



NORWAY HOUSE CREE NATION

CHIEF'S REPORT TO THE NATION

Transparency • Accountability • Sustainable Growth

June 22, 2026

Reporting Period: May 18 – June 22, 2026

To the Members of Norway House Cree Nation,

This report covers the period of May 18 to June 22, 2026 — the second reporting period of this Chief and Council. The work of governance transformation, financial stabilization, and accountability to you, our members, has continued with urgency and commitment every day of this period.

On June 22, 2026 we held our first General Band Meeting — a community-first commitment and a night of important announcements, honest conversation, and direct accountability to you. A summary of what was heard and responded to is included in this report.

Significant steps forward have been taken. There is much more ahead. We remain fully committed to the mandate you gave us.

— *Chief Season Roulette*

01 — Governance Planning — June 3, 2026 Summit

On June 3, 2026, Chief and Council convened the second NHCN Council Governance Summit, continuing the bi-weekly schedule established in May. This session was dedicated to governance planning and organizational transformation, covering:

- A structured review of progress made since the May 11 Governance Summit and identification of immediate next steps.
- Detailed planning for the internal restructuring of NHCN's programs, departments, and administration to ensure all operations are right-sized and functioning within their allocated budgets.
- Review and finalization of Council portfolio assignments and accountability frameworks.
- Review and approval of the Health Transformation plan — presented to the community at the June 22 General Band Meeting.

Governance Summits continue bi-weekly as a standing commitment. Council is united and engaged. The work is serious, and we are doing it together.



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02 — Internal Restructuring: Right-Sizing Programs and Administration

A comprehensive internal restructuring process is underway. Every program, department, and administrative function is being reviewed to confirm it is operating within its allocated budget and delivering value to members. This process is guided by three principles:

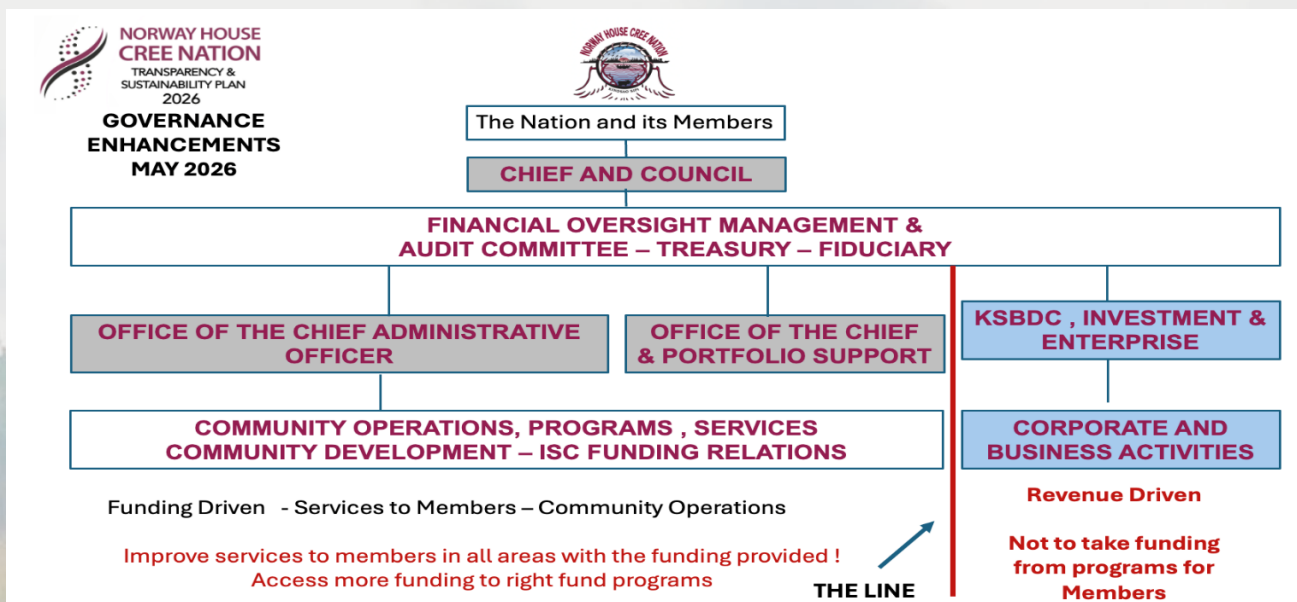
- Programs and services must be funded within authorized budgets — no program operates at deficit without a formal plan to access funding programs or resources.
- Administrative structures must reflect what the Nation can sustainably support given its current financial realities.
- Every reorganization decision is grounded in the mandate you gave us: Transparency, Accountability, and Sustainable Growth.

A Clear and Non-Negotiable Line: Community Programs vs. Business and Enterprise

One of the most critical corrections being made in this restructuring is the restoration of a firm, non-negotiable separation between community program funding and NHCN's Business and Enterprise activities.

Community program funding — received from ISC, the Province of Manitoba, and other Crown sources — exists for one purpose: to deliver programs and services to our members. It is not available to subsidize, support, or cross-fund business or enterprise operations on the other side of our organizational structure.

This line was not respected under the previous administration. Basic spending controls and authorizations were simply not in place for very large transactions. Community program funding was misused to support enterprise-side activities and professional fees tied to those activities, contributing to a situation where NHCN is now severely over-leveraged with \$130 million in debt. That ends now.





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COMMUNITY PROGRAMS & SERVICES

ISC funding • Provincial funding • Crown sources

Serves members. Protected. Cannot cross to enterprise.

KSBDC • INVESTMENT • ENTERPRISE & CORPORATE ACTIVITIES

Must be self-sustaining. Must generate revenue to support NHCN's debt load. Cannot draw on community program funding.

The new governance and organizational structure — with the Financial Oversight Management and Audit Committee (FOMAC) at the centre — is designed to enforce this separation at every level of NHCN's operations. Every corporate and business activity must generate revenue to support this Nation's debt load, not create more risk, and not draw on the ISC-based funds that belong to our community members.

This restructuring is difficult work. Some changes have already been made; more are coming. Each decision is made carefully, with legal guidance, and with the best interests of members and service delivery at the forefront.

03 — Chief Administrative Officer: Internal Restructuring and Promotion

As part of NHCN's internal restructuring, the Chief Administrative Officer and Office Operations role has been formalized and implementation has begun. This position was sourced to be filled internally first, in keeping with NHCN HR practices. James Apetagon was the successful internal candidate and has stepped into the CAO role with immediate positive impact. Where roles cannot be filled by internal candidates, positions will be posted for external competition.

James Apetagon — Chief Administrative Officer, NHCN

James has been a dedicated and trusted member of the NHCN Finance and Administration Team throughout this transition period, demonstrating exceptional competence, integrity, and commitment to the membership. His success in this internal process reflects the depth of talent within our own Nation. James brings deep knowledge of NHCN's operations and financial systems to this role, and we are proud to have an NHCN member leading our administration.



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04 — Monthly Budget Reviews: A New Standard of Financial Discipline

Effective immediately, monthly budget reviews are now a standing requirement across all NHCN programs and departments. This is a fundamental change from prior practice and is essential to restoring financial control.

- Each Director is accountable for their program budget and must report on a monthly basis to the Chief Administrative Officer through complete reports.
- The CAO will report to FOMAC and Leadership monthly to ensure all departments remain within budget.
- Budget review meetings are being scheduled and coordinated through the Office of the Chief and the Chief Administrative Officer.
- Variances, overruns, and underspends are to be identified, explained, and corrected — monthly, without exception. Administration needs to know cash flow needs every 30 days.
- This process feeds directly into the 12-Month Budget by Portfolio (Phase 2) and the 5-Year Community Growth and Sustainability Plan.

NHCN is working closely with CPA firm Baker Tilly to ensure the Nation has full oversight and control of its budgets and finances. Baker Tilly is providing support and guidance while ensuring we are building the internal capacity to serve our Nation on our own terms. We have taken back control of our finances in an NHCN Staff-Led Model — and we intend to keep it.

We acknowledge the outstanding work of the NHCN Finance Team during this transformation period. Brent Osborne and Ida Muskego, serving as Interim Associate Directors of Finance, continue to lead the day-to-day financial operations with professionalism and dedication. Their commitment to this Nation through an exceptionally demanding period is deeply appreciated.

05 — Financial Overview: How We Got Here and The Path Forward

Chief and Council engaged Baker Tilly — one of Canada's leading accounting and advisory firms with deep experience working with First Nations — to conduct a full financial review of NHCN's position. What Baker Tilly found was serious. This section summarizes their findings in plain language so that every member understands the reality of where this Nation stood, and what is now being done to change it.

The Honest Truth: This Nation Was on the Path to Insolvency

Without the drastic actions taken by this Chief and Council immediately following the May 1, 2026 election, Norway House Cree Nation was on a path that would have led to insolvency. This is not an exaggeration — it is the financial reality confirmed by Baker Tilly's review.



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- As of March 31, 2025, NHCN was already in bank indebtedness of \$16.38 million — meaning the Nation was relying on short-term financing just to keep operations running day to day.
- Long-term debt stood at \$83.05 million in audited statements, with total obligations across all lenders exceeding \$130 million when the full picture is considered.
- Without intervention, debt servicing would have required significant and unsustainable reductions to community programs over time — meaning the services our members depend on every day would have been cut.
- There was no capital plan for the community. Many assets and projects were structured incorrectly, compounding risk without a clear path to repayment.
- The Nation had no clear linkage between funding received and how it was spent — meaning NHCN could not demonstrate to funders that money was used as required. This created immediate risk of funding clawbacks and loss of future funding.

Where the Debt Sits

Housing loans: \$50.1M — mortgages and housing project loans through CMHC, RBC, and Peace Hills Trust

Building / Infrastructure loans: \$30.7M — facility and infrastructure demand loans through BMO and FNFA

Equipment financing: \$2.2M — machinery and vehicle financing

Note: There is a need for 800 additional homes in this community, while 400 existing homes are in need of repair. At \$200K per unit, that is \$240 million — a need that cannot be addressed without a sound financial foundation first.

DEBT SERVICE OBLIGATIONS

\$130+ Million

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

Forensic review and debt resolution plan actively underway.

ANNUAL FUNDING FOR SERVICES

\$147 Million*

From ISC, Province of Manitoba, and other Crown sources

**More funding to come through continual proposals, program reviews, and ISC right-funding enhancements for 2026–2027*

Professional Fees: A Major Part of the Problem

Professional fees paid to HLL Consulting represented approximately 20% of NHCN's total expenditures during their engagement — a figure that is significantly outside of what should be expected. For this type of financial consulting arrangement, professional fees should be closer to 10% of total expenditures. The initial audit identified \$27 million in professional fees; further review has confirmed this figure at \$30 million. This is being examined as part of the ongoing forensic review and legal



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proceedings. Baker Tilly's goal is to build internal capacity within NHCN so that the Nation can manage its own finances with approximately 15 skilled staff — replacing a model that had grown to over 70 people managed externally at enormous cost to members.

What Was Found in the Financial Records

Baker Tilly's review identified serious gaps that go beyond a simple backlog. This is not a cleanup — it is a full reset:

- Core financial controls were being rebuilt from scratch — several business transactions had been run through advisor-controlled arrangements outside of NHCN's direct control.
- Bank accounts, credit cards, internet and vendor accounts, and project approvals were not fully under the Nation's direct control when this Council took office.
- Expenditures were not fully supported — key amounts may not have been defensible under audit.
- Reporting deadlines were at risk due to delays in accounting, increasing the likelihood of funding being halted or clawed back.

What Is Being Done: The Stabilization Plan

Baker Tilly, working alongside the NHCN Finance Team, has implemented an immediate stabilization plan. Key actions underway include:

- **Cashflow stabilization** — a structured cashflow plan is now in place to ensure the Nation can continue operating without disruption and protecting essential program delivery.
- **Budget management** — a coordinated cashflow and budget framework has been developed; ongoing meetings with program budget owners are being held to ensure accountability.
- **Audit readiness** — work is underway with Deloitte (the Nation's external auditor) to complete general ledger records and address outstanding gaps. The 2025–2026 audit is targeted for completion by end of October 2026.
- **Compliance with Financial Administration Law (FAL) and Financial Management Board (FMB) requirements** — gaps are being actively remediated with a compliance target of end of July 2026.
- **FNFA loan consolidation** — the Nation is working to use the First Nations Finance Authority to consolidate loans and reduce the overall cost of debt.

Baker Tilly will provide quarterly compliance dashboard reports to Chief and Council. The full community disclosure of the Nation's financial position remains on track for July 31, 2026.

The Bottom Line

The actions taken by this Chief and Council — terminating HLL, engaging Baker Tilly and Blake Russell, Infynyt Development Group (IDG) as senior advisor to Chief and Council, taking back control of finances, implementing monthly budget reviews, and enforcing the hard line between community program funding and enterprise — were not optional. They were necessary to prevent this Nation from reaching a point of no return.



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The road ahead is hard. But for the first time in years, this Nation has a plan, has control of its own finances, and has the right people in place to carry it through.

06 — Legal Update: Protecting the Nation's Interests

Chief and Council wish to provide the membership with a high-level overview of the legal action underway on behalf of Norway House Cree Nation. While the details of active litigation are subject to legal privilege and cannot be fully disclosed at this time, it is important that members understand what happened, why action was taken, and what we are seeking to recover.

What Happened

Following the election, Council initiated a full compliance audit of NHCN's financial systems. What that review revealed was serious. The financial consulting firm engaged by the previous administration — HLL Consulting Inc. — had expanded far beyond its original mandate of financial support and advisory services, and in doing so created a massive debt load for the Nation of \$130 million.

Over several years, what began as a financial consulting engagement grew to include control over NHCN's Finance, IT, Procurement, HR, Engineering, Project Management, Asset Management, and Executive functions. Annual billings grew from approximately \$473,000 in 2018–19 to over \$12.5 million in 2024–25 — an increase of more than 26 times. Government functions that belong to NHCN were effectively moved into a private company.

When this Council terminated the HLL engagement, the firm submitted a termination claim of over \$11.6 million — based on nine months of the expanded, enlarged platform rather than the original financial consulting mandate contemplated when the agreement was signed.

What We Are Doing About It

NHCN has engaged external legal counsel and has filed a legal claim against HLL Consulting Inc. and its sole principal, Michael Ly. The Nation's position is clear:

- HLL's expansion of its role created a serious and self-reinforcing conflict of interest — every function transferred to HLL increased its control, its billings, and its termination fee base.
- The required conflict-of-interest safeguards under CPA standards and our own NHCN Financial Administration Law — disclosure, stepping out of decisions, proper documentation, and return of records — were not followed.
- The termination claim of \$11.6 million is an example of the out-of-control nature of where this relationship went, and is itself another unauthorized transaction attempt.
- NHCN's own laws — the Financial Administration Law — require proper authorization, requisition, and certification for payments. These requirements were not met.



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What We Are Seeking

NHCN is seeking recovery of damages caused by HLL's conduct, including transition costs, IT restoration, forensic and legal costs, loss of institutional capacity, and governance disruption. The Nation is also seeking to have affected payments, addenda, and the termination claim treated as invalid or unenforceable.

The termination of HLL also revealed a significant problem: NHCN's own records, credentials, IT systems, and business-continuity materials had been held by HLL. The withholding of these assets was a serious matter, and NHCN has been working to recover full control. This is a government's records and data — it belongs to this Nation and its members, not to a private contractor.

A NOTE TO MEMBERS

The information provided in this section is a summary of allegations contained in NHCN's Statement of Claim. These are the Nation's pleaded positions in active litigation. They are not findings of a court. Chief and Council are committed to keeping the membership informed as this matter proceeds.

07 — Health Transformation: A Plan Built for Our Community

The NHCN Health Division has developed a comprehensive Health Transformation Plan, reviewed and approved by Chief and Council at the June 3, 2026 Governance Summit and presented to the community at the General Band Meeting on June 22, 2026. A summary of the key priorities and focus areas is provided below.

Key Priorities

- Establish a Resilient Governance Model — including a qualified and diverse Board and Committee structure, strategic priorities and plan, and financial planning, transparency, and accountability.
- Workforce Stabilization — clear job descriptions and compensation, access to program budgets, policy and planning support, and defined communication protocols.
- Stakeholder Engagement — collaborative approach with all internal and external partners.
- Enhance Community-Based Programs and Services — improving access to and quality of health services across the community.
- Education, Training, and Community Capacity Building — growing our own workforce and building long-term health capacity within NHCN.

Grassroots Community-Based Impact: Priority Areas

- Governance and System Coordination —
 - Collaborative approach with all internal and external stakeholder partners.
 - Develop shared care pathways and communication protocols.



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- Align future health transformation and accreditation efforts through a unified approach.
- Financial Accountability and Fund Development —
 - Negotiations with ISC for renewed funding agreements.
 - Annual budgeting through a collaborative approach with Program Managers.
 - Long-term financial sustainability plan, including diversified funding sources.
 -
- Physician Services and Primary Care —
 - Re-establish formal partnerships based on respect, accountability, and continuity of care.
 - Support implementation and adherence to care standards and protocols.
 - Re-establish Norway House as a major northern education and training hub.
- Nursing Support —
 - Develop and implement a nurse recruitment and retention strategy.
 - Advocate for increased funding.
 - Separate clinical and managerial roles to improve service delivery (CNO).
- Mental Health and Addictions Support —
 - Enhance community-based psychiatrist supports and address no-show rates.
 - Develop an integrated addictions strategy and fully implement Opioid Agonist Therapy (OAT).
 - Increase staffing and training in harm reduction and addictions care.
- Community-Based Dialysis Support Services —
 - Ensure a long-term Service Purchase Agreement with adequate training and capacity-building milestones.
 - Ongoing work with ISC and Manitoba Health to expand dialysis capacity and recruit nurses.

Other Key Focus Areas

- Emergency Medical Services (EMS)
- Community Wellness and the Community Mobile Support Program (outreach)
- Long-Term Care Services and Capital Funding to address infrastructure gaps
- Assisted Living and/or Supportive Housing
- Health Promotion and Disease Prevention
- Education, Training, and Capacity-Building — growing our own health workforce from within



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08 — Accountability Commitments: Transparency in Action

Chief and Council are committed to holding themselves to the same standard of accountability expected of this Nation. The following commitments have been made to members:

Drug Testing Policy for Chief and Council

A Drug Testing Policy for Chief and Council is being developed. Chief and Council believe that those who lead must be held to the highest standard. This policy will be formalized and shared with the community.

Board Review and Postings

A comprehensive review of all Boards serving this Nation is underway. Positions will be posted publicly as they become available — the Gaming Board is currently posted. Chief and Council are committed to open, transparent, and merit-based board appointments going forward. More postings will be coming.

Councillor Portfolio Updates

Councillors have begun reporting on their assigned portfolios. Notable developments include progress in Housing, including work on the First Nations Infrastructure Investment Program (FNIIP) — a positive step forward for housing investment in our community. Further portfolio updates will be shared at future community meetings.

09 — June 22 General Band Meeting: Key Announcements

At the June 22 General Band Meeting, Chief and Council made the following announcements to the community:

New Roles in the Office of the Chief

- Dylan Arthurson has been named Manager, Governance, Communications and Strategic Initiatives within the Office of the Chief, reporting directly to the Chief of Staff. In this role, Dylan serves as the operational backbone of the Office of the Chief's communications, governance, and administrative functions — overseeing NHCN's digital presence, coordinating community and intergovernmental correspondence, supporting Chief and Council meetings and committee work, managing community feedback and issues intake, and contributing to policy analysis and governance relations. This is an NHCN-sourced position filled in keeping with HR practices, and Dylan brings direct knowledge of the community and its governance priorities to this work.
- Chief and Council announced that Dr. Courtney Leary has stepped back into the Chief of Staff role within Health Services, re-establishing a strong and positive working relationship with OHS.



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Rights and Claims Update

Chief and Council provided an update on active rights and claims files, including work underway on Rights Assertion, the Manitoba Hydro file, and related claims. Further updates will be provided as these files advance.

Treaty Land Entitlement Settlement

Norway House Cree Nation received approximately \$32 million as its share of an advance payment made by Canada to the Treaty Land Entitlement First Nations while negotiations toward a larger settlement were underway.

Those negotiations did not result in a final settlement, and the matter returned to the Federal Court. The larger proposed settlement is no longer on the table.

We are now awaiting the Court's decision, which will determine what happens next in this matter.

Chief and Council will continue to protect Norway House Cree Nation's interests and will provide further updates to the community when there are significant developments that we are able to report.

Agricultural Benefits Claim – “Cows and Plows”

Norway House Cree Nation continues to advance its Agricultural Benefits Claim, commonly known as the “Cows and Plows” claim.

The claim seeks compensation for Canada's failure to fulfill the agricultural benefits promised to our Nation under Treaty 5.

On May 4, 2026, the claim reached an important milestone and advanced through the federal Specific Claims process. The claim is now before the Minister, and we await Canada's response.

The timelines for the next steps are not yet known. Chief and Council will continue to closely monitor the progress of the claim and will update the community as more information becomes available.

As the claim progresses, it will be brought to the community for discussion. Members will have the opportunity to receive information, ask questions, and provide input before any final settlement is concluded.

Chief and Council remain committed to protecting Norway House Cree Nation's Treaty rights and ensuring that the community is kept informed as this important claim moves forward.

10 — What We Heard: June 22 Community Meeting Summary

This summary reflects the key questions raised by community members and the responses provided by Chief and Council, administration, legal counsel, and consultants. It reflects the community's priorities around accountability, financial clarity, health services, and transparent governance.



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Economic Development & Financial Accountability

Question / What We Heard	Response
<i>What economic development work is happening now?</i>	Leadership is reviewing all ventures to determine which projects are viable, feasible, and sustainable. After this review, leadership will determine if any need to be discontinued.
<i>How many Nation businesses are fully owned by NHCN?</i>	A full ownership review is underway of all businesses and enterprises.
<i>What steps will be taken to hold the previous finance team accountable?</i>	A lawsuit has been filed against the former finance team's company and its owner. A financial and legal review is currently underway.
<i>Where was the \$93M in spending allocated?</i>	Reports show significant payments to external service providers, legal support, emergency response services, and a major infrastructure project. One service provider was identified as the largest contributor to the overall debt.
<i>What about professional fees?</i>	The initial audit identified \$27 million in professional fees. Further review has now identified this figure at \$30 million. This is being examined as part of the forensic review.

Governance, Contracts & Legal Matters

Question / What We Heard	Response
<i>Was the previous agreement with the finance team approved by the community?</i>	Under the Indian Act, Chief and Council can make these decisions without community ratification.
<i>Were addendums properly approved?</i>	Legal counsel found no evidence they were passed at duly convened meetings. Former leadership signed them.
<i>Will former officials be held responsible?</i>	This may be determined later as litigation progresses.
<i>What happens next in the lawsuit?</i>	The claim is filed and the case is moving toward trial, which will take some time.

Health Services & Staffing

Question / What We Heard	Response
<i>How will we increase doctors and nurses?</i>	A new Chief of Staff has been hired, and several physicians have already been recruited.





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<i>Why was there only one doctor on duty recently?</i>	Leadership acknowledged the issue and confirmed that stabilizing staffing requires rebuilding internal systems.
<i>How will mental health and addictions be addressed?</i>	Leadership emphasized the need for proper structure before immediate action can be effective.
<i>Will jobs be posted publicly?</i>	Yes. Chief Roulette has committed to posting positions rather than appointing people as they become available.
<i>Is work being done on dialysis?</i>	Yes — ISC and Manitoba Health have confirmed ongoing work to expand dialysis capacity and recruit more nurses.

Off-Reserve Member Engagement

We understand that many of our off-reserve members are unable to attend community meetings in person. We are currently exploring options to share these meetings in a secure and controlled way. Our priority is ensuring that the Nation's business and sensitive discussions are protected from external audiences. We want to ensure your voice is heard — we are committed to open dialogue and to implementing different ways to open engagement pathways for all members wherever they live.

TELL US WHAT'S NEXT

Starting with this form, we want to hear from you. Scan the QR code to share your input on potential discussion topics for future community meetings.

Your input is respected, and your input is valued.

Potential Discussion Topics for Future Community Meetings



11 — The Road Ahead: Where We Are in the Recovery Plan

The five-phase plan continues to guide our work. Here is the current status:

- Phase 1 — Establishing Current Financial Position:
 - Forensic accounting in progress. Debt picture being finalized with finance and legal.
 - NHCN Finance Team has assumed full operational control of all financial processes.





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- Phase 2 — 12-Month Budget by Portfolio:
 - Monthly budget reviews now in place. Planning actively underway with each department director.
- Phase 3 — Governance and Administration Review:
 - Internal restructuring underway. CAO role filled through internal process — James Apetagon, successful internal candidate.
 - FOMAC implementation in progress — July 1, 2026 target. Community-led committees: FOMAC, Elders Committee, Youth Committee — participation postings coming.
- Phase 4 — Forensic Review:
 - Full community disclosure on track for July 31, 2026.
- Phase 5 — 5-Year Community Growth and Sustainability Plan:
 - Foundational work underway. Built with you, for you — member engagement will be a central part of this process.

12 — Congratulations & Community Acknowledgments

Chief and Council extend their heartfelt congratulations and acknowledgment to the following:

Graduations

- Congratulations to all graduates of the HBOIERC Class of 2026 — your achievement is a reflection of your hard work, dedication, and the strength of our community.
- Congratulations to all Community Graduates of 2026. We are proud of each and every one of you. Your success is a source of pride for our Nation.

Upcoming Community Events

Chief and Council encourage all members to stay connected and participate in the following upcoming events. Details will be shared through NHCN Communications as they become available:

- Manitoba Indigenous Summer Games — July 8 – 12
- Treaty and York Boat Days (TYBDs) — July 31 – August 9
- FNSO Training Level II — to be hosted in Norway House Cree Nation. Details coming.



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30-Day Implementation Summary — May 18 to June 22, 2026

Area	Activity / Action Taken	Lead / Accountable	Status
Governance	Governance Summit #2 held — June 3, 2026	<i>Full Council</i>	COMPLETE
Governance	Bi-weekly Governance Summit schedule maintained	<i>Chief of Staff</i>	IN PROGRESS
Restructuring	Internal restructuring — programs right-sized to allocated budgets	<i>Office of the CAO / Chief</i>	IN PROGRESS
Restructuring	Hard separation of community program funding and enterprise activities enforced	<i>CAO / FOMAC / Legal</i>	IN PROGRESS
Financial Controls	Monthly budget reviews implemented — directors reporting to CAO	<i>NHCN Finance / CAO</i>	IN PROGRESS
Financial Controls	12-Month Budget by Portfolio — planning underway with department directors	<i>CAO / Council</i>	IN PROGRESS
Financial Controls	Professional fees review — \$27M identified in audit, now confirmed at \$30M	<i>Baker Tilly / Legal</i>	IN PROGRESS
Debt Review	Full debt picture review underway — finance and legal engaged	<i>Baker Tilly / Legal Counsel</i>	IN PROGRESS
Debt Review	Debt resolution and management plan in development	<i>Chief Roulette / Legal / Finance</i>	IN PROGRESS
Legal	Legal claim filed — NHCN v. HLL Consulting Inc. and Michael Ly	<i>External Legal Counsel</i>	IN PROGRESS
Legal	Recovery of NHCN records, IT systems, and digital assets underway	<i>NHCN IT / Legal Counsel</i>	IN PROGRESS
Legal & Forensic	Forensic accounting continues — Baker Tilly LLP & IDG; disclosure target July 31	<i>Chief Roulette / Legal</i>	IN PROGRESS
Accountability	Drug Testing Policy for Chief and Council — in development	<i>Office of the Chief</i>	IN PROGRESS
Accountability	Board review and public postings underway — Gaming Board currently posted	<i>Office of the Chief / HR</i>	IN PROGRESS
Org Structure	CAO role filled through internal process — James Apetagon	<i>Chief Roulette / Council / HR</i>	COMPLETE
Org Structure	Christie Spencer — Chief of Staff, active June 1, 2026	<i>Office of the Chief</i>	COMPLETE



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Org Structure	Dylan Arthurson — Manager, Governance, Communications and Strategic Initiatives, Office of the Chief	<i>Office of the Chief</i>	COMPLETE
Org Structure	FOMAC implementation — July 1, 2026 target; Terms of Reference complete	<i>Office of the Chief</i>	IN PROGRESS
Health	Dr. Courtney Leary — stepped back into Chief of Staff role, OHS relationship re-established	<i>Health Services / Council</i>	COMPLETE
Health	Health Transformation underway — restructuring, additional funding being sourced, stakeholder engagement ongoing	<i>Health Services / Council</i>	IN PROGRESS
Community Engagement	General Band Meeting — June 22, 2026	<i>Office of the Chief / Communications</i>	COMPLETE
Claims & Rights	Cows & Plows — on Minister's desk; TLE settlement to come back to community for ratification	<i>Chief Roulette / Legal</i>	IN PROGRESS
Claims & Rights	Rights Assertion, Hydro, and related claims files — active	<i>Chief Roulette / Legal</i>	IN PROGRESS

In Loving Memory

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

Chantal Balfour • Allan Apetagon • Paul Fredette • Jimmy Ducharme • Bill (Jake) Gamblin • Keith Apetagon • Tron Gamblin • Vincent Muskego • Jackson Harper • Bryar Muskego Osborne • Cherish Colombe Muswagon • Stan Hart

Respectfully submitted,

Chief Season Roulette

Chief, Norway House Cree Nation
Kinosao Sipi

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