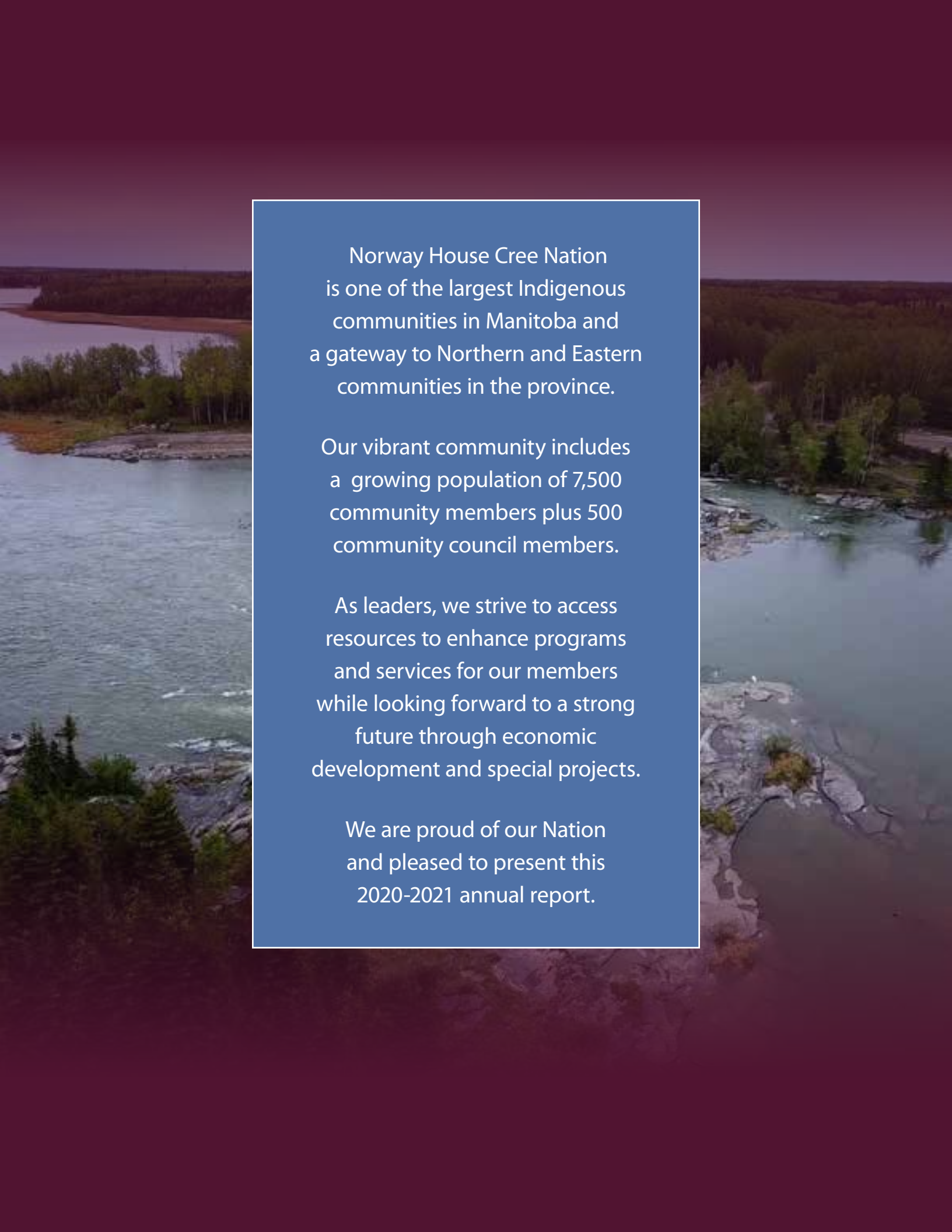




# ANNUAL REPORT 2020-2021





Norway House Cree Nation  
is one of the largest Indigenous  
communities in Manitoba and  
a gateway to Northern and Eastern  
communities in the province.

Our vibrant community includes  
a growing population of 7,500  
community members plus 500  
community council members.

As leaders, we strive to access  
resources to enhance programs  
and services for our members  
while looking forward to a strong  
future through economic  
development and special projects.

We are proud of our Nation  
and pleased to present this  
2020-2021 annual report.

# TABLE OF CONTENTS

Message From Chief and Council .....	4
Report From the Chief Executive Officer .....	6
Report From the Chief Operations Officer .....	7
Report from the Chief Financial Officer .....	8
Assistant to the Chief and Council's Report.....	11
Sub-Office Report .....	12
Audit and Finance Report .....	13
Pandemic Advisory Team Report .....	20
Economic Development Initiatives .....	24
Fiber Connectivity .....	32
Norway House Cree Nation Housing .....	36
Health Programs and Services.....	42
Kanche Awasisak Head Start Program.....	68
Jean Folster Place .....	76
Health Centre of Excellence.....	78
NHCN Funeral Home .....	82
Parks and Recreation Services.....	86
Human Resources .....	90
Education Services .....	94
KSMA Child and Family Services .....	100
Lands & Environment .....	102
Hydro Projects .....	106
Social Services .....	110
Keenanow Trust Secretariat.....	114

# MESSAGE FROM CHIEF AND COUNCIL

## **Tansi Needodamuk. Greetings to our members of Norway House Cree Nation and to all our respective Partners and Associates.**

It is with pleasure that I, along with my Council, present to you our Norway House Cree Nation Annual Report 2020-2021 for your review and approval. Our Leadership and NHCN Executive Management, Program Directors and Staff strived over the course of the year to make significant progress on our community service programs, finance, infrastructure and housing mandates.

Our term as Chief and Council of Norway House Cree Nation was mainly focused on fulfilling our leadership role and responsibilities for our respective nation. We have worked hard to embark upon new initiatives while reducing our debt and making sure capital and special projects are successfully completed. Housing was a priority as this is identified as our greatest need.

As Chief, it was critical to also be involved with our provincial political alliances and assisting our First Nations political organizations adhere to their respective mandates and to be responsive to the critical needs of the First Nations communities that the organizations serve. It is important for us as a nation to work with our regional, national and surrounding First Nations to impact change that will benefit all First Nations.

The work achieved for Norway House Cree Nation over the past year involved planning, coordinated efforts with our business associates and working in collaboration with our partners. This work resulted in progress especially in the area of economic development ventures and initiatives. The undertakings of new community projects and initiatives come with great challenges but perseverance and solid planning facilitates successful outcomes and our successes over the past year proves this to be true as you will observe in this report.

'Healthy living environment contributes to good health amongst families' and it was very important for our leadership to address the critical housing need. Though houses and duplexes have been built, the need for housing continues to rise in our community. NHCN Housing Division has a Housing Strategy in place and will continue to implement this strategy moving forward.

Increasing capacity of health professionals and better health transformation is critical to improving health service delivery at the community level and supporting self-determination over health care has to be priority for NHCN. It is for this reason, as Leaders of NHCN, that we continue to monitor the progress of the Health Centre of Excellence (HCE) is constructed according to plan. We also continue to engage the federal government as it relates complete funding of the project. The HCE is a much-needed facility that will accommodate the community's health needs and will benefit this generation and for generations to come.

It is also important for our young people to be guided towards health careers and that proper supports are in place that will lead them to succeed in their educational endeavours. Education is key to our community progress and must remain as one of the top priorities as we move forward with our future planning initiatives for our young people and for future generations.

And most importantly, we are very pleased to inform you that Norway House Cree Nation has obtained a clean unqualified audit opinion for the Fiscal Year 2020-2021. Our thank you is extended to the NHCH Finance Team for their diligent and relentless hard work in meeting reporting deadlines, managing the NHCN cash flow and ensuring short and long-term obligations were met. The enclosed report of the Chief Financial Officer and Audit Report provides detailed information for you, our respective NHCN Band membership to review.

In closing, I encourage the membership of Norway House Cree Nation to review the report. The improvements in our Nation's development is evident in our 2020-2021 report. As a Nation, we can work together and continue moving forward on existing initiatives and secure new opportunities for a better future for the young generation and young families. Let us all acknowledge and take care of our Elders for they are our Knowledge Keepers.

Ekosani. Thank you.



# CHIEF AND COUNCIL MEMBERS



**CHIEF  
LARSON ANDERSON**

Audit & Finance committee, KSBDC, York Boat Inn, Committee Development Initiatives, Pharmacy, Administration, KSIW (333 Maryland), Finance.



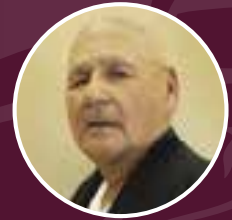
**COUNCILLOR  
JAMES DIXON**

Whiskeyjack Treatment Centre, Lands & Environment/ KTS, Public Works, PDC, Special Projects, Housing



**COUNCILLOR  
DEON CLARKE**

Minisowin, Membership, Multiplex, Broadband, Communications, Parks & Recreation, Community Events, Community Recreational Projects



**COUNCILLOR  
HUBERT HART**

Land Based Programs, Social Services, TLE, Molson Lake Lodge



**COUNCILLOR  
DARLENE OSBORNE**

Frontier Partnership, Public Relations, Daycare/Heartstart, Land Code Development, Jean Folster Place, Justice, Post Secondary & Training



**COUNCILLOR  
ANTHONY APETAGON**

Health Services, Pinanow Wachi, New Hospital Project, Muchipinowin Program & Funeral Home, Dental, NHHSI, Policing/Security



**COUNCILLOR  
LANGFORD SAUNDERS**

Entertainment Centre, Strategic Partnerships, Keenanow Trust Secretariat, Audit & Finance Committee, Gaming Commission, Emergency Services, NFA/MIA



**CLARENCE PAUPANEKIS  
CHIEF EXECUTIVE  
OFFICER**



**WAYNE ANDERSON  
CHIEF OPERATING  
OFFICER**



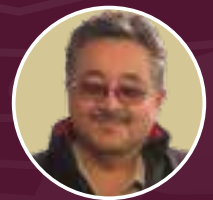
**DENISE ROWDEN  
EXECUTIVE ASSISTANT  
TO CHIEF & COUNCIL**



**JANICE MUSWAGON  
SPECIAL PROJECTS**



**MIKE LY  
CHIEF FINANCIAL  
OFFICER**



**JOHN HENRY, JR  
COMMUNITY LIASON TO  
CHIEF & COUNCIL**

# REPORT FROM CHIEF EXECUTIVE OFFICER

Tansi Nitotemak!

I am pleased to provide comments for our 2020-2021 Annual Report. It has been a very challenging year due to COVID-19, but I believe that we have managed very well. In my role as Chief Executive Officer during this reporting period, I feel fortunate to have been able to work with leadership and the Norway House Cree Nation (NHCN) executive team.

We first heard of the impending pandemic in early 2020. Leadership and staff were quick to appoint a Pandemic Advisory Team (PAT) to deal with on-going issues related to the existence of positive cases and the necessary contact tracing.

NHCN is fortunate to have strong leadership in many areas, and our public health staff have been instrumental in helping us get through this difficult time. Due to our swift responses, the positive COVID-19 cases were quickly contained. And while our Nation has been impacted in many ways by the pandemic, we remain hopeful that this will soon be a thing of the past, and leadership will be able to present to the membership a full report on our recent initiatives.

I am grateful for the strong teamwork shown by all our NHCN departments during the pandemic. More information on our response to the COVID-19 outbreak can be found in the PAT report contained in this document.

On other issues, I am pleased to report that Finance continues to make significant progress in many areas. One of the key items I wanted to highlight is, of course, the annual audit. For the fiscal period 2020-2021, the audit was completed by the deadline of July 31st. I commend the team for their concerted effort to get it completed on time.

Housing has also been a priority in our community, and leadership continues to push for the development of more units to address the long-standing backlog. By entering partnerships with companies such as Cobra Construction, we have been able to increase the number units for families. This partnership also created Bison Container Homes, which has not only yielded new homes, but also generated new revenue to build additional homes. I am happy to report that additional plans are underway to adapt to the changes in the housing market that have been created by the pandemic.

Our housing department continues to access funding available through CMHC; and NHCN has also been able to access additional COVID-19 funding. Indigenous Services Canada had a call out for proposals in 2021 (categorized as the Rapid Housing Initiative), and the distribution of these funds was done based on a scoring system. Our team was able to obtain maximum funding to enable us to build 28 units. Our housing department also submits funding for repairs and renovations – which is another area they are responsible for (more information on their work is provided in the housing report). I thank the housing department for their hard work as we continue to address the housing shortage in our community.

By creating joint ventures and key partnerships, NHCN has been able to generate own-source revenues. These strategic partnerships (like the one with Sigfusson Northern that resulted in the creation of JNR), have yielded significant economic benefits for the community. For instance, a large percentage of the employees working with JNR are NHCN members.

One of the objectives in forming this partnership was to provide training and capacity development opportunities for our people. Playgreen Development Corporation (PDC) was a key consideration in this plan. It was envisioned that PDC would benefit from the development of JNR in many aspects. NHCN has invested in purchases of heavy equipment to continue necessary operations and services like road maintenance, winter road, crusher operations, and housing maintenance. PDC is a key division for NHCN, and we continue to make improvements to ensure PDC provides the necessary services required by our Nation.

An independent review of PDC operations is scheduled to take place in the fall of 2021, to assist in the process of identifying what gaps might exist. Once this is complete a report will be developed to outline any potential recommendations. At this time, I want to thank PDC staff for all their hard work.

The Health Centre of Excellence is another major project that will result in a significant improvement in our health services. Construction has progressed since the last report and the professional accommodations building has been completed. In this report, the Health Centre of Excellence team provides a summary of milestones that have been reached to date.

NHCN and Cross Lake Band also partnered to create Kici Sipi, which will provide the fiber optic services coming into our communities (to significantly improve internet services). This is an essential need for our Health Centre of Excellence, as the hospital will require reliable internet services. Please see the detailed report by the team responsible for working on this project.

NHCN was severely impacted by the Frontier School debt, and leadership has worked hard to eliminate this debt – which was successfully eliminated in early 2021. The elimination of this debt puts our Nation in a good financial position, and we send congratulations to everyone involved in making this a reality.

This period also saw the opening of a daycare/gymnasium in Mission Island that is offering more recreation for our youth. NHCN continues to explore the potential for offering additional daycare services.

I wanted to briefly highlight some key achievements by NHCN, and I want to thank leadership for the opportunity to work alongside them during their term. I have seen a lot of great work being done in many areas.

I want to conclude by thanking all NHCN departments for their continued dedication and work. Please enjoy this informative annual report.

Ekosani

# REPORT FROM CHIEF OPERATING OFFICER

I am honored to provide a report on the operations of Norway House Cree Nation (NHCN) for the fiscal year 2020-21. As we all know, COVID-19 posed many challenges in providing products and services which we overcame as a Nation.

As COO, I provide strategic direction, supervision, and evaluation of the directors and its departments by implementing and ensuring proper functioning of all administrative policies set by Chief and Council and the NHCN Boards.

I attend regular meetings with Chief and Council, Executive Team, Directors, Managers, and staff. I tend to day-to-day business to ensure that effective and efficient services are provided.

**The following are the departments of programs and services which fall under my direction:**

- Health
- Housing & Public Works
- KSBDC
- Healthy Living
- Education & Social
- Keenanow Trust

I am also the community liaison for the various infrastructure projects of NHCN, including JNR Projects, RCMP Detachment, and the Health Centre of Excellence.

During fiscal year 2020/21, our Nation experienced a complete shut down due to the world pandemic. Essential services continued to operate, but in a very different way.

As a result of these changes, it has been critical that health protocols were developed and followed by all our essential workers. The decisive and clear direction from the pandemic advisory team (PAT), supported by the executive team and Chief and Council, resulted in the ability of the NHCN essential services to operate in a safe and efficient manner.

Throughout the year, homes continued to be built, the RCMP detachment continued to move forward, and the Health Centre of Excellence made significant progress. And Capital assets such as heavy equipment were purchased to add to our inventory.

Fiscal year 2020/21 has been a very busy and unpredictable year. Working together on the diverse issues has allowed NHCN to make significant progress on capital projects. I look forward to continuing to work together to develop our Nation.

# REPORT FROM CHIEF FINANCIAL OFFICER

I am honoured and blessed to have the opportunity to work alongside our members as Chief Financial Officer of Norway House Cree Nation (NHCN). Fiscal year 2020 to 2021 was a challenging year for us all. COVID-19 had a tremendous impact on our nation and the way we conducted our operations and businesses. Our Nation had to deal with temporary and alternating closures for the majority of our operations in the first and second quarter, with gradual re-openings in the third and fourth quarters. Chief and Council, Executives and the Finance team had to react quickly and make decisive decisions across all levels of our organization and in close collaboration with our stakeholders such as Indigenous Services Canada (ISC), the Province, our banks and suppliers to ensure the pandemic had little impact on our Nation and operations. Despite the challenges, our leadership and management team succeeded in meeting our reporting deadlines and managing our cash flow efficiently and prudently to ensure our short term and long-term obligations were met. Chief Larson Anderson, Finance portfolio holder, played a critical role in advocating for the nation to access additional funding to ensure the needs of the people continued to be met during the pandemic.

## Financial Reporting and Budgeting 2020/2021

NHCN's Finance team worked relentlessly and diligently to complete the consolidated audit for the period ended March 31, 2021 in record speed. I am proud to report that our team completed the consolidated audit on July 28, 2021 obtaining a clean unqualified audit opinion. This was a historic accomplishment as historically; it was difficult for NHCN to complete their financial audit on time. The accomplishment was a result of three years of dedicated hard work by our finance team to clean up processes and implement strong financial controls to ensure transactions are captured, accounted for and reported in a timely and accurate manner.

For the year ending March 31, 2021, NHCN ended the year with an operating surplus of approximately \$56 million dollars. It is important to note that a surplus on our financial statements does not equate to a surplus of cash on hand because accounting rules require us to account for capital asset acquisition and debt repayments on the balance sheet. In other words, the \$56 million dollar surplus does not equate to the Nation having access to an excess of \$56 million dollars of cash. In analyzing our balance sheet, NHCN purchased approximately \$43 million dollars of nonfinancial assets which include capital assets, deposits and inventory. In addition, the Nation repaid approximately \$13 million dollars of debt which result in the full expenditure of the \$56 million surplus. It is importantly to remember that the operating surplus is a direct result of these two phenomena; therefore, on a cash flow basis, the Nation broke even and had a balanced cash budget for the period ending March 31, 2021. Nonetheless, our balance sheet for this period is strong with a positive cash balance of over \$21 million dollars and our overall long-term debt was reduced by almost \$4 million dollars during a year our nation was combatting COVID-19.

NHCN continues to improve its budgeting process each year. Every year finance and the Executive team and Chief and Council review and approve an annual budget that sets the tone of our operations and strategic direction of

our nation. As part of best industry practice, an upcoming year's annual budget is presented in fourth quarter of the preceding year. Senior management and managers work with finance to refine the budgeting process and Chief and Council review and approve of the final figures annually.

NHCN continues to improve on our reporting process internally through control improvements each year and process improvement. Our team has adopted a continuous improvement process methodology to ensure financial reports can be prepared and reported on in a timely manner. Our goal is to be able to generate accurate quarterly consolidated financial statements for the Executive team and Chief and Council review starting October 2021.

In addition, NHCN's Finance team, were successful in the current and previous year's in completing various outstanding financial reports to ISC to ensure additional funds were secured as well as to release existing funds held to our nation. We also assisted in ensuring a reduction in claw backs of unused funds by being accurate with our reporting process. The improvement of our reporting process is a direct result of our team's ability to capacity build locally to ensure transactions are captured accurately and bank reconciliations are completed in a timely manner. A significant time investment was made towards cleaning up intercompany transaction balances, accounts payable and receivable ledgers thereby contributing to our team's overall ability to report more accurately and timely.

As a nation that has qualified for the 10-year grant, NHCN is required to adhere to strict liquidity and operating ratios to ensure we maintain our 10-year grant eligibility and status. NHCN's improved financial reporting processes and emphasis on prudent financial management has allowed for the nation to continually meet ISC's financial covenants to continue to be eligible under the 10-year grant model.

The past year has been a true test to our leadership, management, and finance team to ensure services and programs continue without interruption. It has been a year of overcoming challenges and filled with accomplishments. When we put our minds together and work together as a team, we are able to move our Nation forward.

## COVID-19 2020/2021

COVID-19 had a profound impact on our community's ability to operate efficiently and effectively. With the travel restrictions and office closures, our Leadership, Management and Finance team had to find ways to operate remotely utilizing our IT infrastructure.

Chief Anderson our team was able to continue to push the envelope with ISC advocating for additional funding to address our nation needs. In addition, we worked closely as a team to write countless proposals and secured additional COVID-19 relief dollars to assist with our operational financial pressures. In 2021, NHCN received approximately \$3.5 million dollars of COVID-19 relief funding. The increased revenues allowed us to continue with meeting our operational financial obligations. More importantly, it allowed us to avoid massive lay offs and provided financial stability to hundreds of our nation members and families.

While the world continues to deal with COVID-19, I am honoured to report that our vaccination rollout and clinic was a success. Having access to the vaccine early, prevented death and illness for many of our members. More importantly, it has provided our nation a glimpse of normalcy and reopening of our programs and facilities. NHCN Leadership, Management and Finance team, continue to advocate for additional relief funds from ISC to ensure our nation is prepared and ready to respond to future waves of this pandemic.

## 2021/2022 6 Month Updates and Other Accomplishments

### Frontier School Division (FSD) Debt

During the fiscal year ending March 31, 2021, NHCN was able to pay down the Frontier School Division (FSD) debt by approximately \$5 million dollars bring the overall debt balance to approximately \$2.3 million. This debt has been dramatically reduced from March 31, 2017 where the FSD debt was at \$13 million. I am proud to report that subsequent to year end, NHCN paid off its entire FSD debt bringing the balance to Nil and the debt fully repaid on June 30, 2021 through the signing of our debt retirement lease agreement.

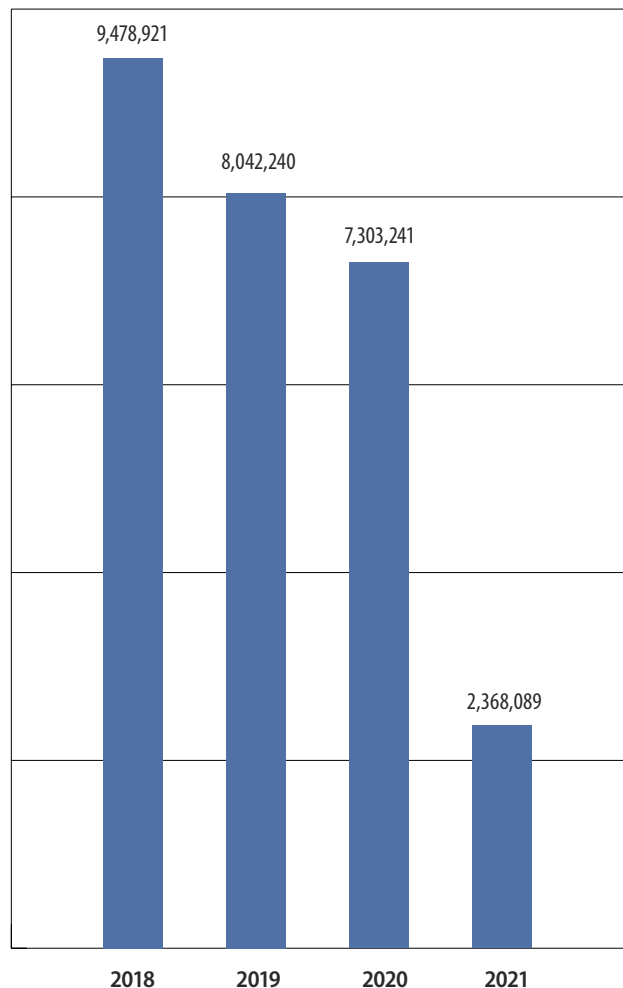
### Frontier School Division Trades Building

NHCN worked closely with FSD to negotiate an agreement to provide FSD a new trades building in NHCN. The building will allow FSD to offer training locally to our members interested in learning a skill to advance their careers. NHCN Finance team negotiated the structuring of the FSD debt in exchange for prepayment of rent to retire our long term debt obligation.

### Frontier School Division Bus Garage

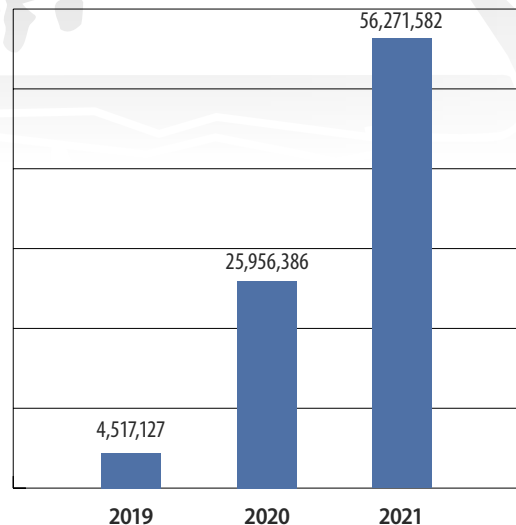
NHCH worked closely with FSD to understand their bus garage needs and to identify an opportunity our nation could fulfill. Through candid discussions with FSD, NHCN was able to secure a memorandum of understanding to rent a bus garage from NHCN for 15 years. This agreement will generate additional economic resources for our Nation and will allow us improve our own source revenue. More importantly, the close working relationship established through this process, helps strengthen our partnership with FSD.

### FRONTIER SCHOOL DIVISION DEBT OVER TIME



CAPITAL ASSET AQUISITIONS				
Asset Type	2018	2019	2020	2021
Land	178,102	236,682	396,682	396,682
Buildings	102,073,480	103,534,301	105,343,759	106,137,646
Vehicles & Equipment	25,641,969	26,873,781	27,974,843	41,296,575
Computers	21,249	312,461	326,070	435,332
Housing	82,284,135	82,938,194	88,382,780	94,978,631
Roads & Sidewalks	14,812,922	16,610,842	16,118,145	16,619,555
Water & Sewer	31,100,393	25,526,317	25,526,317	25,647,383
Telecom	1,717,818	12,662,429	12,662,429	13,333,207
Construction in Progress	14,143,129	7,795,317	25,715,685	59,873,281
<b>Total Capital Assets</b>	<b>271,973,197</b>	<b>276,490,324</b>	<b>302,446,710</b>	<b>358,718,292</b>

#### CAPITAL ASSET PURCHASES



### Asset Acquisition

Since April 1, 2018 to March 31, 2021, NHCN has had a significant increase to our capital assets. NHCN added an additional \$57.5 million dollars of capital assets during this 3-year period. The asset acquisition was specially around capital assets required for operations, housing improvements and repairs, new housing stock additions and new construction projects like the internal road work, Health Care of Excellence and fibre project.

### Tax Compliance

NHCN has not been in compliance with tax filings for several of its entities going as far back as 2002. NHCN finance identified the issue and assisted the Nation and its related entities file corporate tax returns and GST and RST returns to ensure we are in full compliance. I am proud to report that all of our tax filings are up to date. More importantly, NHCN Finance is negotiating with CRA on a payment plan for any taxes owing from unfiled prior period tax returns.

### Hydro

NHCN Finance team have been working closely with Manitoba Hydro to ensure hydro bills are accurate and paid in a timely manner. More importantly, our team has avoided significant hydro cut offs by negotiating a payment plan for several of our members. We also structured reasonable payment plans for our band staff employees to avoid hydro cut offs.

### Capacity Building

NHCN Finance team understand the importance of capacity building. Over the past 3 and half years, we have worked closely with our Norway House staff to capacity build on key processes as well as training on our financial reporting process. In addition, we have successfully applied for capacity building funds to train 4 interns over the past summer. The internship program was a success as the students gained valuable skills in various administrative and business functions which they will be utilizing in their future endeavours. More importantly, we are currently trying to support NHCN band members who are pursuing their Certified Aboriginal Financial Manager (CAFM) Diploma at Yellowquill College in Winnipeg as well as supporting band members who wish to pursue their Chartered Professional Accountant (CPA) designation with the CPA Western School of Business.

### Financial Performance (FP) Certification

As a testament to the finance portfolio holder, Chief Anderson and the Finance team, NHCN has received the Financial Performance (FP) certificate from the First Nations Financial Management Board (FMB). In order to qualify for this certificate, the Nation's financial statements were rigorously examined to ensure whether they met FMB's financial thresholds (ratios). Obtaining this certificate is a measure of how well the Nation's money and property are being managed. As the Nation now holds the FP certificate alongside the Financial Administration Law (FAL), it has the ability to collaborate with the First Nations Finance Authority (FNFA) on future ventures.

# ASSISTANT TO THE CHIEF AND COUNCIL'S REPORT

**As the Assistant to the Chief and Council, my role this year has required me to be involved in the following areas:**

- Child and Family Services
- Housing issues related to mould, disputes and maintenance
- Mediation and Counselling (for both staff members and community members)
- RCMP Liaison
- Safety Officers Liaison
- EMS involvement, through reports and communications
- Home visits during the day, evenings and weekends when requested to follow up on issues.

In addition to this primary list, I am also responsible for providing referrals to appropriate resources, obtaining referrals for members on Social Assistance, and helping people navigate the Health Division Program on mental health.

In short, it is my role to provide the services required at the office to ensure that the leadership does not have to deal with day-to-day operational issues and concerns.

For example, when the Day School lawsuit process was started, our office helped people with their Day School applications. Eventually, the lineups at the office became

too much and the lines started interfering with other duties that we are required to conduct on a weekly basis. In response, we passed this function over to the Health Division staff to manage.

Our office also receives requests for the Day School program applications from our members living in Winnipeg. Many community members living in Winnipeg still make requests for assistance, and we try to make ourselves available either at the NHCN Sub-office or through our regularly scheduled home visits (usually home visits are for elders who cannot move around as much).

To date, I estimate that I have personally done more than 2,500 Day School applications - the majority for the Level One (which is \$10,000), and some for Levels 2-5 (which are for sexual abuse). The highest Level that I have successfully received for one of our members is a Level 4 (which was for \$150,000.00), and we still have a few Levels 5 Application in process.

We receive a wide variety of calls each day, from members seeking support and/or information from our office. I believe that my experience as a Social Worker, a CFS worker, and a volunteer in hockey and baseball has helped me adapt and respond to the various issues that our office faces on a daily basis.

Our office continues to work with our people and help our leadership deal with all these issues immediately and effectively. I am very happy and thankful for having been given the chance to help our people.

Thank You

# SUB-OFFICE REPORT

Historically, Norway House Cree Nation (NHCN) has always maintained a Sub-office in the City of Winnipeg, much like other First Nations in Manitoba.

## The purpose of the Sub-office is to:

- Provide a meeting space for Chief and Council to meet with other levels of government and other businesses.
- Provide space to the Health Centre of Excellence (HCE) staff, Finance a receptionist
- Provide other office space for a limited number of professional staff who work on developing briefings and proposals for funding.

The Winnipeg Sub-office was previously located at 1875 King Edward Street, where the building was leased from a private company. When the lease expired, the office was relocated to the 4th floor at 333 Maryland Avenue, which is owned by NHCN.

The 4th floor was previously occupied by the Winnipeg Regional Health Authority (WRHA) who leased the space and decided not to renew the lease, which left it available. The office is equipped with one small boardroom for group working sessions and one larger boardroom for group working sessions and meetings. The larger boardroom is also equipped with audio/visual conferencing equipment to allow for group meetings to be held virtually, something that has proven to be very important over the last eighteen months.

While the pandemic made things difficult in the last year, we are proud of the fact that we continued to provide services to the members during the period.



# AUDIT AND FINANCE REPORT

## Management's Responsibility for Financial Reporting

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

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

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

Deloitte LLP, an independent firm of chartered professional accountants, is appointed by Chief and Council to audit the consolidated financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both Chief and Council and management to discuss their audit findings.

  
\_\_\_\_\_, Chief

Norway House, Manitoba

  
\_\_\_\_\_, Councillor

  
\_\_\_\_\_, Councillor

  
\_\_\_\_\_, Councillor

  
\_\_\_\_\_, Councillor

## Independent Auditor's Report

To Chief and Council of  
Norway House Cree Nation

### Opinion

We have audited the consolidated financial statements of Norway House Cree Nation (the "Entity"), which comprise the consolidated statement of financial position as at March 31, 2021, and the consolidated statements of operations, change in accumulated surplus, change in net debt, and cash flow for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of Norway House Cree Nation as at March 31, 2021, and its results of operations, changes in its net debt and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

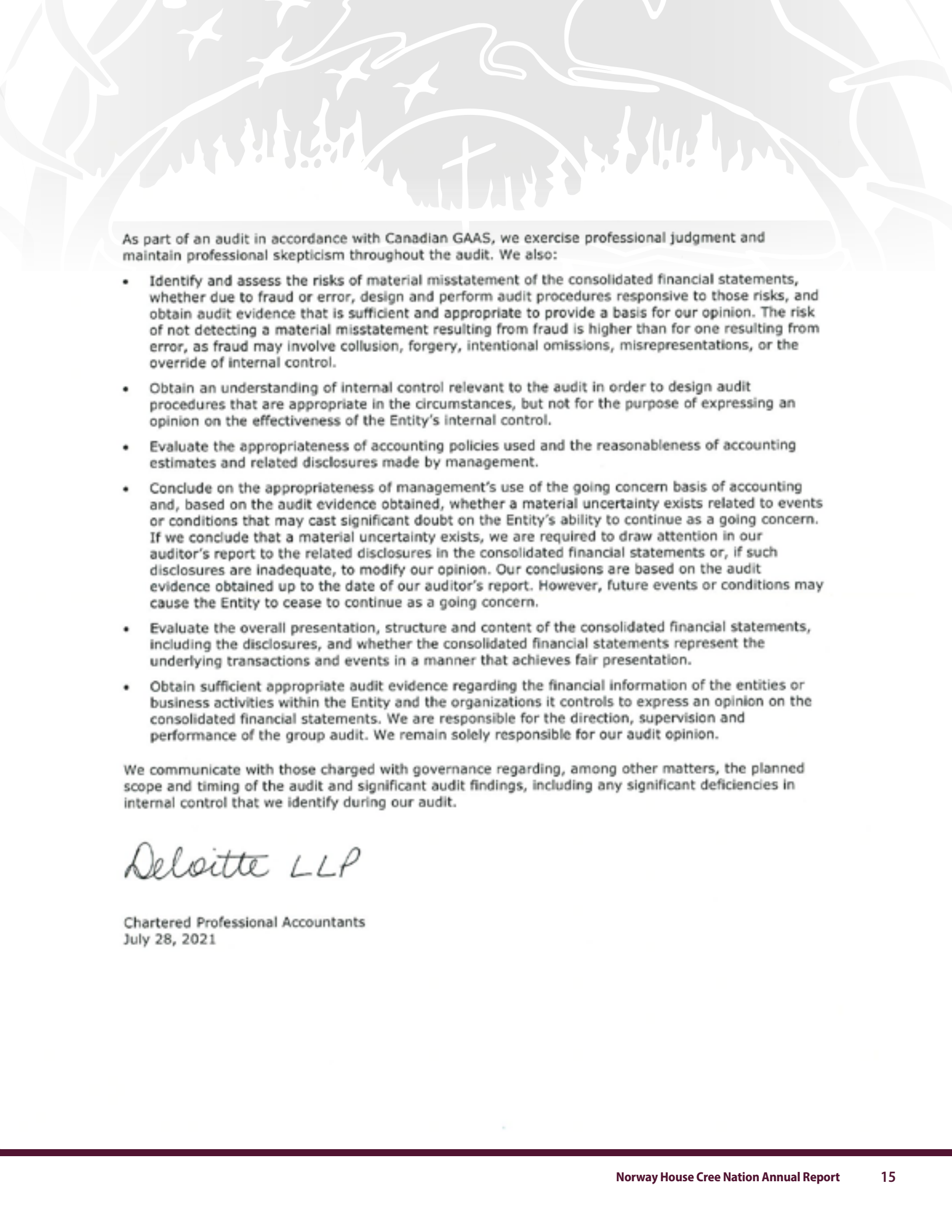
Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to a going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.



As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Entity and the organizations it controls to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Deloitte LLP*

Chartered Professional Accountants  
July 28, 2021

# Norway House Cree Nation

## Consolidated statement of financial position

As at March 31, 2021

	Notes	2021 \$	2020 \$
<b>Financial assets</b>			
Cash and cash equivalents		21,546,689	13,678,399
Accounts receivable	3	10,354,805	7,238,350
Cash held in trust	4	105,183	26,609
		<b>32,006,677</b>	<b>20,943,358</b>
<b>Liabilities</b>			
Accounts payable and accrued liabilities	5	16,382,569	17,921,550
Long-term debt	7	56,192,251	60,674,296
Deferred revenue	6	26,292,888	22,264,789
		<b>98,867,708</b>	<b>100,860,635</b>
Net debt		<b>(66,861,031)</b>	<b>(79,917,277)</b>
<b>Non-financial assets</b>			
Tangible capital assets	8	227,278,551	187,625,445
Inventory	9	1,173,370	458,154
Deposits and prepaid expenses		10,707,456	8,058,962
		<b>239,159,377</b>	<b>196,142,561</b>
<b>Accumulated surplus</b>		<b>172,298,346</b>	<b>116,225,284</b>
Contingencies	12		

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

Approved on behalf of the Council:

  
\_\_\_\_\_, Chief

  
\_\_\_\_\_, Councillor

  
\_\_\_\_\_, Councillor

  
\_\_\_\_\_, Councillor

  
\_\_\_\_\_, Councillor

**Norway House Cree Nation**  
**Consolidated statement of operations**  
Year ended March 31, 2021

		2021	2021	2020
		Budget	Actual	Actual
	Notes	\$	\$	\$
<b>Revenues</b>				
Indigenous Services Canada (ISC)		79,700,697	104,492,338	78,825,949
Enterprises		11,186,099	12,916,416	10,653,428
Video lottery terminal (VLT)		25,498,160	11,100,347	24,283,962
Other	10	7,172,527	6,937,137	6,830,978
Manitoba Hydro		942,153	2,785,513	897,289
Manitoba Keewatinowi Okimakanak (MKO)		2,530,598	2,499,859	2,410,093
Province of Manitoba		2,849,744	2,293,416	1,904,996
Construction		2,583,102	2,082,540	2,460,097
Assembly of Manitoba Chiefs		—	1,755,713	809,046
Education		839,361	1,577,587	799,391
Canada Mortgage and Housing Corporation (CMHC) projects/subsidy		1,973,692	1,354,695	1,879,707
Public works		455,741	366,660	434,039
Housing		255,573	319,294	243,403
Keenanow Trust Secretariat		73,147	202,470	69,664
Parks, recreation and multi-plex		2,579,809	119,148	2,456,961
Communications		58,965	93,727	56,157
		<b>138,699,368</b>	<b>150,896,860</b>	<b>135,015,160</b>
<b>Expenditures</b>				
Education	15	26,533,769	34,141,851	34,284,410
Social services		11,398,776	14,889,217	13,189,226
Health services		11,095,472	14,444,333	14,159,508
Enterprises		7,978,802	13,227,857	12,052,441
Public works		8,522,051	12,486,799	9,563,394
Band support		6,118,108	10,685,886	8,430,810
VLT operations		23,450,868	9,474,872	22,334,160
Housing		3,274,238	5,086,678	4,292,894
CMHC		571,464	4,882,937	1,513,815
Health Centre of Excellence		188,313	3,760,165	179,346
Assisted living		1,618,932	1,695,890	1,856,633
Pinaow Wachi		2,198,605	1,553,929	1,462,410
Employment and training		1,028,407	1,531,683	1,414,319
Parks, recreation and multi-plex		1,887,020	1,396,858	2,936,829
Broadband		1,000,805	1,370,461	1,035,540
Emergency services		968,381	1,327,073	1,415,516
Keenanow Trust Secretariat		591,636	580,432	563,463
Safety officer's program		649,844	527,365	592,146
Youth		189,269	304,137	381,964
Restorative justice		73,942	146,993	87,904
		<b>109,338,702</b>	<b>133,515,416</b>	<b>131,746,728</b>
Surplus before other capital contributions		29,360,666	17,381,444	3,268,432
ISC Health Centre of Excellence		25,000,000	30,385,015	11,181,910
ISC COVID domes		—	8,306,603	—
<b>Surplus</b>		<b>54,360,666</b>	<b>56,073,062</b>	<b>14,450,342</b>

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

**Norway House Cree Nation****Consolidated statement change in accumulated surplus**

Year ended March 31, 2021

	2021	2020
	\$	\$
<b>Accumulated surplus, beginning of year</b>	<b>116,225,284</b>	101,774,942
Surplus	<b>56,073,062</b>	14,450,342
<b>Accumulated surplus, end of year</b>	<b>172,298,346</b>	116,225,284

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

**Norway House Cree Nation****Consolidated statement of change in net debt**

Year ended March 31, 2021

	2021 Actual	2020 Actual
	\$	\$
<b>Surplus</b>	<b>56,073,062</b>	14,450,342
Acquisition of tangible capital assets	<b>(56,793,662)</b>	(25,956,386)
Proceeds on disposal of tangible capital assets	<b>87,140</b>	56,167
Loss (gain) on disposal of tangible capital assets	<b>206,404</b>	(56,167)
Amortization of tangible capital assets	<b>16,847,012</b>	7,765,173
	<b>16,419,956</b>	(3,740,871)
Acquisition of inventory	<b>(715,216)</b>	8,511
Change in deposits and prepaid expenses	<b>(2,648,494)</b>	(8,058,962)
	<b>(3,363,710)</b>	(8,050,451)
Decrease (increase) in net debt	<b>13,056,246</b>	(11,791,322)
Net debt, beginning of year	<b>(79,917,277)</b>	(68,125,955)
<b>Net debt, end of year</b>	<b>(66,861,031)</b>	(79,917,277)

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

**Norway House Cree Nation**  
**Consolidated statement of cash flows**  
Year ended March 31, 2021

	2021	2020
	\$	\$
<b>Operating activities</b>		
Surplus	56,073,062	14,450,342
Adjustments for non-cash items		
Amortization of capital assets – general account	16,014,609	7,127,027
Amortization of capital assets – enterprises	832,403	638,146
Loss (gain) on disposal of tangible assets	206,404	(56,167)
	<u>73,126,478</u>	<u>22,159,348</u>
Changes in non-cash working capital		
Accounts receivable	(3,116,455)	(2,223,837)
Deposits and prepaid expenses	(2,648,494)	(8,058,962)
Inventory	(715,216)	8,511
Accounts payable and accrued liabilities	(4,330,063)	(787,794)
Deferred revenue	4,028,099	14,734,459
	<u>66,344,349</u>	<u>25,831,725</u>
<b>Financing activities</b>		
Long-term debt proceeds	2,159,491	24,957,732
Long-term debt repayments	(7,982,362)	(29,467,044)
	<u>(5,822,871)</u>	<u>(4,509,312)</u>
<b>Investing activities</b>		
Acquisition of tangible capital assets	(52,661,754)	(23,233,124)
Proceeds on disposal of tangible capital assets	87,140	56,167
	<u>(52,574,614)</u>	<u>(23,176,957)</u>
Net increase (decrease) in cash and cash equivalents	7,946,864	(1,854,544)
Cash and cash equivalents, beginning of year	13,705,008	15,559,552
<b>Cash and cash equivalents, end of year</b>	<u>21,651,872</u>	<u>13,705,008</u>
<b>Cash and cash equivalents consist of:</b>		
Cash and cash equivalents	21,546,689	13,678,399
Cash held in trust	105,183	26,609
	<u>21,651,872</u>	<u>13,705,008</u>

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

# PANDEMIC ADVISORY TEAM REPORT

The World Health Organization declared COVID-19 a world-wide pandemic on March 11, 2020. Canada followed suit on March 20, 2020, declaring its own state of emergency. Norway House Cree Nation eventually declared a state of emergency for the community on September 4, 2020.

The first two cases in Canada were in Toronto on January 28, and Manitoba's first case was March 12, 2020. Norway House Cree Nation's first case was November 20, 2020.

On March 12, 2020, Norway House Cree Nation and Norway House Community Council, with the Director of Health, reached out to the different resources within Norway House. Two coordinators were hired, and a Pandemic Advisory Team (PAT) was established to plan, coordinate, monitor, and reduce the spread of disease, through the provision of essential services.

Today, COVID -19 continues to be a significant threat to our community. The Pandemic Advisory Team remains active to provide the strategy, analysis, research, and best practices to keep the virus out ... and to effectively combat it.

*Pandemic Advisory Tem (below)*

*Chief and Council implemented a roadblock to protect the community against spread of the virus*



# OUR PANDEMIC RESPONSE: REDUCING THE SPREAD

1. Norway House Cree Nation has reorganized departments to deal with the COVID-19 Pandemic. Businesses have also began practicing social and physical distancing; implementing guidelines that follow Manitoba Public Health Standards.
2. The Pandemic Advisory Team met regularly to establish protocols that would be implemented to protect the community against COVID. A Community Response program was created which identified the criteria for each level of response that would be implemented. The program constantly adapts to the new information that is provided, and implements changes that reflect the best interest of the community at that time.
3. Weekly meetings are held with Chief and Council, and Mayor and Council, to provide them with recommendations on the guidelines that should be implemented at the community level (When the community was at red critical, daily meetings were held and regular updates provided, until the situation was brought back under control). Updates were provided on our website, as well as on radio in Cree and English.
4. PAT has constantly had to consider how to implement provincial restrictions in our community. In all cases, the provincial guidelines were adapted to fit into our community response level gauge – to ensure that our community needs were being met.
5. Roadblock : On March 24, 2020, the Chief and Council implemented a roadblock and the Emergency Services responded to this initiative with recommendations set by the Pandemic Advisory Team. Security and Safety Officers were re-assigned to the roadblock that is currently at Pine Creek. Travel is restricted and there are guidelines that must be followed at each response/ risk level.
6. Community Business Response: Local businesses have all implemented guidelines to ensure the public's safety. Examples of the work being done by these community businesses includes:
  - a. Northern Stores have limited shoppers, placed security at the doors, built protective shields at checkout and have incorporated 2-meter distance lines at check out.
  - b. Family Foods has also limited shoppers, added distancing for line ups at the checkout, built protective shields at checkout, and hand sanitizer at the entrance.
  - c. The York Boat Diner and Charlie Biggs also incorporated protocols that limit customers and ensure the regulations are being followed.
  - d. All the convenience stores in the community established their own safe guidelines, protective shields were put up and social distancing enforced.
7. Education: Frontier School Division implemented their own response to COVID-19 Pandemic by closing both schools, Jack River School and Helen Betty Osborne Ininew Resource Centre. Homework packages were created by teachers for all students and were delivered or picked up within a reasonable time.

The Headstart Program, as well as the Daycare Centre followed the guidelines set by the Pandemic Advisory Team and developed their own response on how they would provide services to the community safely.

*Healthy Living Division,  
left, planning safe  
community  
events*

## Public safety guidelines implemented included:

- Essential travel only in and out of town with roadblocks
- Development of an approval process for travel and design/implementation of an app that would reduce paper usage/remote entries of approved travel
- Development of one drive system for PAT to access documents
- Establishing and training security for different public places
- 48-hour lockdowns when positive cases identified in the community
- Offices, school and church closure
- Funeral services with no wakes, one night wake, 5 people maximum or 25
- No visitors in; allowing in only those who live here
- Quarantine, self-isolation and self-monitoring as Public Health Orders/Guidelines and NHCN protocols
- Quarantine Officers, Risk Management Officers and Compliant Officers identified and established to work with PAT
- Cancellation of bingo, closure of vendor, closure of VLTs,
- District shopping
- Curfew for everyone, adults and children; roadblocks throughout the community
- Establishment of Alternative Isolation Accommodations
- Activation of NHCN Emergency Plan
- Training local COVID-19 Testing Crew, contact tracing
- Establishment of an off-site Testing Site
- Mandatory fundamentals implemented everywhere

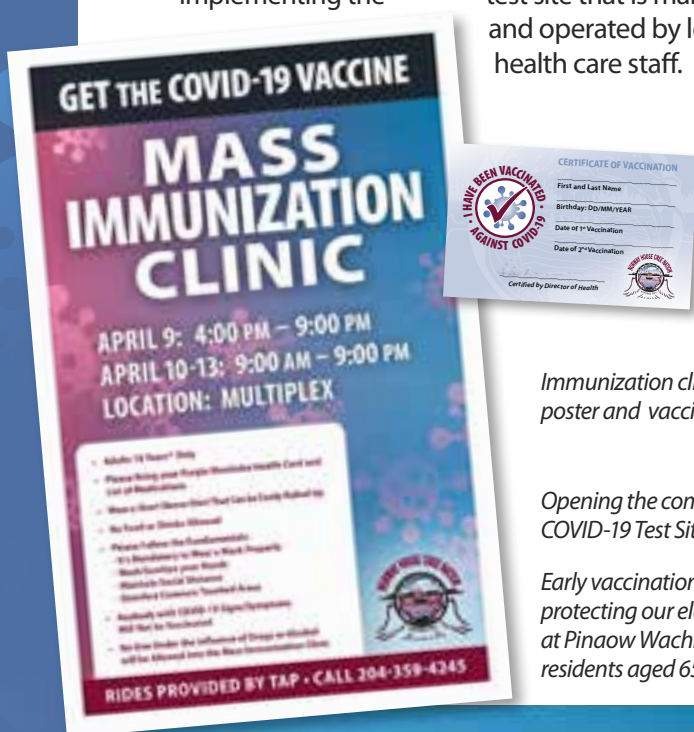
## MANAGING COVID-19

### TRACING & TESTING

During this time, we have found that the key is to isolate the positive case(s) immediately and do contact tracing and testing. Educating the public was necessary so people could understand the steps that were taken to address the situation.

On December 9, 2020, we officially opened the community-based COVID-19 Test Site.

Chief Larson Anderson and Mayor Len Budd officially cut the ribbon to honor the efforts of the local Public Health Team in designing and implementing the test site that is managed and operated by local health care staff.



*Immunization clinic community poster and vaccination cards (left)*

*Opening the community-based COVID-19 Test Site (bottom left);*

*Early vaccination efforts focused on protecting our elders, including those at Pinaow Wachi (bottom right) and residents aged 65+*



## BRINGING VACCINES TO OUR COMMUNITY

On January 8th, 2021, 240 vials of Moderna Vaccine arrived in Norway House for Public Health to begin administering. The focus on the administration of the vaccine was at the Pinaow Wachi Personal Care Home and community residents over the age of 65 years of age.

Our goal at the time as to ensure that all personal care home residents and employees who wish to take the vaccine will have access to the vaccine. The nurses within the three departments in the Pinaow Wachi Personal Care Home, Home and Community Care Program and Public Health are certified to administer the vaccine.

A second dose of the vaccine for the Personal Care Home and community residents over 65 years old arrived and were completed by February 23.

Health Care and Front-line staff who were available were also given their first dose of Moderna Vaccines when they arrived in Norway House mid-February. The majority of the nurses within Norway House have had their first dose and there are a few who are fully vaccinated.

In April and May, two Winnipeg vaccine clinics were held at 333 Maryland for NHCN long-term patients and members residing in the city.

Norway House Public Health is expected to receive additional shipments of vaccine regularly within each month or every three weeks as more vaccine becomes available.

*Chief Larson Anderson getting his COVID-19 vaccine (below)*



At time of writing, Norway House Cree Nation has had a total of 50 cases with 47 in Norway House and 3 in Winnipeg. As of February 24, 2021, we are in our 54<sup>th</sup> day COVID-free. We acknowledge many people for the low number of cases we have had in our community. Every one of us that live here, that have travelled into our community as a visitor, returning Band/community member, essential workers, have all contributed to the safe, healthy community. Most of all, we thank our Creator for His many blessings and protection over us.

# ECONOMIC DEVELOPMENT INITIATIVES



# TOWER CAMP REPORT

We are pleased to report that Norway House Cree Nation exploration and mining ventures had a very successful and profitable year.

This success can be attributed, in part to the following activities:

- Providing staff and accommodation for an exploration camp.
- Obtaining funding new facilities to support exploration and mining.
- Training and hiring additional staff.
- Continuing to hold consultations with the province and exploration companies.
- Ensuring environmental protection standards are met.
- Creating partnerships and economic opportunities for Norway House Cree Nations.

Norway House continues to build a strong foundation for success and to look for future opportunities. In this report, we are proud to highlight this year's accomplishments in exploration and mining.

## ACCOMPLISHMENTS - RENTALS

### 1. Rockcliff Mineral Camp Rental

This site is located along Highway 6 at the second Cell Phone Tower, and it is a Joint Venture with Cobra Construction (Norway House owns 60% of the camp and Cobra owns the remaining 40%). All services (including food, staffing and fuel) are provided by Norway House Cree Nation.

This past year, Rockcliff Minerals contracted with Cyr Drilling to help define the mineral resources at the Tower site. Both companies became major customers at this location. They utilized the camp and services as they did their required drilling. During the 11 months that Rockcliff utilized our camp, 19 NHCN Band members were employed in various positions.

### 2. Bi-Pole Clearing Camp Rental

We had a two-month rental of this camp during February and March 2021, as Manitoba Hydro utilized the site to conduct their Bi-Pole Brush clearing work. This was a short-term rental, which enabled us to receive rental income during the shutdown.



## ACCOMPLISHMENTS - OTHER TOWER CAMP PROJECTS

### 1. Joint NHCN/Cobra Camp

Chief Anderson negotiated a joint venture with Cobra Construction on the purchase of this 33-person Camp (the first purchase conducted through the Joint Venture). Norway House's percentage of ownership was paid through this year's rental income – enabling NHCN to obtain its ownership share without investment. In addition to the ownership agreement, there is also a management committee established that meets to discuss key issues and manage all aspects of the camp and operations.

Through the revenues generated by Camp rentals, we were also able to purchase an enclosed Generator, a One-Ton Truck and a Cat Skid steer with trailer, to help with camp operations.

### 2. Manitoba Mineral Fund Grant

We secured a \$300,000.00 grant from the Manitoba Chamber of Commerce's "Manitoba Mineral Development Fund", to purchase additional equipment (and other facilities and equipment). These additions will create future economic development through exploration and mineral development.

This is an exciting step for us as a Nation, as the recognition gained through this grant helps to validate our move into this industry.

### 3. First Peoples Economic Growth Fund Grant and Business Loan

We were also approved for a business loan and grant through First Peoples Economic Growth Fund. The agreement included a \$298,000.00 loan (at 0% interest) and a \$73,500.00 grant. These funds will allow us to purchase additional facilities and equipment that can be used for future contracts.

Our goal is to be the premiere service provider in Northern Manitoba. Obtaining this grant involved 8-months of work from our team, negotiating with representatives at the Growth Fund. The purchase of an additional camp will give Norway House the opportunity to provide additional contract services in the camp, exploration, and mining industry. To make this goal a reality, our team is in now contact with companies doing work in our region, regarding the use of our facilities for future projects.

### 4. Consultation and Relationship Grant from the Province of Manitoba

The Government of Manitoba provided us with a grant of \$32,500.00 for six-month to provide ongoing consultation and communications services. As part of this agreement, we will follow the progress of Rockcliff Minerals drilling program (currently on pause at the Tower site).

Additionally, Rockcliff Minerals has completed a Preliminary Economic Analysis and is continuing to drill at other properties in the region, to enhance their drill results (and to make their portfolio of properties more attractive to investors). At present, the Tower property is not commercially optimal. Regular communications are ongoing between Rockcliff and NHCN representatives.

Finally, the Victory Nickel project has been transferred to Silver Elephant and preliminary discussions have begun on this new site/project.

### 5. Workplace Education Manitoba (WEM) Skills Development

This past year, WEM approached NHCN to develop an Essential Skills and Personal Management Skills program for potential employees in our venture. A team was created to develop the program, and 23 individuals have been signed to participate in upcoming training seminars.

As part of the program, WEM will partner with NHCN to cover the costs of the training and to ensure we have instructors to provide the training. We have spoken with the University College of the North, Northern Mining Academy and Career Development, and the Thompson Centre about their interest in the program.

Our goal in developing and promoting this program is to provide the basic skills for working in a mining environment and to ensure that those wanting to develop further skills have the opportunity to do so.



## 6. Discussions on a Regional Partnership Initiative

Discussions have begun with other regional First Nations about the opportunity to work together in a regional partnership. A draft MOU has been developed and shared with other potential First Nations partners, and meetings will continue this year.

## 7. Camp Managers and Staff

Our Camp Managers provided excellent service and received many compliments on their abilities to ensure the Camp was efficiently operated and maintained. Because of their exceptional leadership and professionalism, Tower Camp was able to operate on-budget and be profitable.

The following were crucial to our team's success.

- The leadership of the Chief and Councillor Dixon, experience of the Management team and abilities of the Camp staff, ensured that we were able to meet the demands of the camp.
- The Camp Manager was an integral part of getting this venture off the ground.
- There is an excellent team that continues to maintain and secure the camp during th extended of shutdown.
- NHCN's Camp Liaison ensures that the Nation's interests are at the forefront in every meeting, while the Senior Advisor is working with Rockcliff and other companies to look for opportunities to use our facilities.
- NHCN has excellent financial management of the Camp site, providing structure to the finances while working with Camp Managers and Senior Management to ensure we operate within the parameters of our budget.

We are very proud of the work that has been done this year to ensure the success of Tower Camp. The team has all contributed to the gains that we achieved over the past year. Their dedication and attention to detail delivered a high-level of customer satisfaction. And finally, Chief Anderson and Councillor Dixon provided exceptional leadership and direction for the initiative.

With the acquisition of the new funds this year, the venture is set to be one of the premiere camp providers in Northern Manitoba. Once accomplished, it will provide additional income, jobs and work experience for those involved.

As we move forward, we look forward to building the capacity of this business venture through the purchasing of new camp units, equipment and



broad training for all future staff. Please watch for upcoming employment opportunities, as we look for staff to work in our facilities. Thank you for the great year and we look forward to the next.

Dan Ingalls,  
Special Projects Coordinator

# PLAYGREEN DEVELOPMENT CORP

We are pleased to provide a report on the activities for Playgreen Development Corporation during the 2020/21 year.

## SEPTEMBER – DECEMBER 2020

- We continued work on various housing projects including landscaping, water and sewer installation, plus the new Sea Can home project and Mission Island Daycare Drop-In Center.
- In late fall of 2020; NHCN had its first cases of COVID-19, and as part of the Community efforts, a second COVID-19 testing site was constructed by the NHCN Fire Hall. Materials were hauled and placed and Camp trailer buildings were set up for both testing and potential isolation sites.
- As winter approached and colder temperatures arrived, winter road work for MIT began with ice bailing to keep the ferry channel open for crossing, and flooding of the ice crossing at Sea Falls on the Nelson River. The construction and maintenance of the winter roads to the community of Island Lake FN and Oxford House FN was also completed.
- We also kept up local roads, maintenance and servicing of snow clearing, road sanding, driveway access to respond to changing weather conditions.
- Completed a Bi-pole Brush Clearing Project for Manitoba Hydro on #6 Highway in the vicinity of the Williams River.
- PDC Trucking continued to haul supplies and materials to NHCN to and from the city

## JANUARY – MARCH 2021

- Continued to work on internal roads and maintenance for snow removal, grading and road sanding.
- Continued to provide fuel and mechanical maintenance to the NHCN COVID-19 Check stops.
- Continued to perform duties on the MIT Winter roads; maintaining and snow clearing of the roads and collection and disposal of trash from bins placed at rest areas.
- Took part in the hauling and placing of materials for the two new outdoor community skating rinks which are located in the Paupanekis Point area, near the water and sewer garages.
- Starting in late January, PDC began working on Brush Clearing Projects in town on the NH line 12-4, and NH line 11 sections for Manitoba Hydro; as well as the 2 Mile to Warren's Landing Sub Station. These projects kept PDC busy and were a great opportunity for the PDC crew that worked on them. PDC also has projects with Bi-Pole 1 and Bi-Pole 2 for Manitoba Hydro.
- March 2021, PDC started working on the Cobra Construction Sea Can Home project near the old Lagoon area. PDC has done grubbing and site preparation, hauled and placed materials for pads and driveways for more sea can home units that will be set up.
- PDC Trucking continued to haul supplies and materials to NHCN, to and from the city.

## JANUARY – APRIL 2021

- Continued work on our annual contract for the Winter Roads for MIT to the Communities of Island Lake FN and Oxford House FN. Work included construction and maintenance of the Winter Roads, such as snow clearing, grading and packing, as well the collection and disposal of trash from the winter roads.
- Community maintenance of NHCN Roads and access roads to residential areas in the form of grading and snow removal, and flood control of low areas to reduce flooding during the spring melt. Such activities included digging out ditches, steaming out culverts, removal of old culverts and replacing driveways.
- Other activities had PDC hauling materials to housing projects, including finishing the 10 unit projects by building and fixing of driveways, and access road upgrading and installation, as well preparation for landscaping.
- Spring of 2021 had PDC start hauling and landscaping for housing projects.

## MAY – AUGUST 2021


- As summer approached, PDC continued to do work for the Housing Projects; landscaping and driveways, assisted with water and sewer installations. New culverts were ordered, and many were replaced during the spring flood control efforts in Niska View.
- Community roads and driveway maintenance continued with grading and dust control efforts in areas where heavy gravel section of community roads required it.
- New Housing Pad for the storage tent was constructed at the Multiplex next to the Bus Garage.
- Pad and driveway access was constructed for KSMA Minisowin Agency by Jimmock Anderson's cabin in North End, past York's Point Drive.
- New Sea Can Housing project work continued with the start of Phase 3 at the site by the Old Lagoon Site area; with grubbing and site preparation, hauling and placing of materials for pads and access roads. This is a project being done with Cobra Construction/ Bison Homes.
- The new Mission Island Daycare Project was completed; with PDC grubbing for the new site, providing gravel and aggregate for pad construction, concrete hauling and placement for the facility.
- Crushing and aggregate stock piling was done at the North Quarry near Duck Bay and blasting at the dump quarry for many of the projects that are ongoing in NHCN for JNR, including internal road maintenance.
- Assisted in the moving and placing of Community COVID-19 Security Check Point, by maintaining the generators, fueling and mechanical maintenance.
- Down the bank at the Pavilion area, PDC assisted with upgrading and maintenance of the TYBD's Pavilion for the festivities, which included hauling sand to maintain the washouts on the shoreline and sweeping of parking lot, and extending the parking lot in the old Rossville Northern site by the boat launch area.

This concludes the Annual Report for Playgreen Development Corporation for the 2020/21 year.



# KINOSAO SIPI BUSINESS DEVELOPMENT CORPORATION

Kinosao Sipi Business Development Corporation (KSBDC) supports our NHCN-owned businesses with the goal of reclaiming and developing our own capacity and becoming a leader in local and regional markets.



One of the great opportunities of annual report is that it allows us to look back on the past year - and what a year it has been for all of us!

In the past year we've also worked on creating Joint Venture agreements with a variety of partners, which brings ownership of projects to NHCN, while giving KSBDC a better position to acquire and own assets.

In addition to operating our businesses, and partnering and supporting our tenants, KSBDC has sought to improve our services to the community. The Pandemic created some unique situations for our businesses, making us work to accommodate these ever-changing restrictions. In most cases, the pandemic rules served to limit customer traffic in our venues.

Over the course of the last year, however, we supported the PAT and NHCN agenda, which included lockdowns, isolation units, and road closures. And we are pleased to see that while KSBDC was supporting the leadership of PAT and our Chief and Council, our NHCN governing bodies were creating channels for our businesses to recover costs and revenue losses that were experienced during these restrictions.

In moving forward in the "new normal" of business, KSBDC will look to implement systems that will be ready for the new wave of Internet Services. The introduction of fibre optics into the community, will bring a wealth of opportunities for all members of NHCN, including commercial and local business.

In addition, in all our entities, we will look to input software systems that support their administrative function, but that also meet the new health and safety needs of each person in and outside of our operations. For example, we are looking to implement touchless transaction systems, direct email billing, and to move away from paper tracking and billing systems. We look to have these systems in place and ready to operate prior to when fibre optics reaches Norway House.

It's a very exciting time for our community. While we anticipate, and look forward to, the use of fibre optics Internet in our everyday life, which will create new opportunities, new workforces and new markets, we also realize that the focus on "post-pandemic" means we will soon have an opportunity to welcome everyone back into our facilities.

Ekosani



# FIBER CONNECTIVITY REPORT

With the ever-growing use of the internet, the increase in conducting business online, and with the presence of the COVID-19 Pandemic; the need for high-speed internet in Norway House is crucial. In response, NHCN has assembled a project team to bring better high-speed internet to the Nation.

As part of a funding strategy, Norway House (in partnership with Cross Lake Band of Indians), submitted a proposal in 2018 to the Government of Canada: Connecting Canadians Program. The goal was to enhance the microwave system from the Manitoba Hydro fiber line to Norway House. This would allow Norway House access to Broadband to increase its data and speed capacity.

Recently, the Government of Canada cancelled some their previously announced projects, due to a lack of progress. The Connecting Canadians Program then contacted Norway House and Cross Lake to modify the original proposal to an all-fiber solution. As part of the new proposal, support for last mile connectivity is now being considered, which means increased connections to towers and centralized distribution points located within the community.

In August 2021, the federal government announced that they will provide \$16,500,000 in funding support for the backhaul project. Norway House Cree Nation will have to contribute approximately \$2,600,000 to this project, with Cross Lake contributing approximately \$2,800,000 – making the total project worth \$21,600,000. Preparations are underway to finalize costing, permits, financials and the partnership agreement.

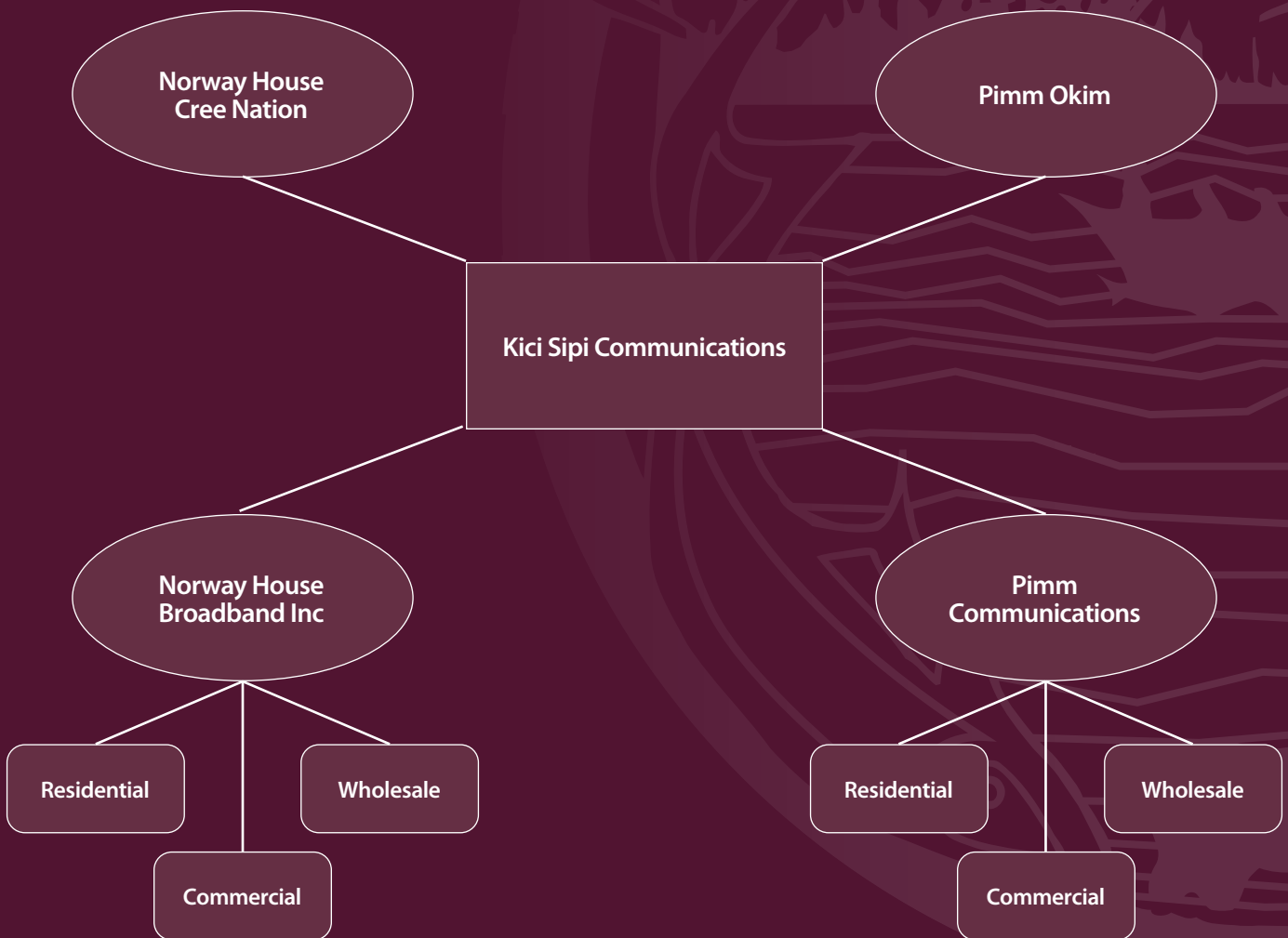


# PARTNERSHIP/GOVERNANCE

Norway House and Cross Lake Band have formed a partnership to build the fiber line from each community to the Manitoba Hydro Fiber Line. Kici Sipi has been incorporated as an independent limited partnership equally owned by NCHN and CLBOI. The governance and financial systems have been agreed to, and a Statement of Work has been developed that will be implemented for the fiber build. Kici Sipi is governed by a board of directors consisting of 5 members, 2 selected from each community and an independent professional from the Exchange Group. The line will be owned 50/50 by each community. In accordance with the agreement,

the company will charge each community only for operations and maintenance of the fiber line.

Each community is responsible for building 50% of the line, utilizing their own contractors. Norway House has arranged for Stantec to act as a third party to ensure the build is up to specifications, that all change orders are appropriate and that the initial bids from contractors are standardized and evaluated appropriately. Each community will be responsible for their own contribution to their last mile within their community. For Norway House, the contribution is 25% of the total cost of the project.



## FIBER CONNECTIVITY REPORT – FUNDING PROPOSALS SUBMITTED

### Universal Broadband Fund: Rapid Response Fund – NH Broadband Inc. Last Mile

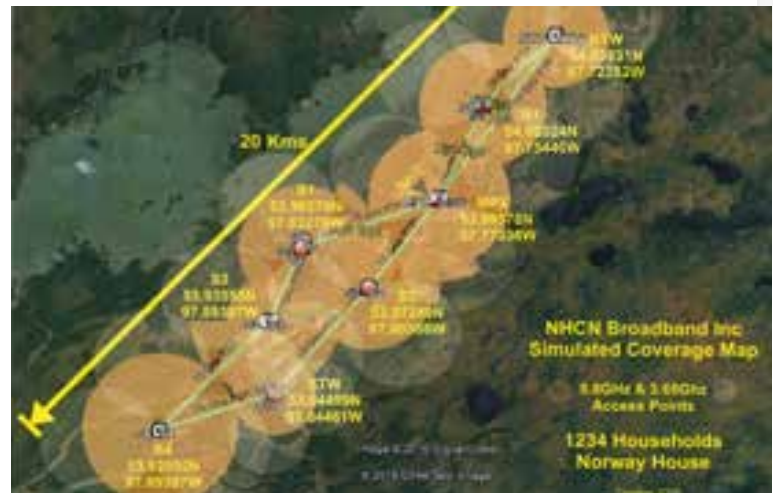
1. The first application was submitted on January 15, 2021, under the UBF Rapid Response Fund. The project will bring fiber optic cabling into a point of presence on the boundary of the territory. From there, distribution for last mile will be carried out by NHCN Broadband Inc. Further applications have been submitted for upgrading the existing equipment on the towers and a fiber connection to the towers. The first was a proposal to upgrade the radios, build a new tower and improve the backhaul system to offer 50/10 speed. This proposal is for a total of \$5.5 million dollars.

### Universal Broadband Fund: Norway House Last Mile

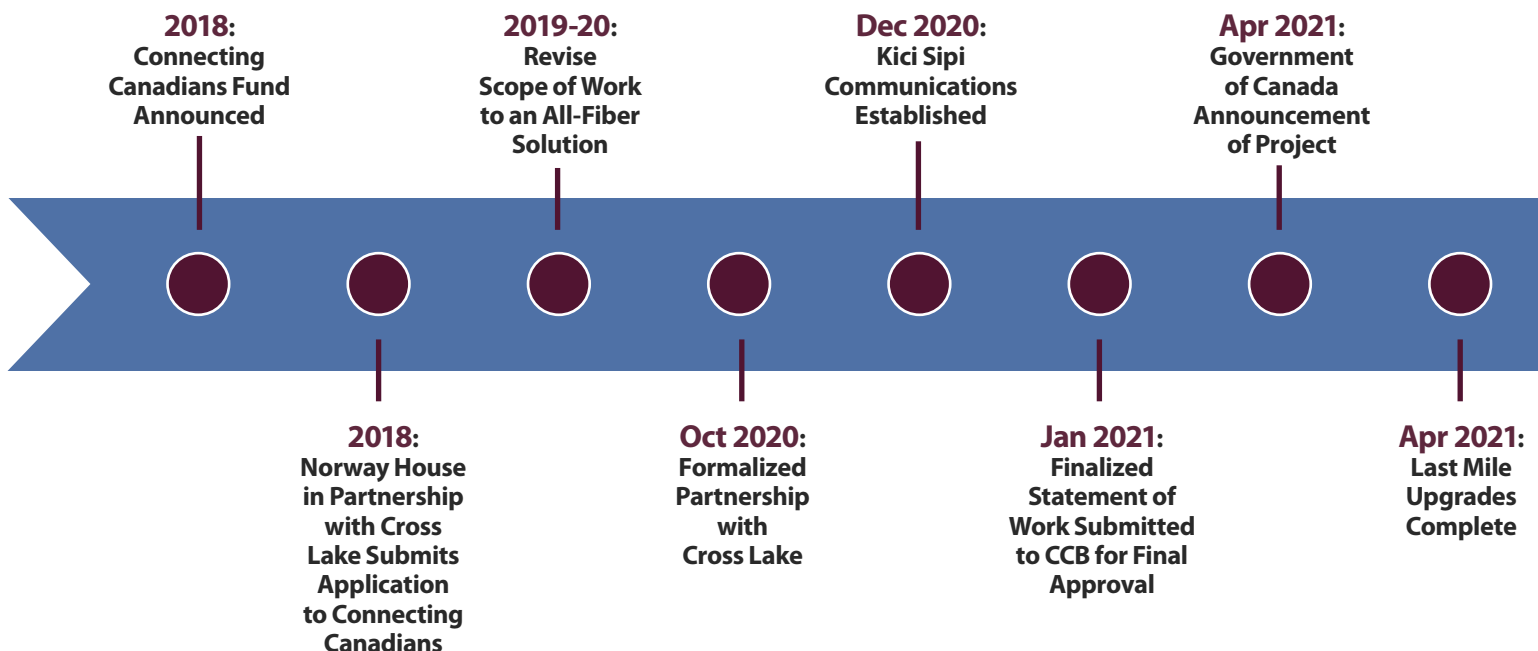
2. The second was submitted under the UBF on February 18, 2021. This application is identical to the first Rapid Response application and is in place if the Rapid Response proposals were not successful. This submission proposes to lay fiber to about half the towers, the hospital and the buildings near the multiplex. This proposal was to the Universal Broadband Fund, and it was for \$11.5 million dollars

### Universal Broadband Fund: Norway House Last Mile

3. The third application (also under the UBF) was submitted on March 11, 2021. This application is to provide fiber-only to the towers within Norway House, in anticipation of the first 2 applications getting approved.



## PROJECT MILESTONES AND TIMELINES



## PROJECT MILESTONES AND TIMELINES

**As the internet speeds increase within the community so too will the benefits. Some of those immediate benefits will include:**

- Increase speed to 50/10, which is approximately 10 times faster than Norway House Broadband currently offers.
- The new hospital would be able to use video, medical, and e-health systems.
- People could sign up to do doctors' appointments by video over their phones or computer.
- Students would be able to stream courses.
- University students would be able to stream lectures from any post-secondary institution, rather than have to move to attend school.
- This will also allow cell coverage that will be as good or better than in Winnipeg.
- People will be able to stream from the Web.
- Norway House Broadband will be to offer commercial packages to businesses.
- Residential customers could be offered different packages depending upon their usage
- Norway House Broadband could offer different TV packages.
- Norway House Broadband could become a profit center.

**Aug 2021:**  
Funding  
Announcement

**Fall 2022:**  
Fiber Connections  
Deployed to  
Households and  
Businesses

**Dec 2021:**  
Fiber  
Build



**As the internet speeds increase within the community, so too will the benefits. 10 x faster speeds would offer benefits to our health care, education opportunities, and personal use and provide potential for Norway House Broadband to become a profit center.**

# NORWAY HOUSE CREE NATION HOUSING

The Housing Department of Norway House Cree Nation manages and oversees CMHC, Homeowner and band-built houses for our rapidly growing population.

Meeting the need for new development as well as the maintenance and repair of existing housing are key to serving our community.

# HOUSING REPORT

The NHCN Housing Department consists of the Housing Director, Administrative Assistant and Inspector/ Supervisor, and it manages/oversees 1180 homes, which includes CMHC, Homeowners and band-built houses. Our population is growing at a very rapid rate, and as a result, there are currently over 600 new applications for housing. Unfortunately, social and economic problems are prominent in the community and many times, due to these issues, many families are impacted by crises.

We are proud to present a summary of the services that were available through the department this year, as well as the work/accomplishments that were completed during this very trying year.

## 1. Housing Administration

The administration and management of all programs and services for housing are the responsibility of the Housing Division Manager under the Chief and Council Housing Portfolio.

## 2. Emergency Repairs and Maintenance

At the present time, there are many houses in need of major renovations and many more in need of minor repairs. We have three 2-man crews that are trying to address the minor repairs with supplies and at times, salvaged material.

We receive at least 30 daily calls for various types of maintenance, and schedule these calls depending on the priority of the situation and health and safety of the tenants. In addition, we are currently able to perform electrical maintenance calls through a maintenance electrician, but for our major projects, we have contractors to perform the required work.

**Maintenance calls are often consistent to these activities/requests:**

- Repair and adjustment of doors
- Repair and replacement of windows
- Repair of steps and landings
- Garbage box repair or replacement
- Repair of interior walls (patching, painting)
- Repair and adjustment of cabinets
- Repair and replacement of interior doors
- Construction and repair of Ramps
- Electrical – Heating, Ventilation



### 3. Our Current Employees

At the present time, we manage a staff that consists of the following skills:

- 4 Carpenter crews working on the new construction of 10 Duplexes.
- 10 Carpenter crews working on major housing renovations under 3 different programs.
- 2 Maintenance crews performing minor repairs.
- 5 crews of Drywallers/Painters.
- 1 person performing mould remediation (he has been quite busy recently).

### 4. Projects

Projects currently being worked on include:

- CMHC Section 95 - 11 Bungalows have been completed.
- CMHC Section 95 - 10 Duplexes almost complete.
- 6 Duplexes from our CAP funding and Insurance claim for the 5-unit complex destroyed by fire, is complete.
- There were three renovation programs – 19 CMHC retrofit, 10 ISC renos and 6 CMHC RRAP that have also been completed.

- NHCN Housing Division is also working on an 8-Unit project that has been approved by CMHC and these homes will be constructed on 8 different lots in various areas of NHCN reserve.
- Approval for another CMHC project has also been achieved and we are just waiting for Ministerial Loan Guarantee from Indigenous Services Canada. It will be a 4-duplex project (8 units) and will also be located in 4 different areas, pending any change.

NHCN leadership is consistently looking into other sources of funding, as we are in dire need of additional housing, and we do not anticipate that need will change in the near future.

### 5. Other Business

#### a) Public Works, Water & Sewer Garages

In the near future, these garages will be used for materials storage for housing and will be closely monitored to prevent loss. We have installed a dome structure that is also part of our storage proposal due to the vast amount of materials that will be processed for construction and renovations. We will have a warehouse person to oversee and control materials going in and out.

All housing issues are considered, and crisis situations are taken to Chief and Council for their deliberation and decisions. Band members consistently call for various issues regarding repair, housing, vacancies, but at this time NHCN Housing Division are limited as to what can be provided for them.



### **b) Pest Control**

During the last few years, some homes have been invaded by pests (usually bed bugs and cockroaches).

We have had a professional exterminator come in to do some pest control, and he has needed to come back many times, because the process of exterminating these insects has to be done in two or three visits, depending on the seriousness of the infestation.

One home had to be done by heat assault, which involves shutting down the house and pumping heat up to 130 degrees Fahrenheit into the house and maintaining it for six to eight hours.

In response to this recent need, NHCN has invested in our own pest control equipment. We purchased a heat assault system and to date, have used it effectively on 3 homes. Our crew has done an excellent job providing the pest control service, even doing the bug spray and fogging.

### **c) House Lifting Equipment**

Due to a growing need for homes in the area needing to have their foundations rehabilitated, NHCN has purchased equipment that will lift-up homes from their footings to perform remedial work for drainage problems and such.

The past year has been challenging for the Housing Department, as the pandemic has made it very hard on our families, and we have been trying to respond as efficiently as possible to address each of their needs.

We are proud of the work that has been done this year and look forward to continuing to improve the housing situation in NHCN.



# BISON CONTAINER HOMES

Over the past 12 months, the Bison Container Homes and Norway House Cree Nation joint venture has delivered on several innovative projects composed of shipping containers.

Together, they work to build high-quality infrastructure and foster economic growth throughout northern Manitoban communities. Using prefabricated shipping containers, Norway House Cree Nation has built, and will continue to build, homes and community facilities.

Chief Larson Anderson and Bison Container Homes President, Tyler Prevost, first developed a three-phase Duplex Housing Project built of shipping containers. Seeing the advantages of building with shipping containers, Chief Larson Anderson approached Prevost with a second idea of building a gymnasium and daycare facility.



*Pictured (left to right): Councillor Deon Clarke, BCH president Tyler Prevost, BCH vice-president Shane Prevost, Chief Larson Anderson.*

## MISSION ISLAND COMMUNITY CENTRE

On February 26, 2021, Mission Island Community Centre opened to the public. The building is made of 13 shipping containers with a fabric building cover. The daycare fulfills another youth community need, while the gymnasium area can also be used for other community events like markets, concerts, and gatherings. The design of the community centre is a never-before-seen building solution for northern Manitoba, and an environmental option with cost-effective benefits.

Along with Bison Container Homes employees, over half-a-dozen local tradespeople from Norway House Cree Nation joined forces to construct the building. Cobra Structures and Cobra Mechanical, two sister companies of Bison Container Homes, also helped with the project.



*Mission Island Community Centre*



## DUPLEX HOUSING PROJECT

In 2020, Bison Container Homes delivered six homes (three duplexes) to Norway House Cree Nation. This was Phase 1 of the three-phase Duplex Housing Project.

Phases 2 and 3 are currently underway and include another 16 homes, ranging from one to four bedrooms.

Each home is constructed to at least 90% completion before being shipped and includes an exclusive built-in mechanical room with a water cistern. No concrete pads are required for foundation, which saves both time and money. Each home receives a combination of air-tight spray foam and cellulose insulation for a high-efficiency building envelope. Vinyl triple-pane casement windows with a layer of LEXAN glass improve the homes' durability, while features like a pressure treated deck provide that added touch of beauty. This ensures their steel homes will have no rot, no mould, and no fire.

Another major benefit is transportation. After all, shipping containers are designed to travel all around the world, meaning delivery at an economical rate is always an option. This opens the door to winter roads, whereas traditional ready-to-move homes could not go to these places.



*New Mission Island duplex.*



*New duplex at Paupanekis Point.*



*The common area and kitchen of a two-bedroom, 550-sq-ft home.*



*Three-piece washroom with shower and spot for washer/dryer combo.*

The Norway House Cree Nation and Bison Container Homes partnership works to generate revenue for Norway House by completing work in other First Nations too. As of May 2021, Bison Container Homes is building 30 bachelor units for Pukatawagan, Manitoba and are finalizing more sales in the near future.

The partnership has already improved the standard of living in northern Manitoba. Shipping containers have become a modern, cost-saving alternative product solution for housing in all communities, and recent projects in Norway House Cree Nation are a sign of the future of northern housing.

# HEALTH SERVICES

A photograph of four young women standing outdoors in front of a tree. They are all smiling and looking towards the camera. The woman on the far left is wearing a green hoodie with a white logo. The woman next to her is wearing a blue hoodie. The woman next to her is wearing a white hoodie. The woman on the far right is wearing a black hoodie. The background is a blurred outdoor setting with trees and foliage.

The Health Division administers many programs and services and delivers activities that ensure the physical, mental, emotional, and spiritual well-being of the Norway House community.

# HEALTH SERVICES PROGRAMS REPORT

As the Director of Norway House Cree Nation Health Division and staff, I present to you this annual report on behalf of the health team who work tirelessly and continue to work towards ensuring appropriate Health Services are established and available to the people of Norway House Cree Nation.

The mandate of the Health Division is “To provide access to health services and promote healthy lifestyles through holistic and culturally relevant programming.”

**This following section represents the 2020/2021 Annual Report for all Department of Health Services Programs and Services, including:**

1. Main Department of Health Services Report
2. Medical Transportation Program Report
3. Public Health Program Report
4. Maternal Child Health Program Report
5. Community Health and Wellness Report
6. Kitisiyawin Prenatal and Postpartum Program Report
7. Water Quality Control Report

Florence Duncan,  
*Director of Health Services*

# DEPARTMENT OF HEALTH SERVICES

A vision for Norway House as a healthy community is to seek strong, independent, and self-sufficient health services.

The vision is based upon a clear understanding of our history as a Nation, our present situation, and our hopes for the future. The strengths of our culture and the commitment of our people increase our self-determination, thus creating empowerment and enhanced partnerships and relationships.

As a community, we must promote healthy lifestyles that are respectful of others and ourselves, including developing the healthy relationships that are paramount to building strong community wellness.

This will be accomplished by continuing to educate and create awareness that recognizes the importance of good health and how to access health services and/or resources.

## KEY ISSUES AND CHALLENGES

- To ensure that Norway House Cree Nation members enjoy a healthy and safe life that is enriched by a strong culture, respect, and equity.
- To join Norway House community members together for the common interest of improving our health and social status through access to safe and timely care and treatment.
- To ensure a financially sustainable health services by adopting better coordination, integration, and access to financial resources that are geared to equitable health outcomes.
- To improve the health status of NHCN members through community controlled, governed and administered health and social standards.
- To support/empower individuals and family members to be responsible for attaining and maintaining an optimal level of physical, emotional, social, mental, and spiritual health lifestyle practices.
- To promote and ensure community progress, harmony, and the quality of life among our people by protecting against any violations to our integrity, treaty rights and freedoms of self-determination.
- To address the lack of professional services in the community due to location and isolation.
- To address, with other service providers, key health determinants such as lack of housing, income, social status, social support networks, education/literacy, employment/working conditions, social environments, physical environments, personal health practices and coping skills, healthy child development, gender and culture.
- Establishment of a First Nation regional health authority.
- To gain full autonomy over our health services with financial supports.
- Completion of the new Health Facility, combining primary and secondary level hospital, diagnostic services, a personal care home and a physician clinic.
- Lack of data development and storage for funding purposes.
- Provision of outreach services and a Referral Centre to adjacent communities.
- A need for Aboriginal Research Centre for data collection purposes.
- To establish Northern Professional Health Services.

## HEALTH SERVICES PROGRAM ACTIVITIES

- Provide health awareness and education resource, taking measure in preventative health care and primary preventative diseases.
- Promote healthy lifestyles through a culturally holistic approach.
- Ensure the First Nations Drinking Water Safety program continues.
- Provide and enhance the delivery of health care and education services.
- Provide prevention, intervention, and support services.
- Administer, assist, and provide access for treatment services.
- Provide support, assistance, and security for all community members.
- Provide health education and support for women and children.
- Improve our partnerships and proposal development.
- Provide information/education on health issues, preventing and promotion, care and treatment, lifestyle supports for diabetes.

## ACCOMPLISHMENTS FOR 2020/2021

- The community envisioned a future Health Center that would provide unity between the medical and the traditional healing concepts. This concept is being reviewed and will be accessible to our people.
- As the Health Centre of Excellence continues to be built, the community's transition for health care is currently being practiced with both western and traditional ways.
- There is a review of programs and services that are being revised that will meet the needs of the Health Centre of Excellence operating requirements.
- The health departments continue to apply for funding through the development of proposals for service. Funding received to date is for Pandemic Activities, Health & Wellness, Jordan Principal Activities, Food Security, and other activities related to health inequities.
- The health department was successful in receiving approval on a proposal to conduct a feasibility study for a new medical receiving home and a long-term care facility for Jordan Principal clients who age out. We are currently working with an Engineering firm to develop a conceptual building design.
- The health department established a Pandemic Committee, a Jordan's Principal Committee, and the Kitisîyawin Advisory Committee.
- We were able to acquire an increase in dialysis beds.
- Negotiated three Collective Agreements (one still in progress).
- We were successful in developing a partnership with the University of Manitoba that provided for a generous donation (in the amount of one million dollars) that was awarded to the Kitisîyawin Prenatal and Postpartum Program by the Rady Family through Ongomiizwin Health Services – University of Manitoba.

**A one million dollar donation in support of the Kitisîyawin Prenatal and Postpartum Program was awarded by the Rady Family through Ongomiizwin Health Services, University of Manitoba thanks to a partnership with the university.**

# MEDICAL TRANSPORTATION

Our focus is on administering, assisting and providing treatment access services to all registered Norway House Cree Nation residents.

The services include travel to and from medical centers, accommodations, referral services, escorts/interpreter, and travel costs to access Traditional Healers.

First Nation communities across Canada have taken greater administrative controls over various health benefit programs offered through First Nation and Inuit Health Branch (FNIHB). In December 1997, Norway House Cree Nation began administering the medical transportation for its Band Members.

The agreement has undergone several amendment phases since the original signing of the General Consolidated Contribution Agreement.

## KEY ISSUES AND CHALLENGES

- With COVID-19, we had to comply with the Pandemic Guidelines, and this had a severe impact on our operating requirements.
- During the year, many appointments were cancelled or rescheduled by Doctors or patients. In fact, over 70% of appointments had to be rescheduled, with urgent appointments being the only ongoing service.
- More specifically, patients with appointments have recently been Air only (with the exception of those patients that want to/need to drive due to their fear of flying).
- The Bus stopped running in mid-October and we were unsure as to when it was going to start running again.
- As a direct result of the decrease in patient travel, the funding to the department will also decrease.

## PROGRAM ACTIVITIES

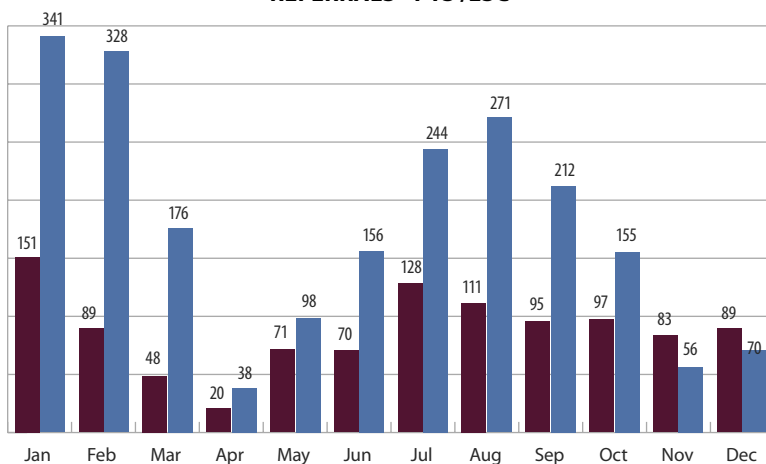
- On-going Treatment Access Services for NHCN band members such as medical professional health care.
- On-going travel arrangements and accommodation services for NHCN members to attend their medical appointments in urban centres.
- Provision of Advocacy services.
- Provision of Escort and interpreter services.
- Provision of Traditional healing services.
- Participation on the TAP and JP working committees.
- Adhering to report measurements as stipulated under the Consolidated Contribution Agreement.

## MEDICAL TRANSPORTATION ACCOMPLISHMENTS

- All reporting requirements are completed and in accordance with the requirements as set out.
- Received a Financials Increase effective 2016 for services, goods and capacity development.
- Private Mileage Claims will not be increased due to the fact we have a bus, and it should carry 99.9% of the clients to Winnipeg.
- Bus Medical Services have approved bus transportation funds to increase from \$416,000.00 to \$620,000.00.
- The number of drivers has been increased from 7 drivers to 9 Drivers.
- Our Fleet Proposal was approved to increase the fleet for NHCN from 7 Vans to 9 vans.
- We received approval for a total of 3 units to be replaced for 2020-21 Budget.

## MEDICAL APPOINTMENT OVERVIEW DURING COVID-19

REFERRALS - PTS /ESC



## TRADITIONAL HEALING – MEDICAL TRANSPORTATION

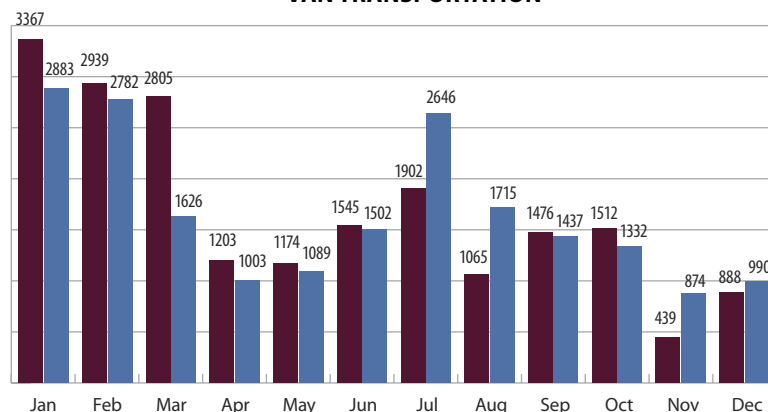
Approval occurs only with Letters of support from a Doctor, or from the person requesting.

MKO approvals for all person(s) requesting air travel.

Thompson Winnipeg

## MEDICAL TRANSPORTATION DRIVERS LOGS

VAN TRANSPORTATION



## MEDICAL TRANSPORTATION DRIVERS OVERVIEW:

The Medical Transportation Drivers Report 2020 is number of patients that have been transported locally for Norway House and Winnipeg.

Norway House Winnipeg

# PUBLIC HEALTH

This year posed a significant challenge for Public Health; as the priority issue revolved around dealing and responding to the COVID-19 Pandemic.

The overall goal of the Public Health Program is to provide optimal services to ensure a high standard of quality of care applies to all members.

In delivering this goal, Public Health provides services to the following mandatory programs:

- Communicable Disease Control
- Tuberculosis Management
- Sexually Transmitted Infections (STI's) Management
- Immunizations
- Non-Insured Health Benefits
- Prenatal and Postnatal Care
- Chronic Care
- Environmental Health
- Liaison Services – Referrals

## KEY ISSUES AND CHALLENGES

- Lack of professional services and or equipment within the community Health Center.
- Lack of appropriate vaccinations.
- Isolation factors that affect medication delivery.
- Lack of sufficient funding for equipment.
- Increase in STI's in the community.
- Number of COVID-19 Cases/isolation/notification/tracking.



## PROGRAM ACTIVITIES

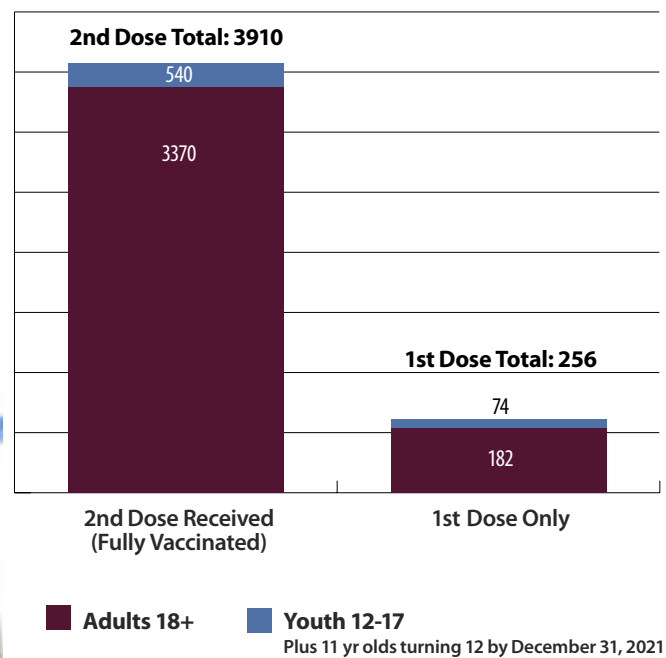
- Non-Insured Health Benefits administration.
- Supplies (e.g., Home oxygen, incontinent products).
- Aides (e.g., Wheelchairs, walkers, commodes).
- Assisting Optometrist and Audiologist.
- Making appointments/referrals to specialist.
- Working with TAP to coordinate travel.
- Home visits and follow up.
- Provide for vaccinations.
- Education and awareness regarding prevention and or intervention of Communicable diseases.
- Working with the Doctors and Social Workers and other care providers.
- Constant revisions to the Pandemic Strategy.
- Tracking COVID-19 Cases

## PUBLIC HEALTH ACCOMPLISHMENTS

- Vaccination distribution for COVID-19 prevention.
- Major decline in COVID-19 positives cases because of education, awareness, and promotion of strict health guidelines.
- Increased capacity to include nurses specializing in different areas of health.
- A four-year collective bargaining agreement with the Manitoba Nurses Union.
- Meeting the health needs of those who require assistance.

### VACCINE COUNT

AS OF SEPTEMBER 10, 2021



*Public Health  
Team (right)*

# MATERNAL CHILD HEALTH

The focus for the Manitoba First Nations – Strengthening Families, is to promote the realization of a strong, healthy, supportive First Nations families living a holistic and balanced lifestyle. In addition, the program values the strengths of First Nation families and communities, and therefore uses a strength-based, empowering approach that is grounded in First Nation culture.

The goal of the program is to improve the outcomes for First Nation prenatal women and families with infants and young children who live in Norway House Cree Nation; and to work toward helping these families reach their full developmental and lifetime potential.

The Strengthening Families target population is prenatal women, mothers, fathers, or caregivers and children of families between the ages of 0-6 years. The program provides the following four (4) mandatory components:

1. Home Visitation Services.
2. Referral, access, and case coordination of services for families enrolled in the program.
3. Linking with other services to support the prenatal parent and family.
4. Case management for families with complex needs.

## KEY ISSUES AND CHALLENGES

- The Strengthening Families - Maternal Child Health Program (SF-MCHP) is a home visiting program. Due to the pandemic, home visits were stopped, although some families were provided with short home visits to drop off information on COVID-19 updates, and handouts that identified way to most of the days (easy activities families can do with small kids).
- Again, due to the pandemic restrictions, and the lack of a safe place to meet, the Kitsiyawin program has been put on hold until June/July 2021. Prior to the pandemic, the prenatal would come to the Health Division to see a Physician.
- CPNP Sessions were also cancelled. To compensate, when a prenatal needed the baby benefit application, we would either drop off or they would pick up. If they needed help, we would assist them over the phone or give them the toll-free number to Healthy Baby Benefit.
- There were also online info sessions which were being offered by our SF-MCH peer support, but these sessions suffered because of poor online connectivity.

## PROGRAM ACTIVITIES

- Community workflow
- Screening
- Prenatal – All prenatal women
- Post-Partum
- Child Development – (NDDS) Nipping District Development Screen.
- Family Assessment – this will be completed for all positive Strengthening Families screens and all late-entry referrals.
- Admission to Home Visitation – determined at family assessment/or the family agrees.
- Home Visiting Families – the home visitor will meet families face-to-face.
- Health Promotions that are delivered by a program or in conjunction with other agencies will have participation rates and session feedback monitored and reported on.

## MATERNAL CHILD HEALTH ACCOMPLISHMENTS

MCHP Home Visitation Families	0
MCHP Screened in Wait List	95
MCHP Home Visits Completed	0
MCHP Attempted Home Visits	10
MCHP Phone Calls	144
MCHP Community Contacts	76
MCHP Intakes /Enrolled	0
MCHP Family Assessments	0
MCHP Family Screen:	4
MCHP Nipissing Screens	0
MCHP Discharges (for Home Visits only)	0
MCHP Screened Out	0
MCHP Walk-in Clients	0
MCHP Program Activities	0
SF MCHP Staff Meetings	2
SF MCHP Supervision Sessions	0
Health Division Program Meetings	0
Program Managers Meetings	2
Mall/Community Displays	1
Community Workshops	0
Kitisiyawin Prenatal	1
Kitisiyawin Advisory Committee Meetings	5
Breastfeeding Meetings	2
Breastfeeding Support	4

# COMMUNITY HEALTH AND WELLNESS

The NHCN Community Health & Wellness program continues to provide supportive services to the community in the following areas:

- addiction counselling,
- treatment access,
- crisis management,
- trauma,
- life skills,
- self-care, and
- land-based training.

Parental sessions are also provided to keep people informed regarding up-to-date information and research as required to safely guide the community in all areas of wellness.

## KEY ISSUES AND CHALLENGES

- Throughout 2020, the program has had the challenges establishing a different way of providing and promoting programs and services to the community.
- The demand for mental health services in the community has increased, due in no small part to the fact that there has been an increased need to meet some of the challenges and issues that the community has faced during the COVID-19 restrictions and regulations.
- Some Community Health and Wellness services that would include gathering of clients, have been limited so as to reduce the risk of contact or transmission of COVID-19.
- The Community Health and Wellness Workers were re-assigned to assist with the implementation of COVID-19.
- Lack of capacity and financial support to enhance Health & Wellness programs based on need.

## PROGRAM ACTIVITIES

The Community Health & Wellness Program continues to provide the following services with limited in- person contacts:

- Intake, Referral and Follow-up
- Counselling – everyone attends wearing their masks
- Teleconferencing and Email Communications
- Treatment Planning
- 24/7 Crisis-on-Call
- Minimal Land-based Gatherings/In-house Programs
- Substance Abuse Counselling
- Crisis Counseling and Programming
- Treatment Programming
- Land-based Training
- Network with Restorative Justice and Probations Program
- Filing claim forms (Indian Residential School)
- Kinosao Sipi Minisowin Agency, Family Enhancement Program and Frontier School Division

The Community Health & Wellness Program continued to provide ongoing debriefing sessions to all Emergency First Responders and collaboratively worked with all the Health Programs and the local hospital, clinic, and the community.

## COMMUNITY HEALTH AND WELLNESS ACCOMPLISHMENTS

- A review of the programs and services has been on-going, and positions have been restructured. This restructuring will continue to occur, to ensure the programs are revised to meet the needs of wellness for the membership.
- The department has increased the capacity workers in the Community Health & Wellness Program. This restructuring includes 5 frontline workers, 2 medical social workers, an intake/stats worker, and the Administrator. As a result, this team now has more capacity to develop and increase services and programs for the community (recognizing that with COVID-19 restrictions in place, there will be a need to do it safely respecting the guidelines in place).
- Staff were reassigned due to the pandemic and they helped package self-care packages, deliver cleaning supplies, deliver food hampers/packages, and assist in testing site screening.
- Developed a 24/7 Crisis-on-Call process for the community - who were experiencing fear, anxiety, stress, depression, and ideations of suicide(s).



**24/7 Crisis-on-Call**  
offers urgently needed support  
for those experiencing fear,  
anxiety, stress, depression  
or suicidal ideation

# KITISÎYAWIN PRENATAL AND POSTPARTUM PROGRAM

The Kitisiyawin Prenatal and Postpartum Program aims to provide education and supports for nutrition, infant feeding, healthy lifestyles, and medical care as it relates to pregnancy and the postpartum period.



## KEY ISSUES AND CHALLENGES

- The Kitisiyawin Prenatal and Postpartum Program has utilized different locations over the years. The Program started in the Cast Room in the Norway House Community Clinic, then moved to the Aboriginal Headstart Building, the Fort Island Sanctuary, and the SF-Maternal Child Health common area at the Health Division.
- These locations were not conducive to the needs of the Program and as a result, the Program was temporarily suspended. The Program resumed in October 2018 and has been run out of the Health Division Boardroom, again not an appropriate location for the needs. Some of the requirements to host elements of the Prenatal group care model include:
  - Space for Group Discussion – based on the Circle Model of Care
  - Physician/Midwife Assessment Area – one-on-one medical check up
  - Self-Assessment Area – where participants obtain their weight and height.
  - Information/Healthy Snack Area
  - Access to a washroom and running water.
- Once a renovation completion date has been determined; orders for equipment and supplies such as tables, chairs, office desk, shelving units and living room furniture will be placed. Queries are now being made into purchasing a Recliner for use by mothers and their infants while awaiting appointments at the Norway House Community Clinic.
- The Kitisiyawin Program urgently requires two (2) cell phones for the Coordinator and Prenatal Administrative Assistant at the Norway House Clinic as a means of communicating with Program Participants. Most of our Participants have cell phones and very few maintain land lines. It is important to maintain a therapeutic relationship with Program Participants and the use of private cell phones is not conducive to maintaining boundaries.
- Video Production - Once the pandemic has passed and permission is received from the Pandemic Advisory Team - Collective Spark Communications will begin work with the Kitisiyawin Advisory Committee to develop the following: Poster, Pamphlet, Logo and Video.
- The educational component of the Kitisiyawin Program (which is Group Session time) was deferred and all appropriate Session Handouts and Learning Materials were available for discussion during individual appointments.
- The Kitisiyawin Prenatal and Postpartum Program halted operations on October 26, 2020 due to the pandemic and it our hope that we will once again be able to offer the Program via Group Model in mid-late April 2021.

## PROGRAM ACTIVITIES

- A Facilitator Session Evaluation and Participant Survey has been developed and shared with the University of Manitoba and the Centre for Health Innovation.
- Evaluation Tools, including Participation Rates, Breastfeeding Rates, and Father/Partner Involvement, have been discussed and are in the preliminary phase of development.
- A Long-Term Funding Strategy for the Kitisīyawin Program will be included in the Program Evaluation discussions.
- We have purchased a variety of equipment and supplies, including - Carescape Blood Pressure Machine, Weight Scale, Fetal Doppler and Exam Table (Massage Table), Gazebo Chairs, Tables and an Outdoor Rug.
- Education and Training – Stephanie George, a Midwife, Indigenous, a member of the International Board of Lactation Consultants and Breastfeeding Coordinator in her home community in Ontario, expressed interest in traveling to Norway House to provide Breastfeeding Education from an Indigenous Perspective. The Breastfeeding Working Group were working with Stephanie George for a Fall 2020 Training Session in Norway House, but this was postponed.
- Education Workshops are to include the following individuals:
  - Core Group of Individuals who attended the Douglas College Training
  - Physicians and Hospital Nurses
  - The Community of Norway House
- A one-day “Infant Feeding Workshop” will be developed by the Breastfeeding Working Group. This workshop will coincide with Stephanie George’s visit to Norway House.
- Breastfeeding Promotion has been delegated to the Breastfeeding Working Group.
- Traditional Parenting Workshop - Traditional Parenting Workshop will be developed by Traditional Knowledge Keepers for Kitisīyawin Program Participants.
- Program Leads have been asked to determine an item their Program can donate to the Homecoming Gift, including culturally appropriate items for a standard Homecoming Gift.
- Development of Kitisīyawin Advisory Committee Framework and Guiding Principles - Terms of Reference was approved by Chief and Council.
- The Kitisīyawin Advisory Committee may now extend Invitations to an Elder(s) and past participants of the Kitisīyawin Program to become members of the Advisory Committee.
- The Program Objectives and Program Vision is now complete.
- Kitisīyawin Prenatal and Postpartum Program Curriculum Development including 1) Supporting Materials and Teaching Aids and 2) Prenatal Journal is also complete.
- Draft Kitisīyawin Prenatal and Postpartum Program Curriculum including a Facilitator’s Guide, Session Outlines, Session Handouts, Learning Activities, Teaching Tool Review Policy.
- Dr. Nadin Gilroy has been contracted to complete Curriculum Development as it pertains to medical and educational aspects. A Facilitator (Knowledge Translation) will be engaged to work with Elders, Traditional Knowledge Keepers and translate the shared knowledge. Dr. Gilroy and David will then collaborate on developing the final Curriculum, incorporating the compiled traditional teaching and documentation into the foundational Program Curriculum.
- Finalization and Approval of Curriculum by the Kitisīyawin Advisory Committee – the timeline has been extended to March 2021 (including Kitisīyawin Program Curriculum Copyright).
- Kitisīyawin Advisory Committee Meeting & Breastfeeding Working Group Meeting.
- Kitisīyawin Prenatal and Postpartum Program COOKBOOK - Dr. Anita Paniak and Debra Hart-Swanson continue to collect recipes for a future Program Cookbook. Participants are encouraged to submit their favorite recipes.
- Kitisīyawin Prenatal and Postpartum Program SWAP BOX - Dr. Courtney Leary suggested the Kitisīyawin Program initiate a “Swap Box” where Program Participants can obtain and donate gently used newborn clothing and items. This will be added to the topics of discussion for Group Session 6 and a, “Swap Box” has been prepared and is available for Participants at this Session. Items such as sleepers, onesies, caps, socks, receiving blankets and blankets were purchased from Value Village to, “start-up” the Swap Box.
- We continue to participate in monthly Obstetrical Rounds at the Norway House Hospital which are held once per month.

## KITISIYAWIN PRENATAL AND POSTPARTUM ACCOMPLISHMENTS

- A donation of one million dollars was awarded to the Kitisiyawin Prenatal and Postpartum Program by the Rady Family through Ongomiizwin Health Services – University of Manitoba, in partnership with Norway House Cree Nation.
- Promotion of the Kitisiyawin Prenatal and Postpartum Program – A temporary Program Pamphlet and Poster have been developed and a radio advertisement has been completed per Dr. N. Gilroy (which has been translated into Cree).
- Social Media Strategy – We will open a Facebook Account once cell phones have been obtained. The main impetus in creating a Facebook Page is two-fold:
  - The Facebook Page will provide a means of communication between Program Participants and the Coordinator/Co-Facilitator and/or the Prenatal and Postpartum Program Administrative Assistant. Verbal permission is obtained from the Participant at the Introductory Session to ensure Facebook is an appropriate means of communicating.
  - The Kitisiyawin Program would like to post information regarding several topics including Nutrition, Infant Feeding, Healthy Lifestyles, etc. as it relates to pregnancy and the postpartum period.
- Kitisiyawin Prenatal and Postpartum Program Participant Transportation - Transportation is provided for Participants with the assistance of the CPNP Worker, SF-Maternal Child Health Coordinator, and the Treatment Access Program. Participants are also encouraged to provide transportation for their peers and are provided with \$5.00 (one-way) when they do so.

## WATER QUALITY CONTROL

The Community-Based Water Monitor Program is responsible for water system monitoring, sampling homes and public buildings where water may be implicated because of an illness.



## KEY ISSUES AND CHALLENGES

- The COVID-19 pandemic has impacted of sampling, frequency, and locations for collecting water samples has changed.
- Most public buildings closed during the restrictions; however, water sampling continues at the Water treatment plants.
- Semi-public water systems are suspended during the red critical level.

## PROGRAM ACTIVITIES

- Taking water samples and submit for analysis.
- Communicating the outcome of an inspection.
- Discussion on remedial action.
- Accompany the Environmental Health Officer when conducting inspections because of public health concerns to houses and public building.
- The Community Based Water Monitor is also involved in emergency response planning and response.

## ACCOMPLISHMENTS FOR 2020/2021

- Revised an alternate process for those homes that had water concerns at which time water sample containers were dropped off and were sent into Health Division.
- Able to meet the demand for water monitoring and sampling for buildings and homes prior to and during the Pandemic by using PPE and by using alternative methods to complete the work.



# PRIMARY CARE

The Norway House Community Clinic is the first point of contact that people in our community have to Canada's Health Care System. Primary care in Norway House is delivered by a variety of health professionals.

We strive to empower patients and their families to develop balanced physical, emotional, mental and spiritual well-being.

## KEY ISSUES AND CHALLENGES

- COVID-19 has had a direct impact of the services that we deliver.
- A lack of financial resources limits our ability to develop more services.

## PROGRAM ACTIVITIES

- Promotion of health.
- Prevention of disease and injury.
- Assessment, diagnosis, and acute curative treatment.
- Assessment, diagnosis, chronic maintenance treatment and rehabilitation
- Wound Care Program
- Tele-Health Program - Residents in Norway House have access to health care services through technology. This form of health care delivery can remove the barriers of distance, time, and expense.
- Elder Care Program – A physician makes a weekly visit to Pinaow Wachi
- Youth services – Including School Health Program, Teen Clinic, and the ADHD Clinic
- Lumps & Bumps Clinic
- Education and prevention awareness
- Referral Services



## PRIMARY CARE ACCOMPLISHMENTS

**The following health disciplines provided services throughout the year:**

- Family Physicians
- Primary Care Nurses
- Physician Specialists (Cardiology, Colposcopy, Diabetic Education Resource, Geriatrics, Internal Medicine, Obstetrics & Gynaecology, Ophthalmology, Orthopedics, Otolaryngology (ENT), Pediatrics, Psychiatry, Rheumatology)
- Psychology/Mental Health Therapists (Indigenous Services Canada)
- Physiotherapy
- Ultrasound
- Retinal Screening
- Orthopedic Cast Technician
- One of the contributions in our strive towards Wellness is in the Maternal Child Program – specifically, the Prenatal and Postpartum Program at the Clinic. The Administrative Assistant of this program works in tandem with a grassroot approach program called Kitisiyawin.

**The health professionals are provided by a variety of organizations:**

- Norway House Cree Nation – Nursing, Health Care Aids, Clerical Support Staff.
- Indigenous Services Canada – Mental Health.
- Manitoba Health – Physiotherapy.
- Ongomiizwin – Institute of Health & Healing – University of Manitoba (Previously known as the J.A. Hildes Northern Medical Unit) – Physicians, Allied Health Professionals.



# NORWAY HOUSE PHARMACY LTD.

Norway House Pharmacy Ltd. is 100% community-owned and operated, and it currently employs 5 full time and 10 casual employees. Of the 15-member team, 13 are Norway House Cree Nation (NHCN) Band members who provide exceptional support to our Pharmacy Manager and to our patients and our community.

## OVERVIEW

Norway House Pharmacy Ltd. provides retail pharmacy services, inclusive of education and outreach services to the community and the region. Fully licensed by the College of Pharmacists of Manitoba, Norway House Pharmacy Ltd. works collaboratively with all areas of the NHCN Health Division and other community-based health and wellness programs, to better manage patient care and compliance and to ensure prescription drug abuse and addictions issues are managed adequately to provide patients and families with the supports that they require.

Norway House Pharmacy Ltd. is fully integrated with all areas of Norway House Cree Nation Health Division and through a formal contract with the Government of Canada, also provides pharmacy support services to the current federally owned and operated Norway House Indian Hospital.

Furthermore, Norway House Pharmacy Ltd. also has a contract in place with Pinaow Wachi Inc., a community-based and Provincially licensed Personal Care Home, to provide pharmacy support services in manner that ensures quality patient care and adherence to Provincial Personal Care Home Standards as a mandatory component of the 26-bed fully licensed facility.



To provide a fully integrated model of community-based health and wellness services, Norway House Pharmacy Ltd will also be a key component in the new 100,000 sq. ft Health Centre of Excellence that is currently under construction on Fort Island. As part of this model, Norway House Pharmacy Ltd. will provide retail and institutional pharmacy services and support to patients and staff in the new facility. In addition, the clinical pharmacy will be a vital component of the overall care team that supports the health and wellness needs of the community and the region.

Education, training and employment opportunities for NHCN Band members, in addition to strategic partnerships with organizations like the University of Manitoba, are all vital components of the long-term success and sustainability of the pharmacy operations. As such, we continue to be a strong and strategic partner of the University of Manitoba, annually supporting cohorts of students from the Rady Faculty of Health

Sciences, leveraging the Interprofessional Collaborative Care (IPCC) curriculum, and providing students from several health and wellness faculties the opportunity to live and work in NHCN for several weeks at a time in a variety of key program areas.

We do this to provide the students with an opportunity to become familiar with the unique needs of patients and families in northern communities, and so they understand how the social determinates of health and other historic factors have impacted and continue to impact health outcomes in these communities. The approach not only helps them enhance their understanding and training of Indigenous health and wellness issues and challenges as they advance in their careers, but it also gives us the opportunity to work with local students and to mentor young NHCN Band members through various events at the local high school – to inspire local students to pursue careers in the areas of health and wellness.



# CANADA PRENATAL NUTRITION PROGRAM

The Canada Prenatal Nutrition Program (CPNP) is designed to provide support services to pregnant/ postnatal women and children up to one year (1) of age. In addition, the program assists to promote and increase access to nutrition information services and resources to eligible women that would improve an adequate diet for prenatal and breastfeeding women.

The goals of the Manitoba First Nations Strengthening Families Programs are to promote - *Healthy Families, Healthy Moms, Healthy infants, Healthy Fathers and Healthy Children.*



## KEY ISSUES AND CHALLENGES

- CPNP Sessions were cancelled due to the COVID-19 Pandemic. As a result, staff have been reassigned to other duties such as assisting with other programs such as the Kitisiyawin Program, assisting doctors and nurses for rapid testing, public health nurses for vaccines and consent forms, and the Crisis Team.
- Limited services available to members.
- No Home Visits.

## PROGRAM ACTIVITIES

- Nutritional screening, education and counseling.
- Maternal nourishment.
- Breastfeeding promotion, education and support.
- Supportive elements include access to the program (transportation, incentives) and links to health determinants and/ or healthy birth outcomes.
- To increase knowledge and skill building opportunities for those involved in the program.
- Assist care givers with Prenatal Benefit Forms.

## CANADA PRENATAL NUTRITION PROGRAM ACCOMPLISHMENTS

- Staff are working from home and are still able to issue coupons and assist with filling out and applying for prenatal benefit forms with clients while maintaining pandemic directives.
- Hosted educational and cooking sessions and baby moccasin making at UCN, and baby blanket making at the Health Division boardroom.
- Provided nutritional support through healthy snacks with coupon distribution for pregnant and breastfeeding women.
- Linked individuals to outside resources such as Healthy Baby Benefit forms and provided breastfeeding information.
- Delivered of Pandemic Supplies.
- Delivered Baby Supplies from and during the Pandemic.
- Distribution of 62 Nutritional Coupons.
- Completed 68 Prenatal Benefit Forms.

# STAR/FASD PROGRAM

The STAR/FASD program is designed to create awareness and education of how alcohol or drugs can be detrimental to the unborn child.

For the past year we had an increase in participants join the program and most of our new participants were self referrals.

## KEY ISSUES AND CHALLENGES

- COVID-19 created a serious challenge, and because of the pandemic, we have not been able to offer any programs, because we have not been able to have contact with our clients.
- During this time, our staff have been reassigned.
- As a result, while this was a year of change, the STAR program continues to support other programs within the Health Department such as: ADI, CPNP, MCH, Community Health & Wellness Program, Jordan Principle Child's First Initiative, and we also support other programs within Norway House Cree Nation, by volunteering with the events/activities.

## PROGRAM ACTIVITIES

- Created education and awareness on how alcohol and drugs affect unborn children.
- Provided counselling and referral services.
- The team have worked anywhere we were needed throughout the year.
- The team conducted check-ins either by driveway visits, by phone or through Facebook.
- Late in the year 2020, I was re-assigned as the "Risk Assessment Officer" for the Pandemic Team (in addition to doing my other duties as the FASD/STAR Program Manager and FASD Diagnostic Coordinator). In this capacity I have attended virtual meetings and sessions.
- Because we have been working with other groups, our staff have received a lot of learning and experience working with other program/resource's endeavors, events and activities.

## STAR/FASD PROGRAM ACCOMPLISHMENTS

- One (1) FASD Clinic was held in Norway House and prior to the FASD Clinic two pre-clinics occurred, so clients did not have to leave the community for assessments.
- At this point in our process, everything is on hold for now.

# WEECHIWAYWIN RESOURCE CENTRE

The Weechiwaywin Resource Centre has been established in the City of Winnipeg, to provide support services to NHCN membership that have relocated to the city.

The transition of Band Members into Winnipeg's urban centre is significant. Taking into account members and families that were born and raised in the urban centre, the number easily exceeds over 500 members.

The Centre's Work Plan and Service Delivery outlines the diverse range of services we provide to the membership, including educational and health sessions, various in-house or community activities, personal or career counselling services and group sessions.

## OBJECTIVES

**The Weechiwaywin Resource Centre objectives have been created to help guide us in enhancing the lives of NHCN members, especially young individuals and families:**

- Assist membership that are impacted by long-term chronic diseases to maintain a good quality of life while living in the urban centre.
- Assist membership to access available resources and services in the City of Winnipeg, especially in the area of living accommodations and financial support systems.
- Promote and empower the membership, especially the young people attending post secondary educational institutes, to become more independent through problem solving, goal setting and effective financial management skills.
- Provide individual and group counselling sessions, support services and personal development workshops to enhance strong, healthy balanced lifestyle and to build capacity amongst the young people through training and employment.



## PROGRAMS AND SERVICES

## EXPECTED OUTCOMES

### 1. Patient/Family Support Services

The Patient/Family Support Services Program provides holistic support services to the patients who have relocated to the urban centre for medical reasons. The program implements services tailored to patients' needs and creates patient components based on the factors that determine medical adherence, which is fundamental to the patients' holistic well-being.

### 2. Emergency Support Services

Weechiwaywin Resource Centre provides support services, in conjunction with the Muchipunowin Program, to NHCN membership who are impacted by life-threatening illnesses; and to family members with loved ones who have a life-threatening medical condition. It also provides emotional support and spiritual services to bereaved families.

### 3. Post-Secondary Support Services

The Post Secondary (Urban) Program enhances and promotes a healthy educational environment to post secondary students and their families, by providing effective student support services to NHCN members who have relocated to attain their post secondary education (including Employment and Training students). It also fosters student success by developing positive relationships with the students, encouraging personal development, good coping mechanisms and healthy lifestyles.

### 4. Socio-Economic Support Network Services

Socio-Economic Development Services enhance independence and social development within our membership by helping them to obtain skills for employment, ranging from basic to advanced career skills. These skills will ultimately lead them into the labour market or enable them to pursue training for long-term careers. The program fosters lifelong learning through the Life Skills development program that includes personal development, time management and financial management.

The NHCN Weechiwaywin Resource Centre is a place where NHCN membership can obtain relevant resource information that helps to facilitate educational, social and economic opportunities and supports. It is equipped with computer labs where the membership can do research and/or enhance their computer skills. It will also be utilized for life skills and personal development enhancement programming.

**Since September 2019, the following work and services have been achieved:**

- Development of the Work Plan & Resource material for personal & professional development sessions.
- Renovation of the Resource Centre (completed and furnished).
- Support Services to patients have been implemented and are on-going.
- Family support services and spiritual support services for critically ill patients and families have been implemented and are on-going.
- Networking with NHCN Muchipunowin Program.
- Networking with Urban Resource Services.
- Assisted with the revision of the Community Well-Being/Jurisdiction Initiative.
- Assisted with program reviews and reports.
- Assisted with giveaways to Urban Band members.
- Support services were provided to families impacted by COVID Pandemic.

As a result of the COVID Pandemic, the Weechiwaywin Resource Centre Program was unable to proceed with the official opening and the implementation the Work Plan. When Code Red came into effect in Winnipeg last Fall (2020), the facility on 333 Maryland was forced into shutdown except for the patient accommodation. The services continued to stay open but with strict restrictions. It is anticipated that things will get back into normal in the near future and will continue to proceed with Weechiwaywin Resource Centre services as per the Work Plan.

**Ekosi.** In closing, it is the aspiration of our NHCN leadership that the services at this Resource Centre will be of great benefit for our people; especially for our young people who are seeking better opportunities in life and want to enhance healthy living lifestyles for themselves and their families.

# PINAOW WACHI INC. PERSONAL CARE HOME

The Pinaow Wachi Inc. Personal Care Home (PW-PCH) has been in full operation since April 1974. It is funded by both the Provincial and Federal governments and is one of two Indigenous licensed Personal Care Homes in Manitoba. (Nelson House is the other).

Pinaow Wachi Inc. Personal Care Home is a 26-bed facility (six single and ten double rooms), which is at full capacity most of the year.

## WE ARE PLEASED TO PRESENT A FEW DETAILS ON PW-PCH:

- PW-PCH employs up to fifty full-time and casual staff.
- Staff Members are unionized, except for Administration (Nursing Staff are under the Manitoba Nurses Union and support staff under Manitoba Government Employees Union.
- Residents and families have access to a common area for activities, entertainment, or for lounging on comfortable seating. In the yard, there is a gazebo and a place to have campfires when prohibited, or recreation programs.
- PW-PCH has a physician that does weekly visits and 24-hour physician coverage. The physician consults regularly with our nurse and pharmacists to ensure the residents receive the medical care they need.
- PW-PCH provides nursing care on a 24-hour basis. The nursing team consists of registered nurses, licensed practical nurses, and health care aides.
- Under the direction of a Registered Dietitian, dietary staff provide healthy meals that comply with Canada's Food Guide to Healthy Eating.
- The housekeeping staff keeps PW-PCH clean and attractive. Housekeeping staff also maintain common areas of the home, such as the dining room and lounge areas.
- The Laundry Department is responsible for laundering all clothing and linens.
- For security, the doors are always locked, we have a buzz-in system directly to the Nurses desk. All outside doors have keypads, which require entering a code for the door to open. Only full-time staff are given these access numbers.



## PROGRAM ACTIVITIES AND ACCOMPLISHMENTS

A variety of recreational daily activities are run throughout the year for our residents. We encourage our residents and their family/friends to join in, as our activities are designed to enhance and promote individuality, independence, and socialization. Residents who choose not to attend large group activities are offered 1-1 opportunities to meet their leisure needs. We also encourage the celebration of special family events at the Home.

For the protection of our residents, we always ask visitors to fill out an assessment form at the main entrance. We encourage all visitors to wash their hands well and follow the directions when a concern is identified. It may be necessary to isolate the Home when there is an outbreak of a virus in the community. Recently, the Province, through Shared Health, added a "visiting shelter" to the PCH, to ensure we maintain continuity of visits in the event of another outbreak. Unfortunately, when the visiting shelter was added, we had to remove our booth/canteen.

We are pleased to report that some repairs have been done to the building in the past year. Our ceiling was repaired, the old insulation was removed and replaced with spray-on Styrofoam. We are waiting on renovations in the basement to be started.


The Board of Directors are currently in the process of updating the By-Laws, Administration Policies and Procedures and the Standards Policies. These should be completed this year.



**We welcome and invite  
family and friends to visit the  
residents as often as possible.**



# KANACHE AWASISAK HEAD START PROGRAMS



The program mandate is to provide locally controlled and designed early intervention strategies that provide our preschool children (ages 2-3) with a positive sense of themselves, a desire for learning and opportunities to develop fully and successfully as young people.

# THE KANCHE AWASISAK HEAD START CENTRE

The Kanache Awasisak Head Start Centre celebrated their 20th year in operation on January 2020. The Centre is now located next door to the Future Stars Daycare Centre.

The Head Start Centre provides services to 60 two and three year-old children scheduled in two half-day sessions per day.

The Centre offers the following:

- Culture & Language/Education & Preschool Readiness Skills
- Health Promotion
- Nutrition
- Social Support
- Parent & Family Involvement
- Safety



## GOALS AND OBJECTIVES

- To provide adequate and holistic care for children in our community.
- To provide a safe, loving and secure environment where children can develop socially, emotionally, physically, spiritually and intellectually at their own rate.
- To implement appropriate activities that will educate and enhance each child's individual developmental abilities, interests and needs.
- To encourage children's sense of responsibility for their own actions, allow children to express themselves freely and to grow in understanding of oneself and in developing their own competencies.

## PARENT ADVISORY COMMITTEE

The Kanache Awasisak Head Start Centre has six advisory committee members who are parents of children attending the program. They provide direction to the Supervisor and staff regarding the daily operation of the Centre. This committee looks after the general interest and concerns of the parents and presents the Centre with suggested courses of actions for concerns.

The Parent Advisory Committee was not in place for 2020, as the parents declined to attend, opting to work together as a team with the Head Start staff, parents, grandparents and guardians.

The Kanache Awasisak Head Start Centre did not have a fundraising committee, and once again the Head Start staff and parents worked together along with the supervisor. This year the parents did not fundraise for Christmas, they all agreed to donate \$40.00 per child. We did ask for \$2000 from the Head Start budget to purchase the food we provided at the Christmas celebration.

Unfortunately, the Christmas party was cancelled due to COVID-19, so staff spent the day delivering Christmas gifts, candies and homework packages. The Christmas funds were used by the Head Start staff and management for our Christmas luncheon and the rest of the funds were returned to the finance office.

We also had a Grad Fundraising Committee for the year 2020, but their fundraising efforts were put on hold by the pandemic on March 16, 2020. With the money remaining from early fundraising (mostly from parent donations), the Program ordered tablets for the children's grad gifts. Grad was unique, as there no social gathering and we had to social distance.

For 2021, we will begin to fundraise in a safe way without breaking COVID health regulations. We plan on having two lunch sales. We thought about renewing our raffle licence, but we have decided to hold off until it is safe to do so.

# DAYCARE

## PROGRAM OBJECTIVES

- To support the spiritual, social, emotional, physical and intellectual growth of children.
- To support and encourage each child to enjoy life-long learning.
- To support parents and guardians as the primary teachers and caregivers of their children.
- To empower parents to play a major part in planning, developing, operating and evaluating the centre.
- To recognize and support the role of the extended family in teaching and caring for children.
- To network with other experiences focusing on the six components of Head Start

## PROGRAM ACTIVITIES

- Early Childhood Education
- Elder teachings and participation
- Educational experiences through circle time activities such as alphabet, colors, numbers, fine motor and large motor development.
- Daily curriculum which focuses on the six components.
- Monthly field trips.
- Education for families: nutrition, dental, menu planning.
- Parental resource days which include life skills training, resource presentations, sharing ideas and talents (arts and crafts, scrapbooking, menu planning, etc.).
- Information booths and displays.

## MANAGEMENT AND COMMITTEES

The Child Care Division Manager represents Norway House Cree Nation at the Manitoba Regional First Nations Head Start on Reserve Advisory Committee which provides recommendations and acts as a resource to First Nation Head Start Centres in the region. The Manager also acts as a resource, provides direction and recommendations to the Staff, Supervisor of the Kanache Awasisak Head Start Centre. The Manager provides reports to the Director of the Operations, Norway House Cree Nation Chief and Council, Community Members and Funding Sources.



# THE SIX PROGRAM COMPONENTS

## 1. Cultural and Language

When children enroll, parents are asked whether the child is spoken to in Cree or English at home and whether they understand the Cree language. The staff is fluent in Cree and tries to communicate with the children in Cree as much as possible. In addition, the curriculum introduces the Cree language in more formal ways, including asking them to count to ten.

The staff is currently in the process of collecting stories, songs, poems, and finger plays in the Cree language. We strive to provide the children a comfortable environment where they can communicate with each other, with staff and with parents in the Cree language. We encourage Elders from the community to participate within our program to enhance the learning of each child.

## 2. Education

The Centre provides the children with activities that help them learn how to successfully participate in a school setting. Skills are improved using games to enhance mathematical skills, reading, listening and by introducing areas such as science, health, and social studies. Children become accustomed to an environment that is like the elementary school and they get used to the idea of set schedules and routines.

## 3. Health Promotion

Children engage in activities that promote living a healthy lifestyle. We do this by introducing healthy practices such as: movement activities for exercise, good eating habits and introducing a variety of healthy foods (including fruits, vegetables, wild meat, and cereals). Other areas of health practices that we stress are teeth brushing after snacks, washing hands when appropriate, cleaning after one and providing a safe environment to play in.

Another area of interest for the future is involving Public Health Nurses and Community Wellness Workers; by having them attend the Centre to make presentations or host training sessions for parents.

## 4. Nutrition

The staff provides healthy snacks to the children within the program. The staff emphasizes the importance of eating healthy snacks and meals. Recipes are shared with parents monthly at parent activity nights and through newsletters. The employees stress good eating habits and introducing a variety of healthy food (including fruits, vegetables, wild meat, milk products and grains). The newest program we will be offering is the breakfast program for children who take part in the morning sessions.

## 5. Social Support

Support services are provided to the families of the children attending the Head Start Centre. We provide a link to other organizations and can obtain information from them through our office once parents are familiar with and feel confident in approaching our staff for assistance. Some of our strongest links are Jordan's Principal Child's First Initiative, Maternal Child Health, S.T.A.R. and the Frontier School Division.

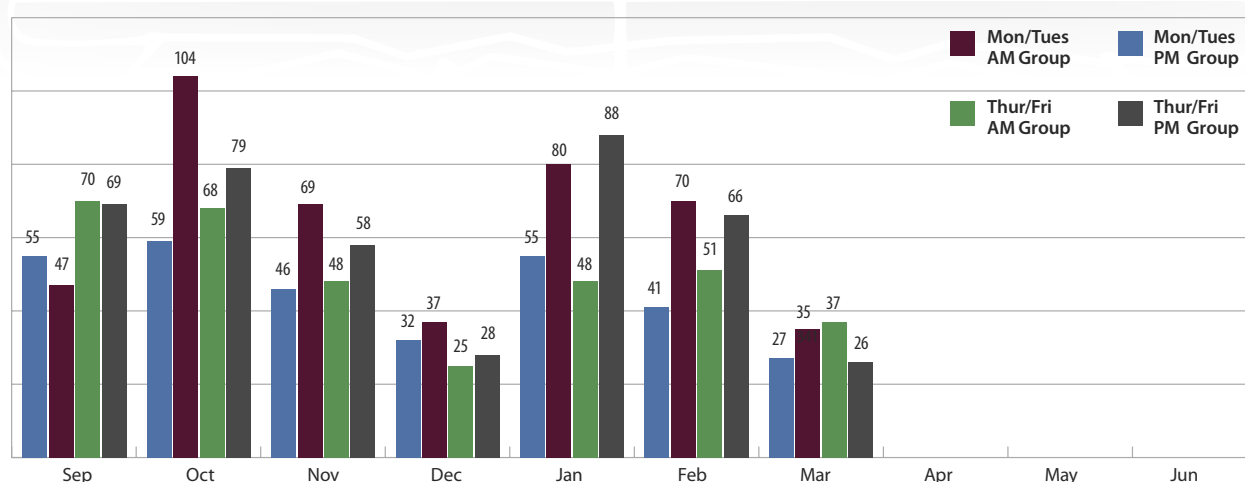
Contact has been made with the local Health Division offices, Public Health, Minisowin Agency (Child & Family Services), and Frontier School Division. Contact has yet to be established with the local hospital and clinic, Community Council, Social Division of Norway House Cree Nation, Parks & Recreation, and Frontier School Division Child Development Centre.

## 6. Parental & Family Involvement

Parents are asked to sign an agreement upon enrollment that asks for their participation in the Centre at least twice a month. Involvement may include volunteering in fundraising, classroom activities, field trips, events, and/or workshops. Parents are strongly encouraged to visit the Centre with their children and to help supervise the children as often as possible. This time is used to help the parent learn to play with their child and with others and to develop socializing skills. The time also provides the opportunity for parents to meet other parents, form new friendships or renew old friendships. Other immediate family members such as siblings, aunts, uncles, and grandparents are encouraged to be involved. It is felt that through parent and family involvement that the children will be better to adjust to and continue participation in the Centre for as long as they are eligible.

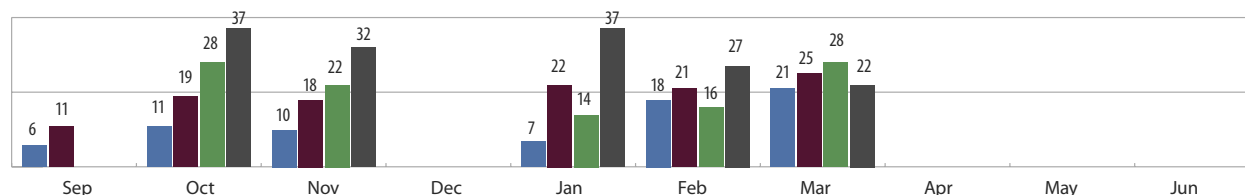
## ATTENDANCE FOR DAYCARE

### SEPTEMBER 2019-MARCH 2020



Head Start closed on Tuesday March 16, 2020 due to the COVID-19 Pandemic.

### SEPTEMBER 2020-APRIL 2021



Head Start reopened in September 2020 with 50% of the children due to health safety restrictions and guidelines. Thur/Fri Groups started in October.

## HEAD START CENTRE EVENTS

The Kanache Awasisak Head Start Centre would have celebrated a graduation on June 15, 2020 at the Norway House Pavilion. There were 57 graduates entering the Frontier School System. Due to restrictions, the graduation was eventually held in a modified format on July 27, 2020. Children came in their grad attire, and were presented with their grad gift, awards, and diploma. They had their picture taken by a hired community photographer. We had food, and parents made take-home plates, and they left. We made the small gathering safe, without breaking any health restrictions.

The staff has identified the following events to continue to enhance children's learning and sharing:

- Nursery School Readiness Program
- Field Trips and Visits from local organizations and community workers.
- Fundraising activities
- Events such as parent nights, open houses, workshops and activity nights.
- Nature/outdoor outings.

## HEAD START DEVIATIONS 2019

Norway House Cree Nation is one of the biggest reservations in Manitoba. As our community continues to grow, we have had to introduce new programming that includes services for up to 60 children (we have served 40 children in the past). The more children we can reach, the more will receive early intervention and prepare them for their educational journey.

In the future we will require more staff to help with this growing program. We need to have certified staff working in the Head Start Program, along with a salary scale to match their qualifications.

The Jordan's Principle Child First Initiative (Respite workers), work along side the Head Start staff in our program. The children, along with the special needs, are enriched in an early education experience in a school setting. Many children who attend the program are more likely to improve their learning cognition, language development and speech. The children also receive dental screening and those who need further treatment are referred by the dentist for immediate treatments in city dental facilities.

Jordan's Principle Program is providing workshops on behavior management for the Head Start parents and staff. These educational workshops are much needed for both the staff and parents, and they will

help in the services we provide for the children in our program.

The children enjoy attending our program, and because of that, the waiting list is long. We often have parents calling the Head Start Centre to put their children's names on a list in hopes of getting them registered.

At the completion of the program. The children enter the Nursery classes in the Frontier School Division – complete with classroom experience and motivation gained from the Head Start program.

The goal of the program is the continuous operation of the Aboriginal Head Start Program on Reserve. We would like to have our own Head Start building. We believe that we have made significant progress in the last few years. The move from 40 to 60 students served, has placed a strain on our staff, our resources and our facility. The addition of a Cree teacher this year was also a very positive step for our program, as it is an advantage to the parents and staff, some who need to hear the Cree language daily.

I commend all my staff, as we begin a year and end the year with a group of children, we have all come to know, watching them grow up and improve with the Head Start program.

## CONCLUSIONS TO END THE 2020 YEAR

1. With the E.L.C.C. funds addressed for the Head Start and Daycare programs, we require qualified staff to work in our programs. The staff will ensure the highest quality program and services for the children. The funds provide an opportunity to expand the program and increase opportunities for the children – by adding new activities and adventures.
2. During COVID-19, we lost two and half months of regular programming and we

were unable to fundraise for the annual preschool year end graduation celebration. We had to develop a way to equally distribute the monies for each child, and to award the diplomas and grad gifts.

3. In 2021, we are still waiting for the funds that were issued for the Head Start program. We would like to make some changes for our program needs but cannot begin that process until the funds are released.

# JORDAN PRINCIPLE PROGRAM

The Jordan's Principle is a child first principle named in the memory of Jordan River Anderson, a First Nation Child and member of the Norway House Cree Nation.



Jordan was born in 1999 with complex medical needs and stayed in a Winnipeg hospital from birth, while the governments of Canada and Manitoba argued about who should pay for which services and his home care. When Jordan was 2 years old, doctors recommended he move to a special home for his medical needs, however the home-based care never happened. Jordan died at the hospital at the age of 5 years old without ever having the opportunity to live with his family in his home in Norway House Cree Nation.

## PROGRAM MANDATE

"Norway House Cree Nation Jordan's Principle Child First Initiative works with children first to provide attainable, comfortable services without delay to ensure their needs are met at home and within the community. Coming together, working together, and staying together."

## KEY ISSUES AND CHALLENGES

- Many homes do not meet the needs of the children in the program.
- Gaps in the service delivery process identified the need to address clients beyond the age of 18 with long-term complex medical needs, as they currently no longer qualify for services (It is the goal of the community to ensure these young people can continue to access services regardless of their age and that they not be lost within a system).
- Currently, there are no facilities in Norway House that could look after children with complex medical needs. At times, clients become high risk with multiple behavioral problems and the care givers (including other children) in the home face safety issues and become at risk for out breaks. Some families cannot provide care due to issues related to homelessness, apprehension and living in unsafe environments within their households.
- The Jordan's Principle Program had to implement protocols to respond to the COVID-19 Pandemic; all pick-up and drop-off respite services were stopped until further notice. In-Home services were provided to families who were considered high level care. There were limited home visits and only delivery of medical supplies was accommodated.
- Emergency supplies and care packages were provided for the children's activities. Mental health counselling services were ongoing with families through telephone, zoom meetings and directly at home where applicable. Staff continued to provide services to ensure support and communications were ongoing (This included food supply for special diets for specific needs to children's health).
- Alternative methods were developed to enable communication via emails, telephone calls with families and specialized health professionals for the child's medical needs.
- Bulk orders were made from Pharmacy to ensure child's supplies were available.
- Land-based activities had to be altered, and even stopped, in the winter due to pandemic lockdowns.



## PROGRAM ACTIVITIES

- Ensured child's emergency food/cleaning supplies were distributed.
- Ensured that The Jordan's Principle had a NHCN Jordan's Principle Facebook page, and a group chat was initiated so the JP staff could provide quick feedbacks, communications with work.
- When the NHCN was in the orange zone, we provided an event with the Teddy Bear Parade, following protocols per pandemic rules and regulations.
- Held a Celebration of Life for the late Jordan River Anderson with the family and clients (and their families); that had a good turnout.
- Staff alternated between working at the office and at home; and they participated in ongoing discussions/ planning on when to start resuming zoom meetings with clients.
- Ongoing activities such as Halloween and Christmas contest continued through the Jordan's Principle Facebook page. We hosted a Christmas feast with gifts and gift cards and did a delivery service and pickup that followed pandemic protocols. The families were happy with the events.
- We are gradually implementing scheduled activities/ events for the children and youth. We will plan more activities in the coming months (plans were in place for the March school break).
- Other activities included – special ordering 10 snowshoes, renting skidoos, hosting a fishing derby, built snow sculptures, held the Pipoon Festival for our JP Clients, and hosted a Valentine's Day activity (complete with beading and facemask making).
- The Land Base Program utilized an elder to assist when JP Clients when they ventured out, to provide teachings and stories for educational and traditional cultural development.
- Throughout the pandemic, we continued to deliver Intake, and referral to specialized services.
- Home Infrastructure revisions (ramps, revisions to home to accommodate children with complex medical needs) were implemented.

## JORDAN PRINCIPLE PROGRAM ACCOMPLISHMENTS

- This past year, we have provided services to 400 clients.
- The Jordan Principle working group received funds to conduct a feasibility study to build a long-term care facility for clients who age out and we have engaged the engineering firm Stantec.
- A conceptual building design has been completed and is ready for review, discussion, and approval by Chief and Council.
- Norway House Cree Nation Chief and Council renovated a building and named the building Jordan River Anderson Resource Centre. This Centre was designed to meet the needs of the children they service in the community and is equipped with a living room, kitchen, and Rehabilitation Room to provide a safe comforting place for the children.
- The Jordan River Anderson Resource Centre has a Program Manager, Administrative Support, 6 Child Development Workers, Rehabilitation Assistant, and a Land Base Coordinator. They provide direct support services to the children in the community who may have a disability. They work with the whole family ensuring that quality care is provided to the children and they advocate on their behalf to access services available in other departments.
- We have created multiple partnerships with external service providers/resources that work with Jordan's Principle clients such as St Amant - who oversee Dietitian, Mental Health, Family Social Work, counselling services, Challenging Behavioral, nurse consultation, and psychology services.
- Other programs include the Rehabilitation Centre for Children, and SSYC - who provide Intake services for Occupational (OT), Physiotherapy (PT), Speech Language Pathology (SLP) and audiology services.
- MATC Rural and Northern Telehealth provides mental health, counselling services, Vision, and Dental services.
- Indigenous Service Canada (ISC) provides a chance to submit proposals for funding for renovations, modifications, supplies, products based on the child need (which is reviewed pending approvals).
- Child Development Clinic provides services such as assessments to the 5 years and under-age groups.
- Grand Medicine is the primary pharmacy provider for the client's prescription needs.

# JEAN FOLSTER PLACE

The primary goal of Jean Folster Place Women's Shelter is to provide a safe and secure crisis shelter for women and children who are suffering or at risk of suffering domestic violence and abuse in their home.



*The shelter was named in honour of Jean Folster (above)*

*Awareness Walk for Missing and Murdered Indigenous Women (right);  
Jean Folster Place (below)*



## KEY ISSUES AND CHALLENGES

- During the COVID-19 Pandemic, Jean Folster Place (JFP) Women's Shelter was used as an alternate isolation site for mothers & newborn babies. They were placed at the Women's Shelter upon their return to the community where they stayed until it was safe for them to return to their homes.
- The facility was also used to house the homeless that were formerly residing at the York Boat Inn that caused the Women's Shelter to fill its capacity. As a result of these community accommodation needs, domestic violence victims had to be referred to other shelters when JFP Women's Shelter reached its capacity.
- In addition to these situations, there was an increase in Mental Health referrals to the shelter from RCMP, such as women with high risk schizophrenia. This however contradicts the intake policy of JFP Women's Shelter and cannot admit clients to the facility with serious mental health illnesses.
- During the year, we also experienced an increase in crisis calls from NHCN band members residing outside of the community that were experiencing domestic violence.



## PROGRAM ACTIVITIES


- To provide women, children, and communities with the necessary tools to increase violence-free living, as well as promote a healthier future.
- To increase community awareness on issues affecting women and their families, to promote social change towards elimination of violence in society.
- To provide a holistic range of services to women and children who experience domestic violence.
- To advance the network and development of services to meet the needs of individuals, families, and community.

## JEAN FOLSTER PLACE ACCOMPLISHMENTS

- Educational group sessions take place three times per week with topics related to domestic violence, healthy relationships, exploring boundaries and self-esteem. In the event of code red in the community due to COVID-19, clients were provided with reading material and workbooks.
- One-on-one counselling has been made mandatory twice-per-week to ensure clients are speaking with a counsellor. It is also available upon request. In the event of code red in the community, counselling was done through text or over the phone.
- Mental Health Therapist services continued to be available through phone. The Mental Health Therapist continues to schedule appointments via telephone monthly for in-house and outreach clients.
- The Art Therapy Program has continued for in-house clients only, with the exception of when the community is in code red.
- Staff continues to ensure that Assessments, Intake, ACM and counselling are being completed.



# HEALTH CENTRE OF EXCELLENCE

A photograph of a construction site. In the foreground, two construction workers wearing orange and yellow safety gear stand on the left. On the right, a group of four workers in various safety vests and hard hats stand together. The background features a large, multi-story building under construction with a light-colored, textured facade and several dark window openings. The sky is clear and blue.

The Health Centre of Excellence is a flagship Health Transformation and Devolution Project in Canada. The federally owned Norway House Indian Hospital, built in 1952, is being transformed into the NHCN Health Centre of Excellence. The process includes a full transition of all programs and services in a manner that will result in a fully integrated health and wellness facility that will provide community-based birth to end of life care.

## THE HEALTH CENTRE OF EXCELLENCE

The Norway House Cree Nation (NHCN) Health Centre of Excellence Project continues to progress despite the incredible impact that the Covid-19 pandemic has had over the last 18 months. This is due in large part to the fact that NHCN continues to self-manage and self-perform large components of the project and continues to leverage local skills and capacity to advance this project through the establishment of JNR Construction.

All components of the capital infrastructure construction schedule continue to advance and there has been major progress on the On-site and Off-site Civil Works, the 28,000 sq. ft Professional Accommodations building, and

the new 102,000 sq. ft. state-of-the-art, fully integrated Health Centre of Excellence.

More specifically, since the formal funding announcement by the Government of Canada (September 2018), and the initial tree clearing and site preparation work (started in January of 2019), we have achieved completion of all Off-site Civil Works, all On-Site Civil Works, completion of the Professional Accommodations building, and over 35% construction progress on the Health Centre of Excellence building. The targeted substantial completion date for the project is now July 2022.

## CIVIL INFRASTRUCTURE (OFFSITE & ONSITE)

The first critical step in this substantial infrastructure project was to ensure that adequate civil water and sewer infrastructure was in place. Phase One of this work required the extension of services to Fort Island in Norway House, with ample capacity to support all civil infrastructure needs associated with this project, as well as any future community needs. Phase Two of this work involved the installation of all onsite civil infrastructure to support the infrastructure that is now being constructed on the site and any future expansion needs associated

specifically with the Health Centre of Excellence campus (including the future education and training infrastructure).

All Civil Works is now complete, and all systems have been tested and commissioned. The Offsite and Onsite components of this project amounted to approximately \$13.4M in combined scope of work, all of which was self-managed and self-performed by Norway House Cree Nation and JNR Construction.

## PROFESSIONAL ACCOMMODATIONS

The next phase of this project involved the construction of the 28,000 sq. ft Professional Accommodations building, which is critical infrastructure to support the ongoing accommodation needs of healthcare professionals, who are involved in community-based health and wellness programs and services.

This phase of work is now complete as well, and all building systems have been tested and

commissioned. This 28-unit building can now support the accommodation needs of up to 46 healthcare professionals on the Health Centre campus. The Professional Accommodations component of this project amounted to approximately \$12.5M scope of work with the majority of work being self-managed and self-performed by Norway House Cree Nation and JNR Construction.

## WORK ON THE HEALTH CENTRE OF EXCELLENCE

Work on the new 102,000 sq. ft. Health Centre of Excellence is now well underway, and the building continues to come to life. Having achieved approximately 35% construction completion thus far, JNR Construction continues to aim for a July 2022 completion date, which will result in 95% completion of the building. A final completion date and transition of programs and services is currently scheduled to take place in November 2022.

Once complete, this fully integrated state of the art healthcare facility will support community-based birth to end of life care for NHCN and the surrounding region. All programs that are currently offered via the Federally owned and operated Norway House Indian Hospital (currently the oldest healthcare facility in all of Canada) and all programming that is currently supported by NHCN Health Division, inclusive of the Pharmacy Services, will be offered in the new Norway House Cree Nation Health Centre of Excellence. These programs and services will be provided through a fully integrated model of care that will provide extensive support to patients and families; and will offer an incredible and collaborative work environment for healthcare professionals and staff.

Based on the health and wellness needs of the community and the priorities that have been identified through decades of consultation with community members, several expanded and new programs will also be offered.

The expanded and new programs include but are not limited to:

- an expanded Renal Dialysis Unit that can accommodate up to 36 renal dialysis patients
- a Palliative Care Wing which will be part of the In-Patient Unit, and that will enable care providers to provide palliative patients and their families with appropriate and respectful end of life care and support.
- a community-based Family Birthing Unit to support the repatriation of Birthing
- a new Rehabilitation Therapy Program.



Throughout all phases of construction, and through a very collaborative approach between NHCN, JNR Construction, LM Architectural Group and key stakeholder partners, this project continues to achieve significant construction milestones. This can be attributed in a large part to the incredible local work force and NHCN Band members that continue to support this initiative. In fact, over 70% of the work force consists of NHCN Band members, and over 78% of the work force self-identifies as Indigenous. This truly ensures that this project is “built for the community, by the community”.

The completed facility will represent a tremendous opportunity for Norway House Cree Nation Band members that currently support health and wellness programming in the community, as well as future generations. It will enable them to pursue careers in numerous health and wellness disciplines, as well as other related disciplines. And finally, the existence of the Health Centre of Excellence will serve to support programs and services that provide community-based birth to end of life care for all members of Norway House Cree Nation and the region as a whole.



# NORWAY HOUSE FUNERAL HOME

The Norway House Funeral Home has provided over 500 services in the community since it opened in 2013.



## KEY ISSUES AND CHALLENGES

The past year has been challenging, as restrictions placed on funeral operations and services have been changed on multiple occasions. While our services have been limited by these restrictions, we have worked with the Chief and Council, the Pandemic Advisory Team, and the Ministers throughout the year to ensure that we can continue to serve the community.

In fact, with limited and often delayed flights and other pandemic-related issues affecting the country, we drove to Alberta and British Columbia to bring NHCN families back home for their services!

With the uncertainty over the availability of supplies in the coming months, the Funeral Home has pre-purchased an additional 36 caskets this summer, to ensure that the supplies are available for our families when they need them. At this point, our current stock in Norway House exceeds 60 caskets, so we feel there is no risk of being short.

## PROGRAM ACTIVITIES AND ACCOMPLISHMENTS

- During the year, we added a wide format printer, that can print large custom color photos for casket inserts, as well as poster-size memorials.
- Additionally, a 3D printer is now being used to print cross-name plates. This printing embeds the name and dates directly into the material, so it will not fade or fall off.
- An electric paper cutter, new color laser printer and new cabinets have also been set up in the side room to accommodate the new equipment.
- We anticipate that two new air conditioners will be arriving and installed this fall.
- Work continues in the cemeteries, with the North End Cemetery being our priority at this time. In that site, we have drilled 75 test holes to determine the depth of the expansion area with the infill of low areas. It is possible that the expansion will allow for an additional 500 burials within the cemetery.

### **New additions to our work include:**

- A new excavator was added for digging graves. The new machine fits in smaller areas and helps reduce potential damage to nearby graves that could have been caused using the backhoe.
- A thawing blanket is being used in the winter to remove frost.
- Steel cribbing is used in the wet season to lessen caving in and to provide a safer graveside service.
- A dump trailer has made cleaning of the cemetery easier, and we have been working in North End Cemetery to remove debris, old flowers and fences that have decayed.
- Four youth have been involved in trimming cemetery grass as well.

**While our work can often be difficult and stressful, we enjoy helping the families in the community and look forward whatever the coming year may bring. We wish you all a healthy and blessed year.**



# KINOSAO SIPI MUCHIPUNOWIN PROGRAM

The mandate of the Muchipunowin Program is to provide financial assistance and resources to Norway House Cree Nation registered band members when experiencing bereavement, life-threatening illness, or life-threatening medical emergency situations. It is designed to ease the financial burden associated with these traumatic events or illness.

The program is a non-profit organization, and all funds are generated through lottery events and special fundraising events.

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

The Kinosao Sipi Muchipunowin Program is a 24/7 program governed by a dedicated Board of Directors. In addition to the guidance they provide, the Board of Directors also alternate going on-call after regular office hours each seven-day period.

## OUR SERVICES

Norway House Cree Nation has an agreement with the Norway House Funeral Home to provide services for Norway House Cree Nation band members on and off-reserve. At the time of passing, families notify the Kinosao Sipi Muchipunowin Program immediately to ensure that the costs are covered. Should the family choose an alternate funeral home, then the costs are not covered, and they are the responsibility of the family.

Kinosao Sipi Muchipunowin Program covers travel, accommodation, and meals for eligible clients. Costs that are not covered under the Muchipunowin program are: casket upgrade, armbands, flowers, and headstones.

The 2020-2021 fiscal year presented tremendous challenges for our program, as everyone struggled to cope with the COVID-19 outbreak. We no longer had the option of using traditional and cultural ways of doing things during bereavements. The Public Health Order defined how we operated, and families struggled to accept the drastic restrictions, making it a difficult time for everyone. During this time, wakes and large funerals were no longer an option.

As the local Pandemic Advisory Team continued to adjust their roles, restrictions changed, and our community was once again blessed to allow for one-night wake services and funeral services. Our clergy, Board of Directors and the Pandemic Advisory Team, continued to meet throughout the year to plan an alternate way of delivering services each time the Public Health Order revised the restrictions. In this report, we would like to extend our thanks and acknowledge the hard work by all!



## BEREAVEMENTS

The Kinosao Sipi Muchipunowin Program experienced 59 bereavements of Norway House Cree Nation band members during the 2020-2021 fiscal year (this included 10 miscarriages). In fact, we have encountered 76 bereavements since the start of the pandemic in early March of 2020 through to July 2021. We extend our condolences to the families and friends who have lost loved ones.

Some families were faced with drastic and severe restrictions during their loss. Gatherings were, at times, limited to five and families did not have the opportunity

to adequately grieve their loss. Under the travel restrictions, immediate family could not even attend these funerals. We also acknowledge that this was tough for our program and our staff, as we felt both heartache and frustration when we were not able to operate as usual.

When services open completely, the Kinosao Sipi Muchipunowin Program plans to host a community memorial service to remember our loved ones that we lost during the pandemic. We hope to announce the date for the memorial service in the coming months.

## FUNDRAISING

Despite losing the ability to hold fundraising events during the pandemic lockdowns, we are pleased to report that we still had a highly successful year!

The Kinosao Sipi Muchipunowin Program hosted 114 bingos with a total cash prize payout of \$1,500,000! To offset our revenue losses, we hosted monster bingos with huge prize payouts. In fact, the monster bingos have been a huge success and we plan to continue scheduling them into the next fiscal year. Congratulations to all the winners in the 2020-2021 year!!! We thank all the supporters of our lottery fundraisers.

To ensure safe travels for our clients, the program acquired two new vehicles in 2020 – a 2019 Ford Transit Connect and a 2020 Ford F150. At this point, the program

has four vehicles in our fleet (the 2017 Dodge Caravan and 2018 Ford Transit Passenger were purchased in 2018).

Our program leases two smoke-free and alcohol-free apartments on 333 Maryland Street in Winnipeg, which are both fully equipped to offer a comfortable stay for our clients.

Like everyone else, we have been unable to gather to recognize and honor our volunteers during the pandemic. BBQ's, Christmas celebrations and special events are a thing of the past. As an alternative, our volunteers were presented with VISA gift cards for Christmas this year. We pray to be able to utilize our volunteers to their maximum potential in the new fiscal year. We know that they miss serving our community!

## SUMMARY

The Kinosao Sipi Muchipunowin Program Board of Directors are continuously working to improve services for Norway House Cree Nation band members, both within and outside of the community.

We are excited to see what 2021-2022 brings for the program and pray for continued blessings! Ekosani! God Bless!

# HEALTHY LIVING (PARKS AND RECREATION)

In the midst of the Pandemic, the NHCN Healthy Living Division continued to serve the community by maintaining and providing innovative and vital programming to:

**Strengthen Community Image  
and Sense of Pride**

**Promote Health and Wellness**

**Foster Human Development**

**Protect Natural and  
Cultural Resources**

**Strengthen Safety and Security**

**Increase Cultural and  
Traditional Unity**

**Support Economic Development**

**Provide Recreation Experiences**



## FACILITIES

We oversee the wide range of parks and recreation facilities in the area of Norway House Cree Nation and continue to pursue opportunities in tourism. These facilities include the following:

### 1. Auditorium, which this year played host to:

- Monday Night Mamawemumishimatah Gospel Singing and Weekend Gospel Services
- Birthday Parties, Anniversaries and Wedding Receptions
- Community Events and Feasts
- Conferences and Public Meetings
- Wakes and Funeral Services



*Auditorium*

### 2. Veteran's Hall:

Dedicated to our veteran's that served in World War I, II, Vietnam War and all Peacekeeping duties around the World, the Hall has been used for luncheons, meetings, birthdays, anniversaries, breakout rooms and square dance practices. It provides a sense of pride to the community to host an event at this venue.

### 3. Fitness Centre:

Providing a variety of exercise equipment for community use - from free weights to resistance training machines to cardio machines to core stability equipment.



*Mission Island Community Centre building's grand opening*

## BENEFITS OF THE INITIATIVES

As part of the Healthy Living Division's mandate, we develop and operate a series of events and activities throughout the year that are made available to the community to participate.

**In the past year, in spite of the Pandemic, we offered the following events:**

- a. Easter Events including a drawing contest, a home-made Easter basket contest, various singing (age-group) contests, and a Line dance contest.
- b. Spring Fever Activities – including five weeks of contest winners.
- c. Snow Sculpture Contests
- d. Canada Day 2020 events including a very popular Beach Volleyball Tournament, a number of running events (age group), a horseshoe tournament, canoe events, a gaming tournament, a family scavenger hunt, card tournaments, Skip-Bo tournaments, a children's parade, and a series of Boat races.
- e. Kemooch York Boat Days
- f. Marathons (including the Robert Hart Classic Marathon and the Karen Osborne Classic Marathon)
- g. Co-Ed Soccer Tournament
- h. Adult Coed Category Square Dance Showcase
- i. Age Group Ball Hockey tournaments
- j. 2 on 2 Beach Volleyball Tournaments
- k. Age Group Fastball Tournaments
- l. Age Group Canoe Races
- m. Vincent Apetagon Memorial Slo-Pitch tournament
- n. Flour Packing Contests
- o. Skiff Rowing Contests
- p. Halloween Activities
- q. Christmas Events, including a variety of contests and activities.
- r. The annual Pipoon Festival including ice fishing derbies, trappers contests and square dance competitions.

A copy of the results from any of these events can be obtained from the Division offices.

Despite the pandemic and its affect on our community, the Division is proud of the work that it has done this year, and of the events and activities that we were able to continue offering members of the community.

# NHCN ENTERTAINMENT CENTRE

The Entertainment Centre was constructed in 2013 adjacent to the York Boat Inn at provincial trunk highway 373 and Kistapinanihk Drive. Norway House Cree Nation implemented plans to modernize its video lotteries and construct a facility to host 100 video lottery terminals.

The Entertainment Centre Grand opening was held in July 17, 2014. Since opening, the Entertainment Centre has proven to be successful with patrons visiting from neighbouring communities. There are clientele from Cross Lake on a daily basis. During the Winter Road season we see an influx of visitors from the neighbouring inland communities to enhance the economic impacts of the Centre.

The Entertainment Centre's main strategic objective is to generate optimal revenue for Norway House Cree Nation by attracting clientele with our professional and friendly service.

In 2017, sixteen existing terminals were replaced to modernize technology of the older VLT models and improve gaming offerings. There are on-going system and game upgrades that continue to enhance gaming offerings. Manitoba Lotteries continue to remotely troubleshoot the terminals and, if required, provide an on-site technician support within 48 hours. Technical support for our Centre is based out of Thompson, Manitoba and offer efficient and prompt support when required.

## OPERATIONAL HOURS

**Monday to Wednesday: 11:00 am - 1:00 am**

**Thursday to Saturday: 11:00 am - 2:00 am.**

Staff shifts are from 9:00 am - 5:30 pm, 5:00 pm - 1:30 am and 2:30 am on Saturday. During Treaty & York Boat Days on Wednesday through Saturday, hours of operations are extended to 3:00 am.

The Norway House Entertainment Centre is closed in observance of three (3) statutory holidays: Good Friday, Remembrance Day and Christmas Day.

## STAFFING

**Norway House Entertainment Centre currently employs 13 full-time and 6 part-time staff:**

- 1 Full Time General Manager
- 1 Full Time Head Security & Custodian Supervisor
- 2 Full Time Head Cashiers
- 2 Full Time Shift Coordinator (Security)
- 2 Full Time Certified Security
- 2 Full Time Cashiers
- 1 Full Time Night Custodian
- 1 Full Time Day Custodian
- 3 Part Time On-Call Security
- 3 Part Time On-Call Cashiers

The Head Cashier/s are responsible for a broad range of functions that ensures the gaming aspect of the VLT/Entertainment Centre is exceptionally run for optimal service and customer satisfaction by performing specific accountabilities. In addition to providing excellent customer service, the cashier must accurately handle cash, balance and reconcile at beginning and end of shift.



Security personnel provide a range of security services for the clients, staff, property and vicinity of the Entertainment Centre and York Boat Inn. Security assist cashiers in the retrieval of cash from the VLT machines and deliver the daily deposit to the bank after the cash count. They monitor situations, events with the Surveillance camera system. All inappropriate activities and incidences are document and reported promptly to RCMP or Band Constables.

Three full-time cashiers and four full-time security have received training in Manitoba Lottery Retailers Training. Three full-time cashiers and three full-time security have completed the Manitoba Problem Gambling Assistance Training Program.

Five Full-time security have received certification in the Manitoba Security Officer course. Workshops are offered by Manitoba Lotteries Corporation that will continue to ensure the integrity of the center's financial reporting.

In previous years, we provided live Entertainment evenings Thursday, Friday and Saturday nights which features local bands including:

- Highway 373
- Cultural Freedom
- Drink me Pretty
- Vulgers
- Knock on Wood
- Joe Maxim Band

In the future, we plan to continue our monthly Staff Appreciation Day, Customer Appreciation Days, New Year's Celebrations, Fun Nights, Celebrity Lip Sing, Country Legend Night, Old Time Rock & Roll Dance Off, and other events where local members can enjoy entertainment.

The Entertainment nights are occasionally held in conjunction with karaoke, good time jigging and singing competitions. The Entertainment Centre will continue to upgrade equipment needs. We are looking to purchase full functioning stage equipment including speakers, mike stands, etc.

Some events that were co-sponsored by Parks & Recreation and the Entertainment Centre. It is our desire that Parks & Recreation will continue to host weekly Texas Hold Em tournaments Thursdays, Friday's Saturday evenings which attract many competitors.

We do have a full functioning kitchen. We have done food sales in the past where we provide finger food such as pizza sales, hot and honey garlic wings, wedges and chicken fingers. We would like to continue with this during TYB days where we offer soup and sandwich specials, taco in a bag, chili with bannock, nacho and cheese. Food items that don't require much preparations.

We had monthly Customer Appreciation Days where we offered customers refreshments like soup and sandwiches, bannock with jam and peanut butter, chili and bun, cake and donuts, etc. along with beverage tea or coffee.

Staff Appreciation days usually happens once a month where we bring all the staff together for turkey and all the trimming, breakfast cooked by Management & Supervisor or sit down meal at the York Boat Diner or order food from Charlie Biggs.

We usually hold a staff Christmas Dinner where staff are presented with Christmas Gifts for all their hard work dedication and commitment. This has not happened for a couple of years, I would like to continue doing, providing we have approval.

## FUTURE ACTIVITIES

Norway House Entertainment Centre future initiatives are to purchase a projector with large screen and to upgrade to our cable satellite services so we can plan activities such as:

- UFC fight
- Hockey games finals
- Super bowl
- Card game tournaments

## CLOSING

In the previous years, Norway House Cree Nation Entertainment Centre has been successful in providing a substantial and increased source of revenue for the Norway House Cree Nation. With the increased revenue we will continue to see the impact on increase local community infrastructure development.

This year has not been a good year due to COVID-19 which seen the Entertainment Closure closed for months at a time and I was away on sick leave for 8 months.

# HUMAN RESOURCES

The Human Resources Department of Norway House Cree Nation provides services to meet the essential needs of management and staff.

These functions include Labour Law, Recruitment & Training, Policy & Procedures, Employer & Employee Relations, Safety & Risk Management, Record Keeping and Payroll.



# HR DEPARTMENT REPORT

As outlined in last year's annual report, the primary function of the HR Department is to provide services to meet the essential needs of management and staff. These functions include Labour Law, Recruitment & Training, Policy & Procedures, Employer & Employee Relations, Safety & Risk Management, Record Keeping and Payroll.

The HR Department also provides support and assistance to our band members (non-employees) on a variety of issues including Life Insurance, Death Benefits, Estates, Group & Pension Benefits and contributions. We do our best to assist all our people with their issues.

In 2019, the HR Department developed a presentation on the Recruitment Process for the Life-Skills Program. This step-by-step PowerPoint presentation consisted of conception of job descriptions, employment agreements and advertisements, the screening and interview process, interview panel, references, tips, policy and procedures. We hope this will become a regular annual activity.

NHCN Chief and Council and Community Partners established a Christmas Toy Giveaway to ensure no child in our community is without a gift on Christmas Day, and to aid families struggling through the holiday season. The HR/ Payroll and Membership Departments, along with NHCN Security and Youth Mentorship staff and Community Volunteers, participated in the Christmas for Kids gift giveaway event. Staff and Volunteers wrapped a total of 2200 gifts and distributed 1816 to the children. We would like to thank everyone who made the event very successful especially Santa and Mrs. Claus!

A Christmas staff luncheon also took place, where we presented plaques to all employees who had been with us for more than 10 years, in recognition of their years of service and dedication to NHCN. A small gift of appreciation was also given to each of the employees listed below.

We would also like to acknowledge the rest of the staff for their service, commitment and support each year! Great job to all our NHCN staff members!

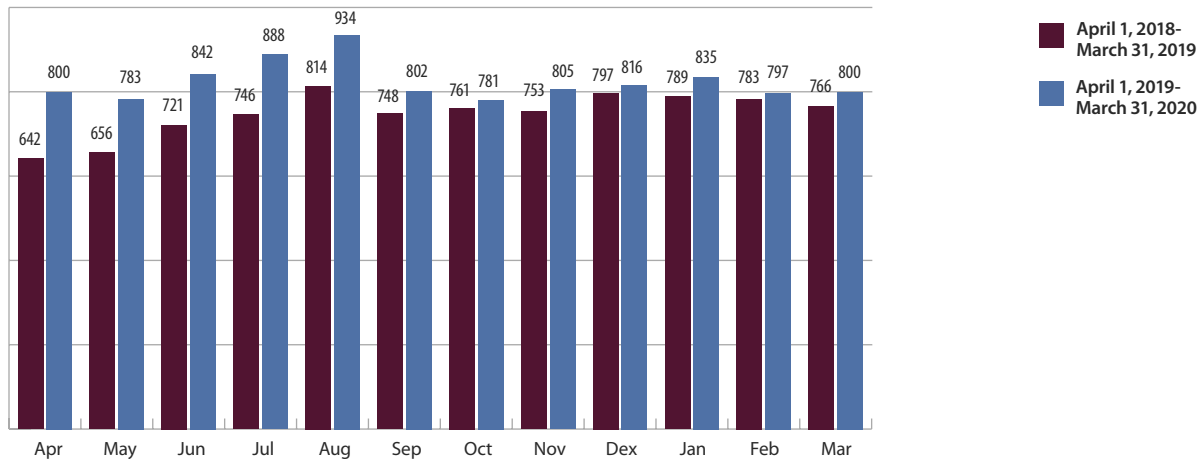
## EMPLOYEE RECOGNITION

Yrs of Service	# of Employees	Employee Name
10 years	3	Sharon Cromarty, Jane Muskego, Julie York
11 years	5	Johnny Cromarty, Jodie Folster, Margaret Moore, Doreen Muskego, Joan Muswagon
12 years	2	Marie Chubb, Rosemary Hart
13 years	4	Winnie Albert, R. Edward Beady, Lorraine Munroe, Randall Saunders
14 years	9	Rose Albert, Frankie Clarke, Flora Cromarty, Jeff Folster, Roberta Menow, Beverly Monias, Willard Mowatt, Daphne Muswagon, Mary Saunders
15 years	6	Darryl Apetagon, Loverne Harper, Trudy Hart, Clara Laurier, Oliver Muskego, Joe Osborne
16 years	4	Brian Albert, Celestine Albert, Margaret Maxwell, Lorna Muminawatum
17 years	7	Eva Keam, Ida McKay, Dorothy Moore, Albert Muminawatum, Monica Paupanekis, Ed Sandberg, Claudia Young
18 years	5	John. R. Albert, Margaret Albert, Christine Rowden, Erwin Saunders, Flora Simpson
20 years	2	Florence Halcrow, Tony Scribe
21 years	5	Wayne Anderson, Kathleen Ettawacappo, Reggie Evans, Loretta Moore, Loretta Mowatt
22 years	3	Roland Anderson, Marie Ann Chubb, Shawn Scribe
23 years	2	Crystal Hart, Delores Monias
24 years	1	Gordon Balfour
25 years	1	John. J. Anderson
26 years	1	Shirley Muminawatum
28 years	1	Ed Albert
29 years	2	Terrance Sinclair, Albert Throop
30 years	1	Allan Albert
32 years	1	Henry Moore
38 years	1	Rosa Scribe

## HR DEPARTMENT REPORT

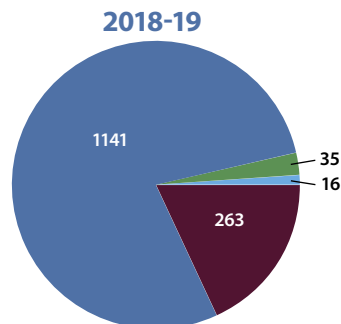
In March 2019, an HR Pandemic Policy was developed to provide a safe and healthy environment for all staff and people we serve during the COVID-19 Pandemic. The policy set out clear guidelines on how employers handle any communicable illnesses; as well as outlining Objectives, Policies, Preventative Practices, Pandemic Procedures for Community Services, and potential scenarios.

### TOTAL EMPLOYEES PAID

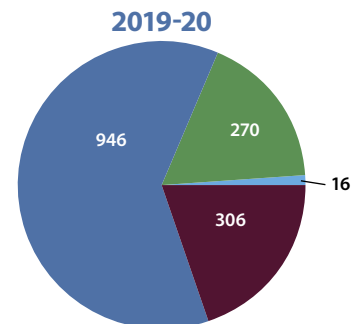


### EMPLOYMENT TYPE

- Full-Time
- Part-Time/Casual
- Term
- Seasonal



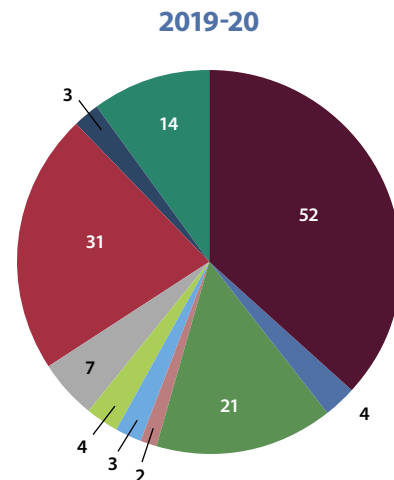
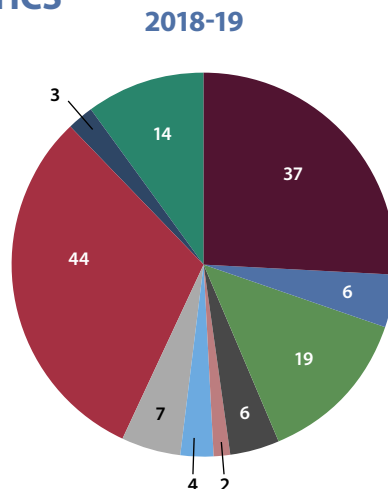
For April 1, 2018-March 31, 2019



For April 1, 2019-March 31, 2020

### EMPLOYMENT STATISTICS

- FT Hire(s)
- Appointed Position(s)
- Term Hire(s)
- Layoff(s)
- Termination(s)
- Suspension(s)
- Internal Moves/Transfer
- Reassignment(s)
- Job Advertisement(s)
- Short Term Disability
- Long Term Disability



## MEMBERSHIP

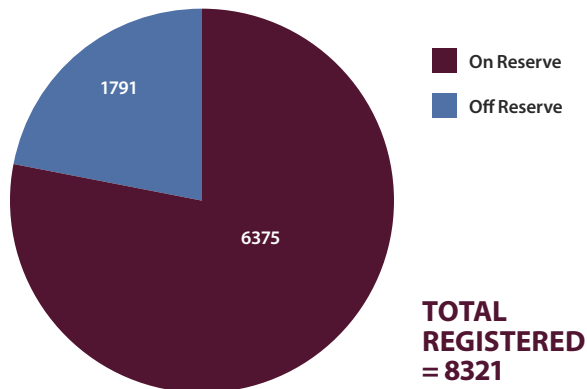
The Membership Office continues to maintain and update the Registry and Band lists to ensure its records are up to date and kept in a secure location. This process includes assisting community members with applications for benefits such as child tax, old age pension, spouse allowance, guaranteed income supplements, birth, marriage and death certificates. We also provide record keeping for Wills and help members complete necessary forms for Indigenous Services Canada (ISC) for Estates.

## REGISTERING CHILDREN AT BIRTH

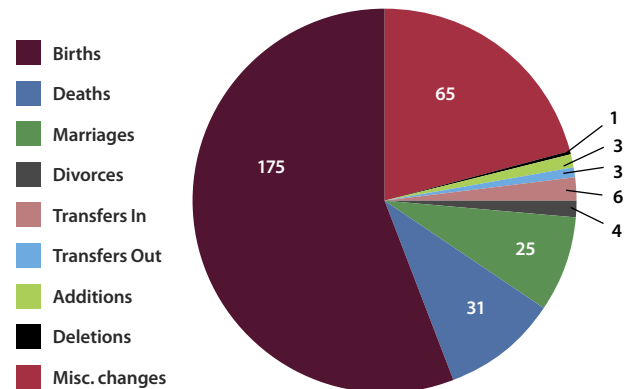
It remains very important for NHCN parents to register their children at birth with NHCN membership office since they are not automatically registered. Registration is required to ensure their eligibility to receive non-insured health benefits from Health Canada's First Nations and Inuit Health which includes prescription drugs, dental care and medical transportation.

The Membership staff is able to assist our membership with applications for the laminate status cards at the Winnipeg Sub office. Appointments for the Secure Status Cards are only issued in Winnipeg and by appointment only.

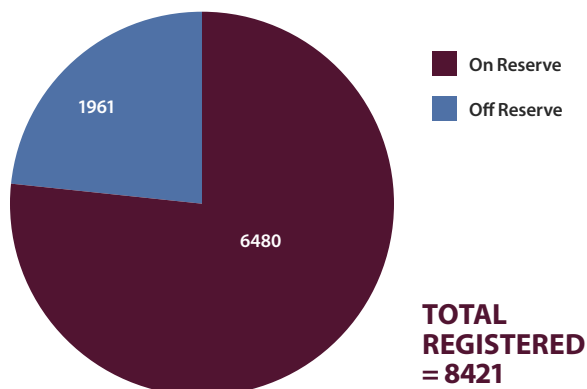
### 2018 POPULATION STATS



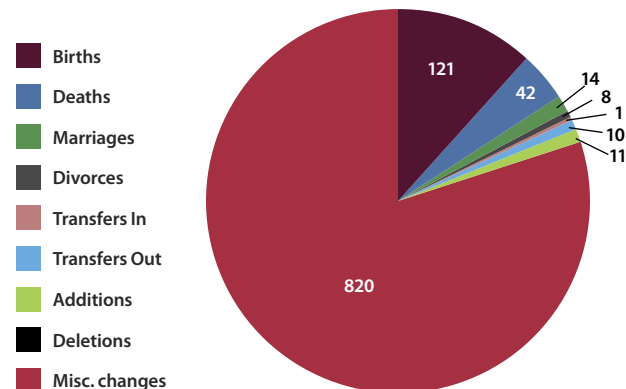
### 2018 REGISTERED CHANGES



### 2019 POPULATION STATS



### 2019 REGISTERED CHANGES



# EDUCATION SERVICES



Our mission is to assist Norway House Cree Nation members who are in pursuit of post-secondary education, with the financial means so they can become successful and self-reliant upon graduation; enabling us to expand our human capital and to increase economic development.

Our goal is to promote and provide educational opportunities by delivering community-based programming geared towards satisfying our community labour market demands; and to encourage and promote student success.

# EDUCATION SERVICES REPORT

As the Director of Education, I am more than honored to submit our annual report for the 2020/2021 academic year. Again, many students have achieved their dreams, and again, many will be starting their educational journey in the new year.

2020/2021 has been a challenging year, especially as we worked around the pandemic and the related restrictions.

1. First, we had to suspend classes at our Education Centre for a brief period, and most of our post-secondary sponsored students had to transition to on-line learning.
2. It was a challenge for the students to adjust to this style of learning, due to the travel restrictions in that were in place for instructors coming into our community.
3. We also had to postpone many of the community-based programs and training we were going to offer this year (we do hope to deliver most of these postponed programs for the 2021/22 academic year if the pandemic and restrictions permit).

4. It has been quite the experience working around this COVID-19 pandemic, but we have learned to adapt our lives around it and I pray it is over very soon.

This report will briefly illustrate our Mandate, Mission and Goals, staff of the Education Division, our partnership with the University College of the North, the role of the Post-Secondary Education Advisory Board, the Cultural Education Program, the NHCN Employment & Training program, programs we provided during the 2020/2021 pandemic-ridden academic year, our 2021/2022 potential program offerings, number of sponsored students for the 2020/2021 academic year and our graduation statistics from 2013 to present.

On behalf of all NHCN Education and University College of the North (UCN) staff, we would like to take this opportunity to thank all those that worked and continue to work with us as a team. And we must also not forget all those that help contribute to the success of our students, now and in the future.

## THE EMPLOYMENT AND TRAINING SERVICES PROGRAM

The NHCN Employment and Training Services (ETS) program receives funding from Manitoba Keewatinook Ininew Okimowin (MKIO) and is a sub-agreement holder of the Indigenous Skills & Employment Training Program (ISET), funded through Service Canada. Their mandate is to advocate and support the needs of NHCN Members, to gain access to training and employment programs with the goal of achieving long-term employment.

This ETS program helps the Education Division by funding those students attending college and trades programs, so that we can concentrate on funding university students (this program can only sponsor students for a maximum of two years).



## SHORT-TERM EMPLOYMENT AND TRAINING PROGRAMS

### FIRST NATIONS AND INUIT EMPLOYMENT STRATEGY SUMMER WORK EXPERIENCE PROGRAM

This past year Employment & Training Services (ETS) received funding from Indigenous Services Canada (ISC) under the First Nations & Inuit Youth Employment Strategy (FNIYES) Summer Work Experience Program. ETS was able to employ 72 students in two groups of 36 and each group worked for a total of four weeks.

This program provides employment opportunities for youth currently enrolled in secondary and post-secondary studies. Post-secondary students must be returning to their studies in the fall of 2021 to be eligible. This program fosters positive youth growth through skills and leadership development in a professional workplace setting. These skills training and leadership attributes will help to instill youth with a sense of worth, broaden potential career paths, provide motivation to stay in school, and assist youth to develop social, ethical, emotional, physical and reasoning aptitudes.

Annually, we have dozens of secondary and post-secondary students eager and motivated to work during their summer break. The summer employment provides students and their families with extra income that will help them when returning to studies in the fall; as well as contributing financially to their households. Oftentimes, secondary, and post-secondary students face challenges that will threaten their ability to be able to continue with their studies from one year to the next. This program helps by providing these students with on-going support through the summer break, by providing them with meaningful employment.

The NHCN Summer Work Experience Program will also assist secondary and post-secondary students with the ability to begin their path to a long-term career, decrease the prospect of dropping out of school, and offer mentoring and professional support through their placements. The placements are also beneficial to NHCN workplaces that require extra workers during the summer months to help maintain services, while full-time or regular employees are on holidays or off work.

Students who apply will have the opportunity to earn a wage while participating in the operation of the NHCN and will gain valuable experience such as the following:

- Develop strong interview skills.
- Development of self-esteem and self-worth.
- Learn money-management skills.
- Development and continued expansion of basic work skills.
- Improve critical thinking and problem-solving skills.
- Development of career goals.
- Gain a strengthened concept of self.

ETS has already submitted a new proposal to ISC for continued funding of the Summer Work Experience Program in the 2021/22 fiscal year. We anticipate that this program will be available again in the summer of 2021.

### PINAOW WACHI PERSONAL CARE HOME MENTORED WORK PROGRAM

In 2020/2021, ETS, in partnership with the Pinaow Wachi Personal Care Home, and under the FNIYES Mentored Work Program, hired seven youth who began their work placements on Monday, September 14, 2020.

These positions were open to all NHCN member individuals between the ages of 18 - 30 years. Work placement ended in April 2021.

The successful candidates participated in a 27-week work placement program in the following positions:

- 4 – Health Care Aide Assistants
- 1 – Administrative Assistant
- 1 – Recreation Program Assistant
- 1 – Food Services Assistant

### HEAVY EQUIPMENT OPERATOR TRAINING CERTIFICATION

In partnership with UCN in The Pas, we trained one NHCN band member in October, 2020, and in partnership with

Safety with Shelly Consulting Services, we trained another band member in November 2020.

## **MATURE STUDENT PROGRAM (MSP)**

We have been delivering this program since 2004 and in the past, it was delivered in one academic year. However, we were finding that some students were having a difficult time absorbing or learning the material in one year, because they had been out of school for many years. Approximately five years ago, we decided to deliver this program in 2-year intervals where we start at Grade 9/10 for the first year, and Grade 11/12 for the second year. Since the 2-year inception, we find that majority of the students are now passing without difficulties.

In September 2019, we had a total of 110 applicants. Of these 110 students, only 79 continued onto their grade 11

and 12. In the beginning of the 2nd year interval for grade 11 and 12 students, we had a total of 20 new students apply, giving us a total 99 students. We look forward to seeing another large graduating class for June 2021.

To be eligible for the MSP, applicants must be 18 years of age and over, must fill out an application form and a Canadian Adult Achievement Test (C.A.A.T.). Eligible students are provided an incentive of \$10 per day (if absent without an excuse, incentive does not apply); childcare cost of \$20 per day (provider must not be related and student is cross-referenced with their attendance to be eligible for childcare and transportation is also provided).

## **POST-SECONDARY PROGRAMS**

### **FULL-TIME 5-YEAR BACHELOR OF EDUCATION INTEGRATED STREAM PROGRAM**

We currently have 12 students in this program. The students are currently completing their 5th year of studies and will complete their studies during the first week of July 2021. Of the 12 students enrolled, we are expecting a

potential of 7 students to graduate this year. The other 5 students will have to apply out of the community now to finish their program.

### **PART-TIME BACHELOR OF BUSINESS ADMINISTRATION PROGRAM**

We currently have only one student in this program with graduation expected next academic year.

### **FULL-TIME 3-YEAR BACHELOR OF ARTS PROGRAM**

We have been offering this program for 13 years on a continuous basis. It is administered and delivered by UCN. For the 2020/2021 academic year, we had 28 students enrolled in the program in various levels (year 1, 2 and 3). This program provides students with many important skills.

An Arts degree is also vital for students entering various professional programs such as Social Work, Education, Law, and Sciences. It is also the first step for those who want to continue on to graduate programs – a Masters or a PhD.

### **PART-TIME EDUCATIONAL ASSISTANT CERTIFICATE PROGRAM**

This program is 2 years in duration which started in September 2018. We had 12 students who completed the program in September 2021. The students would

have completed their studies earlier but could not do the practicum portion due to the Pandemic and the closure of the schools.

## 2021/2022 POTENTIAL PROGRAM OFFERINGS

### 1. Full-time Programs

- Home Builder Certificate Program
- Office Assistant Certificate Program
- Health Care Aide Certificate Program
- Preparation for Health Certificate Program
- Diploma in Practical Nursing Program, Assiniboine Community College (ACC)

### 2. Part-time Programs

- Certificate in Teaching Ininimowin (Cree) Program
- Educational Assistant Diploma Program

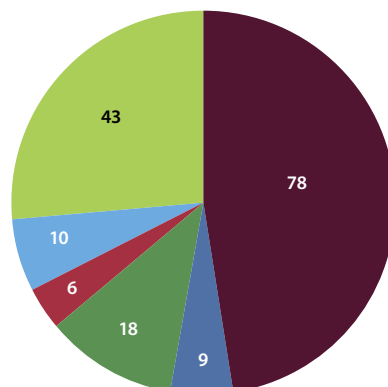
### 3. Continuing Education Short-term Training Programs

- Computer Training Certificate Program
- Line-Cook Certificate Training Program (8 weeks)
- Outboard Motor Tune-Up & Maintenance Certificate Program
- Lawn & Garden Equipment Tune-Up and Maintenance Program

## 2020/2021 TOTAL SPONSORED STUDENTS

144 of these students are NHCN members, and 20 are employment and training sponsored. Additionally, the Mature Student program has 130 students.

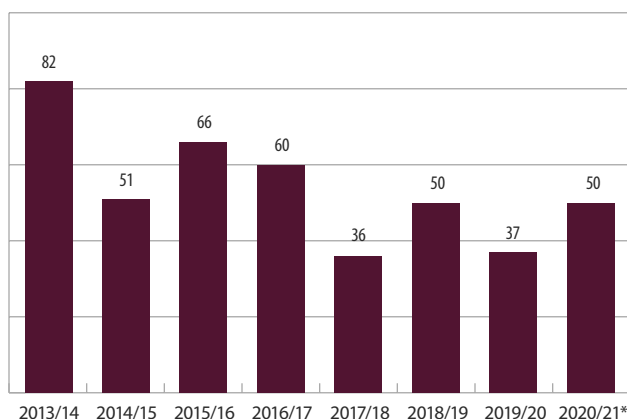
**This brings the total students for the 2020/2021 academic year to 294 students.**



## GRADUATION STATISTICS – 2013 TO PRESENT

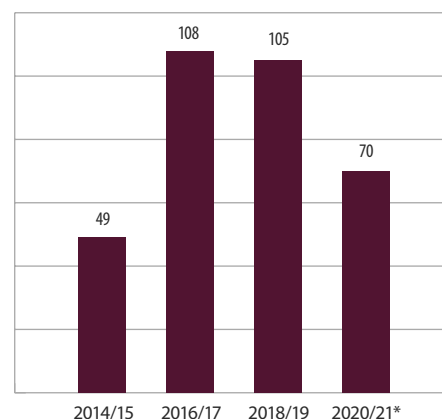
(\*Please note that the Mature Student Program was first implemented in 2004 and grade 11 and 12 was done in one year. Since 2013, the program is now in 2-year intervals).

### COLLEGE AND UNIVERSITY GRADUATES BY ACADEMIC YEAR



\* Potential Graduates

### NHCN (MSP GRADUATES) BY 2-YEAR INTERVAL



## EMPLOYMENT SERVICES CONCLUSION

Another year has passed with lightning speed, and we look forward to the coming years, as we continue to assist and support potential students.

In reference to post-secondary funding delivery, our historical timeline and experience should make us realize that what we have today may be gone tomorrow. With this in mind, we will always strive to make sure that we honor our mandate, mission, and goals.

In closing, I would like to thank all those that have contributed to our success. We will work harder to provide future students with a supportive learning environment, to assist them in completing their educational journey, and to successfully graduate.

EKOSANI!

Kathleen Ettawacappo,  
Director

“Education is not  
the learning of facts  
but the training of  
the mind to think.”

~ Einstein

# CHILD AND FAMILY SERVICES



CANADA

CONSOLIDATION

CODIFICATION

An Act respecting First Nations,  
Inuit and Métis children, youth  
and families

Loi concernant les enfants, les  
jeunes et les familles des  
Premières Nations, des Inuits et  
des Métis

S.C. 2019, c. 24

L.C. 2019, ch. 24



## KINOSAO SIPI MINISOWIN (BILL C92)

### **AN ACT RESPECTING FIRST NATIONS, INUIT AND MÉTIS CHILDREN, YOUTH, AND FAMILIES, KNOWN AS BILL C-92, CAME INTO FORCE ON JANUARY 1, 2020.**

It is the new national law to guide child and family services affecting First Nations, Inuit and Métis children, youth, and families in Canada.

The Act affirms First Nations rights and jurisdiction over child and family services, including the authority of First Nations to establish laws grounded in our culture, beliefs, and values, and sets out national standards and principles aimed to support First Nations child and family wellbeing.

The Kinosao Sipi Minisowin Agency has started strategically preparing for the future of children and families in our community. In this process, we remain committed to maintaining our focus on prevention and early intervention. In that regard, we have begun the groundwork to prepare the future implementation of Norway House Cree Nation Family Law; which represents the next step in the body of work undertaken by NHCN to advance the rights of our children and families.

In working with community leaders, and through the guidance and support of our elders, we are making significant strides in preparing for this future.

Over the last year we have been documenting foundational principles, best practices and exploring specific areas of service delivery.

We began this process by listening to the families that have been personally impacted by the agency and the child welfare system. Our next step will be to begin working to access the resources necessary to implement our NHCN Family Law. This process includes planning for infrastructure, capacity building and identifying essential baseline funding requirements.

Community is at the heart of everything we do at KSMA. Though we do not know what the future holds, we are resolute in our mission to promote family unity and deliver culturally appropriate services.

The pandemic has served to further highlight inequities in housing, education, health care, food security, criminal justice and child protection in First Nation communities, but we remain rooted in our commitment to finding sustainable solutions that will benefit those we serve for years to come.

# LANDS AND ENVIRONMENT



The Norway House Environmental Monitoring Agency (EMA) was established under Article 7 of the NHCN Master Implementation Agreement, which was signed by the four Parties in December 1997. The EMA is funded annually by pre-determined compensation payments based on excursions outside of established zones of Lake Winnipeg Total Outflow.

# ENVIRONMENTAL MONITORING AGENCY

## HIGHLIGHTS OF THE 2020-21 ENVIRONMENTAL MONITORING AGENCY (EMA) ANNUAL WORKPLAN INCLUDE THE FOLLOWING:

- Safe Navigation Programs
- Environmental Site Assessments
- Zebra Mussels
- Crown Aboriginal Consultation
- Other Projects and Initiatives

## SAFE NAVIGATION PROGRAMS

Annual programs are undertaken by Norway House Cree Nation and funded by Manitoba Hydro to address summer and winter navigation issues along waterways affected by Manitoba Hydro's Projects and associated operations.

### 1. Timber Debris Management Program (TDMP)

The Timber Debris Management Program was in operation from June to October 2020, and it included removing beached and suspended timber debris from 2 Mile Channel and select areas at Playgreen Lake. The 6-man crew removed logs, stumps, deadheads, and other wooded debris preventing them from becoming in-water navigational hazards.



### 2. Safe Ice Trails Program (SIT)

The Safe Ice Trails Program was in operation from December to April 2020 and involved the measuring, marking, official opening, maintenance and clearing of established trails from Norway House to Warren's Landing, 2 Mile Channel, 8 Mile Channel and Black Water. The program also included fencing-off areas in local rivers which are unsafe for pedestrian and snowmobile traffic, including the Crooked Turn and Rossville Bridges. EMA project manages this program with a 2-man crew carrying out all field activities in accordance with ice thickness requirements by Manitoba Hydro. Trails are inspected regularly by Manitoba Hydro.



## ENVIRONMENTAL SITE ASSESSMENTS

In 2020, AECOM, under contract with NHCN and Indigenous Services Canada, came to NHCN to conduct investigations in areas of environmental concern:

### 1. Former Rossville School Site

Phase I, II, and III Environmental Site Assessment investigations were undertaken in 2019 and 2020; with drill programs and groundwater sampling programs at this site to quantify suspected contamination by petroleum hydrocarbons. In the five main areas sampled, approximately 35,200 cubic metres of soil were found to be impacted by contamination. Next steps in the process include the development of a Remedial Action Plan.

### 2. Norway House Community Landfill Site

A Groundwater Monitoring Program was undertaken which included sampling of existing and newly installed monitoring wells, plus adjacent surface waters, to determine the potential for off-site migration of leachate from the current landfill site and rate of movement. It was determined that while there is off-site migration of landfill leachate, movement is slow.

## CROWN ABORIGINAL CONSULTATION

NHCN initiates Crown Aboriginal Consultation activities if a project, activity, or decision has the potential to impact treaty and aboriginal rights of its Membership. In 2020, NHCN Chief & Council and EMA prioritized the Lake Manitoba/Lake St. Martin Outlet Channel.

The Lake Manitoba/Lake St. Martin Outlet Channel is being proposed by Manitoba Infrastructure as part of Manitoba's overall flood prevention plan and involves the excavation of 2 artificial channels connecting Lake Manitoba to Lake St. Martin (24.1 kms long) and Lake St. Martin to Lake Winnipeg (23.8 kms long). Under current legislation, this project requires an Environmental Impact Statement for public review and comment, and it triggers the duty to consult. NHCN has asserted its expectation that changes to Lake Winnipeg will impact many of our current rights and therefore, will require the government of Manitoba to

officially engage in the highest level of consultation with our Nation; however, this has been impacted by COVID-19 restrictions for public gatherings.

NHCN is participating in the Impact Assessment of Canada (formerly Canadian Environmental Impact Assessment of Canada) review of the EIS, which was submitted by Manitoba Infrastructure in spring 2020. This process is ongoing due to the comments and questions that were received in response to the EIS. Environmental approvals are pending.

Next steps include the formal signing of a Consultation Agreement with Manitoba, which includes a budget and Workplan for community engagement. A schedule of sessions will be provided to Membership once this is initiated.

## ZEBRA MUSSELS

In response to zebra mussel encounters in 2019, EMA developed a Zebra Mussel Strategy with the following five objectives:

### 1. NHCN Water Treatment Plant Upgrades

Due to concerns regarding potable water, NHCN successfully negotiated upgrades at the NHCN Water Treatment Plant Intake site to prevent colonization of zebra mussel veligers and adults. Upgrades will take place in late summer 2021.

### 2. Decontamination Station

To help residents comply with the Aquatic Invasive Species regulation when exiting and entering a known Control Zone, NHCN purchased and established a fully enclosed decontamination station for the purposes of decontaminating watercraft and water-related equipment. The Decontamination Station was in operation daily from March 23 to October 28, 2020, and all Molson Lake bound watercraft were inspected and decontaminated of AIS. Level I (Inspection) and Level II (Decontamination) AIS Training was provided in NHCN in July 2020. Eight participants successfully completed both levels.

### 3. Protection of Water Bodies Located Outside of AIS Control Zones

NHCN has identified the need to protect Molson Lake and the Hayes River Watershed from zebra mussel and other AIS infestation. This was achieved in 2020 with the compulsory decontamination of all watercraft enroute to Molson Lake.

Members and resource users have been in contact with EMA regarding additional lakes in the Norway House Resource Management Area. In 2021, additional effort will be made to protect lakes throughout the RMA as zebra mussels become more established in Lake Winnipeg, Playgreen Lake, and Nelson Rivers. Residents are encouraged to consult the AIS Regulation for decontamination methods or contact the EMA Coordinator to discuss decontamination methods prior to travelling to areas not currently impacted by zebra mussels.

### 4. Monitoring Program

In collaboration with AIS Manitoba, water and substrate sampling were conducted in summer 2020 at Molson Lake. Results indicate that at the time of sampling, no veliger or adult zebra mussels were present. The Monitoring Program for 2021 will be expanded based on high priority lakes as recommended by Membership and users.

### 5. Education and Awareness

An information package including zebra mussels 101, control zones maps, AIS legislation with decontamination methods was handed out at the decontamination station, and upon request.

*Decontamination Station (right)*

## OTHER ISSUES AND INITIATIVES

In 2020, EMA worked in collaboration with the NHCN Public Works Department to address environmental issues related to infrastructure.

- **Former Lagoon Decommissioning**

Under that direction, NHCN was successful in getting approval for the tendering of decommissioning of 2 cells at the former lagoon not completed in 2011. Construction activities will commence in spring 2021 and will take place in phases over 2 years.

- **Waste Management**

In 2019, NHCN Chief & Council signed a band council resolution prioritizing a new waste disposal site due to the multiple issues at the current site, including potential off-site migration of landfill leachate. Discussions were

initiated with Indigenous Services Canada in late 2019 with the objective of a new landfill site and closure of the existing site. Discussions ceased in March 2020 due to the COVID 19 pandemic; however, a literature review was undertaken to summarize current conditions at the existing site and identification of next steps. Solid Waste management remains a high priority for our Nation.

- **Wildfood Program**

As part of assigned Pandemic duties, EMA set up a Wildfoods Program in Spring 2020. Local hunters harvested fish and geese for on-Reserve distribution. Many thanks to the hunters who participated in this initiative.

In 2020/21, EMA successfully completed all activities outlined in its Annual Workplan. Certain tasks were impacted by the COVID-19 Pandemic due to social distance mandates. Other tasks were delayed due to office closures at provincial and federal offices; however, we will resume as return-to-work measures are implemented.

Members are encouraged to contact the EMA office with environmental concerns on-Reserve or within the Norway House Resource Management Area.



# HYDRO PROJECTS

With the support of Council, Community, and Resource users, we had a very significant year of progress in the remediation of the impacts of historical Manitoba Hydro Projects, known as 2 Mile and 8 Mile Channels.

## 2020/21 REMEDIATION

During the 2020-2021 fiscal year, major contaminated soil deposits have been removed and are being treated in the new Soil Treatment Facility at 8 Mile Channel. The reserve lands (Parcels A and B) have seen incredible progress in the removal of debris, soil, and increased shoreline protection over the period.

The NHCN Team have worked tirelessly, winter and summer, to clean the sites and to document all activities and findings for future generation's knowledge. After 40 years, we are proud to finally be getting the work done, and we to be completing the projects with community members involved in the work.



The remediation and shoreline protection project at 2 Mile Channel is now underway as well, with major debris and contamination sites being addressed on both the east and west channel outlets. The NHCN Team worked in challenging conditions all winter long to remediate and rebuild the shoreline of the east side, while also investigating the major contamination found along the west side and down the Playgreen Lake shoreline. This major undertaking is expected to begin this fall and carry on over the next two years at the site.

During this time, we hosted community outreach sessions at the 8 Mile site. For many community

members, this was their first experience at 8 Mile Channel. Information and outreach sessions have also occurred at the schools, the Fisherman's' Coop and the Trappers Association, as well as at regular Council meetings and special technical meetings.

Progress to date has been strong, with several years of targeted work ahead. Our NHCN Team continues to work well with Manitoba Hydro, to clean up the issues. And we remain encouraged by the commitment from the management levels in Hydro, to continue to address all NHCN's concerns in a timely manner.



# TREATY LAND ENTITLEMENT

On May 29, 1997, Treaty Land Entitlement Committee (TLEC) of Manitoba Inc. and other First Nations signed the Manitoba Framework Agreement. 15 of the 21 First Nations entered into a Treaty Land Entitlement (TLA). This is an agreement between four different parties: Canada, Manitoba, Treaty Land Entitlement Committee of Manitoba and the First Nations.

Norway House Cree Nation signed November 12, 1997. Under the TLE Framework Agreement, Norway House was entitled 104,784 acres of land to be transferred into reserve status.

So far, since the agreement was signed, only 66,745.28 acres have been transferred into reserve.

## 2020/21 ACTIVITIES

### 1. New Selection:

- Williams River

### 2. Five Environmental Site Assessments:

- Nelson River East Channel A
- Robinson Lake A
- Bolton River
- Pakatawacun
- William River

### 3. Survey:

- Ponask Lake Portage



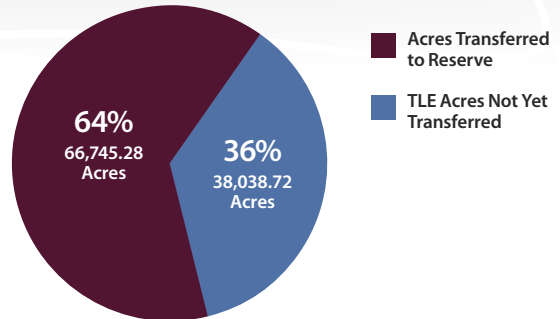
## 2020/21 WORK PLAN

Every year TLEC send the First Nation an application on which parcels the First Nation would like to work on.

**NHCN TLE LAND: 104,784 ACRES**

**Norway House Cree Nation will be working on the following selection:**

1. Lac Du Bonnet
2. North Molson Lake A&D
3. Hydro Easement Selection
4. Mission Island



## LEGAL UPDATE

In 2019, the Treaty Land Entitlement Committee (TLEC) filed legal actions seeking a declaration that the releases and indemnities be voided and ineffective and that Canada is barred from relying in these release and indemnities.

On April 23, 2021 the court have granted TLEC and the First Nations with the releases and indemnities. This means that NHCN could sue Canada for the loss of use on it parcels. TLEC and NHCN is working together on this matter.

For more information, members of Norway House Cree Nation can contact Dennis Swanson at the Keenanow Trust building at 204-359-4753 or 204-301-2581.



# SOCIAL SERVICES



The NHCN Income Assistance Program is focused on providing financial assistance to eligible on-reserve residents who have demonstrated a need for food, shelter, or other goods and services that are essential to the resident's well-being.

## SOCIAL SERVICES INCOME ASSISTANCE PROGRAM

The Income Assistance Program has provided funding when no other source of funding is available (Federal, Provincial, or other sources) to help meet the basic or special needs and pre-employment supports of residents who reside in Norway House Cree Nation.

Income Assistance, which was previously referred to as social assistance, provides income support (welfare) as a last resort to eligible adults and their dependents who:

- Are unable to meet their basic and special needs
- Require support services of non-medical nature
- Are receiving income assistance and will benefit from training and employment.

Aside from the basic needs allowance, other benefits can also be paid:

- Child out of parental home (COPH) allowance
- Disability allowance
- Infant formula allowance
- Diets
- Special needs
- Hydro
- CMHC shelter allowance
- Water user fees
- Sewage and garbage pickup allowance

## VISION OF SOCIAL SERVICES

We seek to help the people residing in NHCN who are on Income Assistance to become more self sufficient and capable of accessing services to meet their basic needs.

We believe that they can do this by taking maximum personal responsibility for achieving increased, or complete, financial independence:

- If employable - seek work and be available for all work which they are qualified.

- If not employable - participate in employability programs that may be available. Exhaust all available resources and income to support themselves.

In the future, we anticipate a decrease in the need for Income Assistance, as people will come off assistance when the NHCN's major projects start hiring local community members, including those currently on social assistance.



## COVID-19 PANDEMIC

The global COVID-19 pandemic made 2020-2021 a very difficult year. During this time, our division had to adjust our service delivery process to comply with COVID-19 guidelines.

### These changes included:

- Closing the office to the public at times and contacting clients with phone calls.
- Strongly encouraging clients to use or obtain a WE Financial Card to receive their Income Assistance monthly issuance.
- Working with local stores to minimize client traffic and large gatherings when issuing monthly issuances and purchase orders.
- Limiting the numbers in the office to a maximum of 6 clients in the lobby with no office visits. All clients/visitors were required to wear a mask.
- Placing home visits, conducted for special assessments, on hold.

As part of COVID-19 relieve benefits, all clients received an additional \$300.00 each month (during the months of August, September, October 2020).

## OTHER PROGRAMS

### WORK SUBSIDY PROGRAM (WSP)

Our vision in the Social Services Division is to take at least 2-4% of the income assistance clients off assistances and move them to the workforce by utilizing the Work Subsidy Program (WSP), which was formerly known as the Work Opportunity Program (WOP).

The WSP was designed to give clients on Income Assistance an opportunity to gain employment, skills, and work-related references that would enable them to seek further employment. In addition, the program

is designed to help clients accumulate enough hours to go on Employment Insurance, once the program is completed.

Between June and October 2020, twelve females were put to work - focused on community sanitation. WSP workers assisted other NHCN divisions with various specials events to ensure that COVID 19 local, Provincial and Federal protocols were followed (such as sanitation, ensuring face mask are worn, and social distancing).

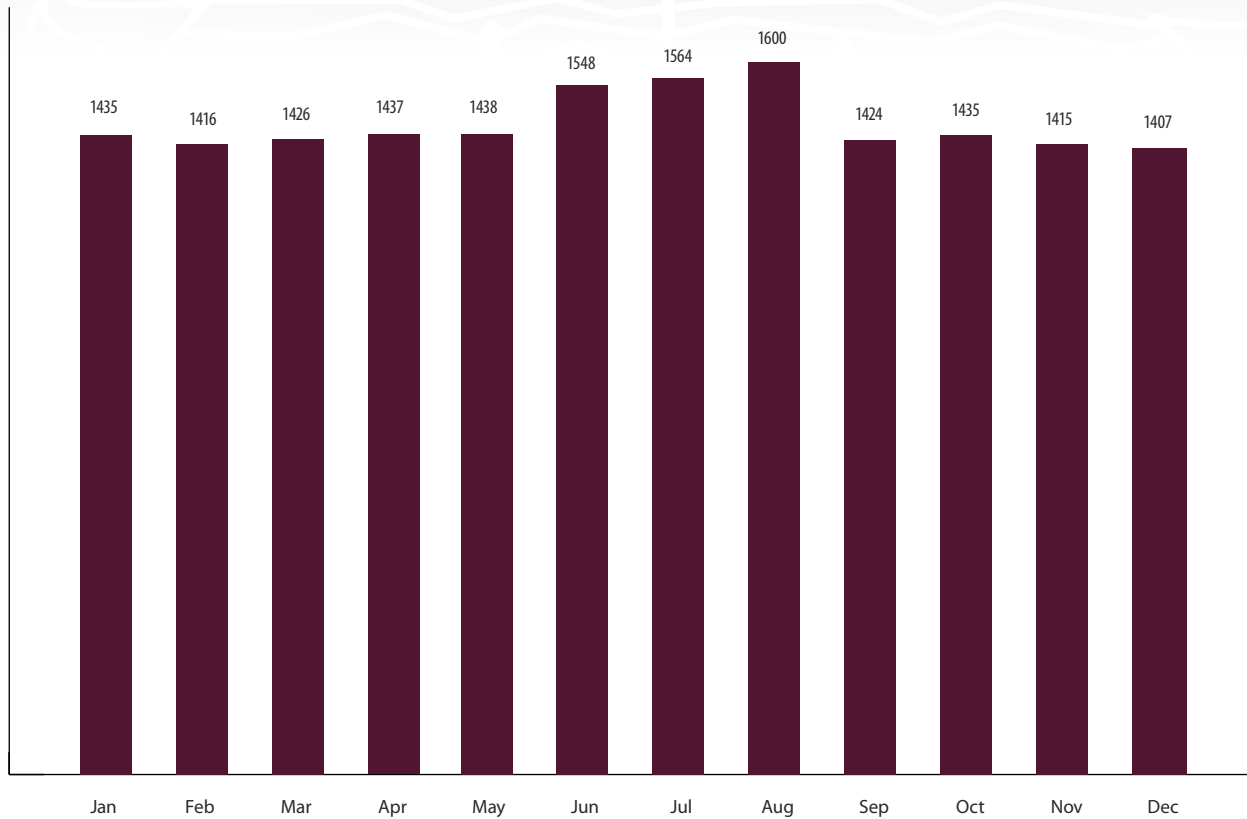
### SPECIAL NEEDS

Three percent of basic needs support is classified as Special Needs. In this category, only one item is allowed per income assistance client.

One client who is head of household is allowed to apply for either a fridge, kitchen table/chairs every 7 years, and one dryer, washer, stove, or freezer every 10 years.

## YEAR END STATISTICS

### NUMBER OF INCOME ASSISTANCE CLIENTS FOR EACH MONTH - 2020/2021



# KEENANOW TRUST SECRETARIAT

The Keenanow Trust Secretariat, under the direction of Chief and Council, provides the administrative support required in all matters concerning Keenanow Trust, which are the responsibility of Chief and Council. The Trust Secretariat deals with the Trustees, and in particular, the Corporate Trustee.

# THE KEENANOW TRUST SECRETARIAT MANDATE

## ON AN ANNUAL BASIS, THE TRUST SECRETARIAT:

- Assists Members, Community Organizations and Chief and Council in design and development of proposals to be considered under Community Approval Process.
- Coordinates Community Approval Process for the review and consideration of proposals.
- Manages the accounting and reporting system for approved programs and projects, incorporating both activity reports and financial reports as required.
- Provides administrative assistance to all approved programs and projects.
- Manages the cash flow of funds from the Trust for approved programs and projects.
- Manages the separate bank account of Chief and Council.
- Coordinates the processing and payment of fees and expenses of Claims Officers as set out.
- Coordinates the processing and payment of fees and expenses of local Arbitrators as set out.

## 2020/21 MANAGEMENT

### During the fiscal year, the staff and Trustees included:

Allan Wilson, Manager  
Margaret Maxwell, Assistant  
Delores Monias, Appointed  
Steven Robertson, Appointed  
Mike Muswagon, Appointed  
Orville Apetagon, Elected  
Gerald J. McDonald, Elected  
Jamie Catterall, Corporate Trustee  
from Bank of Montreal (BMO)

The Trustees act together to hold and manage the assets of Keenanow Trust on behalf of, and for the benefits of, the beneficiaries (Norway House Cree Nation and Members, present and future).

### The Secretariat also has several other individuals involved in the delivery of these responsibilities:

- **An elder**, who assists trustees in deliberations (designated by Chief and Council).
- **A Trust Payments Auditor** (appointed by Chief and Council) to audit Trust payments received and expended by Chief and Council each fiscal year.
- **A Trust Auditor** (appointed by the Trustees) to audit financial records of Keenanow Trust of all assets in various investments.
- **An Investment Manager** (Fiera Capital) that provides investment advice to the trustees. When making any investment decisions the trustees must consider the investment rules in the Trust.

## COMMUNITY APPROVAL PROCESS

The Community Approval Process is the way Members and Chief and Council give approval to proposals for spending moneys from the Keenanow Trust.

Proposals, once approved by Members and by Chief and Council, are the basis for Trust Payments being released by the Trustees.

### FUNDS AVAILABLE FROM 2018 PROVIDED FUNDING FOR THE FOLLOWING PROPOSALS AS APPROVED THROUGH COMMUNITY APPROVAL PROCESS

#287	Keenanow Trust Settlement (information only)	\$146,092.65
#288	Economic Investment Proposal (information only)	\$48,697.55
#252	Community Ball Park	\$250,000.00
#285	Culinary Arts	\$200,000.00
#289	NH Fishermen's Co-op Program & Settlement (information only)	\$398,678.00
#290	NH Trapper's Association Trapping Program (information only)	\$149,378.30
#291	NH Trapper's Association Trapping Settlement (information only)	\$21,989.70
#292	Keenanow Trust O & M	\$150,000.00
#303	Asset Replacement Sub – Account	\$11,200.00
#304	Debt Reduction Trust Final Payment (multi-year)	\$809,776.00
#293	Parks and Recreation 2018	\$90,000.00
#294	MMIWG- Missing & Murdered Indigenous Women, Girls, Men & Boys	\$7,500.00
#295	LABAN NH Taekwondo	\$ 20,000.00
#296	NHCN Multiplex Arena Maintenance	\$150,000.00
#297	NHCN Sundance	\$17,250.00
#298	Community Hall/Strip Mall	\$250,000.00
#299	Outdoor Boarded Rinks/basketball pads for recreational use	\$100,000.00
#300	Pastoral Proposal	\$72,000.00
#301	NHCN Pow Wow	\$33,525.00
#302	NHCN Housing and Emergency Repairs	\$800,000.00

In 2019, the world investment markets collapsed due to the COVID-19 pandemic, and as a result, there were no funds available to proceed with a Community Approval Process (CAP). In 2020, investment markets recovered enough to provide us with funds from our investments to proceed with another Community Approval process.

Chief and Council met in April 2021 and decided to plan for a CAP in early May. Once again meetings were delayed, until finally on July 6, 2021, we held a CAP meeting.

The following shows the Annual Plan #1 for 2021 identifying proposals for information and proposals that were voted on and approved.

## ANNUAL PLAN #1 FOR 2021

2021-305	Keenanow Trust Settlement (information only)	\$189,750.00
2021-306	Economic Investment Proposal (information only)	\$63,250.00
2021-307	Norway House Fishermen Co-op Settlement Proposal (info only)	\$22,999.00
2021-308	NH Trapper's Association Trapping Settlement (information only)	\$13,861.00
2021-309	NH Fishermen's Co-op Program (information only)	\$604,954.00
2021-310	NH Trapper's Association Trapping Program (information only)	\$334,536.00
2021-311	Asset Replacement – Renovation of Capital Work (MIA Building)	\$161,037.40
2021-312	Keenanow Trust O & M	\$168,000.00
2021-313	Norway House Lands Management	\$50,000.00
2021-314	Recreation Program 2021	\$337,871.26
2021-315	NHCN Housing and Emergency Repairs	\$929,050.00
2021-316	Pastoral Proposal	\$275,000.00
2021-317	MMIWG- Missing & Murdered Indigenous Women, Girls, Men & Boys	\$25,700.00
2021-318	Cree Language Workshop	\$14,250.00

## IN ADDITION TO THIS REPORT, WE HAVE ATTACHED COMMENTS FROM OUR CORPORATE TRUSTEES ON THE FOLLOWING:

### 1. Funds Available:

The COVID-19 pandemic affected how we all live our lives, and it also affected the Keenanow Trust. In March 2020, the financial markets suffered one of the most significant drops in history due to the virus, which caused many businesses to close or change the way that they do business. The value of the investments held by Keenanow Trust dropped sharply and as a result, there were no funds available from the Trust for the first part of the year. The good news is that the markets recovered quickly, and the Trust's investments are now in very good shape. However, due to social distancing requirements imposed by the provincial government, it was difficult to hold CAP meetings, which is a critical part of the process for accessing funds available from the Trust.

### 2. Investment Manager:

In 2020, the Trustees, with the consent of Chief and Council, made the decision to replace Baker Gilmore as Investment Manager. The purpose for doing this was to find an Investment Manager who could generate better investment returns which would in turn generate more funds available for use in the community. After interviewing a number of firms, the Trustees and Chief and Council selected Fiera Capital Corporation as the new manager. Fiera has been doing a good job and are outperforming the previous manager.

### 3. Trust Amendments:

Throughout 2020, a lot of planning was done to make amendments to certain sections of the Trust. While this has been driven by Chief and Council, the Trustees have been fully engaged in the process and have offered their suggestions and support. BMO Trust Company, as Corporate Trustee of the Trust, has indicated its support

because the amendments are for the overall betterment of the Trust and are designed to increase funds available for use in the community. We continue to move down this path, following the required processes which include membership consultation and approval.

### 4. The effects of amending the Investment mix on the Trust's Minimum Capital Amount (the "floor"):

The Secretariat is currently required to invest a minimum of 63% in fixed income (bond) investments. Income paid by these investments is currently very low, and rising interest rates are pushing their values down. To combat this, we have recommended an amendment that will allow the Secretariat to invest more deeply in other types of options that are less sensitive to interest rate changes, and that can grow in value during good market cycles.

There is a potential downside to this, though, which will have to be carefully planned for by the Trustees and the Investment Manager. Consider that the floor value increases each year by 15% of the Income earned. Since stocks and other types of investments are likely going to generate more income than the bonds, we would expect the floor to increase more rapidly than it has in the past.

Couple this increasing floor value with the risk that there could be a down year in the markets, where the stock investments lose value on paper. In that scenario, we could have another instance of a year without Funds Available at the end of the fiscal year. Even with this possibility, we still believe that the upside of this amendment strategy outweighs the potential negative impact to funds available, and there is nothing to stop us from re-calculating Funds Available mid-year if the markets recover. Again, it will all come down to careful planning of an appropriate mix of assets to manage the risks.

In September 2020, Norway House Cree Nation held a community symposium, where the Keenanow Trust Secretariat provided :

- Information on how the Trust works
- A description of proposals funded by way of Community Approval Process (CAP) since initiated in 1997 with funding amounts
- Information for "Recommendation to Modernize Keenanow Trust Indenture" as referred to in our proposed amendments.

This report provides an overview of Keenanow Trust Secretariat responsibilities, activities, and plans. While every effort has been made to provide accurate information, the Secretariat is willing and able to answer any additional questions by contacting our offices.

# STAFF MEMBER MEMORIALS

**"THE MEMORY OF A GOOD PERSON IS A BLESSING."- PROVERBS 10:7**

On behalf of the Membership of Norway House Cree Nation, the Chief and Council want to acknowledge two of its members who have recently journeyed into the Spiritual Realm. They were both long time Staff Members and contributed substantially to the community of Norway House Cree Nation and both are sadly and greatly missed.



**ROGER EDWARD BEARDY**  
(April 15, 1957 – May 15, 2021)

Roger Edward Beardy worked in various capacities and departments within NHCN over numerous years. He managed the local Gaming Commission in the last few years where he shared his knowledge and financial expertise to NHCN program managers and colleagues. He is deeply missed by those who worked with him.



**TONY SCRIBE**  
(December 13, 1967 - June 27, 2021)

Tony Scribe managed the Employment & Training Division at UCN for many years and is greatly missed by the community, especially his colleagues who he worked with over the years. NHCN programs and services benefited from his expertise in Employment & Training along with the NHCN Membership that went through the Post Secondary and Trades programs that he helped to implement in the community.

