NORWAY HOUSE CREE NATION
CHIEF'S REPORT TO THE NATION

Transparency • Accountability • Sustainable Growth

September 2026

Reporting Period: July – September 2026

To the Members of Norway House Cree Nation,

This report covers the period of July to September — the third 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 September 2nd, we held our second General Band Meeting, following a very busy and productive couple of months in the community. Over that time, we hosted the Manitoba Indigenous Summer Games, our Annual Pow Wow celebration, and our Treaty and York Boat Days, as well as the official Chief and Council swearing-in ceremony — events that brought visitors from near and far to our community. Alongside these meaningful gatherings, Council and I have continued working hard on our portfolios and on implementing the mandate given to us. We as a Nation are going through a very challenging financial period, brought about by out of control costs, broken governance over our funding programs and banking, and decisions that were clearly in the interests of others outside of our Nation. We ask that you work closely with us in going through the next 6 Months together.

We remain fully committed to the mandate you gave us.

— Chief Season Roulette

01 — 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:

Board Review and Postings

A comprehensive review of all Boards serving this Nation is underway. Positions will be posted publicly as they become available. Most recently, our gaming board was selected through a competitive process. 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. Further portfolio updates will be shared at future community meetings and reports as we go forward in our work within our portfolios.

Council Drug Testing Results and Policy

At the August Regular Council Meeting, to service our commitment to transparency and accountability, all Chief and Council in attendance at the meeting voluntarily participated in drug testing administered by STAR Drug Testing. The tests took samples of hair and nails which provide much more accurate results than other measures such as urine testing. We are honoured and happy to inform that all test results came back negative and the chart below provides the details of those tests. The report below shows that all six tested Chief and Council members received **negative** results on the voluntary hair follicle drug screening, with **0 positive results** reported.

NORWAY HOUSE CREE NATION — OFFICE OF THE CHIEF

Chief & Council Voluntary Drug Testing Results

Hair Follicle Panel · Collected July 31, 2026 · Reported September 15, 2026

Voluntarily conducted in the spirit of transparency and accountability to the community

6	6	0
Members Tested	Negative Results	Positive Results

INDIVIDUAL RESULTS

NAME & ROLE	RESULT
Season Roulette Chief, Norway House Cree Nation	✓ NEGATIVE
Edward Albert Councillor	✓ NEGATIVE
Alfred Laugher Councillor	✓ NEGATIVE
Christina Mitchell Councillor	✓ NEGATIVE
John Henry Councillor	✓ NEGATIVE
Tim Folster Councillor	✓ NEGATIVE

SUBSTANCES SCREENED — HAIR 5 PANEL WITHOUT THC

Amphetamines · Cocaine · Opiates · PCP

Hair follicle specimens detect drug use over an approximately 90-day window. All negative results are final. A presumptive-positive result would be re-tested and confirmed by an accredited toxicologist before any final determination.

TESTING PROVIDER	CERTIFICATION
Amedicore / Star Drug Testing Services LTD #300 – 119 Vermillion Road, Winnipeg, MB R2J 3P6	Certified Collector: M. Charriere #13948 MDEL #13943 · August 5, 2026

Norway House Cree Nation (NHCN)
Contact: Dion Anderson
P.O. Box 250

Norway House, MB R0B 1B0

Point of Collection (POCT) Drug Test Results

PARTICIPANT INFORMATION:			
Participant Name: Tyler Duncan	[redacted]		
Occupation: Non-DOT participant	[redacted]		
TEST INFORMATION:			
Specimen ID: POC2326438	**Test Type:** Volunteer	**Sample Type:** Urine	**Technician:** Bobby Queskekapow
Collection Date/Time: 7/31/2026 01:29 PM Canada/Central		**Date CCF Received:** 8/3/2026	
Site: Norway House Cree Nation (NHCN) - SITE 201303 Kistapinan Road Norway House, MB R0B 1B0			
RESULT STATUS: NEGATIVE			
DRUGS/METABOLITES TESTED: 12 PANEL + FENTANYL URINE POCT			

Follicle Drug Testing

Hair follicle testing is widely recognized as one of the most reliable methods for detecting drug use, providing approximately 90 days of history from a standard 3 cm hair sample. Using GC-MS confirmation testing, accuracy is extremely high, with reported sensitivity rates of 97-99% and a confirmation process that virtually eliminates false positives.

Compared to urine testing, hair testing offers a longer detection window, is more difficult to tamper with, and better reflects patterns of use. Where hair samples cannot be obtained, nail testing is an accepted alternative. Hair testing is commonly used in Canadian workplace, transportation, energy, and governance programs. This panel screened for several substances but did not include THC (cannabis).

02 — Council Portfolio Updates

Chief Season Roulette

Chief Roulette oversees progress across the Environmental Management Agency (EMA), NFA/MIA/TLE, KSMA, Urban Planning and Development, Economic Development Initiatives, Finance and Administration, Strategic Partnerships, the Health Centre of Excellence, Pharmacy, and the Self-Government Initiative. These portfolios guide the Nation's long-term growth and sustainability by advancing community development, strengthening governance, supporting economic opportunities, and enhancing essential services. Together, they help build a strong foundation for self-determination, responsible stewardship, and improved quality of life for current and future generations.

Kinosao Sipi Minisowin Agency

Since taking over the KSMA portfolio in July, a significant amount of work has been done to strengthen the Agency and ensure our children, families, and staff are protected.

A new Interim Board was put in place and immediately began reviewing the Agency's governance, finances, contracts, and operations. Most importantly, services to our children and families have continued throughout this entire process.

The Board has received detailed financial information, strengthened oversight of banking and financial controls, begun reviewing policies and contracts, and moved forward with an independent financial review — so that we can have a clear and objective understanding of KSMA's finances.

We also took immediate steps to protect KSMA's records, systems, and information while reviewing the significant consulting arrangements that had been in place. This included beginning the transition of IT systems, software, and administrative control back to KSMA and the Nation.

There is still work ahead, and some difficult issues are being reviewed. We are not going to rush that process, and we are not going to make assumptions before the facts are established.

KSMA is stable, our services continue, and there is now stronger oversight in place. Our goal is bigger than simply addressing what happened in the past. We need to build a stronger KSMA for the future — one that is accountable to our people, transparent in how decisions are made, and always puts the safety and wellbeing of our children and families first.

This has been a period of continued progress across the Council and I's portfolios. I remain committed to working with Council, staff, community members, and our partners to advance initiatives that support sustainable growth and improve services for our Nation. Together, we are building a strong foundation for future generations while creating opportunities that enhance the wellbeing of our community. I look forward to continuing this important work and keeping members informed on our progress in the months ahead.

Councillor Eddie Albert

"My family and I would like to send our condolences to all the families that lost their loved ones this past month. May Creator God Bless you and your family."

Councillor Albert oversees progress across Health Services, the Keenanow Trust Secretariat (KTS), and the Gaming Commission. These portfolios support the wellbeing of community members through health care services, governance initiatives, and responsible oversight of community resources. From promoting healthier lifestyles and recognizing the work of health care staff to strengthening board and trustee leadership, these areas play an important role in supporting a healthy, accountable, and thriving community.

Health Services

We are dealing with a lot of health issues amongst our people, and I want to encourage each one of you to continue or start being active. Historically, our ancestors have always moved around as part of their routine in surviving. We should use them as an example and set your standards with your loved ones, and start living a good life — a healthy life. Once we begin and get used to being active and keep moving, we'll begin to see changes in mobility, we become happier, and we sleep better.

Our staff have worked hard to provide our members the health care they require, including support with alignments, home care, support services, education, renal services, and much more to look forward to. Please review the health report from our staff, who are truly valuable members of our organization. I am grateful for your incredible work.

Keenanow Trust Secretariat (KTS)

A meeting was called prior to the elections to seek two trustees from the community at large. During that time, two members, Wayne Clarke and Bobby Queskekapow, were elected. The appointed Elder sitting in for another four years is Robert Wilson, and the three remaining appointees are Steven Robertson, Michael Muswagon, and Christopher Clarke.

Trustees will go through Board training and a series of sessions with the Corporate Trustee, and they will bring information back to the community in the near future.

Gaming Commission

At our first community meeting, a recommendation was brought forth to Chief and Council to open up the selection of board members for competition. We now have our new board members, which include:

- Lester Balfour
- Andee Hart
- Warren Ettawacappo
- Mary Albert
- Brian Captain Jr.

This board will go through board training, and we will provide you with information once they are established. Thank you to all those who applied.

From encouraging healthier lifestyles to recognizing the dedication of our health care staff, supporting our members through the Keenanow Trust Secretariat, and helping to support the Gaming Commission, this has been a period of meaningful progress across my portfolios. I remain committed to working closely with staff, trustees, and board members to support and advance the work within the Health portfolio's I hold, and to ensuring our members continue to receive the care, guidance, and services they deserve.

Councillor Christina Mitchell

Councillor Mitchell's portfolios span Education, Daycare, Headstart, Jordan's Principle, Pinaow Wachi Personal Care Home, and Jean Folster Place Women's Shelter — services that support our members from early childhood through to Elder care. The following summarizes the work underway across each of these areas.

Education

Frontier School Division Partnerships

- ***Grade 9 Mino-Pimatisiwin Co-Hort:*** Beginning this September, students will experience Grade 9 academics in ways that connect learning to land, culture, community, identity, and relationships. Community members can call the school at HBO 204-359-4100 to leave their name with Evelyn or Tanya, and application forms are also available.
- ***Language Nest Program:*** An early-years Cree language immersion initiative is being developed to strengthen Ininimowin (Cree) language learning from an early age and to support the preservation and revitalization of our language and culture. Discussions are currently underway to identify a location for this program.
- ***New Area 5 Superintendent:*** We would like to extend a warm welcome to our new Frontier School Division Area 5 Superintendent, Donna Miller Fry. We look forward to working together to support our students, families, educators, and schools throughout Norway House Cree Nation, and we value a strong, collaborative relationship as we continue working toward quality education, student success, Cree language and culture, and meeting the diverse needs of all our learners. Welcome to Area 5, and we wish you every success in your new role.
- ***High Needs Awareness:*** We want to make our community aware that our schools are experiencing an increasing number of students with high needs who require additional supports and services, while at the same time facing staffing shortages and limited specialized services to meet these growing needs. Our leadership and finance teams are aware of these challenges, and we will continue discussions, planning, and advocacy to strengthen supports for our students, families, and school staff. We respectfully ask for the patience and understanding of our families and community as we work together to address these needs.
- ***Employment Opportunities to Help Support Our Students:*** To help address these growing needs, we are working to increase staffing supports at both schools. Current needs include additional Educational Assistants, bus drivers, and two Special Education teaching positions at

HBOIERC, with some Educational Assistant positions also available on a casual basis. For more information, call the Area 5 Office at 204-359-6711.

Post-Secondary

- ***Board Restructuring:*** Three Board members have been appointed to support and address the needs of off-reserve post-secondary students.
- ***Policy Review:*** The Board will be reviewing existing policies and making necessary updates to support current program needs.
- ***Digital Transition:*** Plans are underway to transition to a digital portal system to improve and digitize the management of post-secondary student information, with implementation anticipated by next year.
- ***Collaboration & Program Development:*** Productive discussions with the Cross Lake Education Authority (CLEA) and the Board have identified opportunities to strengthen the administration and delivery of the Post-Secondary Program.

Employment & Training

Employment & Training Services continues to support Norway House Cree Nation members in developing skills, accessing training, and preparing for employment. The program is supported through Indigenous Skills and Employment Training (ISET) funding administered through Manitoba Keewatinowi Okimakanak (MKO).

Program supports may include:

- Skills development and occupational training
- Education or skills upgrading
- Resume preparation and job-search assistance
- Employment coaching and interview preparation
- Apprenticeship supports
- Employment start-up supports
- Work placements and wage subsidies
- Summer student employment assistance
- Assistance with employment-related relocation or mobility
- Support to help individuals maintain employment
- Career planning and employment assessments

The overall goal is to help community members build skills, improve employment opportunities, and successfully enter or remain in the workforce.

Cree Language & Culture

- ***Certificate in Teaching Ininimowin:*** UCN continues to support Ininimowin (Cree) language revitalization by delivering the Certificate in Teaching Ininimowin training program, which provides

training for fluent Cree speakers to develop skills in Cree language teaching, curriculum development, teaching methods, assessment, technology, and land-based language programming.

- ***The Four Pillars:*** Led by Eileen Apetagon, the Four Pillars Program is focused on strengthening its four key areas — Cree Language, Culture, Heritage, and Community Wellness. A committee is in place to help guide and support the program, and activities to date have included land-based programming, cultural activities, camps, healing initiatives, and Cree language revitalization. Work continues to identify a suitable location for a dedicated program space and to explore additional funding opportunities, and the Project Lead and committee will be meeting to discuss future goals, priorities, and continued development of the program.

- ***Awasisak Ininiwi Pikiskwewin:*** The Awâsisak Ininiwi Pikiskwewin & Theatre Summer Camp, led by Colleen Omand and Kim Halcrow, was successfully held this summer for children and youth. Participants engaged in enriched Cree language learning, cultural activities, traditional games, songs, and land-based learning, while Kim Halcrow provided theatre-based learning that gave children the opportunity to build confidence, creativity, teamwork, and Cree language skills through drama and performance, which was showcased at the annual Treaty & York Boat Days celebration. The program partnered with the Sea Falls Cree Language Camp, where Elders and local knowledge keepers supported the sharing of Inimowin, traditional knowledge, and cultural teachings, and the Employment & Training Summer Student Program also partnered with the camp by providing summer students to assist with program delivery. Overall, the program strengthened Cree language, culture, identity, youth development, and intergenerational connections through community partnerships.

Daycare

Nikanik Aschakosak Daycare Centre

- A call for interested parents to join the Parent Advisory Committee has been issued for the month of September. Parents who are interested in becoming involved and contributing to the committee are encouraged to apply at the Daycare.

Mino Opi Kinawasowin Early Learning Centre (New Daycare)

The Mino Opi Kinawasowin Early Learning Centre (New Daycare) facility is ready, and operational planning is currently underway, with licensing requirements and remaining documentation being finalized alongside confirmation of operational and start-up funding with ELCC; staffing requirements and a staffing plan remain pending funding confirmation, financial information and banking access are being organized for the Finance Team, and further planning meetings will be held to address any outstanding operational requirements.

Headstart

The program is anticipated to begin during the third week of September, subject to the completion of all required safety requirements for the Head Start van.

Jordan's Principle

- ***Funding & Operations:*** Continued delivery of Jordan's Principle services while addressing funding limitations and updated ISC requirements.

- **Children & Family Supports**: Ongoing assistance with referrals, assessments, applications, respite, medical needs, transportation, and other eligible supports.
- **Service Coordination**: Collaboration with health, education, social services, clinicians, and other service providers to address gaps in services.
- **Staffing:** Plans are underway to increase staffing to support growing program needs.
- **Training:** Continued training and development opportunities for staff, parents, caregivers, and respite workers.
- **Land-Based & Cultural Programming**: Continued delivery of cultural, recreational, land-based, and community activities for children and families.
- **Reporting & Funding:** Required reporting is complete, with the 2026–2027 funding proposal submitted.
- **Advocacy**: Continued work with ISC and other partners to improve access to timely and equitable services for children.
- **Future Planning**: Strengthening partnerships with schools, health professionals, families, and service providers to improve coordinated supports.

Pinaow Wachi (PW) Personal Care Home

- ***Administration & Operations:*** Ongoing enhancements to administrative processes and records. The Board of Directors will be participating in governance and board training in the near future.
- ***Policy Review:*** PW program policies and terms of reference are currently being reviewed and updated.
- ***Financial Review:*** PW program finances are currently undergoing review and necessary updates, and financial reporting training is also being coordinated to ensure accurate and timely reporting to Indigenous Services Canada (ISC).
- ***Facility & Infrastructure:*** Continued facility improvements, equipment upgrades, technology enhancements, and planning for required building repairs.
- ***Licensing & Compliance:*** Licensing requirements and submissions have been completed by the Administrator to date, with feedback pending on next steps. Compliance with Manitoba Long Term Care standards is ongoing, with a visit expected on October 7, 2026 to ensure Pinaow Wachi remains compliant with requirements.
- ***Staffing & Training:*** Continued staff education and training in resident care, workplace safety, emergency preparedness, First Aid, CPR, AED, and safe patient handling. The program requires additional casual Dietary Aides and casual nurses.

Jean Folster Place Women's Shelter

- ***Administration & Operations:*** Ongoing enhancements to administrative processes and records. The Board of Directors has previously participated in governance and board training.
- ***Policy Review:*** Program policies and terms of reference are currently being reviewed and updated.

- ***Building Renovations:*** Renovations and facility improvements have been identified as a program need.
- ***Staffing:*** An Administrative Assistant position is required to support program operations.
- ***Financial Review:*** JFP program finances are currently undergoing review and necessary updates, and financial reporting training is also being coordinated to ensure accurate and timely reporting to Indigenous Services Canada (ISC).

From strengthening Cree language and cultural programming, to supporting our youngest learners through Daycare, Headstart, and Jordan's Principle, to ensuring quality care for our Elders at Pinaow Wachi and safety for women and families at Jean Folster Place, these portfolios reflect a commitment to supporting our members at every stage of life. I remain committed to working alongside staff, boards, and community partners to advance progress in each of these areas and to keep members informed as this work continues.

Councillor Alfred Laugher

Councillor Alfred Laugher oversees progress across Housing, Public Works, Muchipunowin, Capacity Building Initiatives, the Multiplex, and Ken Albert Memorial Park. These portfolios support essential community infrastructure, long-term development, and the enhancement of public spaces and services. From housing and public works projects to capacity-building efforts and recreational facilities, these areas play a key role in strengthening the community and improving quality of life for residents.

Organizational Alignment

The housing organizational structure is being reorganized to better align roles, responsibilities, and resources with the available budget. This restructuring is intended to ensure the department operates efficiently and that staffing reflects the Nation's actual capacity to fund positions.

Operational Review

Internal reviews of operations, procurement, and materials management are underway. These reviews are identifying opportunities to improve efficiency and strengthen accountability across all areas of housing operations.

Staff Capacity Building Staff expertise is being strengthened through targeted professional development, including:

- Building Inspector Training
- Housing Management Certification
- Participation in MIHCEMI Working Group meetings

Long-Term Planning – a MUST to be able to access the funding required

A strategic five-year housing plan with a 10 year outlook is in final stages of development. This plan will establish clear priorities, guide future investments, and support sustainable, long-term growth of housing in the community. This work is directly tied to the Nation's broader First Nation Infrastructure Investment Plan (FNIIP) . Our current financial position is very challenging and the only way to access

the right amount of funding for our Nation's housing and infrastructure is with strong plans and detailed budgets.

Government & Partnerships
Efforts are ongoing to strengthen relationships with government partners, with a focus on exploring opportunities for additional funding, resources, and support for housing initiatives. ISC meetings have confirmed their commitment to supporting NHCN through this very difficult financial position.

Housing Yard Relocation

Planning is underway for the relocation of the housing yard to an industrial area. This relocation is pending the successful outcome of the submitted Build Communities Strong (BCS) application.

Technology & Systems

Development of the AIS software system continues, with the goal of improving housing administration, information management, and operational efficiency.

Homelessness Strategy

A strategy is being established in collaboration with Council and staff to address homelessness within the community. Funding for this initiative has been successfully secured.

Housing Committee Roles and Responsibilities

Roles and responsibilities for the Housing Committee have been formally outlined.

Interdepartmental Policy Review

Meetings with other departments are underway to revise and update housing-related policies.

Housing remains one of the community's most urgent needs: 800 additional homes are required, and 400 existing homes need repairs. Current efforts to rebuild the department's structure, capacity, and planning framework are laying the foundation to address these needs responsibly and sustainably.

Councillor Tim Folster

Councillor Folster oversees progress across Justice & Policing, Public Development & Construction (PDC), Cultural Programming, and the Health Centre. These portfolios touch some of the most visible parts of daily life in the community — from safety on our roads to the strength of our cultural traditions and the wellbeing of our health care staff. The following summarizes the work underway in each of these areas.

Justice & Policing

Community safety remains a top priority, and work is progressing on several fronts to strengthen both enforcement and prevention.

- Community Check Stops: A community check stop initiative is underway to help reduce impaired driving and improve road safety in and around the community. An announcement outlining the program will be made at an upcoming band meeting, giving members the opportunity to ask

questions and learn how the initiative will operate. A very encouraging meeting with Cross Lake Leadership was held to advance a formal joint strategy on regional community safety and the war on drugs. Our Leadership team are very excited to advance that formal relationship with CLBOI on community safety and will be taking immediate steps to implement.

- K9 Service: The introduction of a K9 service is being explored as a way to strengthen the Nation's policing and security capacity, including support for drug interdiction and community patrols.
- Trespass By-Law: Work is progressing on the creation of a Trespass By-Law, which will give the Nation clearer legal tools to manage unauthorized access to reserve lands and community property.
- Community Safety Committee: A Community Safety Committee is being established to bring together community voices, leadership, and safety partners to identify concerns and guide policing and safety priorities going forward.
- BCR Policy Review: Current policy is under review, with a new process being developed for Band Council Resolutions (BCRs) to improve consistency, transparency, and turnaround time for resolutions brought before Council.

Playgreen Development Corporation (PDC)

Infrastructure work, road maintenance, and brush cutting continues to move forward to support safe roads and reliable utilities across the community.

- Sea Falls Bridge: Design and Engagement Planning continues on the Sea Falls Bridge Project, an important infrastructure project that will improve access and safety for members traveling in and around the region. Manitoba Infrastructure was out for an engagement session and site visit and now brush clearing will begin in the next few weeks
- Hydro Line Brush Cutting: Brush cutting is underway along hydro lines and power poles throughout the community. This maintenance work helps prevent power outages, supports safer access for utility crews, and reduces fire risk along the lines.

Cultural Programming

Cultural programming continues to be a source of pride and connection for community members of all ages.

- **Powwow:** The Kinosao Sipi Annual Powwow Celebration took place from July 10-12. This event brought members together to celebrate culture, tradition, and community.
- Sundance: The Sundance ceremony took place August 21–23, offering members an opportunity for spiritual reflection, healing, and the continuation of important cultural and ceremonial practices.

Health Centre

Supporting the wellbeing of Health Centre staff remains essential to delivering strong health services to the community.

- Team Building & Lateral Violence Training: Team building and Lateral Violence training is being provided for Health Centre staff to strengthen workplace relationships, improve communication, and foster a healthier, more supportive work environment.
- Health Transformation: Work continues on the ongoing health transformation initiative, which is focused on improving how health services are delivered and ensuring the Health Centre is equipped to meet the community's evolving needs.

From strengthening community safety and infrastructure to supporting cultural programming and staff wellness at the Health Centre, these initiatives reflect a broad and coordinated effort to serve members across multiple areas of daily life. Each of these portfolios plays a role in building a safer, healthier, and more connected community. Updates will continue to be shared as each of these initiatives progresses.

Councillor Tyler Duncan

Councillor Duncan oversees the Parks & Recreation portfolio, which brings our community together through sport, culture, and celebration. This past summer was one of the busiest and most memorable on record, with two major events hosted right here in our community. The following summarizes the highlights and what members can look forward to next.

2026 Manitoba Indigenous Summer Games — Phase 1

The 2026 Manitoba Indigenous Summer Games Phase 1, hosted right here in our community, was an incredible success. We were proud to welcome athletes, families, and visitors from across Manitoba, including Berens River, Sandy Bay, OCN, Cross Lake, Fisher River, Peguis, and many more. With approximately 550 participants attending, the community came alive with competition, sportsmanship, and celebration.

Honouring Our Athletes

Three of the featured events carried a deeper connection to our people and our land:

- **York Boat Races**: A celebration of one of our community's most enduring traditions, connecting today's athletes to the paddling heritage of our ancestors.
- **10,000m Race**: This event honoured Joe Keeper, Norway House Cree Nation's first male Olympian, recognizing his legacy and the path he paved for Indigenous athletes.
- **Wrestling**: This competition paid tribute to Justina Di Stasio (née Fraser), our Nation's first female Olympian, celebrating her achievements and the inspiration she continues to provide.

These events not only showcased athletic excellence but also celebrated the remarkable achievements of Indigenous athletes who continue to inspire future generations.

2026 Treaty and York Boat Days

The 2026 Treaty and York Boat Days once again brought together community members, neighbouring nations, and visitors for a week filled with entertainment, culture, and togetherness. Highlights included crowd-favorite performances by KHunters: K-Pop Parody, Dallas Smith, and Shawn Desman, along

with the York Boat Races and the highly anticipated Square Dance Competition — offering something for everyone to enjoy.

Despite challenging weather conditions during the opening days, including cold temperatures and strong winds, the spirit of our community never wavered. The week was filled with laughter, excitement, friendly competition, and meaningful connections. As we continue to grow these celebrations, we are also placing greater emphasis on showcasing and preserving our rich cultural heritage for future generations.

Upcoming Community Celebrations

As Parks & Recreation continues its commitment to providing quality programs and events for our people, we encourage everyone to mark their calendars for upcoming community celebrations:

- **Sasquatch Ice Fishing Derby** — February 27, 2027
- **Pipon Festival** — March 1 to 7, 2027
- **Wrestling:** This competition paid tribute to Justina Di Stasio (née Fraser), our Nation's first female Olympian, celebrating her achievements and the inspiration she continues to provide.

These events not only showcased athletic excellence but also celebrated the remarkable achievements of Indigenous athletes who continue to inspire future generations.

Councillor John Henry

Councillor Henry oversees progress across Membership, Housing, and Public Works, with Housing and Public Works shared alongside Councillor Alfred Laugher. These portfolios support essential community services, from membership and citizenship matters to safe housing and reliable infrastructure. Together, they help ensure residents have access to the programs, utilities, and services that contribute to a strong and well-supported community.

Membership

The Membership Committee continues to meet regularly to process applications and support members through significant life events and citizenship matters.

- **Committee Meetings:** The Membership Committee meets whenever applications come forward for membership, transfers, births, and other membership-related matters, ensuring these requests are reviewed and processed in a timely manner.
- **Professional Development Workshop:** Committee members attended a two-day workshop on August 12 and 13 at the Wyndham Garden Hotel, focused on the One Parent Rule discussion and Lateral Violence training under the theme "Let's Talk, Let's Heal, Let's Take Action."
- **Treaty & Status Training:** Committee members found particular value in the training on treaty status, including the process for converting 6(2) status to 6(1), which directly affects membership and citizenship decisions for many families.
- **Lateral Violence & Wellness Training:** The workshop also covered bullying, threats, prevention, team building, suicide prevention, self-pity, and healthy ways of processing karma — equipping committee members with tools to better support members facing these challenges.

- **Upcoming Community Workshops:** Community workshops are being planned to help members better understand membership and citizenship issues, with particular focus on 6(1) and 6(2) status.

Public Works (Water, Sewer & Infrastructure)

Shared with Councillor Alfred Laugher, this portfolio focuses on maintaining essential plumbing, electrical, and water/sewer services across the community.

- **Staffing & Contractors:** Councillor Henry works with staff on plumbing, electrical, and water-related issues, and helps source plumbers, electricians, and contractors for water and sewer deliveries.
- **On-Call Scheduling:** Work is needed to establish a reliable on-call schedule for water and sewer deliveries, as well as sanitation pick-ups, to ensure consistent service for all households.
- **Staffing Needs:** Additional electricians and staff are needed in this area, and recruitment efforts are ongoing to fill these essential roles.
- **Equipment Needs:** Many homes in the community are in need of water pumps and hot water tanks, and this need is being reviewed as part of ongoing planning for water tanks, pumps, and related equipment.

From supporting members through citizenship and membership matters, to strengthening housing governance, to ensuring reliable water and sewer services, these three portfolios cover core services that touch nearly every household in the community. Councillor Henry, alongside Councillor Laugher on the shared portfolios, continues working to close service gaps and build stronger systems for members going forward.

03 — Community Events

With the last few months being very busy with community events, we wanted to highlight the gatherings that brought our members together and showcased the strength and culture of Norway House Cree Nation.

From hosting hundreds of athletes at the Summer Games to honouring our Olympic legacy, honouring our culture and who we are as Kinosao Sipi Ininiwak, to celebrating Treaty and York Boat Days, this has been a summer to remember. We look forward to bringing our community together once again for more unforgettable experiences, cultural celebrations, and opportunities to create lasting memories.

These events drew visitors from near and far and reflected the resilience and togetherness of our community. Chief and Council thank everyone who volunteered, performed, competed, or simply came out to take part. We also want to thank our many sponsors who are deeply appreciated as we restructure our financial position as a Nation.

- **Manitoba Indigenous Summer Games (July 8–12)** — NHCN athletes and volunteers represented the Nation with pride, and the community came together to host visiting delegations

from across Manitoba. Our NHCN athletes also participated in the Sagkeeng MISG (August 10-15th). A big thank you to those coaches who took the time to travel supporting the athletes.

- **Annual Pow Wow (July 10-12)** — Our annual celebration took place at the same time as the summer games providing a space for our community members to connect with our visitors in a good way.
- **Treaty and York Boat Days (TYBDs, July 31–August 9)** — honouring our Treaty history and the tradition of the York boat brigades with races, event programming, and concerts.
- **Sundance Ceremony (August 21–23)** — an opportunity for spiritual reflection, healing, and the continuation of important ceremonial practice.
- **September 2nd General Band Meeting** — our second General Band Meeting of this term, where Chief and Council, administration, legal counsel, and consultants provided detailed updates on finances, health, enterprise, legal matters, and Treaty rights.

04 — Community Projects & Initiatives

PR 373 Bridge Project — Update
Nelson River East Channel, near Sea Falls

Overview

Chief Season Roulette and Council are excited to move forward with the new bridge structure on PR 373 over the Nelson River East Channel near Sea Falls. This project has been pursued by the community for the past couple of decades and is now expected to become a reality within the next few years.

Provincial Visit — August 24, 2026

The Province of Manitoba, represented by Kevin Leclair of Manitoba Transportation and Infrastructure, visited Norway House along with Landmark Planning & Design and Tetra Tech, the engagement and engineering consultants working on the project. The team met with Norway House Cree Nation Chief and Council, as well as community staff.

The purpose of the visit was to introduce the project team to the newly elected leadership and to review information shared during community meetings held in fall 2024, winter 2024/2025, and summer 2025.

Functional Design Progress

As part of the functional design process, four roadway alignment options were examined in detail to accommodate the new bridge. Landmark Planning explained how the evaluation criteria were applied to each option and how the preferred alignment was selected.

Site Visit to Sea Falls

Chief Roulette, along with Councillors Tim Folster, Eddie Albert, and Alfred Laugher, accompanied the group to Sea Falls. Austin Apetagon, NOMVD, was also present to conduct drone surveying and

imaging for the new bridge. We have been informed that Norway House will be receiving the second-largest bridge in Manitoba.

We would also like to recognize Freda Albert of the Special Projects team for her good work and guidance throughout this process. Her efforts in helping coordinate and move the project forward have been greatly appreciated by Chief and Council, staff, and the visiting project team alike.

Next Steps

Representatives from Manitoba, Landmark Planning, and Tetra Tech will be returning to Norway House, with community meetings resuming in early 2027. Everyone is welcome to attend**.**

Build Communities Strong Fund

In August, the announcement was made that NHCN is applying to the Government of Canada's ***Build Communities Strong Fund*** for a full redevelopment of the community's recreation, wellness, and health infrastructure. This represents one of the most comprehensive investments the community has ever put forward, bringing together projects members have requested over many years into a single, connected plan:

- **Modernized Multiplex** — improved accessibility, a commercial kitchen, and community gathering spaces
- New ***Multi-Sport Fieldhouse*** for basketball, volleyball, ball hockey, futsal, and more, year-round
- ***Esports & Digital Innovation Centre*** for youth — gaming, coding, robotics, and broadcasting (located at the Multiplex)
- ***Youth Drop-In Centre*** and ***Fitness & Wellness Centre***
- ***Outdoor rink*** relocated to the Multiplex campus
- ***Swimming pond improvements*** (automated filtration), a new splash pad, and a proper change room/washroom building
- ***Renovation*** of the aging University College of the North building
- ***Fire hydrant*** repairs across the community
- New ***backup water reservoir*** on Fort Island to protect the hospital's water supply during power outages
- ***New active transportation pathway*** connecting the hospital, town core, Rossville, and the recreation campus, plus hospital road paving and a new road at the treaty grounds

The total estimated cost of the project is approximately **$38.9 million**. As a First Nation applicant, NHCN is eligible to request up to 100% federal cost-sharing, meaning this project could potentially be delivered at no cost to the Nation.

This funding opportunity would allow NHCN to modernize its facilities, keep youth engaged, strengthen health services, and build lasting infrastructure for the community. Updates will be shared as the application progresses.

In keeping with the Chief and Council's Transparency, Accountability, and Sustainability Plan, this information is being shared to ensure community engagement and decision-making remain central to all new planning. Band members are encouraged to review the accompanying survey and provide feedback to help gauge support for this funding application. The progress and information on the status on the application will be shared as it becomes available.

05 — Enterprise & Business Update

A comprehensive review of all KSBDC activities including the partnerships , joint ventures , and investments. As of this reporting period there are financial and operations reviews that are pointing to the need for immediate action, including the WINTEC equipment purchases, PDC Fleet adjustments, MINAGO Governance and Planning, Kici Sipi Fiber Project, and the restructure of debt with the banks.

Governance Enhancements (FALL 2026)

To provide continuity of information and eliminate fragmented decision-making, Chief and Council established subcommittees of the Financial Oversight, Management & Audit Committee (FOMAC) covering:

- Treasury Sub-Committee — Financial Oversight, Management & Audit (Treasury / Fiduciary)
- KSBDC, Investment & Enterprise Sub-Committee
- Manitoba Hydro Negotiation & Sub-Committee

- Housing Sub-Committee
- Public Safety Committee

Additional committees will be established as needed.

Kinosao Sipi Business Development Corporation (KSBDC)

Corporate

- A board restructure is underway across KSBDC's holdings, which include NHCN Broadband, the Fibre JV, 820 Taylor Ave, Minago GP, JNR Construction, Bison Modular/Cobra, NHCN Pharmacy, Playgreen Development Corp, York Boat Diner, Caribou/Tower Camp, Keenanow Trust Sec, York Boat Inn and Suites, Mainstay Suites, the new lodge at 690 Notre Dame, 2528 King Edward, Molson Lake Lodge, Kistpinahnik Mall, NHCN Enterprise Centre, Growcer project, the NWC Partnership, Bus Transport, the Wintec JV/equipment, and other major projects.

Property Updates

- 820 Taylor Ave: Ash Management was removed from the property as of July 1, 2026, a reduction of $3,850 per month. The building will be shut down on November 1, 2026 to reduce utility and overhead costs; the Winnipeg administration office is currently working out of 585 Century Ave.
- 2528 King Edward (Church): NHCN has accepted an offer of $1.05 million for the sale of this property.
- 690 Notre Dame: NHCN has paid $1.665 million to HLL to date for unfounded lease costs and improvement work at the building. NHCN will be cancelling the lease; a legal update will follow (see Section 7, Legal Update).

Business Centre

- NHCN is working closely with Cobra Construction to market the unusable Business Centre modules to other clients or communities to return desperately needed funds back to the FNFA for the loans – the project was always non-viable in the market and should not have proceeded based on feasibility studies provided to the Nation earlier in 2022.

Broadband

- The Broadband Fibre project now sits within the Office of the Chief and remains on track for completion in December 2026.
- Project overhead costs have been reduced through the elimination of redundant external consultants and HLL fees that put the management of the project in deficit over the last two years.

Minago Mine (10197729 Manitoba Inc.)

- The mine was purchased in 2024 for $12,000,000.00
- 2025/26 fiscal year investment of $3.246 million, including a $1.2 million investment in Big Blue Technologies (magnesium extraction technology).
- Funding received to date: $2.145 million.
- The project is not currently licensed for magnesium extraction. Corporate restructuring is underway and a new board has been assigned. The file is currently on hold awaiting a response from government regarding future funding.

Wintec Assets & Paving Project

- NHCN is currently owed $7,905,648.41 by Wintec for paving oil costs (agreed by both parties), aggregate supply, camp accommodation, and equipment rental (for which there was no previous arrangement).
- Actions taken: a claim has been filed against holdback funds through MTI, and a claim has been filed against the labour and materials bond. Wintec is not permitted back in the community until its debts with NHCN are settled.
- Wintec Assets: NHCN paid $7Million from TLEC funding for equipment valued at approximately $3 Million, a terrible deal for NHCN Members from their TLEC. Sale of the assets is contingent on discharge of equipment liens. There was no rental income from Wintec's use of the equipment to pave roadways in 2025. All totaled as of this report, NHCN is in deficit of approximately $14m on this undertaking.

Community Asset Disposal

Chief and Council are working to sell off unnecessary community assets — including surplus vehicles and equipment — to recover value and free up working capital and cash flow for debt service. This work will begin immediately until the fleet operations of NHCN is sustainable.

This work is being carried out to recover value for the community and to strengthen the Nation's cash position for debt-service obligations. These steps are critical to bring down fleet costs that create more debt.

06 — Financial Overview: 120 day Update – A SERIOUS FINANCIAL POSITION – ALONG WITH A PLAN TO MOVE FORWARD

120-Day Update: Baker Tilly's Presentation to the Community (September 2, 2026)

Baker Tilly HMA LLP presented a 120-day progress update to the community on September 2nd. The Nation has moved from stabilization to improvement of systems: financial reporting is stronger, banking compliance has been achieved , funding opportunities are being recovered, audits are progressing, and leadership now has better information to support cash flow decisions. For the next 6 Months, the Nation will have to operate under an "austerity measures plan , meaning that many items and operations will have to be very closely managed or delayed / deferred until the new fiscal year April 2027.There just in no extra cashflow for this year as the out of control spending of the last two years and the loss of operational control in April 2026 for one month has set the entire year in deficit.

Compliance Dashboard — Quarterly Snapshot

Lender / Funder	Status
BMO Compliance	All BMO compliance requirements completed; final audit report expected October 2026. 100% compliance achieved on covenants and reporting mandates.
RBC Compliance	Full engagement completed on debt covenants and reporting; banking compliance schedules fully aligned. 100% compliance achieved.
Peace Hills Trust	Debt reporting and monitoring processes stabilized; banking compliance schedules fully aligned and finalized.

FNFA Compliance	FNFA discussions advanced; final Business Centre loan sign-offs progressing, with governance and compliance approvals being secured.
ISC Compliance & Reporting	Previous reporting gaps fully resolved; historical backlog cleared and ongoing reporting standardized.

Funding Recovery and Maximization

- Approximately **$3 million** in EMAP emergency funding has been submitted for review.
- Significant progress has been made on outstanding ISC reporting requirements.
- Substantial progress on the Health Centre of Excellence funding review, representing approximately **$9 million** in project funding compliance reporting.
- A significant backlog of reporting and compliance requirements dating back to 2022 has been finalized. Elimination of ISC reporting gaps will allow for new funding proposals to proceed after many years of missed opportunities.
- Considerable progress has been made on CMHC housing reporting: financial records, mortgage reporting, reserve accounts, and funding reconciliations are substantially complete.

Immediate Loan Amalgamation Requirements (The massive cost of the debt to our members!)
The Nation desperately needs to bring down the annual costs of all of the debts incurred over the last 6 years as just the 5 loans attached cost **$3.6 MILLION per year in interest alone!**

Loan Facility	Outstanding Balance	Current Rate	Est. Annual Interest	Loan Refinance 3.5%
BMO Demand Loan	$20,356,378	7.70%	**$1,567,441**	$712,473
BMO 820 Taylor Ave	$10,220,000	~8.00%	**$817,600**	$357,700
FNFA Loan 1	$10,526,320	6.00%	**$631,579**	$368,421
FNFA Loan 2	$6,900,350	6.25%	**$431,272**	$241,512
Peace Hills Mortgage	$3,107,280	5.00%	**$155,364**	$108,755
Total	**$51,110,328**	**6.8% wtd. avg**	**$3,603,256**	**~$1,788,861**

REDUCED COSTS OF OPERATING (ELIMINATION OF PREVIOUS OUT OF CONTROL PROFESSIONAL FEES FROM HLL GROUP OF CONSULTANTS)

Baker Tilly estimates that professional fees represented approximately over 20% of NHCN's ENTIRE BUDGET under the prior model and need to be closer to 4% — an immediate correction of approximately $18 Million. The key to sustaining this is building capacity within the Nation: it is expected that a total of roughly 15 skilled staff can replicate the work previously spread across a team of more than 50.

Audit Status

- Deloitte remains the auditor of record and has moved from planning into active execution; the target remains audit completion by the end of October 2026.

- The CMHC audit workstream is complete.
- General ledgers, trial balances, supporting schedules, and financial statement working papers have been substantially advanced across multiple entities.

07 — Legal Update: Protecting the Nation's Interests

Community Briefing: "The Nation's Money and HLL" (September 2, 2026)

On September 2nd, NHCN's external litigation counsel, Kris Saxberg, presented a detailed community briefing on the allegations at the centre of NHCN v. HLL Consulting Inc. and Michael Ly. Counsel opened by stressing that allegations are not findings: what follows is a summary of what NHCN alleges, what remains disputed, and what the Court will ultimately decide. Manitoba's Public Interest Expression Defence Act protects careful, good-faith discussion of matters of public interest — such as the use of millions of dollars of Nation funds — and Chief and Council will not be deterred from reporting to members by a threatened defamation claim.

Follow the Money

HLL's own presentation materials, supplied to NHCN, show its annual billings growing from $473,000 in 2018–19 to $12.5 million in 2024–25 — more than a 26-fold increase. HLL's own service-line breakdown for 2024–25 totals $12,520,820: $8,908,391.00 for financial reporting and management consulting, $1,605,888.00 for IT, $1,404,579.00 for procurement, and $601,963.00 for asset management. These are HLL's own gross billing figures, not audited net profit.

Ownership, Staffing, and Expansion of Role

- Manitoba Companies Office records list Hai Lung (Michael) Ly as HLL's only director, only officer, and sole listed voting shareholder 100 Class B common shares). The Claim pleads that he is HLL's sole shareholder and officer.
- HLL's own materials describe a staffing model of approximately 70 HLL employees billed on a full-time-equivalency basis at hourly rates of $125, $75, $50, and $30. NHCN alleges this model kept jobs, control, and institutional knowledge inside HLL rather than the Nation.
- HLL's role expanded over time from financial advice into Finance, IT, Procurement, HR, Engineering, Project Management, Asset Management, and Executive functions — effectively moving government functions that belong to NHCN into a private company. When this Council terminated the engagement, HLL submitted a termination claim of over $11.6 million, based on the expanded platform rather than the original financial consulting mandate.
- The same outsourcing model extended to KSMA (a separate entity, not a plaintiff in this action) through three contracts covering finance (~$225,200.00/year plus GST), human resources (~$260,000.00 in Year 1), and information technology (likely ~$260,000.00/year) — an illustrative combined base of roughly $745,200.00 in Year 1 before extras.

The Conflict-of-Interest Theory

NHCN's Financial Administration Law (FAL) addresses both actual and apparent conflicts of interest and expressly extends these rules to contractors and agents exercising financial-administration functions — calling an outside firm an "independent contractor" does not exempt it from the conflict-of-interest rules. NHCN's position is that HLL wore two incompatible hats: trusted financial adviser influencing NHCN's budgets, staffing, procurement, and approvals, while simultaneously acting as the vendor that profited when NHCN bought more HLL services. This is the Nation's pleaded allegation; HLL denies wrongdoing, and the Court will decide.

Treaty Land Entitlement (TLE) Fee Issues

- A November 2022 addendum entitled HLL to a 10% fee for "successful funding proposals prepared by HLL CPA." NHCN's position is that HLL did not prepare, negotiate, or obtain Canada's TLE advance payment, so this clause should not apply to it.
- A separate TDS/HLL retainer created two additional 3% fees (one for TDS, one described as HLL's own "merit-based award") — 6% combined — tied to litigation settlements, separate from the 10% funding-proposal clause.
- Of the $32,474,226.00 TLE advance payment allocated to Norway House, a 3% fee of $974,227 was paid to HLL. NHCN alleges HLL did not create the entitlement, conduct the litigation, obtain the rulings, or negotiate the advance, and that this is a further example of the conflict described above.

Other Related-Party Transactions Under Review

- MCL Medicare: While advising NHCN, Michael Ly recommended MCL, describing HLL as a "stakeholder." Corporate records show he was a director, owner, and later President of MCL. NHCN paid approximately $528,000.00 including a first invoice of $364,000 for exactly 1,040 hours — covering months that had not yet occurred. NHCN alleges adequate time records and deliverables have not been produced.
- Mainstay Hotel: NHCN's roughly $7.285 million subscription (cash) resulted in 35% ownership, while HLL's roughly $13.529 million loan (only $529,000.00 cash) resulted in 65% ownership and two of three board seats. The governing MOU acknowledged the arrangement was atypical; NHCN alleges consent was not fully informed and predatory.
- 690 Notre Dame: An HLL-related landlord acquired this property for roughly $8–8.3 million, tied to a ten-year triple-net lease under which NHCN pays $1.533 million in annual base rent ($15.33 million over ten years) plus operating costs, repairs, and improvements. As noted in Section 4, NHCN will be cancelling this lease.

Systems and Records

Separately, and not yet the subject of a pleaded claim, NHCN and KSMA experienced disruptions to email and IT systems, and disputes over access to IT Glue records and Dropbox files reported to hold up to 359 GB of Nation records, during the period when HLL's access was being wound down. These matters remain under investigation; no conclusions about motive have been reached.

Where Things Stand

HLL and Mr. Ly deny wrongdoing. Their position is that the work was requested and approved, conflicts were addressed, and the termination was wrongful; HLL counterclaims $11.6 million plus other damages. NHCN's position is that disclosure was incomplete, there was no clean recusal or fully informed consent, and the Nation is seeking an accounting, restitution, and compensation. The Court will decide between these two accounts, and the Nation must prove its case.

After HLL: Rebuilding Capacity

Roughly 120 days into this transition, the Nation reports active banking compliance, program-level budgets, improved records, audit progress, and substantial completion of a reporting backlog dating to 2022. Management estimates that approximately 15 staff can replace a team that previously exceeded 40, with roughly $18 million in projected overall professional-fee savings annually! These are management estimates, not court findings, and not all savings relate solely to HLL.

This is not about retribution — it is about accountability: your money as a Nation for services, who benefited, what was disclosed, and what should be returned to the Nation. Transparency means explaining what the documents show, what NHCN alleges, what remains disputed, and what is being done about it.

08 — Health Transformation: A Plan Built for Our Community

Health Governance, Fund Development & Workforce Stabilization Update (September 2, 2026)

The Health Division presented a detailed 90-day update on health governance, human resources, funding, education, and strategic partnerships. Highlights are summarized below.

Health Governance

Priority	Work Completed / Underway	Status
Governance Review	Comprehensive review of the existing Health governance structure, by-laws, corporate records, and resolutions	**Complete**
Legal & By-law Review	Engaged legal counsel to review and realign by-laws and governance documents through a best-practices approach	**Complete**
Board Composition	Board composition recommendations developed, leveraging a skills matrix	**Complete**
Succession Planning	Building a formal structure to recruit prospective Board members	**Underway**
Strategic Plan	Five-Year Health Strategic Plan, with input from Health Leadership, Program Managers, staff, and community	**Underway**

Health Human Resources

Priority	Work Completed / Underway	Status
Workforce Stabilization	Reviewed Health Division staffing structure, vacancies, and critical workforce requirements	**Complete**
Critical Recruitment	3 Registered Nurses and 5 additional Health Division staff hired into priority positions (last 90 days)	**Complete**
Physician Recruitment	Collaborated with OHS and the Chief of Staff to strengthen primary care coverage: 4 physicians recruited	**Complete**
Performance Appraisals	Program Manager professional profiles developed; performance appraisal process advancing	**Underway**
Professional Development	Three-day community-based Lateral Violence training confirmed for 75 Health Division staff (October 2026)	**Underway**
Contractor Review	Reviewed Health contractor obligations; implemented approximately $1.86 million in annual cost reductions	**Complete**

Funding Stabilization & Accountability

Priority	Work Completed / Underway	Status
Funding Review	Comprehensive review of approximately $25 million in Health Division funding and budgets	**Complete**
Reporting	Worked with Finance and external accountants to resolve outstanding reporting and keep funding agreements in good standing	**Complete**
Program-Level Budget Management	Consolidated Health Division budgets and established program-level budget tracking for Program Managers	**Underway**
New Funding Secured	$1,377,561.00 through the Indigenous Health Equity Fund and $6,884,609.00 through Jordan's Principle — $8,262,170.00 total in 90 days	**Complete**

Education, Training and Strategic Partnerships

- Re-engaging universities, colleges, health-system partners, and NHCN departments to align education and training with local workforce needs.
- Advancing a Community-Based Nursing Education Program, supported by a Chief and Council Band Council Resolution.
- Participating in planning for the October 28–29, 2026 Reclaiming Our Future Conference and Career Fair, with a focus on health-related education and careers.
- Re-established working relationships with ISC, Manitoba Health, Shared Health, OHS, and the Manitoba Renal Program / Kidney Health Manitoba.
- Dialysis expansion: partners have confirmed readiness to support a phased expansion from 8 to 12 patients; HCA training is complete and clinical readiness work is underway.

- Inpatient services: a phased approach targets opening a two-suite palliative care service on October 1, 2026.
- Re-establishing the NHCN–ISC working table to clarify operational responsibilities and advance a formal Memorandum of Understanding for the Health Centre of Excellence.

Summary of 90-Day Health Milestones

Governance: qualified Board underway, Strategic Plan and annual budget in progress.

Human Resources: 3 Registered Nurses, 3 senior executives, and 2 coordinator/administration hires.

Fund Development: $1.37M in Indigenous Health Equity Fund and $6.9M in Jordan's Principle funding secured; $1.8M reduction in annual contractor costs.

Training & Capacity Building: Community-Based Nursing BCR, Reclaiming Our Future Conference (October 2026), and Lateral Violence training.

Strategic Partnerships: Memorandum of Understanding process, dialysis expansion, and new in-patient services.

09 — Treaty Rights Update: TLE, Annuities & Cows and Plows

At the September 2nd General Band Meeting, NHCN's legal counsel (Trippier Law) presented an update on three active Treaty rights files: Treaty Land Entitlement (TLE), Treaty 5 Annuities, and Cows and Plows (agricultural benefits). A summary is provided below.

Treaty Land Entitlement (TLE)

Treaty 5 promised 160 acres per family of five, with a per-capita mathematical formula for calculating each Nation's entitlement. A 1997 settlement fixed a "Total Land Amount," raising the question of whether the original per-capita formula was set aside, and what the true quantum of NHCN's TLE acreage should be.

TLE History

- June 29, 2022: NHCN filed a statement of claim seeking damages for the loss of use of TLE lands.
- November 2023: the federal minister offered $3.5 billion, subject to Cabinet approval.
- The offer was not brought before Cabinet prior to the 2024 spring recess, nor before Parliament was prorogued on January 6, 2025.
- March 12, 2025: an NHCN memo described a "potential settlement."
- The litigation standstill agreement was revoked effective December 13, 2024.

TLE Advance Payment

- A March 2025 Band Council Resolution addressed an "advance payment" of $32,937,500.
- A March 12, 2025 NHCN memo described this advance as a "stepping stone, preparing our people for the larger settlement we anticipate."

Recent Federal Court Decision
The Federal Court recently released its decision in Treaty Land Entitlement First Nations of Bunibonibee Cree Nation v. Canada, 2026 FC 1078 — a decision described by counsel as largely unhelpful to First Nations claimants. The Court found that the quanta of lands agreed to in the Master Framework Agreement and Treaty Entitlement Agreements do not reflect the actual reserve land entitlement under the Treaties (para. 134). The Court did not rule that Canada's limitation and laches defences were valid, but Canada remains free to raise those arguments going forward.

Next Steps on TLE

- The proposed $3.5 billion settlement remains before Cabinet, awaiting approval.
- A TLEC (Treaty Land Entitlement Committee) meeting is scheduled for September 18, 2026.
- A Band Council Resolution regarding a possible notice of appeal is expected by September 21, 2026.
- An appeal, if filed, could take approximately 12 months. The Federal Court of Appeal has the power to give the judgment the Federal Court should have given, order a new hearing, or refer the matter back with directions.

Treaty 5 Annuities

A separate statement of claim alleges that the Crown failed to adjust Treaty annuity payments for inflation, depriving First Nations of any meaningful benefit under the Treaty as originally intended.

- A representation order dated May 7, 2026, named S. Lorne Cochrane and Fisher River Cree Nation as representative plaintiffs.
- NHCN is entitled to become an added party to this claim.
- A case management conference is scheduled for November 9, 2026.

Cows and Plows (Agricultural Benefits)

Treaty 5 promised that agricultural articles would be supplied to any band "now cultivating the soil, or who shall hereafter commence to cultivate the land," with those articles "given once for all for the encouragement of the practice of agriculture among the Indians."

Status of the Claim
According to Canada's Specific Claims Branch Status Report on Specific Claims (as of September 1, 2026), NHCN's Treaty 5 Agricultural Benefits claim — which alleges the Crown's failure to provide agricultural benefits under the terms of Treaty 5 — is currently listed as "Under Assessment," with research and analysis underway. The claim proceeded to the Minister's desk on May 4, 2026, and we wait for them to review and respond

How Far Away Could a Settlement Be?

Among five Manitoba First Nations that have reported TLE settlement agreements, timelines from filing to Canada's signature have ranged from about 10 to 57 months, with a median of 45 months.

If Norway House were to follow that median pace, a settlement would be roughly 41 months away from August 31, 2026 (with about 4 months already elapsed).

This is a timeline comparison based on other Nations' experience — not a prediction or a guarantee for Norway House.

For context, the same status report confirms that NHCN's Treaty Land Entitlement claim (Norway House Indian Reserve #17, Chief's Island) and the broader Treaty Land Entitlement claim are both to

be settled through negotiation, while a separate "Treaty 5 Disparity" claim was concluded with no lawful obligation found.

We will be sure to bring all updates to the community as the file progresses.

10 — September 2 General Band Meeting: Key Announcements

At the September 2nd General Band Meeting, Chief and Council, administration, legal counsel, and consultants presented detailed updates to the community. Key announcements included:

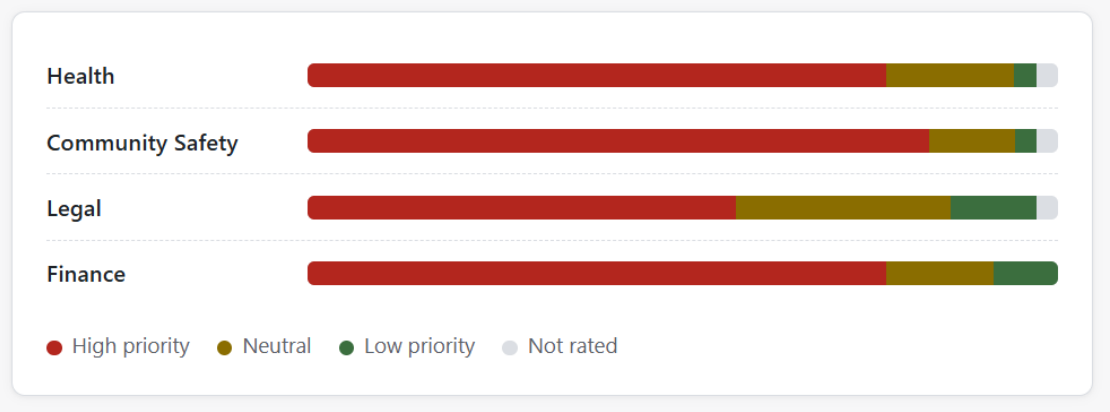
- NHCN's Enterprise & Business portfolio, including KSBDC governance restructuring, property dispositions, Minago Mine, and the Wintec dispute.
- A 120-day financial progress update from Baker Tilly, including banking compliance, funding recovery, FNFA loan consolidation, and audit status. A summary of the costs of operating today vs last year – a dramatic change of 85% reduction of professional fees!
- A detailed community briefing from NHCN's legal counsel on the allegations and status of NHCN v. HLL Consulting Inc. and Michael Ly.
- A Health Division update on governance, workforce stabilization, and new funding secured.
- An update on Treaty Land Entitlement, Treaty 5 Annuities, and Cows and Plows agricultural benefits, including the recent Federal Court decision affecting TLE claims Nation-wide.
- Continued commitments on accountability, including the Drug Testing Policy for Chief and Council, council portfolio updates and public board postings.

11 — What We Heard: September Community Meeting Summary

Communication and Engagement

Following the previous community meeting, a survey was conducted and posted in the previous edition of the Chiefs report and on NHCN social media asking for your input as we move forward. We recognize the importance of allowing our band members both on and off reserve to have input and help guide how we proceed during our term of office.

The chart below highlights the community priorities you identified. We will consider these findings alongside the survey responses to guide future meetings and initiatives.



We have also heard feedback from our off-reserve members who want to stay informed and up to date on the progress, projects, and initiatives of Norway House Cree Nation. To help meet this need, we recently introduced a new process for our most recent community meeting by utilizing the online meeting platform Zoom. We shared a registration form and asked band members to complete it in order to receive a link to the meeting. We will continue to evaluate this process to ensure we can effectively provide this service and keep our members connected and informed.

Stay tuned to our social media pages for the latest updates and information. We will also be releasing a second survey on another topic for which we would like your input. Please take a few moments to complete the survey and share it with your family. Your feedback is highly valued and plays an important role in helping us stay connected, strengthen our planning, and support our progress moving forward.

12 — Congratulations & Community Acknowledgments

Chief and Council would like to congratulate and acknowledge our athletes, coaches, and volunteers at the Manitoba Indigenous Summer Games, the organizers and those who attended our Annual Pow Wow, the many hands behind Treaty and York Boat Days, and every staff member and community volunteer who made this summer's events a success. We also acknowledge the Membership Committee, Health Division staff, and Finance Team for their dedication through a demanding period of transformation, and every member who took the time to attend the General Band Meeting and share their voice.

Implementation Summary — May 18 to September 2, 2026

Area	Activity / Action Taken	Lead / Accountable	Status
Governance	Governance Summit #2 held — June 3, 2026	*Full Council*	**COMPLETE**
Governance	Bi-weekly Governance Summit schedule maintained	*Chief of Staff*	**IN PROGRESS**
Restructuring	Internal restructuring — programs right-sized to allocated budgets	*Office of the CAO / Chief of Staff*	**IN PROGRESS**
Restructuring	Hard separation of community program funding and enterprise activities enforced	*CAO / FOMAC / Legal*	**IN PROGRESS**
Financial Controls	Monthly budget reviews implemented — directors reporting to CAO	*NHCN Finance / CAO*	**Complete**
Financial Controls	12-Month Budget by Portfolio — planning underway with department directors	*CAO / Council*	**Complete**
Financial Controls	Professional fees review — HLL had $27M identified in audit, now confirmed at $30M	*Baker Tilly / Legal*	**Complete**
Debt Review	Full debt picture review underway — finance and legal engaged	*Baker Tilly / Legal Counsel*	**IN PROGRESS**
Debt Review	Debt resolution and management plan in development	*Chief Roulette / Legal / Finance*	**IN PROGRESS**
Legal	Legal claim filed — NHCN v. HLL Consulting Inc. and Michael Ly	*External Legal Counsel*	**IN PROGRESS**
Legal	Recovery of NHCN records, IT systems, and digital assets underway	*NHCN IT / Legal Counsel*	**IN PROGRESS**
Legal & Forensic	Forensic accounting continues — Baker Tilly LLP & IDG; disclosure target July 31	*Chief Roulette / Legal*	**IN PROGRESS**
Accountability	Drug Testing Policy for Chief and Council — in development	*Office of the Chief*	**90% Complete**
Accountability	Board review and public postings underway — Gaming Board currently posted	*Office of the Chief / HR*	**IN PROGRESS**
Org Structure	CAO role filled through internal process — James Apetagon	*Chief Roulette / Council / HR*	**COMPLETE**
Org Structure	Christie Spencer — Chief of Staff, active June 1, 2026	*Office of the Chief*	**COMPLETE**

Org Structure	Dylan Arthurson — Manager, Governance, Communications and Strategic Initiatives, Office of the Chief	*Office of the Chief*	**COMPLETE**
Org Structure	FOMAC implementation — October 1, 2026 target; Terms of Reference complete	*Office of the Chief*	**IN PROGRESS**
Health	Dr. Courtney Leary — stepped back into Chief of Staff role, OHS relationship re-established	*Health Services / Council*	**COMPLETE**
Health	Health Transformation underway — restructuring, additional funding being sourced, stakeholder engagement ongoing	*Health Services / Council*	**IN PROGRESS**
Community Engagement	General Band Meeting — June 22, 2026	*Office of the Chief / Communications*	**COMPLETE**
Claims & Rights	Cows & Plows — on Minister's desk; TLE settlement to come back to community for ratification	*Chief Roulette / Legal*	**IN PROGRESS**
Claims & Rights	Rights Assertion, Hydro, and related claims files — active – Strategy Advancing weekly	*Chief Roulette / Legal*	**IN PROGRESS**
Enterprise	KSBDC governance restructure underway; property dispositions (2528 King Edward, 690 Notre Dame) and asset disposal ($782,500 suggested reserve value) in progress	*Office of the Chief / KSBDC*	**IN PROGRESS**
Enterprise	Wintec Paving claim filed ($7.9M owed); asset sale or claim pending lien discharge	*KSBDC / Legal*	**IN PROGRESS**
Health	Health Governance Review, Board composition recommendations, and by-law realignment	*Health Services / Council*	**COMPLETE**
Health	$8.26M in new Health funding secured (IHEF & Jordan's Principle); 8 critical positions filled in 90 days	*Health Services / Council*	**COMPLETE**
Claims & Rights	Federal Court TLE decision (Bunibonibee, 2026 FC 1078) received; BCR on notice of appeal due September 21, 2026	*Chief Roulette / Legal*	**IN PROGRESS**
Claims & Rights	Treaty 5 Annuities claim — NHCN to become added party; case management conference November 9, 2026	*Chief Roulette / Legal*	**IN PROGRESS**
Finance	FNFA loan amalgamation under review — potential ~$1.8M in annual interest savings	*Office of the Chief /Baker Tilly / CAO*	**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.

Emmanuel Fontaine • Susan Albert • Mary White • Vernon Gudjonson • Christina Omand • Kayson Albert • Doug McLeod • Julian Queskekapow • Thomas Monias • Mathilda "Madi" Harper • Dyson Paynter • Ariel Saunders • Lance Cordell • Hailey Muminawatum • Nolan Captain • Herbie Paul • Tammy Clarke

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Respectfully submitted,

Chief Season Roulette
Chief, Norway House Cree Nation
Kinosao Sipi
Reporting Period: July – September 2026