folster

1 Intervention Coordinator, (Vacant)

Programming and Services

With progressive evaluation on the enhancement of safety measures for Norway House Cree Nation, we are working towards increasing inter-agency collaboration, leveraging community strengths, and promoting healing; augmenting dispatch, data collection, response systems, reinforcing data sovereignty, better integrating restorative practices into safety and emergency responses that will be collaborative and cooperative.

- Community referral process for Community Protection/By-law Enforcement
- Guns & Gangs Awareness Through Building Safer Communities (Drum Making, Rattle Making, Family Fun Day, Back to School Fun Day)
- Weekly Men's Wellness Sessions
- Youth Group Harm Reduction, Healing & Recovery Session
- Data Sovereignty
- Incident Command Systems Training
- Red Dress Alert Community Engagement
- Persons Community Solutions – Community Evaluations and Training



- All Hazard & Risks Training/Fire Prevention/ Fire Department upgrades and establishing a Community Structural and Wildfire Protection Plan
- MKO Policing Legislation and Community Safety Plan
- Crime Prevention Planning and Education – Manitoba Crime Stoppers
- RCMP/Policing Restorative Justice Referral Process
- Self-Administered Policing follow-up

Accomplishments for 2024-2025:

- **Tailored Training Curriculum Development:** Enhanced in-house training capacity for community safety personnel that is tailored to community resources and needs, including
 - Initial: Engagement, communication, security concepts, intervention strategies
 - Advanced: FNSOs and Bylaw. Intervention, roles in community, communication
 - Responders, general: de-escalation techniques, conflict resolution, restorative practices, trauma-informed approaches, mental health basic, support referral
 - Tailored Training: Developed in areas like harm reduction and mental health response
 - Comprehensive module on restorative justice principles, practices, and facilitation skills
- **Relationship Building:** Ongoing engagement with Security, FNSOs, RCMP, Manitoba Justice and Public Safety Manitoba, characterized by:
 - Established relationships, understanding and partnerships for pilot projects and upgrades to all services in the division
 - Community visits, engagement and workshops
- **Community Engagement:** Engagement with frontline workers, elders and community, adapting training to their expressed needs and with the community; fostering shared responsibility and accountability.
- **Enhanced Data Collection and Dispatch Integration:** Built on existing system. Captured detailed incident data, individuals involved, services provided, and outcomes, while integrating improved communication protocols between dispatch, health, social services, and community wellness. This work included features like risk assessment, triage, and wellbeing situational awareness
- **Enhanced Responder Roles:** Incorporated peacemaking, guardianship, and outreach into response protocols; Engaged and supported family and bystanders impacted by incidents
- **Early Intervention, Prevention:** Proactively established connection between at-risk individuals and support services
- **Assessment:** Comprehensive assessment of current restorative justice programs in Norway House identified their strengths, challenges, resource needs, and opportunities for growth
- **Support & Training:** Developed a plan to provide ongoing support and resources to these programs, including financial assistance, training for facilitators, and technical assistance in development and evaluation
- **Mental Health Support:** developed in collaboration with community organizations, Elders, and traditional healers and Public Safety Manitoba
- **Integrated Communication and Resource Access:** Strengthened collaboration across departments and improved access to community, provincial and federal government resources for a strengthened and supportive Community Safety Plan and services accountable to its community.

Future Plans

- Implement holistic and community-led approach to safety and well-being intervention plans
- Training that is adaptive and responds to community needs
- Improved data collection and reporting for data sovereignty and wrap-around response capacity
- Integrated response, collaboration between Security, Bylaw enforcement, FNSO & primary law enforcement
- Increased capacity and reach of existing restorative justice programs
- Improved and more consistent training across all agencies to increase effectiveness and collaboration
- Leverage existing resources, social services, staff, and community strengths within NHCN
- Address community priorities introducing mental health, accountable policing, community resilience, collaboration, and diversion from carceral colonial systems
- Increased community participation in safety initiatives.
- Improved communication and collaboration between community safety stakeholders, evidenced by regular meetings, joint initiatives, and shared data.
- Positive shifts in community perception of safety, measured through surveys or focus groups.
- Reduction in crime rates or reported incidents.
- Increased utilization of community-based safety resources.
- Development and implementation of sustainable and culturally relevant community safety practices.
- Community Satisfaction Surveys: Regularly assessing community perceptions of safety, trust in community safety mechanisms, and satisfaction with services.
- Data Analysis: Tracking key indicators related to incident trends, service utilization, and outcomes of interventions.
- Feedback Mechanisms: Establishing ongoing channels for community feedback and input, including regular meetings, focus groups and online platforms.
- Success rates based on the number of individuals who are successfully diverted from the formal justice system through restorative justice programs
- Assessing community satisfaction with the effectiveness and fairness of restorative justice processes
- Reduced recidivism rates among individuals who participate in restorative justice



HOUSING DEPARTMENT

The Housing Department of NHCN currently consists of the Housing Director, Administrative Assistant and Inspector/Supervisor. The department manages and oversees 1,345 homes consisting of CMHC, homeowners and band-built houses. There are currently over 600 new applications for housing, and our population is growing at a very rapid rate. Social and economic issues and overcrowding are the foremost challenges in the community with many families affected by housing and related crises. Like many First Nations in Canada, we continue to have a housing crisis in our community.

Housing Administration

The administration and management of all programs and services for housing are the responsibility of the Housing Division Manager under the Chief and Council Housing Portfolio – Councillor John Henry. Staff operating under this portfolio includes:

Director of Housing

Allan Albert *aalbert@nhcn.ca*

Managers

Alfred Laugher *alaugher@nhcn.ca*

Wayne Clarke *wclarke@nhcn.ca*

CMHC/Administrative Assistant

Shirley Muminawatum *housing@nhcn.ca*

Manager/Estimator

Frankie Clarke *fclarke@nhcn.ca*

Efficiency Manitoba Advocate

Tyrell Albert *talbert@nhcn.ca*

Construction Manager/Warehouse

Stan S. Hart

Projects Site Technician/Carpenter

Steven Evans

Maintenance/Repair Supervisor

Bobby Quesk/Oliver Clarke

Maintenance Supervisor

Brian McKay

Electrical Maintenance

Paul Folster/Larson Muskego

Receptionist

Jessica Colon/Allison Meecas

Inventory Person

Marylee Saunders – now vacant

Warehouseman

Edward Monias/Robert Queskekapow

Other essential workers take part in the delivery of a housing project, including personnel that deliver materials to construction and renovation sites and material handlers in the yard that prepare and ensure that materials are ready for delivery.

Emergency Repairs and Maintenance

There are many houses in need of major renovations and many more in need of minor repairs. There are four crews of three men each that try to maintain the minor repairs with some supplies and at times, salvaged material. We receive at least 50 calls per day for various types of maintenance, and schedule service as required depending on the priority of the situation and the health and safety of the tenants. We are currently able to perform electrical maintenance calls with the maintenance electrician, but have contractors to work on major projects.

Maintenance calls generally involve the following types of situations:

- Repair and adjustment of interior/exterior doors
- Repair and replacement of windows
- Repair of steps and landings
- Garbage box repair or replacement
- Repair of interior walls (patching, painting, etc.)
- Repair and adjustment of cabinets
- Ramps
- Electrical – heating and ventilation
- Plumbing – water and sewer maintenance

Current Employees

17 Tradespersons – Carpenters, electricians, etc.

- Five carpenter crews work on the new construction – CMHC 10 Single Family, 7 ISC Single Family. The same crews also work on the 15 new CMHC housing units.
- 10 carpenter crews work on major housing renovations under three different programs, with three maintenance crews conducting minor repairs
- Three crews of drywallers/painters are available to provide services.
- One individual performs mold remediation, which is an extremely busy task.

Project Type	Project Name	# of Units	Funding Source	Funding Year	Funding Received
New Construction	CMHC Phase 4 & 6	15	CMHC	2023-2024	\$6,020,393
New Construction	CMHC 10-Unit Project	10	CMHC	2024-2025	\$3,695,850
New Construction	Mission Island – 3-Unit Project	3	ISC	2024-2025	\$1,141,000
New Construction	Tiny Homes	23	Various	2024-2025	\$2,483,677
New Construction	24 x 24 Homes	25	ISC	2024-2025	\$11,873,750
Renovations & Additions	Immediate Needs	10	ISC	2023-2024	\$750,000
Renovations & Additions	Ongoing Annual Funding for Housing Operations and Management	11	ISC	2023-2024	\$750,000
Renovations & Additions	Ongoing Annual Funding for Housing Operations and Management	12	ISC	2024-2025	\$750,000
Renovations & Additions	On-Reserve Residential Rehabilitation Assistance Program	1	CMHC	2024-2025	\$40,900
Renovations & Additions	North End Camp	N/A	Reaching Home	2024-2025	\$106,880

All housing issues are considered, with crisis situations taken to Chief and Council for deliberation and decision. Band members consistently call for various issues regarding repair, housing, vacancies, etc. NHCN Leadership continues to advocate for funding as we are in dire need of housing.

Pest Control

In the last two to three years, some homes have been invaded by pests, particularly bed bugs and cockroaches. A professional exterminator has attended the community to do some pest control, and has had to come back many times due to the process of exterminating these insects, which must be done over two to three applications, depending on the seriousness of the infestation. Some homes had to be done by heat assault, involving shutting down the house, pumping heat up to 120-130 degrees Fahrenheit into the house and maintaining it for six to eight hours.

Given the demand for pest control, NHCN has invested in its own service provision. The community purchased a heat assault system and used it very effectively on three homes. Tina Evans and her crew did an excellent job providing pest control service, even doing the bug spray and fogging.

Warehouse Operations

Our new base of operations for receiving and distributing materials is now in the multiplex area. The bigger yard can accommodate a lot more material, however some vandalism and material loss has occurred.

We have been looking for ways to improve this operation, including hiring more workers, purchasing more equipment, and implementing heated storage.

Housing Authority

Housing is a significant responsibility in terms of addressing the needs of the NHCN membership. In so doing, NHCN has established a Housing Authority that will oversee and manage the housing program. More information will be shared as the Authority begins meetings and implements policies.



AWASISAK WICIWWIN JORDAN'S PRINCIPLE

Norway House is responsible for providing the quality and equality of life support for the children and their families. This bridges the foundation of unity, love, compassion, respect, guidance, protection, safety, and wellness for their homes and the community. Supports under Jordan's Principle are intended to ensure that First Nations children across Canada from birth to 18 years old can have their needs met as they relate to health, education, social growth, cultural supports, language, housing modification and any other gaps in care that are identified, with an emphasis on dignity and care.

Based on data collected from our children's records, autism has the highest rate among Norway House band members including children residing outside the community. The diagnoses come with other factors including global development delays, language barriers, difficulty functioning, social withdrawal, behavioural challenges, aggression. Patterns of behavior are unique to each individual depending on the severity of symptoms. Some may have trouble learning, while others appear to excel in intelligence in some areas, among several other behaviours. Children living with Autism Spectrum Disorder (ASD) can present many significant challenges for parents, especially in cases where children require one-to-one supports and additional counselling. Many need individualized programming in locations where children feel safe and protected. Some parents have opted to send their children to group homes available only in Winnipeg as Norway House lacks the necessary resources to accommodate them. This can be disheartening when there is no care plan to support children in their home community and ensure that monthly assessments will occur so as not to miss any needs the children have. A lack of support resources often results in a loss of function for the children and an inability to understand the environment around them. These children can

become aggressive in their behaviour, often resulting in safety measures for other children, the school and the parents. We need to focus with all resources on working with parents to develop workable plans to support these children.



This year was challenging because of the closure of the Back to Basic provision despite requests submitted in 2024-2025. Indigenous Services of Canada (ISC) mandated the Back to Basic supports for all children regardless of need or diagnosis. It ensured open access for all and provided for spending on needs such as furniture, travel, medical needs, cultural supports, education, sports, and miscellaneous items pertaining to minor housing repairs. Norway House provided the necessities of life children for their homes that was fair and equitable to all families.

The funding constraints forced a lay-off of the majority of support staff, leaving only eight full time employees to provide operations and management. The result of these reductions resulted in a great deal of stress and anxiety among staff, with an overwhelming sense of crisis for our children with medically complex needs, including mental health and financial hardship for families requiring even basic needs critical for their well being.

There are approximately 200 outstanding product requests that require a third health/social professional letter to be submitted. We are working with service providers to provide assistance to children and families and are prioritizing medical needs for individuals. 32 home inspections were completed including recognizing the need for special fencing to protect clients with complex behavioural needs. ISC denied the product fencing request, but we will be submitting additional documentation.

During these crises, we had to work with other resources to meet the supports and service needs for clients. All medical appointments and escort requests were routed to Treatment Access Program (TAP). Clients requested additional escorts to cover travel, which was dependent on a critical case-by-case evaluation. If/when available, travel coverage included bus fare with a room at the NHCN medical boarding home. Others were referred to consultation with the clinic where medical physicians could provide written support for a second escort. In prioritizing individuals with medically complex needs and mental health supports, the program was forced to eliminate elements related to food security. It was a struggle to meet 3 to 7.5 hours of support, while emergency respite could be provided with a daily rate of service.



This year the program needed to downsize staffing from 40 to 10 workers due to budget constraints. These staffing reductions impacted services and led to considerable stress and mental health challenges for the remaining staff who were forced to handle multiple duties in order to maintain daily service delivery to clients. Each worker was handling a ratio of one staff member to more than 100 clients as the program had to navigate changes with the Jordan's Principle mandate and guidelines put forward by ISC.

We attended multiple meetings with Finance and the Director to review the new ISC format to ensure proposal documentation was complete and in compliance with the requirement.

The Vision and Mission of Awasisak Wiciwewin
Jordan's Principle is to establish a commitment to, respect for and excellence in circles of care with client to ensure gaps fit with links to their overall care, planning in cultural, social, educational, health, land base, religion, and respite. The program is committed to ensuring a holistic approach for First Nations children and apply best practices to all First Nations children with basic needs while upholding the CHRT 41 ruling on Jordan's Principle legal principle.

Program Structure

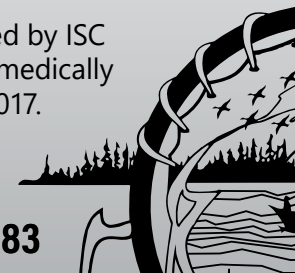
Each child requiring Jordan's Principle supports is registered regardless of their status including intake, assessment, assignment to a case worker, discussion and assistance to facilitate access to resources. Each child is unique with different needs but the same right to equality in terms of service delivery. These efforts help to promote family bonds by relying on both internal and external resources to foster a commitment to meeting their needs. Communication and ongoing dialogue helps ensure achievable results. This includes both long term and short term respite for parents on occasion, whether in-home or out-of-homes, day care, Head Start, or emergency respite. Every request is submitted for dental (including orthodontics) and non-elective request treatment requests that are otherwise denied by FNIHB and submitted to region for prior approval.

Case workers work closely with the families of children with medically complex needs that include occasional home visits on occasion. However, it was

difficult to meet with parents at their home due to overcrowding in homes, and the inability to discuss matters in private. Families with high needs children often request a new home to enable them to live independently, make their own decisions, and be able to address the complex needs of their child by providing them with quiet spaces to play. Meanwhile, some older siblings may be struggling with drug/alcohol abuse that has led to disruptive conflicts within families. Too often when safety concerns have arisen, grandparents have taken on greater responsibilities with their grandchildren. Our program connects with Family Enhancement to conduct wellness checks to ensure the safety and protection of children and work closely with Child and Family Services (CFS) regarding children in care. We connect with medical clinic, physicians, Community Wellness, the Crisis Team, schools, and social division to engage in advocacy for our clients.

Medical Respite is provided to children with medically complex needs including those with autism, ADHD, GDD, epilepsy, heart conditions, Down's Syndrome, etc. who require in-home care services. We utilize respite workers who have experience working with children and their siblings, and are willing to support families with their care. None of the workers are credentialed, but are family members or friends in whom parents have placed their trust to make sure their children receive basic needs. This can help put parents at ease knowing their children are in good hands. Respite education assistants were hired at the day care and Head Start to assist with the daily routine care and training development for Jordan's Principle clients. We advocated for children to receive the best education resources possible for them to have the best opportunity to develop. This was necessary because Norway House Cree Nation education did not have sufficient funds to hire more support staff. Unlike resources in Winnipeg, we do not have licensed programming to enable children to attend educational opportunities over the course of their life.

Back to Basic programming was halted by ISC and reverted services to strictly cover medically complex needs as was mandated in 2017. This was largely due to overwhelming expenses throughout Manitoba and



cost increases that led to an expansion of the Jordan's Principle budget. Expenditures by First Nations was significant, causing delays in providing funding to support necessary care for children. Additional funding proposals were also delayed, placing many Jordan's Principle programs in crisis, as funding would not be released until October 2025 and would be further dependent on documentation requirements. Service providers were required to submit agreements for continued services for the community and provide individual client names and group lists as part of their submissions.

The Land Base Manager works with the team to schedule activities and engaging with Elders, women, men and youth to provide guidance, teach life skills, and educate children about the traditional culture of the Norway House people. Traditional practices includes fishing, hunting, camping, and berry picking, as well as repairing cabins and helping to cook fish fries. Other activities include after school activities such as beading, guitar lessons, arts and crafts, toddler time, floor hockey, and karaoke.

We hosted major events for the community such as Summer Day Camp and Bear Witness Day, as well as promoting a volunteer group with the Frontier School year-end pontoon rides, family pontoon rides, festivities connected to York Boat Day events for children and Special Olympics races. The Land Base program engages with other workshops and conferences that need resource assistance to help engage with families to encourage positive experiences and create good memories as part of their overall healing and wellness.

The program engaged in the following activities throughout the year:

- April – Hosted Spring Carnival and related activities.
- June – Purchased 200 tickets for clients to attend the Canuck Amusement Fair.
- July – Hosted the annual summer day camp for children ages NB – 12. We had summer student support, which was a great contribution to success.
- August – Hosted the community parade during York Boat Days, as well as a three-day event for children that include Special Olympics. We hired lot of helpers including summer students.

Jordan's Principle Program Operations includes an Associate Director who is responsible for the operation and management of the program and its services. This position works alongside internal and external resources and engages in communication, decision making, program reviews, analysis, and reporting, while also ensuring accountability to the families and children of NHCN. The Associate Director oversees a team of committed and dedicated staff who are responsible, professional, and follow all policy and procedure in place. They understand the roles, duties, and ethics of the program and its outcomes. Most of the employees have previous experience as teachers who had taught some of the children previously, and are aware of the struggles, gaps and disadvantages the children face.

The Program Team Lead is responsible for working with the Program Case Manager to provide service delivery, including respite, care plans, intakes, filing, and generally ensuring that the objectives and goals of the program are met and delivery streamlined as needed.

The Administrative Officer is responsible for reception, database management, support staff (e.g. custodian, cooks, security, and maintenance staff). The Administrative Officer is also responsible for day-to-day operations and management, including reporting, collecting and analyzing reports and statistics, managing human resources and communicating with internal and external resources, while working closely with the Associate Health Director.

The Mental Health Wellness Counsellor works with the mental health support team and one-on-one counselling services. They support advocacy efforts and group meetings. They engage with internal and external mental health entities, such as St. Amant, Community Wellness, schools, Shared Health, the clinic and hospital.

Winnipeg Sub Office staff coordinate planning and communication related to meeting with families living off reserve and clients traveling to Winnipeg and surrounding communities as well as to other provinces. Services in Winnipeg are intended to provide equitable access to supports for off-reserve Band members. The Winnipeg office is also responsible for identifying gaps in service, contacting additional resources in the community, and working with families off-reserve to address

issues such as racism and discrimination and those families who are displaced and/or living in poverty.

We currently have two Family Support workers to work with families coming to Winnipeg or residing in off reserve to assist with advocacy, supports, referrals, caseload assignment and facilitate access to other resources.

Service Providers consist of St. Amant staff, such as family social workers who provide counselling supports, dietician, nurse, and psychology technician. A behavioural analyst team comes to Norway House once per month for three days. Specialized Services for Children and Youth (SSCY) provides supports that include a speech language therapist (SLP), two occupational therapists (OT), and one physiotherapist (PT) come twice per month for three to four days. We plan to utilize the NHCN Health Division OT team for children who require services but have no access through school or from Jordan's Principle. There are children who do not attend school due to conditions such as autism, ADHD and other complex needs and are not seeing any service providers. Shared Health – Rural Northern Telehealth (RNT) and a mental health clinician both attend the community once per month for two days.

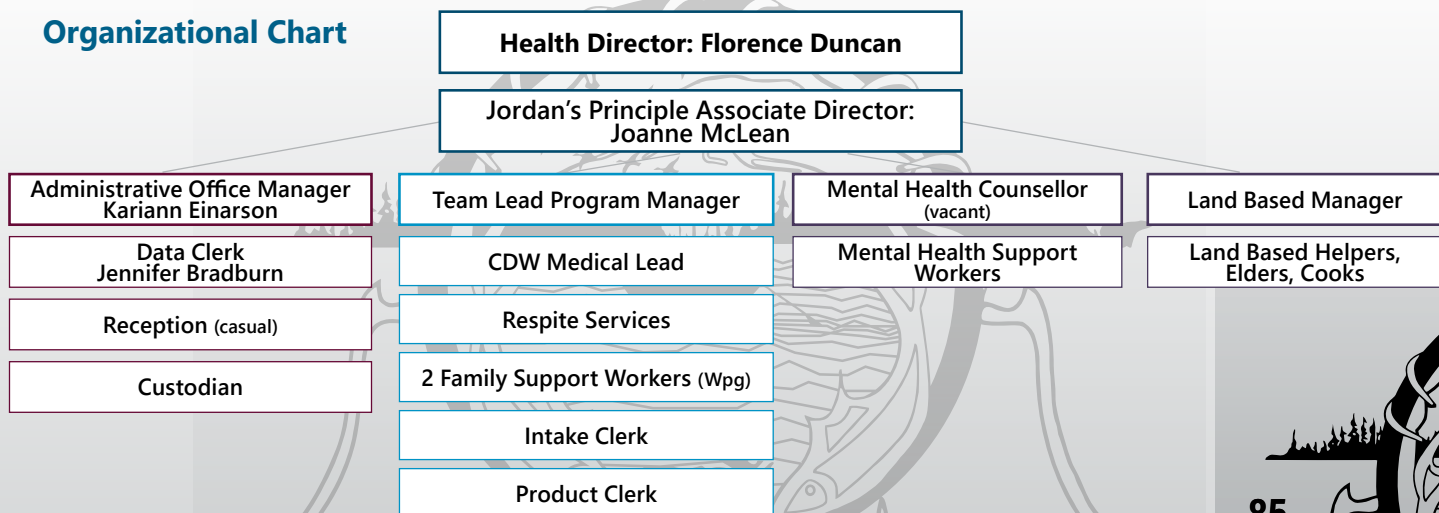
There is a waiting list for mental health counselling with St. Amant that can take up to two years for children to receive supports. Some cases in the community have been critical with youth experiencing suicidal ideation. In most cases, schools contact us as the first responder for assistance with critical needs. However, they need to follow protocol and first contact the RCMP to ensure children are taken for a physician assessment and connect with medical social workers. We are working with other service providers on a means of expediting referrals and prioritizing children with critical

needs to ensure they can receive supports from St. Amant during their monthly visits given the lack of a permanent social worker in the community. The mental health counsellor position for the community has been vacant for some time. This is a necessary resource for providing day to day counselling for all clients.

In response to the challenges outline above, we have participated in meetings with the service providers to address wait lists, prioritize client referrals, and determining how to improve appointment scheduling, address client needs, and review new guidelines from ISC for health and social services. Planning must also be undertaken to increase the frequency of home visits with service providers to increase in-home assessment on the part of OT and PT supports to identify needs for home modifications. In addition, we have advocated for homes for families who require in-home supports.

The Jordan's Principle team requires a considerable staff increase including case managers, a navigator (Social, Medical), a rehabilitation assistant, security, cooks, maintenance workers, drivers, mental health support workers, data clerk, administrative assistant, procurement manager, and travel clerk, to provide essential services to the program and its operations. This requires adequate funding to ensure these positions are filled, leading to both direct and indirect service improvements for the entire community. We want to see our Vision and Mission become a reality for our community in order to ensure equality of service and the creation of a solid structure within the scope of the program. Lack of funding significantly impedes both our goals and objectives and the pursuit of reconciliation in terms of the right of children to receive the same standards, accommodation, equality, and safety as others in Canada.

Organizational Chart



KINOSAO SIPI MINISOWIN AGENCY

The Kinosao Sipi Minisowin Agency (KSMA) commemorated 25 years of service in the spring of 2025, which is a significant milestone for both our organization and our community. Throughout the history of KSMA, our organization has sought to offer resources that support, educate and inspire families to move towards a path of healing and wellness. In offering community-based services that prioritize family, we are building capacity and fostering lifelong support networks. Indigenous people have a legacy of resilience, and we want to see our families succeed. KSMA is working to build services that will strengthen our community now and for generations to come.

This year KSMA expanded programs to include more outreach and community-based services, including land-based programs and various support groups for men, women and children. We have partnered with other resources to help address issues of homelessness and access to food. We also continue to offer case management services, counselling, and early intervention programs, such as education/awareness classes. We work with youth and support long-term foster families to provide safe living environments for our children in care. We have also hosted several community events including the annual Family Conference, Sexual Exploitation Awareness Forum, Foster Care Camp, Elders Gathering, Every Child Matters events, Cree language camp.

Our vision is for KSMA to be a place where people can embark on healing journeys, find stability and become the helpers of tomorrow in our community.

This year has been one of growth and development. KSMA is pleased to report another year of committed service and financial stability, obtaining a clean audit, despite running a deficit because of using last year's surplus. During the past year, KSMA received less revenue than in previous years. This is expected because our funders take into consideration prior years of overfunding and surpluses by the Agency, which resulted in reduced overall funding levels in the current year. As a not-for-profit organization, KSMA is funded to break even, therefore this was an expected loss for the year ending March 31, 2025.

In the coming year, KSMA is excited to continue collaborative work with NHCN on planning for implementation of the Norway House Cree Nation Ininevi Wanasiweywin Family Law. This will mark a new stage in the evolution of CFS services and will formally recognize our inherent rights as Indigenous people to support our families and protect our children.

In addition to this exciting advancement, KSMA will also continue to advocate for our children. This includes providing information to court appointed administrators for the Children's Special Allowance Class Members. Individuals who were in care between 2005 and 2019 and funded by the province of Manitoba were able to submit claims beginning on January 6, 2025. More information is available at csasettlement.com.

Federally-funded children and families will also see compensation awarded in the near future. This Settlement Agreement will compensate those harmed by discriminatory underfunding of First Nations Child and Family Services and those impacted by the federal government's narrow interpretation of Jordan's Principle. For more information or to start a claim please visit fnchildclaims.ca.

KSMA services are the culmination of the efforts of many people, including families, service providers, staff, management, elders and board members, as well as various professional services. Thank you for all your hard work and dedication. KSMA is also grateful to the other resources that work alongside our team to help children and families, such as health, education, justice, community safety and more.

Lastly, we acknowledge the support of our leaders, who share our vision of a healthy community and who have continued to advocate for the rights of our children and the future of our Nation.

For more information on KSMA and to view our 2024-25 Annual Report, please visit Minisowin.ca.



ININEWI WANASIWEYWIN

ININEWI WANASIWEYWIN – Norway House Cree Nation’s Family Law

Chief and Council convened a General Band Meeting on August 19, 2025, to receive direction from Norway House Cree Nation electors on going forward with enactment of Ininewi Wanasiweywin under the federal enabling legislation “An Act respecting First Nations, Inuit and Métis children, youth and families; c.24” (Also referenced as Bill C-92).

We are pleased to report that the majority vote on the ballot question was **75% in favour of enactment**.

Prior to the vote, information sessions for Band Members were provided on March 11, 3, and 17, 2025. A public meeting was hosted by Chief and Council at the Multiplex Auditorium on April 8, 2025. Copies of the final draft of Ininewi Wanasiweywin, including a primer and handouts summarizing the contents of the final draft, were available to Band Members attending the sessions.

Copies of the final draft were published on the Norway House Cree Nation website and the NHCN App. Printed copies of Ininewi Wanasiweywin were provided at the Chief and Council office and at the various public sessions, including at the voting forum.

Following the vote, Chief and Council provided a formal Notice of Intent to enact Ininewi Wanasiweywin (the ‘Law’) to Canada and Manitoba and have included a request to enter into coordination discussions over the next several months before enactment occurs within one year. In preparation for enactment, over the next eight to 10 weeks, a Board to be known as Kawii Pimohtatacik, will be selected according to the process established within the Law. Kawii Pimohtatacik shall serve a term of four years to guide and oversee the implementation of the Law.

Chief and Council continue their commitment to strengthening our families by building up services that will help parents and children heal from, and thrive beyond, the harmful intergenerational effects of colonization. As we go forward, the Elders’ Advisory will continue to assist with ongoing planning and implementation processes of Ininewi Wanasiweywin.

In a world of more than 8 billion people, the lives of each of our Norway House Cree Nation children and families is that much more precious. Through our own Law, we can rely on the wisdom of our people to continue strengthening our families and our children.



For your information

A report published in April 2025 provided information on a study that included more than 47,000 First Nations infants (defined as newborn children up to age one) and nearly 170,000 infants in Manitoba, who were born between 1998 and 2013 and lived in the province until age five, from 1998 to 2019.

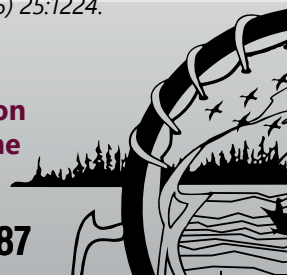
Of the First Nations infants identified, the study found about one in three had an open file with CFS, about one in 12 were removed from their homes before the age of one, and one in 20 became permanent wards of the state by age five.

Comparatively, the non-Indigenous infants identified in the study included one in 20 who experienced an open CFS file, one in 100 removed from their homes before the age of one, and one in 150 that became permanent CFS wards by age five.

The non-Indigenous category in the study also includes infants who are non-status First Nations, Métis and Inuit.

The study analyzed anonymized population-based data housed at the Manitoba Centre for Health Policy, linking it to individual information from Child and Family Services, hospital birth records, employment and income assistance case reports and the Canadian census.

Source: Kenny et al. *BMC Public Health* (2025) 25:1224. <https://doi.org/10.1186/s12889-025-21813-5>



PARKS AND RECREATION

The Beginning of the Next Era

The Parks and Recreation Department of Norway House Cree Nation has entered a bold new chapter. Through an initial strategic planning initiative from this year to branching with other departments, we are strengthening our department by gathering our identify, amplifying our visibility, and aligning our mission with our continued direction: to provide recreational, cultural, educational and development opportunities to the community through the delivery of physical, social and traditional programs in a safe and healthy environment.

A Legacy of Celebration and Connection

In 2024, we begin our next journey to the next 50 years with the 51st York Boat Days and 149 years of Treaty Days. This landmark event drew record-breaking attendance and reaffirmed our role as a cultural and recreational beacon in Northern Manitoba. With unprecedented attendance of youth York Boat racing with the help of sponsors, evening entertainment filled with good music with Lonestar and Johnny Reid and company, we have hit the point of bringing our community closer than ever before. Adding onto the excitement is the Lakefront Dome development and our growing partnerships and sponsors that continue to aid Norway House with their continued support and aid.

We are thrilled to look to the future and announce the return of Treaty and York Boat Days, taking place July 31 – August 9, 2026. Join us as we emphasize this years theme "Experience the heart, stay for the soul." This is more than a celebration—it's an experience.

Year-Round Engagement

Our programming continues to flourish, offering a dynamic mix of cultural and seasonal events, and ongoing sports, recreation, and leisure activities that bring our community together all year long including:

Our Annual Pipon Festival

A traditional winter festival that sees many of our traditional techniques for wood cutting, tea and Bannock making and winter activities in the forefront.

Sporting Tournaments

Our tournaments offer recreational opportunities to community members and visitors. We host a wide variety of sports out of our Ken Albert Memorial Park such as baseball, fastball, slopitch, beach volleyball and basketball tournaments. We also host numerous hockey tournaments at a recreational level so all can participate.

Thanksgiving & Halloween

During the Thanksgiving and Halloween seasons we offer community events such as decorating contests, costume contests and seasonally-themed sport activities.

Mistletoe Madness

This is an event to bring people together during the Christmas season and have a chance to win prizes and provided the opportunity for community members to sell their baking goods and have some fun before Christmas comes.



Tourism

Showcasing Our Land and Spirit

We are actively growing our tourism sector, inviting domestic and international folks to experience the beauty of our territory and the warmth of our people. Norway House Cree Nation is not just a destination—it's a story worth discovering.

Spaces That Inspire

We proudly manage and maintain key community spaces that support wellness, connection, and celebration. The locations include:

- The Norway House Cree Nation Multiplex
- Lakefront: including the newly developed “dome” that currently sits attached to the historical pavilion, where our celebration began
- Mission Island Community Centre
- Chief Ken Albert Memorial Park
- Sea Falls Area

Together, these spaces embody our vision of “a Place to Live, Work, and Play.”

Manitoba Indigenous Summer Games 2025

We are honored to host the Manitoba Indigenous Summer Games alongside the Manitoba Aboriginal Sport and Recreation Council and Co-hosts Sagkeeng Anicinabe Government.

This marks the first Games since 2011—a powerful opportunity to celebrate athletic excellence, cultural pride, and community unity. We invite athletes, volunteers, and supporters to be part of this historic moment.

As preparations began just before the summer months, the wildfires started to impact the planning and safety of our event and people. As a precaution, the Manitoba Indigenous Summer Games were re-scheduled until Summer 2026.



MANITOBA INDIGENOUS
**SUMMER
GAMES 2025**
NORWAY HOUSE CREE NATION / SAGKEENG ANICINABE NATION



LANDS & ENVIRONMENT

Mandate

To maintain the integrity of on-Reserve and Resource Management Area lands, waters and natural resources for the use and benefit of Norway House Cree Nation (NHCN). The mandate is grounded on fully assessing all activity, internal or external, including proposed projects, policy, legislation and decision with potential to impact the Treaty and Indigenous Rights of NHCN.

Funding

The Department develops annual workplans in response to issues of contemporary relevance and is funded through a combination of proposal-based opportunities and provisions under Article 7 of the Master Implementation Agreement (MIA).

Staffing

Staffing in 2024-25 included four full-time and twelve seasonal personnel. The Department reports directly to the Chief Operations Officer and works closely with Council Portfolio Holder(s).

Safe Navigation Programs

Summer and winter programs are undertaken by NHCN and funded by Manitoba Hydro to address summer and winter navigation issues along developed waterways.

- **2 Mile Channel Timber Debris Management Program** – The Timber Debris Management Program (TDMP) is conducted between June and October and includes the collection of shoreline and suspended timber debris at 2 Mile Channel. 2024 represents the 20th consecutive year for this program and has resulted in the successful reduction of navigational hazards on Playgreen Lake.
- **RMA Safe Ice Trails Program** – Approximately 225 kilometers of trails were marked and groomed between January to March 2025, including trails to Warren’s Landing, 2 Mile Channel, 8 Mile Channel, Whiskyjack, and Black Water. While safe trails remain the focus of the program, the main challenge includes barricading local bridges, particularly Jack River and Mission Island. The scope of this initiative

is dependent on a variety of factors, particularly climate change.

Contaminated Sites

2 Mile/8 Mile Channel Remediation Project

The Lands Department works closely with the 2 Mile/8 Mile Channel Remediation Project Team established to oversee the remediation of impacts resulting from the 1970s construction under the Lake Winnipeg Regulation Project, including petroleum hydrocarbon contamination, surficial and buried metallic construction debris, and shoreline erosion. This initiative has been ongoing since 2017 and remains incomplete due to the magnitude of impact.

Former Rossville School Site

In 2024-25, the Project Team (NHCN, Indigenous Services Canada (ISC), Stantec, and PM Associates (Project Manager) focused on completing the package for public tender including the Remedial Action Plan, finalizing the backfill source and location, design of the Soil Treatment Facility (STF), and impacted structures considerations.

Following the construction tender award a remediation schedule will be finalized. However, the excavation of impacted soils is expected to be completed over two years commencing in spring 2026. Upon successful remediation, NHCN will initiate the process to have these lands converted back to Reserve. The Former Rossville School Site is currently under provincial administration and control due to surrender of lands for educational purposes.

NHCN On-Reserve Site Investigations

Phase II and III Environmental Site Assessments (ESAs) occurred at eight on-Reserve sites listed under the Federal Contaminated Sites Database. A drill program was undertaken by Dillon Consulting in May 2024. Preliminary results recommend additional drilling at three of the eight sites in 2025. The goal of this program is to confirm the extent of petroleum hydrocarbon contamination in soils in areas of potential environmental contamination (APECs) due to historical land use and identify remedial actions if required. NHCN has ensured that



the strictest standards for human health and safety are considered in determining impacts. Sites confirmed to have no or minimal impacts and those fully remediated will be removed from the Contaminated Sites Database.

Land Management

Norway House Traditional Area Land Use Plan (TALUP)

In 2024-2025 the Land Use Study was completed by Intergroup Consultants and the NH Resource Management Board which documents historical and current land use in the NH RMA and is based on information collected from government, industry and community. Maps were prepared for review by NHCN.

Intergroup Consultants commenced the first draft of the Land Use Plan, to be followed by developing the mission, vision and goals; reviewing the draft Land Use Plan; and verifying the land use maps by the NHCN Membership. The Land Use Plan will document NHCN's priority areas and will safeguard the Nation's interests in response to proposed projects within and external to the NHRMA.

Land Code

2024-25 activities under the Land Code Initiative included finalizing the Phase I Environmental Site Assessment (ESA) prepared by JR Cousin Consultants Ltd. (JRCC) and continued engagement with ISC and Natural Resources Canada (NRCan) to complete Land Description Reports for all NHCN Reserves.

Environmental Programs

Water Sampling

In response to community concerns, a Water Sampling Program was initiated by NHCN. The Workplan for 2024 included reviewing historical water quality data at the NHCN Water Treatment Plant (WTP) and surface water sampling at six locations between 2 Mile Channel and Sea Falls. The Report is incomplete as of this fiscal year-end. However, this remains a priority for NHCN.

Waste Management

At the direction of Chief and Council, NHCN commenced discussions with ISC on community waste management due to conditions at the current waste disposal site. Issues included non-compliance with current environmental legislation, overcapacity, potential leaching and impacts to soils and groundwater, and fire and wildlife hazards. The Lands and Public Works Departments submitted a proposal to ISC for operation and maintenance of the current Waste Disposal Site as well as community engagement on a Solid Waste Management Strategy. Community engagement will commence in the fall and winter of 2025.

In 2024, NHCN confirmed a location suitable to meet the community's future waste disposal needs. A preliminary regulatory review of the proposed site was commissioned by NHCN, which indicates that a number of actions are needed to ensure compliance of applicable environmental standards. Next steps include a completed solid waste management plan.

Aquatic Invasive Species

As part of its Aquatic Invasive Species Strategy, NHCN maintained its zebra mussel inspection and decontamination station at the Molson Lake Access Road along PTH #373 from mid-May to October 2024, representing the fifth consecutive year of operation. Water samples collected in September 2024 did not detect the presence of zebra mussels or spiny water flea, leading to the continuation of the program in 2025. Sampling is conducted in collaboration with the Aquatic Invasive Species Unit of Manitoba.

Crown Indigenous Consultation

Crown Indigenous Consultation is triggered when a proposed project, activity, or decision of the Crown has the potential to impact the Treaty and Indigenous rights of a Nation. In 2024-25, the Lands Department helped to facilitate consultations in response to the following:

- Lake Manitoba-Lake St. Martin Outlet Channel (LMLSMOC);
- Sea Falls Bridge Project; and
- Minago Mine Notice of Alteration.



Treaty Land Entitlement (TLE)

The Treaty Land Entitlement (TLE) is a process of resolving outstanding land issues owed to First Nations by the Crown. The process involves transferring acquired land to reserve status.

On May 29, 1997, the Manitoba Framework Agreement (MFA) on Treaty Land Entitlement (TLE) was signed between Canada, Manitoba and the Treaty Land Entitlement Committee of Manitoba Inc. on behalf of 19 Entitlement First Nation (EFN) at Opaskwayak Cree Nation Manitoba.

Reserve Creation:

- Nelson River East Channel A (33-01) – 2,869.39

Environmental Site Assessment:

- William River Extension North – 141.60 acres
- William River Extension South – 293.33 acres

Survey:

- Mission Island (9-02) – 136.63 acres

Negotiation with the lawsuit is still ongoing

Treaty Land Entitlement Summary Stats for Norway House Cree Nation

As of March 31, 2024:

Total Crown Land Entitlement Acres	104,784.00
Approximate Total Crown Land Entitlement Acres Selected	105,370.56
Approximate Total Crown Land Entitlement Acres Selected & Unencumbered*	98,937.52
Approximate Total Crown Land Entitlement Acres Balance Remaining**	328.67
Total Reserve Acres Under Treaty Land Entitlement	69,666.39



Treaty Land Entitlement Selections Designated as Reserve

Total Treaty Land Entitlement acres converted to Reserve – 67,712.65

The following page lists Treaty Land Entitlement Selections Designated as Reserve as of March 31, 2024.

Norway House Cree Nation leadership continues to advocate for the full entitlement under the TLE.

Selection Name	Date of Selection	Total Acres	Date of Reserve Creation
Beach Lake (1-01)	2001-05-30	84.00	2007-08-10
Bolton Lake A (3-01A)	2001-05-30	128.49	2018-11-21
Bolton Lake B (3-01B)	2001-05-30	234.01	2018-11-21
Butterfly Lake A (5-01A)	2001-05-30	2,282.01	2019-05-09
Butterfly Lake B (5-01B)	2001-05-30	115.89	2019-05-09
Costes Lake B (6-01B)	2001-05-30	219.00	2007-08-10
Echimamish River A (8-01A)	2001-05-30	1,319.00	2007-08-10
Echimamish River B (8-01B)	2001-05-30	35.00	2007-08-10
Fairy Lake (2-02)	2002-11-27	1,878.00	2017-03-30
Gunisao Lake A (13-01A)	2001-05-30	295.54	2018-09-17
Gunisao Lake B (13-01B)	2001-05-30	2,367.27	2018-09-17
Gunisao Lake C (13-01C)	2001-05-30	808.03	2018-09-17
Gunisao Lake D (13-01D)	2001-05-30	10.13	2018-08-31
Hairy Lake (4-02)	2002-11-27	113.32	2018-11-21
Hayes River Ridge B (15-01B)	2001-05-30	181.13	2019-05-09
Island River A (16-01A)	2001-05-30	2,044.00	2007-08-10
Island River B (16-01B)	2001-05-30	872.00	2007-08-10
Lawford Lake (20-01)	2001-05-30	724.30	2007-08-10
Lebrix Lake B (21-01B)	2001-05-30	360.80	2019-05-09
Little Bolton Lake A (22-01A)	2001-05-30	171.00	2007-08-10
Little Bolton Lake B (22-01B)	2001-05-30	25.00	2018-11-21
Little Bolton Lake C (22-01C)	2001-05-30	621.00	2007-08-10
Logan Lake A (23-01A)	2001-05-30	4,686.84	2019-05-09
Logan Lake B (23-01B)	2001-05-30	478.89	2019-05-09
Logan Lake North Shore (7-02)	2002-11-27	676.08	2019-05-09
Max Lake (25-01)	2001-05-30	1,414.90	2018-11-21
Max Lake South Shore (8-02)	2002-11-27	1,554.54	2019-04-02
Molson Lake Access Road (30-01)	2001-05-30	1,188.00	2009-08-07
Nelson River East Channel A	2001-05-30	2,869.39	2025-1-29
Nelson River East Channel B (33-01B)	2001-05-30	1,011.60	2007-08-10
North Molson Lake - East End - Phase 3 (3)	1999-05-27	3,598.00	2007-08-10
North Molson Lake Islands (3-ISLP)	1999-05-27	2,021.25	2007-08-10
North Molson Lake-North Shore - Phase 1 (3-NSB)	1999-05-27	8,881.00	2011-10-07
North Molson Lake-North Shore - Phase 2 (3-NSP)	1999-05-27	9,915.00	2007-08-10
Opiminegoka Lake (35-01)	2001-05-30	693.62	2019-05-09
Painted Stone Portage A (36-01A)	2001-05-30	3,105.40	2008-12-19
Painted Stone Portage North Shore (11-02)	2002-11-27	389.44	2018-11-21
Ponask Lake (1)	1998-12-22	3,951.09	2003-12-03
Provincial Road 373 A (42-01A)	2001-05-30	201.64	2018-11-21
Provincial Road 373 B (42-01B)	2001-05-30	3,793.56	2019-05-09
Provincial Road 373 C (42-01C)	2001-05-30	1,209.76	2018-11-21
Provincial Road 373 Parcel C Additions (12-02)	2002-11-27	800.19	2018-11-21
The High Rock (47-01)	2001-05-30	38.00	2007-08-10

KEENANOW TRUST SECRETARIAT

Master Implementation Agreement (MIA)

We are pleased to provide this report from Keenanow Trust Secretariat, Norway House Cree Nation Trustees, Bank of Montreal Corporate Trustee, Fiera Capital – Investment Manager, BDO Trust Auditor, TDS Legal Council and Norway House Cree Nation Chief and Council.

The past few years have seen few activities as far as providing funds available. This was due to a number of combined factors. In 2018, our bonds matured and we had to seek other investments, which, due to negative world issues, resulted in a loss. As a result, we had to seek amendments once again, following two other attempts. This time Canada was prepared to revisit amendments for our Trust.

Two years ago Chief and Council called a public meeting to request a general consensus to seek options for amendments. After lengthy discussion, the majority of the members in attendance supported the concept.

Next, Chief and Council had to hire a new investment manager and legal firm and hold meetings with fishermen and trappers to gain their support for the process. After four meetings, the fishermen and trappers agreed to support, with the option put forth to the membership for voting. This was a lengthy process but at the public meeting, membership gave unanimous support. It was then presented to and supported by the Manitoba Court of King's Bench.

The team then had to search for the best investments to benefit Norway House Cree Nation and its membership.

On August 19, 2025, Keenanow Trust Secretariat held its Annual General Meeting. Jamie Catterall presented a report summarizing Keenanow Trust activities, including meetings with our Norway House Trustees. A presentation was made by Chris Kauenhofen of BDO and Auditor for Keenanow Trust, Tyler Smith of Fiera Capital detailed the strategy of our new investments with the support of the new amendments. Legal Council from Thompson Dorfman Sweatman LLP (TDS) provided a summary of our previous court amendments and explained new amendments that would further benefit the Members, fishermen and trappers regarding the process of Trust requirements.

A vote was held by secret ballot seeking support for the new amendment court application. All members in attendance supported the request, enabling the lawyer to apply to the Court of King's Bench for consent or support to amend the Trust further. This process may take some time.

In addition to this year's report we have added last year's report from our corporate trustee explaining the status of funds available, floor values and the need to make amendments to our trust agreement.

I would personally like to extend my sincere appreciation to the membership, fishermen and the trappers for taking the time to listen to our presentation in the meetings that were held to support these amendments. We hope things will work better for all.

Ekosi
Allan Wilson, Keenanow Trust Secretariat Manager



Notice to Readers: More detailed information is available to members in our Keenanow Trust Secretariat office.

2024 Report by Jamie Catterall, Corporate Trustee

Over the past several years, the Keenanow Trust has generated no funds available for use in the Nation. This is due to a number of factors, including the weakening of financial markets due to COVID, the war in Ukraine, and a period of very high inflation.

The Trust Agreement requires the measurement of the Trust's investments be above a value known as the Floor amount. The design of the Trust Agreement has made it difficult for investments to stay above the Floor value in recent years, so there has been very little activity in the Trust.

Chief and Council have recognized that changes need to be made to the Trust Agreement to get the Trust working for the Nation again. They have engaged lawyers to assist with the process of resetting the terms of the Agreement.

As Funds Available stands today, there are small amounts available to the fishermen and trappers, totalling \$86,580.00 for fishermen and \$21,650.00 for trappers. The Community Development Account (CDA) is below the Floor (\$61,373.00) meaning no funds are available.

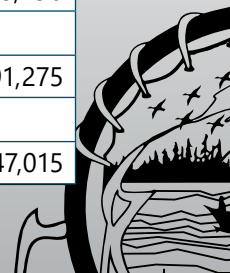
	CDA	Trappers	Fishermen	Total
Account Balance as of September 30, 2024				
Investment	\$43,839,063	\$3,520,192	\$5,769,247	\$53,128,501
Estimated income to Dec 31, 2024	\$1,696,065	\$132,203	\$225,603	\$2,053,871
Estimated Investment balance at December 31, 2024				
	\$45,535,128	\$3,652,395	\$5,994,849	\$55,182,372
Min Cap calculated as at December 31, 2024				
	\$45,596,501	\$3,630,745	\$5,908,270	\$55,135,515
Over (Under) Floor value				
	\$(61,373)	\$21,650	\$86,580	\$46,857

2025 Report by Jamie Catterall, Corporate Trustee

For several years, Keenanow Trust has had no funds available due to a number of financial factors including world events affecting the global financial markets, the manner in which the Trust Agreement is designed requiring that the Trust Property be invested very conservatively, and how the Funds Available are measured against the Minimum Capital Amount of the Trust, also known as the Floor Value.

In 2025, NHCN Members and the Courts approved several amendments to the Trust Agreement. There were several administration improvements made to the operations of the Trust, the most notable of which were resetting the Floor Values of the Trust in order to provide Funds Available and modernizing the investments guidelines to "prudent" Investor Standards.

	CDA	Trappers	Fishermen	Total
Account Balance as of December 31, 2024				
Investment	\$44,693,203	\$3,626,434	\$5,893,792	\$54,213,429
Estimated income to Dec 31, 2024	\$941,316	\$104,908	\$178,638	\$1,224,862
Estimated Investment balance at December 31, 2025				
	\$45,634,519	\$3,731,341	\$,072,430	\$55,438,290
Min Cap calculated as at December 31, 2025				
	\$39,198,181	\$3,056,507	\$5,136,587	\$47,391,275
Over (Under) Floor value				
	\$6,436,338	\$674,834	\$935,843	\$8,047,015



FOUR PILLAR SOCIETY PROJECT

The Band Reparations Class Action is a collective lawsuit brought against the Government of Canada by First Nations for harm inflicted by Indian Residential Schools. The lawsuit is specifically due to the collective harm of lost language, culture, heritage, and well-being in Indigenous communities throughout Canada. The lawsuit is not about specific harms suffered by individual survivors who attended Indian Residential Schools. Norway House Cree Nation is one of 325 Bands that are a part of the class action.

The Government of Canada agreed to a payment of \$2.8 billion to a Trust/Not-for Profit (The Four Pillar Society) to be distributed to 325 bands to fully and finally resolve the Bands Reparations Class Action. The Four Pillars Society is primarily responsible for prudently investing the Fund, and for distributing to each of the 325 class members to support the Four Pillar principles in accordance with the Disbursement Policy.

The Four Pillars Society provides support for developing a 5-10 year work plan to revitalize Indigenous language and culture.

The work plan is structured around the following four pillars:

1. The Revival and Protection of Indigenous Language
2. The Revival and Protection of Indigenous Culture
3. The Protection and Promotion of Heritage
4. The Wellness of Indigenous Communities and their Members

Each Band Class member received an initial one-time payment of \$200,000.00 for the purpose of developing a plan to carry out the objectives and purpose of the Four Pillars.

Chief and Council of Norway House Cree Nation have committed to the implementation of the Four Pillars through a strategic plan centered on the objectives of the Four Pillars Society.

In July 2024, committees were established for each Pillar with a Lead identified for each committee to proceed with the task of creating the 5-year strategic work plan for their respective pillars.

The Four Pillar Committees are:

1. Cree Language Pillar Committee:

Lead: Darlene Osborne

Committee Members: John Osborne, Craig Simpson, Grant Queskekapow and Myrna Gamblin,

2. Cultural Pillar Committee:

Lead: Eileen Apetagon

Committee Members: Melanie Mowatt, Ida McKay, Kimberly Moritz, and Eileen Anderson

3. Heritage Pillar Committee:

Lead: James Queskekapow

Committee Members: Sandra Clarke, Tina Crate, and Jonathan Meikle

4. Community Wellness Pillar Committee:

Lead: Sonny (Edward) Albert

Committee Members: Gordie Walker, Madeline Walker, and Lester Balfour

It was a challenging task for the working groups to meet and plan throughout the year due to work and personal commitments but the committees were able to fulfill the responsibility of developing their respective 5-year strategic work plans as assigned by the Chief and Council.

The final overall plan for the Four Pillars was completed in March 2025 and was submitted to the Four Pillars Society with the approval of the Chief and Council.

The 5-year Strategic Work Plan submission was approved and funded by the Four Pillars Society as of July 2025.

On August 4, 2025, Eileen Apetagon was assigned to manage the implementation of the Work Plan.

A management structure was drawn up consisting of the portfolio holder of the project from Chief and Council, a Government Liaison/Special Projects Coordinator, a Community Reconciliation Manager and an Advisory Committee.

5-Year Strategic Work Plan of the Four Pillars:

Strategic Work Plans & Activities:

1. Cree Language Pillar: To revitalize and safeguard the Cree language as a living expression of cultural identity, strengthening community bonds and heritage.

Activities:

- i. **Language Preservation and Retention:** Through research and resource collection, develop a language storage and resource library and develop recorded instruction materials and curricula.
- ii. **Elders Camp:** Hold annual Elders Camps for Elders to share their unique stories, life experiences and knowledge which will be recorded, populated and stored in a resource library.
- iii. **Cree Camp:** Land-based workshops and activities for all ages will be video-taped and audio recorded for language preservation purposes. Recordings will be housed in language storage and resource library.
- iv. **Cree Syllabic Murals:** Will provide artistic murals of Cree syllabics on exterior buildings. Members, especially children and youth, will be supported in the learning and use of the syllabics. Murals will also serve as a lasting visual landmark of our Cree language.
- v. **Language Nest:** Development of a full immersion Inninimowin Language nest for children ages 0-5 years. Create a program design and activities for our traditions and culture.

2. Cultural Pillar: To revive, strengthen and retain the traditional culture, values, spiritual principles of our ancestors and to pass the knowledge on to the young generation and those yet unborn.

Activities:

- i. **Kayasi Achimowin Program:** Sharing oral stories of life in the past, which will be recorded and written to include community support systems, government systems, education and medical systems. To be utilized for school programs, youth gatherings, and community workshops.
- ii. **Kayasi Mamawi Nakiskatowin Community Traditional Events:** Gather stories of winter and summer events, as well as spring and fall traditions from Elders. This information will be used in the planning of events for our Winter Carnival, Treaty/York Boat Days, and other events throughout the year.
- iii. **Cultural and Heritage Site:** Establish a heritage and cultural centre by the lakefront to accommodate a library, museum, community gathering space, cultural activities, and projects.
- iv. **Wildlife Viewing and Cultural Tourism:** Taking families on canoe or boat tours for camping and visiting different sites such as rock paintings, former traditional fishing camps, and hunting areas.
- v. **Land-based Cultural Camp:** Hunting, trapping, fishing, berry-picking and medicine picking camp sites where young people can learn to build shelters and learn survival skills
- vi. **Research of Community Traditional and Cultural History & Events:** Research historical community seasonal events and activities, and collect old photographs from members as a way to bring back the way things were done by our ancestors in the past.



3. Heritage Pillar: Preserving, celebrating and sharing our rich cultural and historical legacy, rooted in our inherent right to self-determination and cultural expression. Striving to honour our ancestors, safeguard our stories and inspire future generations to embrace and protect our heritage.

Activities:

- i. **Norway House Historical Timeline:** Create a historical timeline of Norway House in both Cree and English, which will enrich the cultural understanding and connection of the community to its historical background.
- ii. **Northern Studies Program Course on Gardening:** Study the historical depletion of gardening in Norway House and, through UCN, deliver a gardening course for students to help them learn about growing plants and how to care for gardens.
- iii. **Heritage Trail:** Build a community trail featuring signs in Cree and English to guide visitors through key cultural and historical sites, as well as highlight the evolution of York Boats, showcasing their significance in trade and transportation and connection to the heritage of Norway House.
- iv. **Viewing Portal Artifacts:** Offer a unique window into the history, culture and traditions of Norway House. Each portal provides a focused view of significant stories and artifacts.

4. Community Wellness: Nurture a holistic, vibrant community rooted in Indigenous values by rediscovering land-based programming, skill development and wellness practices that support mental, physical, spiritual, and emotional well-being for all.

Activities:

- i. **Wellness Space:** Provide a welcoming, inclusive and accessible environment for members. The wellness space will serve as a hub for relaxation, engagement in cultural practices, access to supportive resources, and meaningful community connections. It will promote a sense of belonging, healing, and resilience for those that visiting the wellness space.
- ii. **Rediscovery Camp:** A summer camp for all ages, blending Cree Language learning, creative expression, and cultural activities like theater, storytelling, and traditional games, with a focus on wellness through land-based healing, mindfulness, and community connection.
- iii. **Embedded Programming:** Implement programs such as the Young Bucks Program, Men's and Women's Gatherings, Ceremonies and Pow Wow events, and Parks and Recreation programming.



The Pillars began implementing some of their activities over the summer:

- Contributed to Parks and Recreation department
- Held a Pow Wow in Norway House on August 13-15th
- Elders Camp at Sea Falls on September 2-4th
- Cree Language Camp at Sea Falls on September 5-7th

Meetings with the Four Pillars Committees will be held monthly to review reports, provide work plan updates and review budgets.

Both the Government Liaison/Special Projects Coordinator and the Community Reconciliation Manager will work with the Four Pillars Society Project Officers to ensure that Norway House Cree Nation meets the principles, objectives, and requirements of the allocated funds for the project.

Ekosi, more update reports will be provided as activities take place.



EMERGENCY RESPONSE PLAN

Emergency Plan

The NHCN Emergency Plan was updated. The update process began by meeting each Emergency Response Team member individually to review and update their roles and responsibilities (e.g. transportation, communications, social services—food, lodging, evacuation and repatriation, etc.). The Emergency Response Team then met as a whole to review the entire plan and make revisions as required.

The revised plan was then presented to Chief and Council for approval.

Duty Officer Program

It became necessary to have an on-call 24/7 Duty Officer for a community at high risk of forest fires and other hazards that require an immediate response. Duties were developed and individuals were identified who had previous experience in emergency response management. Monthly schedules were also developed and this program was presented to Chief and Council for approval.

On-call duties include reporting forest fires to the appropriate agency, providing community updates on fires near Norway House, on power outages, assisting individuals who lost their homes in house fires. The Duty Officer is also responsible for participating in meetings to

provide updates on any situations that may impact NHCN.

The NHCN Emergency Response Plan was partially activated when a 24-unit apartment was evacuated due to ongoing pest-related concerns involving cockroaches. The situation persisted for several months, during which Housing worked diligently to secure new accommodations for the affected families. Ultimately, all displaced families were successfully relocated.

During the winter months, a power outage required close monitoring by Emergency Response Management. A pre-established emergency plan based on the duration of outages was proactively in place to guide response efforts. In this instance, the outage did not reach the threshold that would have required relocating individuals to warm shelters.

The Duty Officer Program continues to function effectively and serves as a key component of our emergency response framework. While it does not replace the Emergency Management Program Manager (EMO), the Duty Officer remains in charge during routine emergencies. Should the situation escalate to require partial or full evacuation, or if the community should be required to receive evacuees from other communities, then the Emergency Manager would be called back to assume full responsibility.



IT INFRASTRUCTURE

Significant progress has been made on two major IT initiatives that will strengthen connectivity and services in Norway House: the Fiber Network Project and the Cable TV Project. Testing confirms that the new systems are performing well, with bandwidth distribution and upgraded cable services scheduled to begin in September 2025.

Fiber Network Project

The Fiber Network Project is designed to bring high-speed, reliable connectivity to Norway House. Recent testing successfully established a link from Winnipeg to the Multiplex and onward to HCE. A cross-connect with Wesman Cable has been completed, enabling seamless bandwidth delivery into the community.

Through a new agreement with Wesman Cable, ample bandwidth and IPv4 addresses have been secured. This ensures the community has the capacity it needs today, while also preparing for future growth. Hardware upgrades to support speeds of up to 10 Gbps are already on order. Once installed, no additional work will be required on our side to scale up.

Final testing is scheduled for mid-September 2025, with distribution of bandwidth planned by the end of the month. The first recipients of the new service will be HCE and professional accommodations.

Cable TV Project

Testing of the upgraded cable system is underway at the Multiplex. As part of the transition, new decoders will be required for all customers. During this process, outstanding account balances will also be addressed.

A one-day service interruption will occur when the system is switched over. Afterward, cable boxes will be programmed and deployed to customer locations throughout the month. This schedule aligns with the move-in timeline for the new professional accommodations.

A new billing system has also been introduced, offering online account access and accurate billing documentation. This upgrade will improve transparency and customer service. Special thanks go to Loverne Draven and Elijah, who have worked diligently to ensure a smooth transition.

Community Impact

- **Increased bandwidth:** preparing households, businesses, and public institutions for high-speed internet.
- **Improved TV service:** updated technology with modern decoders providing High Definition on all channels.
- **Better customer service:** online billing and account tools for convenience and clarity.
- **Future readiness:** infrastructure positioned to scale up to 10 Gbps without disruption.

Next Steps

- Finalize network testing in partnership with Wesman Cable.
- Launch phased rollout of new bandwidth services by end of September 2025.
- Program and deploy new cable boxes to customer homes.
- The next steps in our construction are fibre lines to the towers, which will improve communications overall.
- There is also a requirement to change all radios to the new network, better suited to deploying fibre.
- Tarana Radios are the newest available technology and will be able to provide the Nation with excellent coverage for years to come.

Both the Fiber Network Project and Cable TV Project are on track to deliver meaningful improvements to connectivity and entertainment services in Norway House. These initiatives represent important steps toward building a modern digital infrastructure that supports the community's growth and needs.



ELECTION PROCEDURES ACT (EPA) REVISIONS

Norway House Cree Nation Chief and Council recognized the need and importance of updating the Election Procedures Act (EPA) as it is a crucial component of governance.

An EPA revision team was mandated by Chief and Council that consisted of legal counsel, a coordinator, and a steering committee. The team held a number of engagement sessions with youth, elders and NHCN general membership. A website was created along with information material for distribution. A draft EPA was prepared with the necessary revisions. The revisions were meant to enhance the integrity of the electoral process and ensure all NHCN members had the opportunity to participate in the democratic process of our Nation.

The EPA amendments were not put to a vote at the General Band Meetings held on November 18 and December 16, 2024. Concerns raised by members at the meetings included issues with the proposed amendments, the amendment process itself, and the proximity of the next election.

At the Regular Council Meeting held on January 14, 2025, the Chief and Council decided by consensus to defer the EPA amendments until after the next election. Primary concerns identified at the meeting were that proceeding with the EPA amendments too close to the election could potentially cause confusion, implementation challenges, and perceptions of unfairness.

The decision to defer amendments aligns with best practices in governance, allowing for a more consistent and clear electoral process given the current timelines.

Amendments will be revisited after the next election. Chief and Council may want to continue engaging with members to ensure any future changes reflect the Nation's needs. A clear timeline will be developed and set after the election to complete the amendment process.



PROJECTS & INITIATIVES

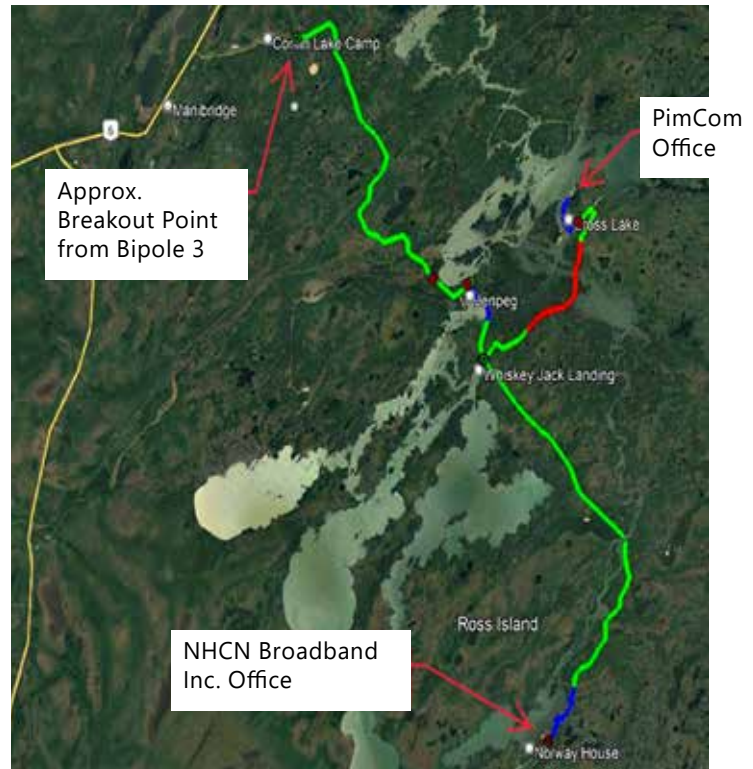
Fibre Optic Infrastructure

The fibre project consists of four complex phases. Phase one consisted of laying 240 km of fibre optic cable from Bipole III to Norway House, which was completed in 2024.

Phase two included extending the fibre line from the Multiplex to the Health Centre, and the tower beside the Health Complex. This was completed in 2025.



The final cost of this very complex project will be in excess of \$45 million to install world class technology that will benefit Norway House Cree Nation members with access to high-speed internet.



Phase 3 was to establish a 1 meg connection of internet through the new fibre cable from Norway House to Winnipeg. This connection was completed April 2025. The equipment required to allow much greater data flow to the community has been ordered by Manitoba Hydro but has been delayed. Hydro reported that the new equipment will be installed by spring 2026, enabling a significant increase in speed and bandwidth.

Phase 4 of the project is currently underway. This involves erecting a new tower, installing new radios on all seven towers and extending the fibre line to each tower.

Additionally, new higher speed radios will be installed at each home beginning in 2025 to increase the speed of the connection to the towers. This phase will be completed in 2026.

Sea Falls Bridge

The Sea Falls Bridge Project has made progress. The Province of Manitoba and Government of Canada have committed \$2.5 million each to create the preliminary design and consultation.

Project Team was established with Manitoba Transportation and Infrastructure (MTI) and NHCN. Meetings on the bridge project have started and will continue until the project is complete. It is estimated that the design will be completed in early 2027 with construction beginning in the fall of 2027, which will take 2.5 years to complete.

MTI tendered out preliminary design and community consultation and engagement services. Tetra Tec was awarded the preliminary design and Landmark Planning was awarded the community consultation and engagement services.



In August 2024, NHCN coordinated with MTI for Tetra Tec and Landmark Planning to do their first site visit and meet with Chief and Council and the resource staff.

NHCN worked with MTI on coordinating the cost sharing agreement for the preliminary design and community consultation with Manitoba and NHCN (Canada)

Manitoba Highways and the engineering team have completed two site visits to ensure that the selected route is appropriate and will not affect any historical or cultural sites.

route is appropriate and will not affect any historical or cultural sites.

The next phase is detailed design, which will commence shortly.

Minago Project 2024-2025

The Minago project was purchased from Flying Nickel in November 2024 to ensure the project protects the water, land, and air while providing the greatest possible benefits for NHCN members.



NHCN also coordinated the first community consultation visit as well as follow up consultation that included elders, fishermen and trappers.

The next phase is detailed design, with work continuing on the development of the project.

Bridge Over Nelson River Project

The bridge over the Nelson River project has progressed quickly with multiple achievements in 2025.

Both the Province of Manitoba and Government of Canada have committed \$2.5 million each to create the preliminary design and consultations. A route and bridge site has been selected and presented to the community. The process has included three meetings with leadership and two community meetings this year.

Two site visits were held by Manitoba Highways and the engineering team to ensure that the selected

The benefits include employment opportunities, investments in infrastructure, community investment, business contracts, and more.

There has been a great deal of work done to move the project forward including new diamond drilling to expand the mineral resources, site planning and engineering, development of partnerships with environmentally minded companies and engaging governments to support project development.

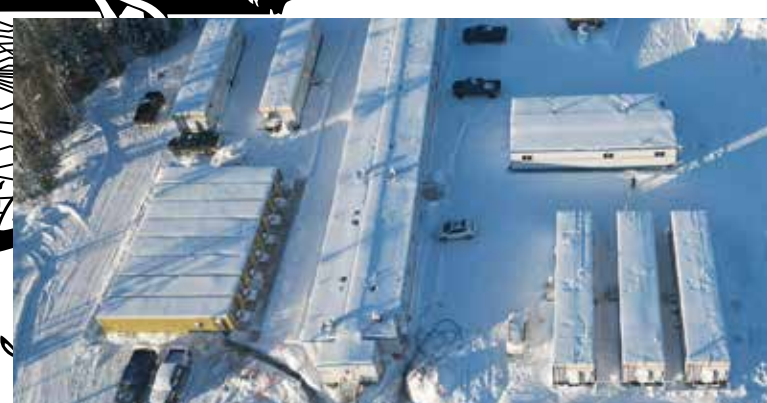
The current plan is to develop the site as a quarry making use of the dolomite resource.

Three groups of NHCN trainees have worked with PDC, JNR, or Northwest Diamond Drilling. Skills learned included drilling, blasting, core management, crusher operations, heavy equipment operations, diamond mining and other jobs. The majority of the 45 trainees have been employed following their training.

NHCN Camp Operations

NHCN camps continue to operate to provide accommodation and meals for contractors and remote projects. The camps are a NHCN Capital asset. The two major camps are the Caribou Camp and Tower Camp.

Caribou Camp has grown substantially this past year. It now has 59 single bedrooms each with a private bathroom. Food service was added this year, providing three hot meals a day for all guests.



The second camp is Tower Camp located near the Minago project. This camp offers meals and accommodation for crews who are working in the area. The camp has been used by PDC, Northwest Diamond Drilling, and Hudbay Minerals Inc. in 2025.

New Airport Terminal Facility

This year negotiations between NHCN and the Manitoba government have led to an agreement to replace the old airport terminal facility with a new one, to be built in 2026. Consultation with the Leadership over the new facility has taken place and the project tender has been awarded.

The new terminal will have appropriate facilities for all passengers, including accessible washrooms. The current terminal cannot meet the expanding needs of NHCN as it continues to develop and grow.

NHCN has an agreement to lease the space adjacent to the new terminal to provide additional services once the terminal has been completed. This initiative will increase opportunities for NHCN members.

Internal Roads Project

In 1981, an Order in Council was passed by Canada consenting to Manitoba taking certain NHCN reserve lands for public road, electric power transmission line, or telephone line purposes (Public Purpose) in accordance with Section 35(3) of the Indian Act.

In 1999, NHCN Chief and Council signed a 25 year Maintenance Agreement for NHCN roads, ending March 31, 2025. NHCN expressed interest in having administration and control of some or all of the NHCN roads transferred back to Canada for the use and benefit of NHCN. The province also wanted the roads returned to NHCN.

NHCN negotiated with Manitoba Transportation and Infrastructure (MTI and Northern Affairs to repair and pave the roads as part of the transfer. MTI came to Norway House to assess the roads and prepared options for NHCN and Indigenous Reconciliation and Northern Relations (Northern Affairs). The option MTI recommended and one that was selected by NHCN was to pave graveled sections and resurface badly broken pavement. The cost estimate was \$8.4 million to include two 50 mm lifts on the graveled sections. 50 mm of Thin Lift Overlay would be added to the existing pavement at an estimated cost of \$6.5 million for a total of \$14.9 million.

Northern Affairs drafted a Memorandum of Understanding (MOU) which they proposed to NHCN. NHCN requested inclusion of a 5-year Maintenance Agreement following the completion of road pavement. The MOU has not yet been finalized. The road paving project tender was awarded in the spring of 2025 and the work has commenced.



View Past Reports

2023-2024



2022-2023



2020-2021



2018-2019



Norway House Cree Nation Telephone & Fax Directory

	Phone	Fax
Chief & Council Office	204.359.6786	204.359.4186 (Toll Free 1.888.676.7627)
Winnipeg Sub Office	204.957.0968	204.957.0981
Administration	204.359.6721	204.359.6080
Central Dispatch /Emergency	204.359.4400	204.359.8576
Community Health Clinic	204.359.8225	204.359.4413
Daycare Centre	204.359.4665	204.359.6337
E.M.S Office	204.359.6104	204.359.8576
Finance Department	204.359.4882	204.359.8749
Gaming Commission	204.359.6721	204.359.6080
Health Division	204.359.6704	204.359.6161
Home & Community Care	204.359.6555	204.359.6567
House/Public Works	204.359.6721	204.359.6080
Kanachee Awasisak (Headstart)	204.359.4105	204.359.4318
Keenanow Trust	204.359.4753	204.359.4744
KSDBC	204.359.6721	204.359.6080
	Phone	Fax
K.S. Dental Office	204.359.8811	204.359.6747
Minisowin Agency	204.359.4551	204.359.8654
Minisowin Program Centre	204.359.8083	204.359.8617
Muchipunowin Program	204.359.4696	
NHCN Broadband	204.359.4022	204.359.4170
Multiplex	204.359.4729	
Norway House Funeral Home	204.359.4746	204.359.4851
Communications/ Radio Station	204.359.6775	204.359.6191
Parks & Rec	204.359.6930	
NHCN Pharmacy	204.359.6363	204.359.6901
P.D.C.	204.359.6362	204.359.6647
Social Division	204.359.4838	204.359.6086
Treatment Access Program (TAP)	204.359.4245	204.359.6871
TAP – Winnipeg	204.984.9122	204.984.0795
UCN/Education & Training	204.359.6296	204.359.6262 (Toll Free 1.888.573.6267)
Water Treatment Plant	204.359.6325	
York Boat Inn	204.359.6550	204.359.6444



**May God Continue to Bless
Norway House Cree Nation**