



**NORWAY HOUSE CREE
NATION**
CHIEF'S REPORT TO THE NATION
Transparency • Accountability • Sustainable Growth

May 18, 2026
Reporting Period: May 1 – May
17, 2026

To the Members of Norway House Cree Nation,

Fourteen days ago, you very clearly placed your trust in this Chief and Council, with a clear mandate: Transparency, Accountability, and Sustainable Operations & Growth. I want to report to you directly and honestly on what we have done with that mandate in the first two weeks since the May 1, 2026 runoff election.

The initial review findings have been as serious as we earlier thought. The initial actions taken have been swift. The commitment to you remains absolute.

— Chief Season Roulette

01 — Financial System Review: What We Found

Immediately following the election, Council initiated a full compliance audit of NHCN's financial systems against the 54 requirements of our Financial Administration Law (2017) and our obligations under the Borrowing Law, NFR, FNFA, and ISC grant conditions.

The result was stunning: 50 of 54 required controls were found to be in breach.

This audit covered all seven domains of our Financial Administration Law:

- Governance and oversight structures
- Annual budgeting and spending authorization
- Financial reporting to members and funders
- Internal controls and signing authorities
- Borrowing law compliance and lender covenants
- Capital asset management
- Risk management frameworks

This Nation has been operating for years without budgets, without portfolio plans, and without the financial controls required by our own laws. **That ends now.**



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02 — Immediate Accountability Actions Taken

Chief and Council acted without delay upon receiving the initial review and compliance audit results. The following accountability measures have been initiated:

- **Termination of the Financial Consulting Firm (HLL Consulting):**
 - The firm engaged to provide financial and administrative support services to the Nation has been formally released. As well, HLL had overtaken the NHCN IT department, that work scope has been taken back by the NHCN IT Department under the direction of Shawn Scribe.
 - A Band Council Resolution (BCR) was executed by Council. All documentation has been secured.
- **Forensic Accounting Process and NHCN Control Initiated:**
 - Baker Tilley LLP and IDG have been engaged to conduct a full forensic accounting and operational / governance review.
 - This process will examine prior financial activities, use of both ISC and loan funds, and related party transactions.
 - A full community disclosure deadline of July 31, 2026 has been set, along with completing the 2025–2026 Audit with the NHCN Audit Firm currently engaged.
 - NHCN Finance Team has quickly mobilized to take over all aspects of the operations and will continue all administration processes without delay. This is a testament to those NHCN staff who have always had the ability for NHCN to manage all of its own financial transactions. There was not tangible reason to export all of those services, including controlling IT services, to a third party.
- **External Legal Counsel Engaged:**
 - Legal accountability measures are now underway to protect the Nation's interests.
 - Chief and Council will work closely together on all legal steps in this process.
 - Regaining control of NHCN property has been slow, as the holding of the Intellectual Property, Files, and Digital Assets of NHCN has been held back, deliberately intended to impede taking control back. This is a very serious legal matter and NHCN is advancing the legal process on this matter.

I want to acknowledge the swift and united action of Council and the NHCN Finance Staff of James Apetagon, Brent Osborne, Ida Muskego, Delores Monias and the support of Celestine Albert on these matters. Shawn Scribe in NHCN IT as well on securing our NHCN Intellectual Property and Digital Assets. This took courage and commitment to you, the membership. We will not flinch from accountability and the next steps required.



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03 — NHCN Council Governance Summit — May 11, 2026

On May 11, 2026, Chief and Council held the first NHCN Council Governance Summit at the Baker Tilley LLP offices in Winnipeg. This was a full-day working session and marked the formal beginning of NHCN's governance transformation.

The summit covered:

- Fiduciary Duty to Members — the legal and ethical obligations of every Chief and Councillor as portfolio holders and financial stewards. The Council fully understands those fiduciary requirements to you now.
- Structural financial issues identified in the compliance audit — reviewed in complete detail with full Council including clearly stating the immediate financial challenges.
- Governance models from Baker Tilley, IDG, and Indvolve / Alexandra Cropp — concrete examples of how other Nations have successfully implemented recognized financial governance structures and how NHCN can get to that level of compliance
- Required changes to NHCN's organizational structure — to meet fiduciary duties and restore member trust

The session confirmed the seriousness of the challenges before us. It also confirmed the determination of this Council to meet them head-on and move forward positively.

Governance Summits will be held bi-weekly going forward as ongoing training and implementation support for Council in the months ahead.

04 — New Governance and Organizational Structure

Chief and Council have established a new Governance and Operational Organizational Chart for NHCN. This structure is already in effect and will serve as the foundation for rebuilding our administration. In our mandate from you the people, we identified the FINANCE, OVERSIGHT, MANAGEMENT, AND AUDIT COMMITTEE as a key part of this plan. You will see it in this structure.



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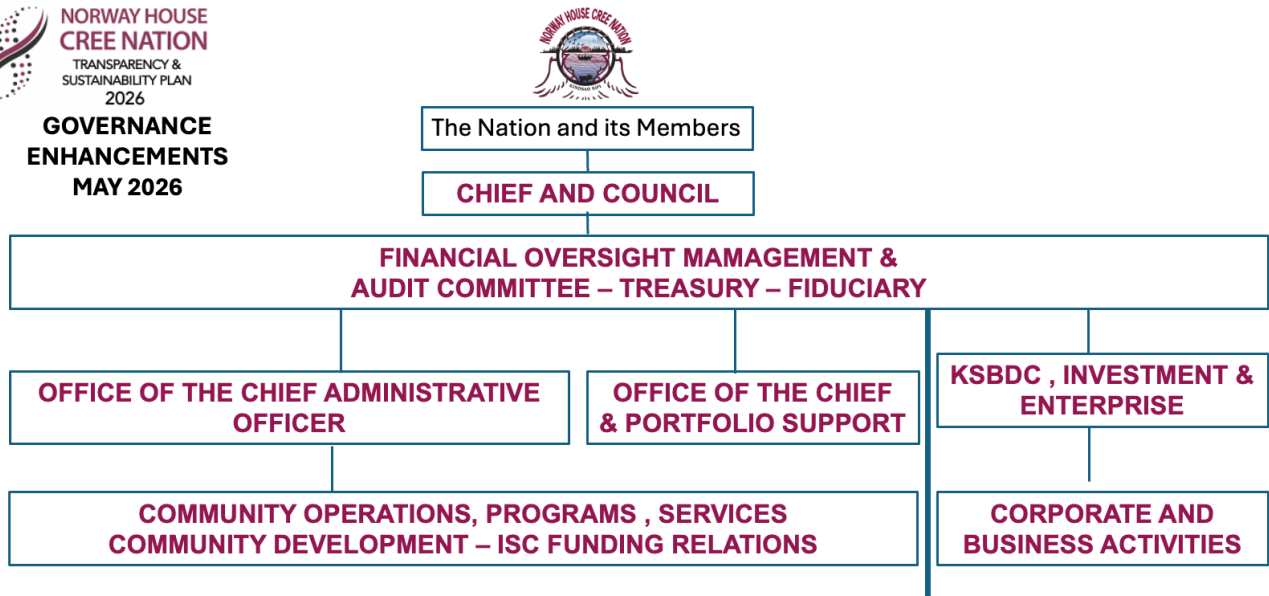
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The new structure includes:

- The Nation and its Members at the top — we have a serious fiduciary duty to you to uphold.
- Chief and Council — acting as fiduciaries with assigned portfolios and clear accountability
- Financial Oversight Management and Audit Committee (FOMAC) — including 2 Councillors, 2 management representatives, 1 Elder, 1 Youth, and 2 Keenanow Trustees (Implementation by July 1, 2026 — we will post for participation on the FOMAC). Terms of Reference have been developed.
- Office of the Chief and Portfolio Support — with a Chief of Staff, Senior Advisory, and administrative support to Council, providing governance and operational coordination
- For our KSBDC, Investment, KTS, and Enterprise activities — a new governance and corporate structure with a clear mandate that all corporate and business activities must support NHCN's debt load, not create more debt, risk, and undocumented related party transactions

A full review of all current roles, functions, and positions is underway. There is immediate reorganization steps required and more changes are coming. Every decision will be grounded in the mandates you gave us, the fiscal realities before us, and our legal obligations.

NORWAY HOUSE CREE NATION
 TRANSPARENCY & SUSTAINABILITY PLAN
 2026
GOVERNANCE ENHANCEMENTS
MAY 2026





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05 — The NHCN Financial Picture: What You Need to Know

As part of the Governance Summit and our review process, we have started to review and map out the full NHCN Financial Eco System. This is the financial reality of our Nation's current situation — it is serious and will require reorganization and stringent budgeting, controls, and compliance from this day forward.

DEBT SERVICE OBLIGATIONS

\$130+ Million

Across FNFA, BMO, RBC, CMHC, Peace Hills Trust, First Peoples Economic Growth Fund, AP

These loans and commitments MUST be addressed.

ANNUAL FUNDING FOR SERVICES

\$165 Million

From ISC, Province of Manitoba, and other Crown sources

This money is to provide services to you — not service debt from Enterprise.

All corporate, enterprise, and business activities through Kinosao Sipi Business Development Corporation, Partnerships, and other investments must support this debt load. NHCN requires a comprehensive forensic review, corrective action, and a 5-Year Forecast for every project and entity.

06 — Office of the Chief: Organized to Serve You

I have structured the Office of the Chief to deal directly and immediately with every matter before our Nation. This office coordinates governance support to all Council Portfolio Holders, executes all Government Relations, Rights Assertion Strategy, and the full implementation of the Transparency and Accountability Plan. This office will be accountable to you, without fail, as we work through these reorganization efforts and planning.

I am pleased to announce that Christie Spencer, an NHCN member, has accepted the position of **Chief of Staff** in the Office of the Chief. Christie begins her role on **June 1, 2026** and will provide governance and operational support to the entire Chief and Council as we work for you.

Over the past two weeks, Council has been working together daily — through meetings, shared documentation, text communication, and collaborative review. I am encouraged by the unity and



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commitment I have witnessed. There are some very tough decisions ahead of us, but the Council has shown the resolve in their commitment to your needs, not others.

07 — What Is Coming — The Road Ahead

The next 30 to 60 days are critical to our financial sustainability and the delivery of programs and services to our members. We are moving urgently, every day.

You can expect:

- **Phase 1 — Establishing Current Financial Position:** Full accounting of revenues, obligations, and cash flow — completed audits and compliance to funders, lenders, and the FNFA
- **Phase 2 — 12-Month Budget by Portfolio:** Every Councillor accountable for their portfolio budget, supported directly from the Office of the Chief. Immediate Stabilization Plan.
- **Phase 3 — Governance and Administration Review:** New Enhanced Roles, Financial Controls, and Organizational Structure that will provide the best service and sustainability. Getting the Community Led Committees in place — FOMAC, Elders Committee, Youth Committee, etc. Review and Reform of current Boards serving our Nation.
- **Phase 4 — Forensic Review:** Full community disclosure by July 31, 2026
- **Phase 5 — Ongoing development of the 5-Year Community Growth and Sustainability Plan:** Built with you, for you

First Community Meeting: We will hold our first Community Meeting within the next two weeks to hear directly from you and share real-time updates on the actions being taken. Your feedback matters and it directly shapes our priorities. Our Council are looking at dates that can work for that meeting.

Please continue to share your thoughts and concerns today as well to the meetings . We are listening.

**CONGRATULATIONS TO OUR NORWAY HOUSE CREE NATION BRUINS ON THE NATIONAL
CHAMPIONSHIP!**
YOU HAVE MADE US ALL SO PROUD !



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14-Day Implementation Summary — May 1 to May 17, 2026

Area	Activity / Action Taken	Lead / Accountable	Status
Financial Controls	FAL Compliance Audit — 54-point review completed	<i>Chief Roulette / Baker Tilley</i>	COMPLETE
Financial Controls	Identified 50 of 54 compliance breaches — documented for legal record and action	<i>Baker Tilley / Legal Counsel</i>	COMPLETE
Financial Controls	HLL Consulting engagement terminated — BCR executed by Council	<i>Chief & Council</i>	COMPLETE
Legal & Forensic	Forensic accounting engagement initiated — Baker Tilley LLP & IDG engaged.	<i>Chief Roulette / Legal</i>	IN PROGRESS
Legal & Forensic	Legal accountability framework established — external counsel engaged	<i>Legal Counsel</i>	IN PROGRESS
Legal & Forensic	Community disclosure preparation underway — target July 31, 2026	<i>Chief of Staff / Senior Advisor — NHCN Communications</i>	IN PROGRESS
Governance Summit	Council Governance Summit #1 held — May 11, Baker Tilley Winnipeg office	<i>Full Council</i>	COMPLETE
Governance Summit	Fiduciary duty framework and sustainability planning presented — Baker Tilley, IDG, INVOLVE	<i>External Advisors</i>	COMPLETE
Governance Summit	Bi-weekly Governance Summit schedule confirmed — ongoing training	<i>Chief of Staff</i>	CONFIRMED
Org Structure	New Governance & Operational Org Chart Draft — Transition Process in Finance underway	<i>Office of the Chief</i>	COMPLETE
Org Structure	Council portfolio assignments reviewed — 12-Month planning has started	<i>Office of the Chief</i>	COMPLETE
Org Structure	All roles and functions review initiated — Phase 1 underway	<i>Office of the Chief</i>	IN PROGRESS



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Area	Activity / Action Taken	Lead / Accountable	Status
Office of the Chief	Christie Spencer appointed Chief of Staff — June 1, 2026 start	<i>Chief Roulette / HR</i>	CONFIRMED
Office of the Chief	Financial Eco System briefing circulated — DEBT and Sustainability Challenges — budgeting started	<i>Office of the Chief</i>	COMPLETE
Community Engagement	Community feedback continues — concern of urgency for various Board reform and restructure	<i>Chief & Council Portfolio Holders</i>	IN PROGRESS
Community Engagement	First Community Meeting — scheduled within 2 weeks – May 30 th identified as possible date	<i>Office of the Chief / NHCN Communications</i>	SCHEDULED

In Loving Memory

We honour those who have recently passed from our community. Our love and prayers are with their families and loved ones.

Adam Anderson • Arthur Conway Monias • Davida Rachel Arthurson • Iona Clarke • Tyrone Clarke Osborne • Charles "Teddy" Paupenekis • Isaiah Osborne • Laura Mowatt • Eva Simpson

Respectfully submitted,

Chief Season Roulette

Chief, Norway House Cree Nation
Kinosao Sipi

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