



ANNUAL REPORT

2022

MESSAGE FROM CHIEF & COUNCIL

Tansi Nitotemuk, mena Niwahkomakanak. We wish to extend greetings to our Members of Norway House Cree Nation, and to our Business Partners and all our Associates.

The past year has been very challenging for our local political realm and for our newly elected leadership. Despite significant difficulties, we chose to follow through on our mandate as our Nation's elected leaders. It was very important for us to achieve community progress and ensure that our capital projects and economic development initiatives were achieved, as well as fulfilling the mandates of NHCN programs and services. We want to extend our utmost gratitude to you, our members, for your continued support and encouragement. You have inspired us to boldly move forward with our vision for Norway House and make our Nation and community stronger and to be more independent.

Council and its partners have strived over the past year to complete our community's capital infrastructure projects, including the Health Centre of Excellence. We are happy to report that the construction of this facility will be completed in August 2023 and will be fully operational by 2024. As previously reported, the new facility will accommodate up to 36 dialysis patients, meaning our loved ones will no longer have to leave the community to receive the service. The service plan will also include a community birthing unit, palliative care wing and a rehabilitation therapy program. All Community Health Services will be centralized and will integrate the hospital services and all community-



based health service programs within the facility. We have also started discussions with Ongomiizwin Health Services which is the inter-professional health service agency that provides doctor and specialized clinical services to Norway House. This process will lead to the development of the clinical service and human resource implementation plan for the new health facility. Services will include in these clinical areas: family practice, medical specialties, nurse specialists, renal health, medical social work, human communication and rehabilitation therapy. The health and well being of our members is our first priority.

A shortage of housing and unhealthy living conditions have been on-going issues for our community and affecting the well-being of our families. Council has placed this serious issue as one of our top priorities in our long-term strategic plan. As a Nation, we were very fortunate to access funding from Indigenous Services Canada and other federal housing resources to build more homes for the community with the goal of building additional units in the future. Housing will remain a priority so that our families will have healthy home environments in which to live and raise their children.

We also continue to work on other pressing community issues, such as our over-populated educational facilities and community safety. Plans and processes are being implemented, with resources in place to address the concerns that have been brought to our attention.

Our annual report offers detailed information on these and many other success stories and forward-looking plans. We hope the information provided within this report will encourage some reflection on the projects and initiatives undertaken by Norway House Cree Nation over the past year. The success we have achieved together is no small thing, and as your duly elected leaders, we remain dedicated to guiding our community's ongoing development.

In closing, people cannot make things happen on their own. Successful endeavours must have a team. As a Nation, we once again proved the truth of this statement. Let us continue on this path of community progress and development, working together on a positive pathway toward opportunities for our future generations.

Flkosani



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Chief
LARSON ANDERSON

Environmental Management Agency (EMA); NFA/MIA/TLE; Urban Planning and Development; Economic Development Initiatives; Finance/Administration/ Executive Management; Strategic Partnerships; Health Centre of Excellence; Pharmacy; Self Government Initiatives



Councillor
ORVILLE APETAGON

Entertainment Centre; Keenanow Trust and Secretariat; Audit and Finance Committee; Gaming Commission; KSBDC (Molson Lake Lodge, PDC, Kistapananik Mall, Bus Transportation); Public Works



Councillor
EDWARD ALBERT

Healthy Living; Day Care/Headstart/ Mission Island Community Center; Ken Albert Park; Community Events; Multiplex; Communications and Productions (Broadband, Radio, Fibre; Membership



Councillor
DAVID SWANSON

Education; Frontier Partnership; Post Secondary (Red River, Assiniboine, UCN, U of M); Capacity Building Initiatives (Training & Job Creation; Land Based Training



Councillor
ANTHONY APETAGON

Social Services; Emergency Services (Policing, Security and Fire); Justice; Muchipunowin Program/Funeral Home; HCE Board Member



Councillor
DEON CLARKE

Health Services; Paramedic Services; Pinaow Wachi; Dental; Norway House Health Transformation; Non-insured Health Benefits



Councillor
JOHN HENRY
KSMA; Housing; Whiskyjack Treatment Centre; Jean Folster Place



Clarence Paupanekis
Chief Executive Officer



Wayne Anderson
Chief Operating Officer



Mike Ly
Chief Financial Officer



Janice Muswagon
Special Projects



Denise Rowden
Executive Assistant to Chief & Council



Freda Albert
Special Projects

CHIEF EXECUTIVE OFFICER REPORT

Clarence Paupanekis, CEO

Tansi! Greetings to the members of Norway House Cree Nation (NHCN), our funding agencies and business partners.

I am pleased to provide an update for the 2021-2022 Annual Report. It was another challenging year for our community, especially considering the ongoing effects of the COVID-19 pandemic and the numerous losses our families have experienced. Our family went through a tragic loss during this period and this had a great impact for many of us in our community. Despite these challenges, NHCN still fulfilled its mandate: working to make NHCN a strong Nation that is healthier and with greater independence resulting from the pursuit of economic development initiatives. I am fortunate to have worked alongside our Leadership and the NHCN executive team.

As stated in the previous annual report, the Pandemic Advisory Team (PAT), along with the Public Health Team and NHCN programs and services, did an excellent job fulfilling its mandate, dealing with on-going issues related to the pandemic. I commend them for their hard work and the commitment they demonstrated in keeping our members and community safe and the pandemic under control. I believe the community owes a debt of gratitude to all NHCN departments for their strong teamwork throughout the pandemic.

In other health-related updates, the Health Centre of Excellence is slated to open in 2023. This major project will bring a considerable improvement to our community health programs and services. Construction is nearly complete and since the last report, the professional accommodations building was finished and is already in use. The community looks forward to celebrating the grand opening of the centre.

Housing continues to be a critical issue for the community. However, I am pleased to report that it remains a priority for Chief and Council. Many units have been built over the past year and the Leadership will continue to push for further housing units to address the long-standing backlog. The community greatly values the assistance of our business partners, Cobra Construction and the Bison Modular Homes, as well as funding available through Indigenous Services Canada (ISC) and the Canada Mortgage and Housing Corporation (CMHC). NHCN will continue to apply for more housing under CHMC Housing Program. Meanwhile, the department has developed plans to expand its business capacity in order build more units.

Over the 2021-22 fiscal year, the Housing Department discussed plans to create a NHCN Housing Authority to be responsible for all housing matters including the review and approval of housing applications and assessing housing needs of families. A Housing Authority will achieve a better process in allotting homes for community members.

I want to also mention the fiber optic services in this report, as a significant project that will coincide with the opening of the new health facility. Improved Internet is essential for the new health centre and will also benefit various community services including the education system and broadband services. The younger generation of Norway House will no doubt appreciate greater connectivity and technological advancement once the fibre optic project is completed.



The partnership between Norway House Cree Nation and Sigfusson Northern Ltd has been a successful joint venture and has benefited our Nation to a great extent. The Health Centre of Excellence and the professional accommodation building were the first two major projects that were taken on by this partnership and mostly employed NHCN members. JNR has also undertaken other projects since the inception of the joint venture.

The breakdown and summary of benefits to the NHCN Membership is as follows:

- ▶ The attached sheet shows the total economic benefits to date generated by JNR up to the period ending January 7th, 2023:

• Total Labour	\$14,659,604.13
• Total Purchasing	\$4,621,750.78
• <u>Total Profit</u>	<u>\$7,093,297.92</u>
• Total Benefits	\$26,374,652.83

- ▶ Labour information, exclusively for the Health Centre Project is as follows:

Total Positions filled by NHCN members: 533

Total number of hours worked by NHCN Members: 290,725 hours

Total earnings by NHCN Members: \$7,864,675.68

Our partnership with Bison Modular Homes has also been a successful joint venture. It not only accommodated the shortfall in housing for our Nation, but also created opportunities for training and employment for community members. Business has increased, as more First Nations are coming to Bison for housing and resource buildings for their communities. Our partnership will continue to expand at the national level, thereby generating further revenue for NHCN.

The Chief and Council election held on March 7, 2022, was appealed resulting in the postponement of the official inauguration until January 13, 2023. The lengthy process of appeals, including Federal Court hearings and a Federal Court decision that a new Election Appeal Committee (EAC) be appointed to review the appeals, created uncertainty for a period of time. I am pleased this issue is now behind us, enabling the Leadership to move forward with the important work that needs to take place on behalf of our members.

I feel fortunate to have had the opportunity to work closely with the Chief Finance Officer, NHCN Finance Department and staff over the past year and to witness the significant progress NHCN has made. The creation of joint ventures with our business partners generated our own-source revenue and brought significant economic benefit to NHCN. The Chief Financial Officer Report provides details on our achievements and, as your CEO, I am elated to have been part of the successful work that has been accomplished.

In closing, I want to thank Chief and Council, our business partners and the NHCN Executive Team for allowing me to work alongside them on the many projects and initiatives we have undertaken. A lot of great work was done throughout the year and I want to acknowledge our commitment to our Nation. My utmost appreciation also goes out to all the NHCN departments for their continued dedication.

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CHIEF OPERATING OFFICER REPORT

Wayne Anderson, COO

It is an honour to report on the operations of Norway House Cree Nation for fiscal year 2021-22. It was an exciting year that presented many challenges in terms of providing services to a growing nation. In addition, the community has been able to transition out of COVID-19 pandemic restrictions, which was a welcome change for everyone living in our community.

As part of the Executive Team, I provide strategic direction, supervision and evaluation of the directors and the respective departments. The COO oversees the implementation and ensures the proper functioning of all administrative policies as established by Chief and Council and the various NHCN Boards. I participate in meetings with Chief and Council, the Executive Team, Directors, Managers, and project teams.

I am pleased to be involved in many NHCN projects that are in various stages of development and planning. Many of the projects are described in the pages of the annual report, and it is exciting to be a part of initiatives that are dedicated to improving community safety, health outcomes, quality of life and economic opportunity for our people. In addition to the work undertaken in areas such as the 2 and 8 Mile Channel, RCMP detachment, fiber optic installation, Health Centre of Excellence and the Rossville School Site remediation, other community infrastructure projects were also completed. These include:

- ▶ The four-way intersection.
- ▶ Pine Creek Bridge.
- ▶ Internal Roads Upgrade.

I look forward to the 2022-23 fiscal year, and further progress on our community development efforts.



I am honoured and blessed to continue working alongside our members as Chief Financial Officer of Norway House Cree Nation (NHCN). Despite the lingering impact of COVID-19, 2021-2022 proved to be a strong financial year for the Nation as we returned to normal.

Our Finance team started the year by completing the 2021-2022 audit in record time for the third year in a row, meeting ISC's July 31st deadline. Our financial statements received a clean audit opinion meaning that they are free from material misstatements. As the financial health of NHCN improves year over year, the nature of our work has shifted from "where are we going to get capital?" to "how do we effectively deploy capital to maximize member benefits?"

Our leadership and management team worked closely with Chief and Council to make prudent investments in the community while reducing the Nation's total debt. We continue to follow the policy that debt is a tool to be used for activities and capital investment that will increase the overall cash flow to the Nation. Despite strong performance, the year was not without its challenges, the first of which was the ongoing impact of COVID-19 in the community and dwindling government support to help us address it effectively. The second challenge was the effect of inflation on our operations. With the cost of goods and services rising rapidly, Finance worked closely with Directors and Managers to ensure that Band businesses remain cashflow positive. Lastly, we had to adapt to the Federal Government's minimum wage increase for federal employees. As employees working for the Band or Band-owned entities, our employees were determined to be within the scope of this Federal mandate. We worked closely with Human Resources and the Director group to ensure that employee wages were appropriately adjusted upwards.

To offset higher costs, Finance aggressively pursued revenue growth opportunities such as funding proposals, renegotiating external leases and revisiting supplier arrangements to reduce the cost of goods and services. As the Nation's financial position continues to improve, relationships with external stakeholders such as lenders and suppliers, also improve leading to greater opportunities for the Nation. As the Finance portfolio holder, Chief Larson Anderson played a vital role in advocating for NHCN as we moved forward on significant infrastructure projects and community investments that will have a positive, lasting impact on our community.

CHIEF FINANCIAL OFFICER REPORT

Mike Ly, CFO



Financial Reporting and Budgeting 2021/2022

NHCN continues to improve its budgeting process each year. As we strengthen our control processes and move towards self-governance, we can have more departmental input on our budgeting. Having the departments involved in this function allows us to create budgets that are more meaningful and ensure that the departments and projects have the resources they need for effective program delivery. Finance, the Executive team, and Chief and Council review and approve an annual budget that sets the tone of our operations and the strategic direction of the Nation. As part of best industry practice, an upcoming annual budget is presented in the 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 the final figures. Our team has adopted a process for continuous improvement to ensure financial reports can be prepared and reported in a timely manner. As the Nation's operations increase in technological complexity, the creation of a separate centralized IT department became essential. As a new department, Finance worked closely with the IT Director to develop the initial operating budget.

In addition, NHCN's Finance team was successfully completed various outstanding financial reports to ISC from the current and previous years, ensuring opportunities for additional funding remain available, while also releasing the total amount of funding to NHCN. These processes and reporting improvements help ensure that funding is used for its intended purpose and reduce clawbacks of unused funds. The progress of our reporting process directly results from our team's ability to build local capacity, ensure transactions are captured accurately and complete bank reconciliations promptly.

The Finance team has worked diligently for many years to monitor, forecast, and track the cash flows of the Band and its subsidiaries. We are pleased to report that the community's cash flow is currently the strongest it has been for many years. We anticipate that the current cash situation will meet all forecasted operational needs. We want to thank all NHCN Directors, Managers, and Staff for their continued support in securing a stable financial position for the Nation.

COVID-19 2021/2022

COVID-19 has continued to impact our community's ability to operate efficiently and effectively in 2021-2022. Despite a reduction in the number of government support programs, NHCN was able to obtain approximately \$12.2 million of COVID-19 relief funding. The increased revenues allowed us to continue to meet our operational and financial obligations. More importantly, it allowed us to avoid layoffs and provide financial stability to hundreds of families in the community. While COVID-19 remains a challenge, the Nation and its operations have safely reopened our programs and facilities. NHCN Leadership, Management, and the Finance team continue to coordinate with ISC and other agencies to ensure the Nation is prepared and ready to respond to future waves of this pandemic.

2021/2022 Accomplishments

Frontier School Division (FSD) Debt

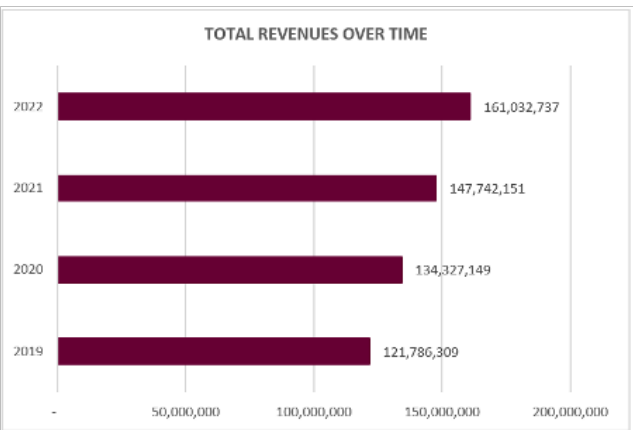
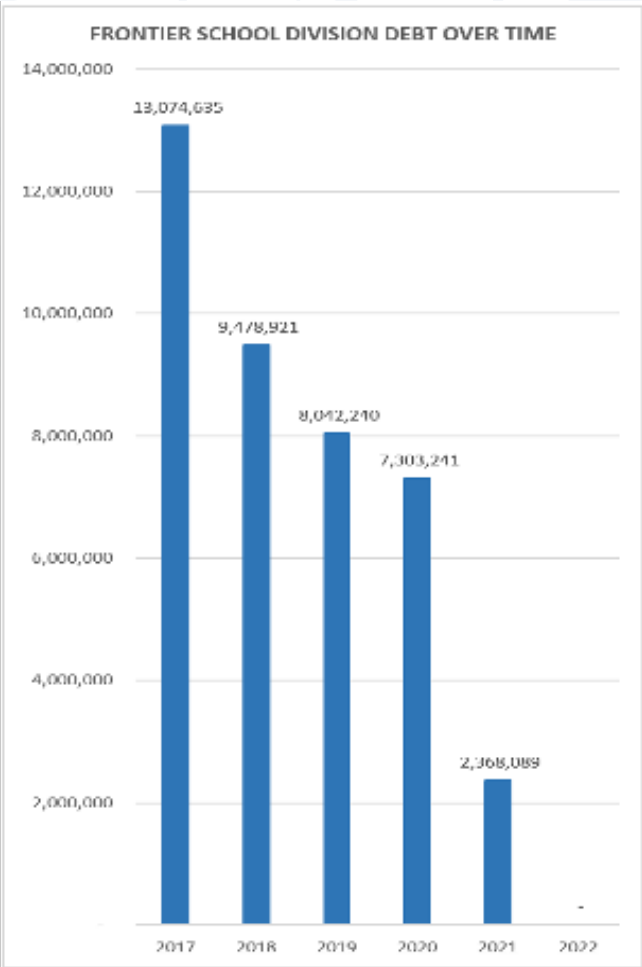
In early 2022, NHCN converted the remaining balance owing to FSD to deferred rental income by signing a debt retirement lease agreement. FSD will lease the trades building from NHCN once finished, and revenue will be recognized over the to-be-agreed-upon lease term. I am proud to report that over the past six years, NHCN has cleared over 13 million dollars of its debt off its Balance Sheet, dramatically improving the Nation's financial position and freeing up cash flows to reinvest in the community.

Frontier School Division (FSD) Trades Building

NHCN is in the process of constructing a multi-functional Trades Building. This building will contain office space, classrooms, and a workshop large enough to hold two houses simultaneously throughout their construction. NHCN has already agreed to lease this space to FSD, creating revenue for the community and covering the cost of construction. FSD will use the facility to train Band members in the Trades and build houses for the community simultaneously. Construction is estimated to be complete in the Spring of 2023.

Frontier School Division (FSD) Bus Garage

Construction has now been completed on a state-of-the-art building to replace the previous bus garage located on the former Rossville School Site. This new location will provide the employees with a facility that will enable better maintenance of the buses. This facility is owned by NHCN and was financed by BMO. The cost of debt servicing is covered in full by the commercial lease with FSD. Construction commenced in the Fall of 2022 and operationalized shortly thereafter.



Revenue Growth

Revenues continue to grow through Economic Development, VLTs and aggressive pursuit of grants and other funding opportunities. Over the past four years, our leadership and management team have increased revenues by nearly 32%.

Bison Modular Homes

In January 2021, the Nation partnered with Bison Modular Homes to provide rapid residential construction services for First Nations communities across Canada. Partnership profits generated through this venture are earmarked to be reinvested into the community to add to the Nation's housing stock. The company also ensures that there are training and employment opportunities for community members, with 25% of Bison's current workforce identifying as First Nations and a portion of that group coming specifically from NHCN. As of March 31, 2022, Bison Modular Homes added 20 new homes on-reserve and generated \$467,000 in profits for the Nation. In fiscal year 2023, Bison plans to construct over 40 new homes in NHCN and lead construction of the Business Centre.

Capacity Building

Our Finance team understands the importance of capacity building and works closely with NHCN staff to determine its training needs. During the year, both in-house and external training sessions were provided to staff members. Topics included CRW software, Microsoft 365 and money manager trainer. A technical literacy committee formed during the year, to focus on the training needs of staff and community. The Finance team also has mentors and facilitators who are registered with the CPA Western School of Business and is supporting Band members wishing to pursue a Chartered Professional Accountant (CPA) designation.

Asset Acquisitions

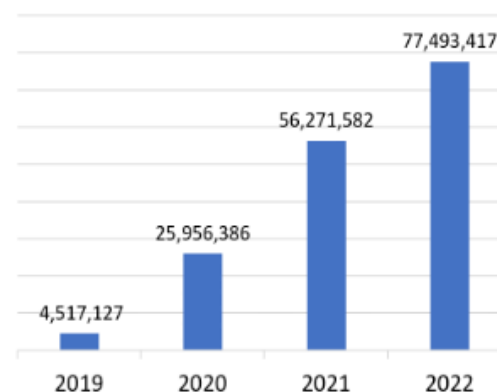
From April 1, 2019, to March 31, 2022, the Nation has significantly increased its capital assets. In 2022, NHCN added \$77.5 million in capital assets. The asset acquisitions have focused primarily on capital assets required for operations, housing improvements and repairs and new housing stock. The most significant increase in new construction projects was for the FSD Trades Building, FSD Bus Garage, Health Centre of Excellence, and fiber optic project. In addition, NHCN purchased commercial land in Beausejour as an investment property to generate rental income.

NHCN Business Centre

NHCN continues planning for a Business Centre within the community. This facility will provide essential and much-needed amenities, while returning leasing revenue to the Band. Significant space will be available for commercial ventures, including plans for a food court. This project will be a critical driver in the Nation's economic development and allow Band members to operate their businesses in the community. Our leadership and management team continue to work diligently to secure low-interest financing through its membership with First Nations Finance Authority (FNFA) and submit proposals to secure funding for the estimated \$35 million construction cost.

CAPITAL ASSET ACQUISITIONS					
Asset Type	2018	2019	2020	2021	2022
Land	178,102	236,682	396,682	396,682	1,507,452
Buildings	102,073,480	103,534,301	105,343,759	106,137,646	107,318,326
Vehicles & Equipment	25,641,969	26,873,781	27,974,843	41,296,575	46,242,744
Computers	21,249	312,461	326,070	435,332	561,310
Housing	82,284,135	82,938,194	88,382,780	94,976,631	95,506,773
Roads & Sidewalks	14,812,922	16,610,842	16,118,145	16,619,555	18,422,723
Water & Sewer	31,100,393	25,526,317	25,526,317	25,647,383	27,086,227
Telecom	1,717,818	12,662,429	12,662,429	13,333,207	14,304,323
Construction in Progress	14,143,129	7,795,317	25,715,685	59,873,281	125,261,831
Total Capital Assets	271,973,197	276,490,324	302,446,710	358,718,292	436,211,709

CAPITAL ASSET PURCHASES



Systems, Processes and Controls

The Finance department's most impactful work is related to developing and maintaining systems, processes, and controls. This work allows the Band to pursue additional funding and monitor spending, allowing leadership to make the best-informed decisions possible. Finance can now produce complete and accurate internal financial statements every quarter, which is possible through timely record-keeping, efficient processes, and adequate staffing. Also contributing to these processes are sound software systems. NHCN is currently in the process of completing two major software system upgrades. These system conversions undoubtedly require a significant investment of time and resources, but the new software is expected to be much better suited to the needs of the Nation.

Tax Compliance

We have been very busy over the past fiscal year maintaining tax compliance and tax planning for the future. It is essential to recognize that the Band is primarily tax-exempt. However, it takes several hundred returns, applications, declarations, and rebates to be filed annually to maintain that tax-exempt status. The Finance department has recently concluded multiple CRA reviews and a provincial Voluntary Disclosure, which is a very long and detail-oriented process. However, several entities have reestablished compliance during this process. We believe that NHCN Finance can now be more proactive with tax planning to prevent going through these processes again. We would also like to note that NHCN has successfully obtained hundreds of thousands of dollars in GST rebates previously thought to be unrecoverable.

First Nations Finance Authority (FNFA)

NHCN Finance has been working with the FNFA to obtain debt funding for the Business Centre. As prime rates have continued to increase in Canada, the cost of borrowing from traditional banks is relatively high. Unlike the banks, FNFA's interest rates continue to be below prime rates, making it an attractive financing option. The cash flow generated from the Business Centre is expected to cover not only the cost of servicing the debt but also increase the Band's overall cash position.

Health Centre of Excellence

Through the Nation's joint venture JNR Construction, the new Health Centre continues to be constructed in the community. With a total capital cost exceeding original funding agreements by \$35 million, I am proud to announce that through the advocacy from Chief Larson Anderson and our Leadership and Management team, we have successfully secured an additional \$25 million in funding from ISC. As of March 31, 2022, \$13 million of this additional funding was received, ensuring that progress remained on schedule. The Band received the remaining funds in late 2022.

Hydro

Our Finance team has been working with Manitoba Hydro to identify areas for improvement in the current processes. More importantly, our team has delayed or avoided significant hydro cut-offs by negotiating a payment plan with Manitoba Hydro.



FINANCIAL & AUDIT REPORTS

Financially, Norway House Cree Nation (NHCN) has had an excellent start to the fiscal year. We began completing the prior year's audit in record time for the second year in a row. This resulted in a clean audit opinion from Deloitte, meaning they believe the financial statements being presented are free from material misstatements.

Norway House Cree Nation			
Consolidated statement of financial position			
As at March 31, 2022			
	Notes	2022 \$	2021 \$
Financial assets			
Cash and cash equivalents		17,392,742	21,471,689
Accounts receivable	3	10,383,584	10,354,805
Cash held in trust	4	134,241	105,183
Portfolio investments	7	7,292,500	75,000
Investments in Government Business Partnerships	8	2,940,451	—
		38,143,518	32,006,677
Liabilities			
Accounts payable and accrued liabilities	5	24,553,856	22,774,364
Long-term debt	9	53,189,188	56,192,251
Deferred revenue	6	23,530,684	26,292,888
		101,273,728	105,259,503
Net debt		(63,130,210)	(73,252,826)
Non-financial assets			
Tangible capital assets	10	290,818,548	227,278,551
Inventory	11	880,505	1,173,370
Deposits and prepaid expenses		8,708,794	17,099,251
		300,407,847	245,551,172
Accumulated surplus	19	237,277,637	172,298,346

The table above is an extract from the financial statements dated March 31, 2022. This Consolidated Statement of Financial Position (also known as a Balance Sheet) is a snapshot of everything that Norway House Cree Nation owns as well as its liabilities. Key takeaways from this document include:

- ▶ An increase to tangible capital assets of 28% in the 2022 fiscal year, indicating a significant investment in housing and infrastructure.
- ▶ A decrease in the total debt amount by \$3 million, despite the large investment in housing and infrastructure.
- ▶ The large balance in Cash and Cash Equivalents is primarily composed of restricted funds, meaning the band cannot spend these funds at its own discretion, because they have been restricted by external parties.

The table on page 15 is another extract from the March 31, 2022 audited financial statements. This Consolidated Statement of Operations (also known as Income Statement) is a summary of all Revenues and Expenses that occurred between April 1, 2021 and March 31, 2022. Key takeaways from this document include:

- ▶ Revenues continue to grow through economic development, VLTs and an aggressive pursuit of grants and other funding opportunities.
 - 2019 Revenue - \$121,786,309
 - 2020 Revenue - \$134,327,149
 - 2021 Revenue - \$147,742,151
 - 2022 Revenue - \$161,032,737
- ▶ Surplus for accounting purposes is not the same as a cash surplus. The surplus shown on this statement does not represent profit or available funds. It is a direct result of accounting guidelines not allowing the immediate expense of capital assets. Instead, these assets are slowly expensed over many years. The largest example in the 2022 fiscal year, would be the Health Center of Excellence. All revenue associated with the project is recognized in the year it is received. However, the expense is not recognized until a number of years later, resulting in a surplus that does not represent true cash flow.

Taxation

The NHCN finance team has been very busy over the past fiscal year with maintaining tax compliance and tax planning for the future. It is very important to recognize that the band is mostly tax exempt. However, it takes several hundred returns, applications, declarations and rebates to be filed every year to maintain tax-exempt status. The finance department has recently concluded multiple CRA reviews and a provincial Voluntary Disclosure, which is a very long and detailed process. However, several entities have re-established compliance during this process, and we believe that the finance department may be more proactive with tax planning in order to prevent having to undertake these processes again. We would also like to note that Norway House has been successful in obtaining hundreds of thousands of dollars in GST rebates that were previously thought unrecoverable.

Financing and Investing

As mentioned above, Norway House has been heavily investing in housing and infrastructure, with plans to enhance the rate of investment for the current and future fiscal years. NHCN looks forward to receiving assistance and support from the First Nations Finance Authority (FNFA) in order to move forward on this plan. The FNFA is a statutory non-profit organization without share capital, which provides low interest rate financing to its members. Norway House recently qualified for membership with the FNFA because of its strong financial health, leadership and planning.

Systems, Processes and Controls

Some of the most impactful work that the finance department does is related to the development and maintenance of systems, processes and controls. It is this work that allows the band to pursue additional funding, monitor spending and enables Leadership to make decisions that are as well-informed as possible. Finance is now able to produce full and accurate internal financial statements on a quarterly basis, because of timely record keeping, efficient processes and adequate staffing. Also contributing to these processes are good software systems. Norway House is currently in the process of completing two major software system upgrades. The new software packages are expected to better suit the needs of the community, despite significant investments of time and resources in conducting system conversions.

	2022 Budget	2022	2021
	\$	\$	\$
	(Note 20)		
Revenues			
Indigenous Services Canada (ISC)	62,805,261	111,528,257	104,840,344
Video lottery terminal (VLT)	6,097,603	15,429,038	11,100,347
Enterprises	7,145,688	7,687,627	6,980,980
Canada Mortgage and Housing Corporation (CMHC) projects/subsidy	754,248	4,819,652	1,208,553
Playgreen Development Corporation	3,173,081	3,460,934	3,151,774
Muchipunowin - bingo revenue	—	3,343,975	5,006,813
Province of Manitoba	3,169,286	3,091,396	2,350,941
Other	3,579,204	2,415,844	2,237,896
Manitoba Keewatinowi Okimakanak (MKO)	2,188,558	2,337,616	2,499,859
JNR Construction joint venture proceeds	2,925,690	2,087,623	1,563,627
Broadband	751,983	1,290,972	1,523,225
Assembly of Manitoba Chiefs	543,419	809,046	1,755,713
Manitoba Hydro	552,105	590,535	1,725,475
WhiskeyJack Treatment Centre - rent	726,583	480,000	480,000
Keenanow Trust Secretariat	478,536	456,413	202,470
Public works - user fees	199,109	377,419	366,660
Housing - rental	170,482	285,524	319,294
Education	536,934	275,073	170,474
Parks, recreation and multi-plex - sponsorships	1,219,787	212,697	119,148
Communications - airtime	85,006	30,040	93,727
KSIW - 333 Maryland	1,472,196	23,056	44,831
	98,574,759	161,032,737	147,742,151
Expenditures			
Education	26,293,289	35,126,127	31,262,073
Health services	8,886,854	15,169,448	11,652,953
Social services	13,173,966	14,187,050	14,949,287
VLT operations	6,097,608	13,098,947	9,525,999
Band support	12,826,336	12,890,282	9,896,224
Playgreen Development Corporation	3,173,079	9,959,318	7,199,320
Public works	4,620,013	8,850,743	8,405,811
Enterprises	6,425,475	8,149,357	7,278,842
Housing	1,813,316	5,001,824	4,555,392
Health Centre of Excellence	176,976	3,659,229	3,760,165
Muchipunowin	6,636	3,337,812	3,617,263
Pinaow Wachi	2,551,716	3,250,765	2,900,660
CMHC	1,091,844	2,949,275	5,503,503
Parks, recreation and multi-plex	1,621,674	2,450,268	1,594,388
KSIW - 333 Maryland	1,471,200	2,099,321	1,839,632
Emergency services	1,842,998	1,463,930	1,333,055
Broadband	639,932	1,420,593	1,409,665
Employment and training	1,693,464	1,341,890	1,528,936
Safety officer's program	580,309	676,894	562,876
Assisted living	1,262,990	395,469	344,618
Youth	367,900	207,050	304,137
Gaming Commission	183,312	173,588	201,254
Keenanow Trust Secretariat	470,892	173,507	580,432
Restorative Justice	153,422	152,654	148,222
Health and Wellness Foundation	—	—	6,000
	97,425,201	146,185,341	130,360,707
Surplus before other capital contributions	1,149,558	14,847,396	17,381,444
ISC Health Centre of Excellence	172,320	47,700,721	30,385,015
ISC COVID domes	—	2,431,174	8,306,603
Surplus	1,321,878	64,979,291	56,073,062

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

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, 2022, and the consolidated statements of operations, change in accumulated surplus, changes 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 (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at March 31, 2022, 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 Financial Statements* section of our report. We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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

Management is responsible for the preparation and fair presentation of these 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 financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- ▶ Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ▶ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- ▶ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- ▶ Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- ▶ Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- ▶ 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 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, 2022

Norway House Cree Nation
Consolidated statement of financial position
As at March 31, 2022

	Notes	2022 \$	2021 \$
Financial assets			
Cash and cash equivalents		17,392,742	21,471,689
Accounts receivable	3	10,383,584	10,354,805
Cash held in trust	4	134,241	105,183
Portfolio investments	7	7,292,500	75,000
Investments in Government Business Partnerships	8	2,940,451	—
		38,143,518	32,006,677
Liabilities			
Accounts payable and accrued liabilities	5	24,553,856	22,774,364
Long-term debt	9	53,189,188	56,192,251
Deferred revenue	6	23,530,684	26,292,888
		101,273,728	105,259,503
Net debt		(63,130,210)	(73,252,826)
Non-financial assets			
Tangible capital assets	10	290,818,548	227,278,551
Inventory	11	880,505	1,173,370
Deposits and prepaid expenses		8,708,794	17,099,251
		300,407,847	245,551,172
Accumulated surplus	19	237,277,637	172,298,346
Contingencies	14		

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

Approved on behalf of the Council:

, Chief

, Councillor

, Councillor

, Councillor

Norway House Cree Nation
Consolidated statement of operations
Year ended March 31, 2022

	2022 Budget	2022	2021
	\$	\$	\$
	(Note 20)		
Revenues			
Indigenous Services Canada (ISC)	62,805,261	111,528,257	104,840,344
Video lottery terminal (VLT)	6,097,603	15,429,038	11,100,347
Enterprises	7,145,688	7,687,627	6,980,980
Canada Mortgage and Housing Corporation (CMHC) projects/subsidy	754,248	4,819,652	1,208,553
Playgreen Development Corporation	3,173,081	3,460,934	3,151,774
Muchipunowin - bingo revenue	—	3,343,975	5,006,813
Province of Manitoba	3,169,286	3,091,396	2,350,941
Other	3,579,204	2,415,844	2,237,896
Manitoba Keewatinowin Okimakanak (MKO)	2,188,558	2,337,616	2,499,859
JNR Construction joint venture proceeds	2,925,690	2,087,623	1,563,627
Broadband	751,983	1,290,972	1,523,225
Assembly of Manitoba Chiefs	543,419	809,046	1,755,713
Manitoba Hydro	552,105	590,535	1,725,475
WhiskeyJack Treatment Centre - rent	726,583	480,000	480,000
Keenanow Trust Secretariat	478,536	456,413	202,470
Public works - user fees	199,109	377,419	366,660
Housing - rental	170,482	285,524	319,294
Education	536,934	275,073	170,474
Parks, recreation and multi-plex - sponsorships	1,219,787	212,697	119,148
Communications - airtime	85,006	30,040	93,727
KSIW - 333 Maryland	1,472,196	23,056	44,831
	98,574,759	161,032,737	147,742,151
Expenditures			
Education	26,293,289	35,126,127	31,262,073
Health services	8,886,854	15,169,448	11,652,953
Social services	13,173,966	14,187,050	14,949,287
VLT operations	6,097,608	13,098,947	9,525,999
Band support	12,826,336	12,890,282	9,896,224
Playgreen Development Corporation	3,173,079	9,959,318	7,199,320
Public works	4,620,013	8,850,743	8,405,811
Enterprises	6,425,475	8,149,357	7,278,842
Housing	1,813,316	5,001,824	4,555,392
Health Centre of Excellence	176,976	3,659,229	3,760,165
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Employment and training	1,693,464	1,341,890	1,528,936
Safety officer's program	580,309	676,894	562,876
Assisted living	1,262,990	395,469	344,618
Youth	367,900	207,050	304,137
Gaming Commission	183,312	173,588	201,254
Keenanow Trust Secretariat	470,892	173,507	580,432
Restorative justice	153,422	152,654	148,222
Health and Wellness Foundation	—	—	6,000
	97,425,201	146,185,341	130,360,707
Surplus before other capital contributions	1,149,558	14,847,396	17,381,444
ISC Health Centre of Excellence	172,320	47,700,721	30,385,015
ISC COVID domes	—	2,431,174	8,306,603
Surplus	1,321,878	64,979,291	56,073,062

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, 2022

	Notes	2022 \$	2021 \$
Accumulated surplus, beginning of year	19	172,298,346	116,225,284
Surplus		64,979,291	56,073,062
Accumulated surplus, end of year		237,277,637	172,298,346

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

Norway House Cree Nation
Consolidated statement of changes in net debt
Year ended March 31, 2022

	2022 \$	2021 \$
Surplus	64,979,291	56,073,062
Acquisition of tangible capital assets	(79,261,999)	(56,793,662)
Proceeds on disposal of tangible capital assets	1,495,189	87,140
Gain (loss) on disposal of tangible capital assets	(78,735)	206,404
Amortization of tangible capital assets	14,305,548	16,847,012
	1,439,294	16,419,956
Change in inventory	292,865	(715,216)
Change in deposits and prepaid expenses	8,390,457	(9,040,289)
	8,683,322	(9,755,505)
Decrease in net debt	10,122,616	6,664,451
Net debt, beginning of year	(73,252,826)	(79,917,277)
Net debt, end of year	(63,130,210)	(73,252,826)

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, 2022

	2022 \$	2021 \$
Operating activities		
Surplus	64,979,291	56,073,062
Adjustments for non-cash items		
Amortization of capital assets – general account	11,750,474	16,014,609
Amortization of capital assets – enterprises	2,555,074	832,403
(Gain) loss on disposal of tangible assets	(78,735)	206,404
Income from Government Business Partnerships	(594,378)	—
	78,611,726	73,126,478
Changes in non-cash working capital		
Accounts receivable	(28,779)	(3,116,455)
Deposits and prepaid expenses	8,390,457	(9,040,289)
Inventory	292,865	(715,216)
Accounts payable and accrued liabilities	(1,059,346)	2,061,732
Deferred revenue	(2,762,204)	4,028,099
	83,444,719	66,344,349
Financing activities		
Long-term debt proceeds	625,583	2,159,491
Long-term debt repayments	(6,216,647)	(7,982,362)
	(5,591,064)	(5,822,871)
Investing activities		
Acquisition of tangible capital assets	(73,835,160)	(52,661,754)
Proceeds on disposal of tangible capital assets	1,495,189	87,140
Acquisition of portfolio investments	(44,707,000)	(49,075,000)
Proceeds from maturity of portfolio investments	37,489,500	49,000,000
Investments in Government Business Partnerships	(2,467,724)	—
Distributions from Government Business Partnerships	121,651	—
	(81,903,544)	(52,649,614)
Net (decrease) increase in cash and cash equivalents	(4,049,889)	7,871,864
Cash and cash equivalents, beginning of year	21,576,872	13,705,008
Cash and cash equivalents, end of year	17,526,983	21,576,872
Cash and cash equivalents consist of:		
Cash and cash equivalents	17,392,742	21,471,689
Cash held in trust	134,241	105,183
	17,526,983	21,576,872

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

HUMAN RESOURCES

The Human Resources (HR) department provides services to meet the essential needs of management and staff as our primary function. These functions include labour law interpretation and application, recruitment and training, policy and procedures, employer/employee relations, safety and risk management, recordkeeping and payroll.

Human Resources is the backbone of any organization as it deals directly with employees in the workplace from recruitment to retirement, including wages and benefits. The NHCN Human Resource department handles many necessary functions of the organization. It is instrumental in providing the following supports to meet the administrative needs of NHCN management and staff.

- ▶ **Labour Law Compliance** – Compliance with labour and employment laws is a critical HR function. Noncompliance can result in workplace complaints based on unfair employment practices, unsafe working conditions and general dissatisfaction with the workplace environment that can affect productivity and ultimately profitability. HR staff must be aware of federal (Canada Labour Standards) and the provincial employment laws.
- ▶ **Recruitment and Training** – Recruiting includes posting job vacancies, screening applicants, scheduling interviews, interviewing candidates, negotiating salaries and benefits, and providing guidance to Managers on hiring decisions and organizing the final stages of the review process for new employees. Training and development responsibilities begin with new employee orientation. It is imperative for the HR department to incorporate a skills training program and professional development opportunities to every new employee based on the skill set required for their job.
- ▶ **Employer and Employee Relations** – The employee relations function identifies workplace issues, investigating employee complaints, ensuring HR compliance with employment laws and generally involves all the HR disciplines. HR's role is to establish a healthy relationship between employer and employee to minimize grievances and resolve conflicts.
- ▶ **Policy and Procedures** – HR is responsible for ensuring all employees follow policy. All new hires are provided with the Operational Policy and Procedures Manual to use as a guide. The Manitoba Nurses Union (both NHCN and Pinaow Wachi) and the Manitoba Government Employee Union (Pinaow Wachi Support Staff) are not associated with the NHCN policy but have their own policies in place. Policies include Respectful Workplace and Harassment as well as Use of Electronic Technology and Social Networks. HR also play an essential role in updating, developing, and negotiating policies.
- ▶ **Safety and Risk Management** – NHCN has an obligation to compile information related to safety, workplace injuries and hazardous materials. In addition to compliance activities, HR functions include mitigating risk by assisting in developing programs that improve safety for employees and our people.
- ▶ **Recordkeeping** – Employee files, Payroll and Client information are strictly confidential. It includes personal information such as Social Insurance Numbers, dates of birth, beneficiaries, salary rates, employment agreements, job descriptions, disciplinary actions, etc. In accordance with the statutory regulations all files shall be kept for not less than six (6) years.



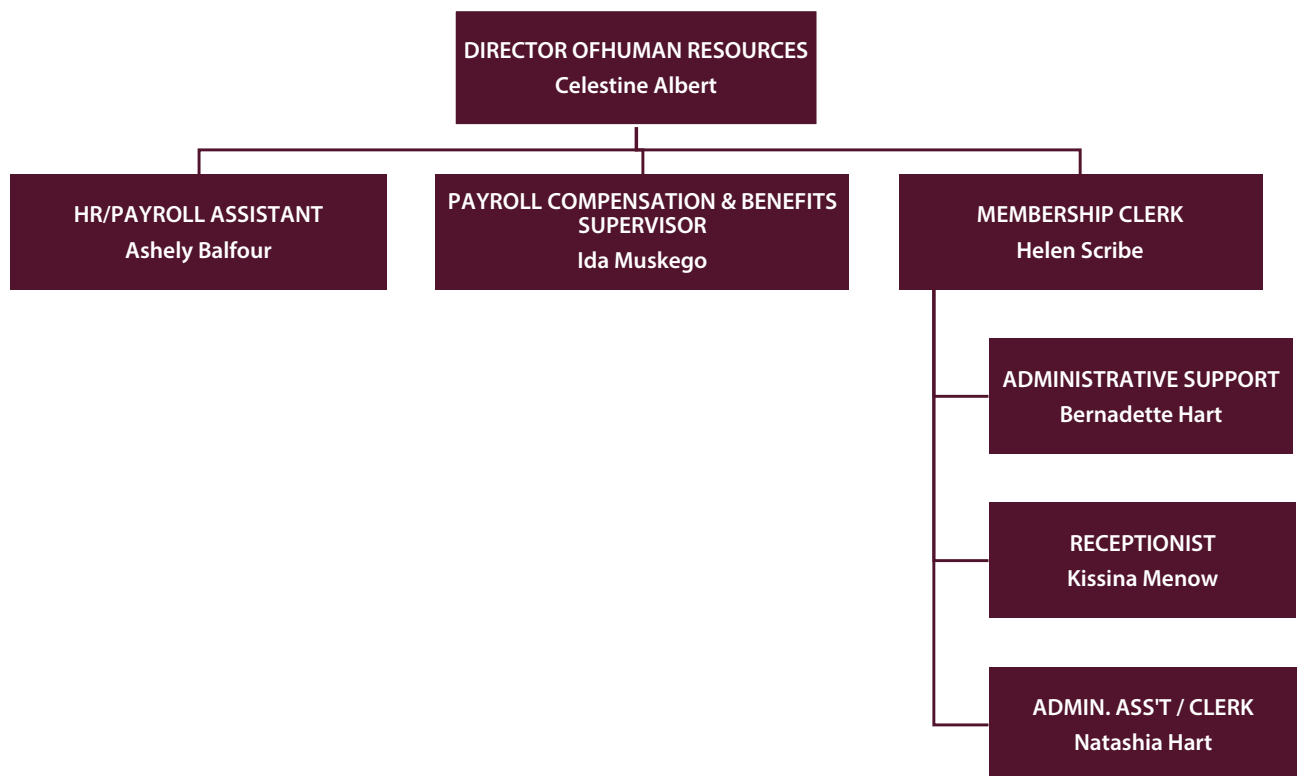
Upcoming year priorities

- ▶ Increased focus on professional development opportunities for staff members.
- ▶ Updated training on workplace health and safety.
- ▶ Updated labour market analysis to ensure NHCN continues to offer appropriate compensation.

The Human Resource and Payroll Staff

- ▶ **Ida Muskego, Pay Compensation and Benefits Supervisor** is responsible for all payroll activity.
- ▶ **Ashley Balfour, HR Administrative Assistant and HR/Payroll Assistant** is responsible for all administrative activities within the payroll and HR department.
- ▶ **Celestine Albert, HR Director** is responsible for planning, organizing and administering the mandate of the Human Resource Department of Norway House Cree Nation.

On behalf of NHCN, we would also like to acknowledge the rest of the staff for their service, commitment, and support. Great Job to all NHCN staff members!



Payroll report of all NHCN employees:

Compensation and Benefits – Payroll stats

Employee information for period: April 1, 2021-March 31, 2022

<u>MONTH</u>	<u>TOTAL PAID</u>	<u>PAYROLL EMPLOYEE STATS</u>	<u>HR EMPLOYEE STATS</u>
Apr-2021	782	FULL- TIME 283	FT Hire(s) 14
May-2021	783	PART-TIME/CASUAL 1101	Appointed Position(s) 6
Jun-2021	849	TERM 502	Term Hire(s) 11
Jul-2021	867	SEASONAL 6	Layoff(s) 3
Aug-2021	903		Termination(s) 4
Sep-2021	847		Suspension(s) 5
Oct-2021	850		Internal Moves/Transfer 5
Nov-2021	922		Reassignment(s) 7
Dec-2021	966		Job Advertisement(s) 50
Jan-2022	1024		Short Term Disability 4
Feb-2022	973		Long Term Disability 14
Mar-2022	1155		

LONG TERM SERVICE EMPLOYEES

<u>YEARS</u>	<u>NUMBER</u>	<u>EMPLOYEE NAME</u>
<u>OF SERVICE</u>	<u>OF EMPLOYEES</u>	
10 years	4	Debbie Burka, Beverly Osborne, Merle Raven, Shirley Sinclair
11 years	8	Natalie Apetagon, Olive Dixon, Germaine Evans, Olivia Hart, Leonard Muswagon, Diane Poker, Helen Scribe, Allan Wilson
12 years	7	Emily Albert, Ura Balfour, Ida Muskego, Jane Muskego, Beatrice Queskekapow, Audrey Simpson, Stephanie Scribe
13 years	2	Jane Muskego, Julie York
14 years	4	Johnny Cromarty, Jodie Folster, Margaret Moore, Joan Muswagon
15 years	1	Rosemary Hart
16 years	2	Winnie Albert, Lorraine Munroe
17 years	8	Rose Albert, Frankie Clarke, Flora Cromarty, Jeff Folster, Roberta Menow, Willard Mowatt, Daphne Muswagon, Mary Saunders
18 years	6	Darryl Apetagon, Loverne Harper, Trudy Hart, Clara Laurier, Oliver Muskego, Joe Osborne
19 years	3	Brian Albert, Celestine Albert, Margaret Maxwell
20 years	4	Eva Keam, Dorothy Moore, Monica Paupanekis, Claudia Young
21 years	4	John. R. Albert, Christine Rowden, Erwin Saunders, Flora Simpson
24 years	4	Wayne Anderson, Kathleen Ettawacappo, Reggie Evans, Loretta Mowatt
25 years	3	Roland Anderson, Marie Ann Chubb, Shawn Scribe
26 years	1	Delores Monias
27 years	1	Gordon Balfour
28 years	1	John. J. Anderson
29 years	1	Shirley Muminawatum
32 years	1	Terrance Sinclair
33 years	1	Allan Albert
35 years	1	Henry Moore
41 years	1	Rosa Scribe
Total	68	

MEMBERSHIP REPORT

The Membership Office continues to maintain and update the Registry and Band lists on an ongoing basis to ensure records remain accurate and up to date.

The Office assists community members with applications for benefits such as the child tax credit, old age pension, spousal allowance and guaranteed income supplements, along with birth, marriage, and death certificates. Record keeping is also essential for estate planning and wills, and for completing the necessary forms and information for Indigenous Services Canada (ISC).

The Norway House Cree Nation membership has shown modest but steady growth at just over 1% for the past three years. The tables below outline the population totals, both on and off reserve, as well as further demographic data for our community.

Population Growth	2019	2020	2021
On Reserve	6370	6518	6588
Off Reserve	1943	1977	2016
Total registered	8313	8495	8604

Registered Changes	2019	2020	2021
Birth	121	138	69
Deaths	42	40	67
Marriages	14	18	10
Divorces	8	5	0
Transfers IN	1	8	9
Transfers Out	11	0	0
Additions	11	22	53
Deletions	0	0	1
Misc. changes	820	233	112

Important Information for Parents

It is very important for NHCN parents to register their children at birth with the membership office, since they are not automatically registered. Registration is required to ensure their eligibility to receive Non-Insured Health Benefits (NIHB) from Health Canada's First Nations and Inuit Health Branch (FNIHB), which includes coverage for prescription drugs, dental care and medical transportation.

Managing Treaty Status

The Membership Office staff will be available at the Winnipeg Sub-office later this year to assist the NHCN members with applications for the laminate Secure Status Cards. Going forward, the staff members may also be available two to three times per year in order to provide ongoing assistance. At present, the Secure Status Cards may only be issued in Winnipeg, and by appointment only. NHCN community members are encouraged to obtain the new cards as soon as possible.

The Membership Team

KESSINA MENOW, Front Desk Receptionist

Responsible for providing:

- ▶ Accurate and detailed assistance to management and staff.
- ▶ Reception services, including greeting and directing people entering the building as well as answering and directing calls.
- ▶ Secretarial, payroll and Human Resource management functions.

BERNADETTE HART, Administrative Support

Responsible for:

- ▶ Providing support services to membership staff.
- ▶ Assisting with filing and record keeping.
- ▶ Answering calls from membership.

NATASHA HART, Membership/Administrative Assistant

Responsible for:

- ▶ Providing a broad range of technical and administrative support to the Membership Clerk and Band Administration by.
- ▶ Assisting in maintaining and updating the "Band List" and Indian Register".
- ▶ Assisting the Band Membership Clerk by reviewing individual applications for Indian Status and determining eligibility.
- ▶ Answering phone calls, conducting research and compiling relevant information as requested.

HELEN SCRIBE, Membership Clerk

Responsible for:

- ▶ Maintaining accurate accounts of all pertinent information relating to the NHCN population base.
- ▶ Updating the Band List and "Indian Register".
- ▶ Participating in determination of eligibility for individuals seeking Indian Status.
- ▶ Issuing certificates of status to eligible individuals in accordance with department policies.

ECONOMIC DEVELOPMENT INITIATIVES

Economic development is the process by which an economy grows and advances, particularly in terms of improvements to economic and social conditions. Economic growth occurs when more dollars enter the local economy in the form of funding, investment or jobs. The economy also grows when dollars circulate within the community through local spending and employment.

For generations, the people of Norway House Cree Nation (NHCN) enjoyed a highly successful economy. This success was fundamentally impacted by the policies enacted under the Indian Act. The Act and its implications hampered growth and created significant states of dependency among the people, often leading to an extremely poor quality of life. Today, Norway House is striving to move away from this dependency, and recognizes that successful economic development is defined by an improved quality of life for all NHCN members.

Norway House is advancing its economic development with two key approaches:

1. Identifying opportunities to participate in major projects (e.g. infrastructure, resource development, etc.) and business development opportunities that can connect with the larger Canadian and international economies.
2. Enhancing the local economy of Norway House and the surrounding territory through community economic development initiatives.

Economic development is therefore a result of collaboration between many different people working with and for Norway House, including every member of the community.

As each community member chooses where to work, what education or training to pursue, where they spend their dollars, where they volunteer, what goods and services they sell, they are making decisions that directly affect the state of the local economy. The role of each NHCN economic development strategy and project is to increase the ability of Norway House members to shape their community and economy into something that will meet their needs as business owners, employees and citizens.

Economic Development Strategic Planning

Norway House Cree Nation has begun working with Meyers Norris Penny (MNP) to create a comprehensive economic development strategy. This strategy will be long-term, looking at creating a five-year or 10-year plan. It will encompass all the economic activity throughout NHCN. MNP has been working on this project since April 2022, and has completed a substantial amount of research. In the coming months, they will facilitate strategic planning session with senior staff involved in economic development and with Chief and Council. Once created, the strategy will provide increased alignment between all stakeholders, staff and organizations working on economic development initiatives for NHCN. The results of strategy implementation will be greater efficiencies in operations and an increase in the effectiveness of our decision making and opportunity development processes.

Youth Economic Development Conference

The inaugural “Reclaiming our Future” Youth Conference was held in Norway House on August 29-31, 2022. The theme of this year’s conference was ‘Reclaiming our Future through Economic Development.’ The goal of the youth conference was to empower youth to reach their full potential by providing the necessary resources and tools to foster a better quality of life for community members.

One hundred fifty one youth community members participated in the conference, with a majority of participants ranging in age from 10-35 years old. There were over 32 speakers, 14 hosted workshops, two sports camps and two live concerts. Meals were provided, and over 100 prizes were available to be won. This year’s event also included Norway House’s first ever pyro-musical fireworks show. The entire community was energized by the success of the event.



Youth have been encouraged to consider the impact their lives can have on their future and that of their community. It was wonderful to receive positive feedback from the youth who participated in the event. One conference attendee told us,

“I feel like the community and other representatives will help me the most, everyone came together for the conference and was so polite and kind. I love that everyone was well-mannered and was participating in the activities.”

Understanding what youth require to succeed is a vital part of this event. The community will continue to take what it learned from the conference and use it to learn and grow alongside its youth. We intend to provide an even better experience during the 2023 conference.

Conference Objectives

The objective of the conference was to introduce youth to various resources and opportunities available in the community to help them further their education, careers and dreams. The four main objectives of the conference include:

3. Developing a healthy lifestyle.
4. Building leadership potential.
5. Building positive values and character.
6. Increasing educational success.

All workshops, activities, speakers and keynote addresses met these objectives.

- ▶ When provided with the necessary knowledge and support the youth of NHCN can achieve their goals and ambitions, and make their community a safer and better place.

Highlights

The youth conference had many highlights over the three-day event including:

- ▶ The largest fireworks Norway House has ever seen!
- ▶ The sports camp.
- ▶ The Drezus and Jayred concerts.
- ▶ The MNP engagement session.
- ▶ The KSMA activity.
- ▶ The Puppy’s Den. (Business Competition)
- ▶ Used goods and services of local entrepreneurs.





Paid Professional Placement Program

Through a partnership with the Asper School of Business at the University of Manitoba, the initial phases of creating the Paid Professional Placement Program have been completed. This program will allow Norway House Cree Nation members to pursue a Master's Degree in Business Administration (MBA) while maintaining employment. For community members who are not working directly for the First Nation, the program will offer support for those looking to write the Graduate Management Admissions Tests (GMAT). These are standardized tests that are required for Master's level business studies.

Regular weekly meetings occur every Monday at 5:00 p.m. via Zoom to provide support to those interested in pursuing their MBA. The doors are open for anyone interested in pursuing a Master's Degree.

Money Management Program

Through a partnership with SEED Winnipeg, Norway House Cree Nation has started the process of developing money management training sessions for band members interested in learning more about the basics of money management, including budgeting and saving. An initial training session took place at the University College of the North (UCN) on September 15, 2022, delivered remotely by SEED Winnipeg. Interest in the training is considerable, and additional sessions will be scheduled in the near future. The course is free of charge and open to all community members wishing to attend.

Entrepreneurship Program

The Entrepreneurship Program was created in collaboration with Nature United and Futurepreneur. The program provides resources for Norway House Cree Nation members who are interested in starting a new business, or enhancing the effectiveness of an existing one. Program assistance is centred on helping with business plan writing and providing assistance with securing loans from third party organizations. Community members have expressed a great deal of interest in the program. However, it has been a challenge to secure one-on-one meetings with each entrepreneur. All Norway House Cree Nation members interested in receiving support for their business are asked to contact Logan Tait-Reaume at ltaitreaume@nhcn.ca or Melanie Halcrowe at mhalcrowe@nhcn.ca to schedule an intake interview.

NHCHN AND FUTUREPRENEUR
The Entrepreneurship Program is a partnership between the Norway House Economic Development Department and Futurepreneur.

LOGAN TAIT-REAUME
Economic Development Officer
Norway House Cree Nation member, graduate of the UCN Community & Dev Program, graduate of the U of M with an Advanced Bachelor's degree in Indigenous Governance.

MELANIE HALCROWE
Economic Development Officer
Norway House Cree Nation member, graduate of the UCN Community & Dev Program, graduate of the U of M with an Advanced Bachelor's degree in Indigenous Governance.

NOAH WILSON
Business Development Manager, Futurepreneur
Professional specializing in Indigenous Young Entrepreneurs at Futurepreneur Canada. Cree member of Peguile First Nation, graduate of the U of M with an Advanced Bachelor's degree in Indigenous Governance.

FAQ
How do I apply?
Applying for the entrepreneurship program is easy! Simply reach out to our team via email or by going to a call at 204-953-0988.

What does this program cost?
The Entrepreneurship Program is entirely free for Norway House band members.

What if I do not have a business idea?
That is okay! As long as you have a desire towards starting your own business, we can assist.

What if I already have a business?
The Entrepreneurship Program is designed to not only assist new businesses, but also enhance existing ones as well.

Is support provided for members in Winnipeg or Norway House?
Support is available for all Norway House band members regardless of their place of residence.

Does the Entrepreneurship Program provide funding/grants?
The Entrepreneurship Program does not provide grants or funding, but is happy to assist in finding funding/loans.

FOR MORE INFORMATION
204-953-0988
ltaitreaume@nhcn.ca
www.nhcn.ca

IN PARTNERSHIP WITH
futurepreneur
+ Nature United



Regional Economic Development Strategy

A resolution was passed at the 2021 MKO Annual General Assembly, calling for Norway House Cree Nation to take the lead on creating a regional economic development strategy. When complete, all MKO-member First Nations would be eligible to opt into the strategy. At the 2022 Assembly, NHCN gave a presentation on planning for the strategy.

NHCN spokespersons indicated that the National Indigenous Economic Development Strategy, developed in June 2022 by over 20 Indigenous organizations in Canada, could serve as a model for the regional strategy.

MKO Grand Chief Garrison Settee and Norway House Cree Nation Chief Larson Anderson met with Bruno Sylvestre, Dean of the Asper School of Business, to commence discussions on a draft Memorandum of Understanding (MOU) as a way of envisioning what a regional economic development strategy could look like.



Truth And Reconciliation

For three weeks leading up to the National Day for Truth and Reconciliation, Norway House Cree Nation (NHCN) representatives Debbie Burka and Jimmy Thunder provided a series of lunch hour training sessions to the staff of the Winnipeg office on the history of residential schools and the painful legacy they have left behind for generations of Indigenous people, including NHCN. An online training option was also created as a supplement to the in-person sessions once the attendees have completed them. Information from the workshops was used to create a video on the importance of truth and reconciliation, and what it means to members of the community. The video was uploaded to the Norway House Facebook page and to YouTube. Younger members of the community are encouraged to view the video and participate in opportunities to learn the history of residential schools and the impacts they have had on the community so that its historical legacy may be preserved for younger generations.



KINOSAO SIPI BUSINESS DEVELOPMENT CORPORATION

The Kinosaosipi Business Development Corporation (KSBDC) supports Norway House Cree Nation (NHCN)-owned businesses with a goal of reclaiming and developing the nation's own economic and business capacity in order to become a leader in local and regional markets. In the past year KSBDC has participated in joint venture agreements, bringing ownership of major projects to NHCN while enabling the Corporation itself to gain a better financial position with the acquisition of important physical assets.

The staff and management of KSBDC appreciate NHCN making its annual report available, in that it enables the corporation to look back on the year and illustrate its business and service activity and to highlight how it can better support NHCN and its businesses moving forward as KSBDC looks to improve the services it provides to the community.

The post-pandemic market is a new and very challenging environment for consumers, suppliers, retailers and businesses of all sizes. In response, KSBDC and Chief and Council have sought to enact various supports for NHCN businesses such as Playgreen Development Corporation, York Boat Diner and the Kistapinanihk Mall. In addition, local entrepreneurs were in need of support in order to launch or grow their businesses. Examples from the past year include Brian Rowden's Hair Studio and Ashley Packo's Beauty and Skin Care.

As the community emerges from the COVID-19 pandemic, it is becoming apparent the extent to which financial and other resources were devoted to managing the community during the crisis. It was necessary to focus on the delivery of front line and other services as well as an overall emphasis on health and safety. In light of the post-pandemic environment, KSBDC management recognizes the need for a review in terms of how it can continue to support its business entities. One of the first tasks in the New Year will be to plan for the servicing and upkeep of KSBDC-owned facilities in a manner similar to projects that were undertaken over the past year.

The corporation previously supported the Pinao Wachi care home with an investment of \$1.2 million into the renovation of structural, mechanical and cosmetic components of the entire facility. Renovations were begun at the York Boat Inn to create more modern accommodations to three rooms and the laundry service area. These efforts will continue throughout the coming year. Plans are in place to invest in the ongoing development and maintenance of the mall, including conducting a qualified inspection of the facility. As the community's central hub for activity, the goal will be to ensure that the shopping centre is an attractive and welcoming place in which community members and visitors can enjoy spending their time.

Meanwhile, the costs within the post-pandemic market are much higher, creating a number of difficulties that affect both what the consumer can afford to buy and how business owners operate, particularly in terms of how businesses need to identify efficiencies. Lastly, with an overall increase in the cost of living generally, KSBDC will need to give serious consideration to how it compensates its labour force, while ensuring it continues to bring a high level of service to NHCN in 2023.



York Boat Inn

During the COVID-19 pandemic, half of the hotel was utilized for individuals who needed to remain in isolation as a means of protecting family members and the community. This allowed the hotel to continue using 50% of its accommodations for regular business.

In terms of revenue, 2022 had a slow start with a noticeable fall-off in business. However, since the community has emerged from the COVID-19 pandemic, business increased significantly over the course of several months. Typically, December is often quiet, with more business picking up in January. By the New Year, the winter roads are operational, resulting in greater traffic into the community.

To date, the total room revenue for the York Boat Inn is \$498,174.40.

Physical improvements were made to the hotel, with more planned for the near future. Several guest rooms were renovated, removing carpets and replacing them with vinyl floor planks and repainting the walls in a neutral gray tone. These changes were made in order to reduce allergens and improve air quality. The net result for the hotel has been a reduction in the use of carpet cleaning products and an increase in the speed at which the rooms can be cleaned and made ready for guests. Planning is underway to eventually replace all existing carpets in the guest rooms with vinyl flooring and repainting. Other renovations included a major upgrade to the laundry facility at the hotel.

All rooms are equipped with Roku smart televisions along with cable service. Once the fiber optic Internet service goes live throughout Norway House early in 2023, guests may take full advantage of a variety of streaming platforms.

August 2023 will mark the 50th anniversary of Treaty and York Boat Days. There is plenty of work still to be done in preparation for this event. The York Boat Inn looks forward to welcoming guests to a revitalized set of accommodations just in time for the celebration.

Kinosao Sipi Ininew Waskahikan (KSIW) 333 Maryland

KSIW is NHCN-owned, operated and is located at 333 Maryland Avenue. The facility falls under the purview of KSBDC. The building is a four-story structure purchased by NHCN in August 2003 for use as a medical boarding home and to offer rentable office space.

KSIW's primary purpose is to provide overnight, short-term and long-term accommodations for patients and their medical escorts to Winnipeg for health and wellness services. NHCN has made numerous upgrades to the building over the past few years, including HVAC systems, exterior lighting and consolidation of the telecommunications systems to a single service to help with cost savings.

Various offices within KSIW have also received renovations and the wi-fi service has been improved throughout the building. In addition, NHCN also has a full staff complement from various departments under one roof.

The departments within 333 Maryland include the Treatment Access Program, education, pharmacy, Weechiwaywin Resource Centre and KSIW operational staff. There are also staff within the Winnipeg Sub-Office on the 4th floor to help fulfill various operational requirements for Norway House Cree Nation.



PLAYGREEN DEVELOPMENT CORPORATION

Playgreen Development Corporation (PDC) is primarily a construction and maintenance company owned by Norway House Cree Nation (NHCN). The key focus of its operations is to secure contracts for projects within the NHCN territory and to create employment opportunities for Norway House community members. PDC strives to offer the best service possible to the community in addition to successful contract bidding on external projects.

Some of the partners which the corporation works with include Manitoba Hydro and Infrastructure and Transportation. PDC has worked with a number of other government services as well, all with the overall goal of generating revenue for NHCN. Since becoming a legal corporation and recently receiving COR certification, PDC is able to bid on contracts outside the NHCN region that exceed \$100,000.00.

PDC presents the following summary of its activities over the past year, many of which are ongoing and will continue to be pursued into 2023.

- ▶ For the first three months of 2022, PDC continued with its contract with MIT for the construction of winter roads for both Island Lake and Oxford House, including packing of winter roads, grading, snow clearing and maintenance as well as trash collection and disposal.
- ▶ Performed snow removal, clearing and sanding of roads and facilities in the community.
- ▶ Worked on the Cobra housing project in Paupanekis Point. This is an ongoing project from March of 2021. PDC constructed concrete pads for the housing units and driveways, as well as building up access roads for the units.
- ▶ Worked on the Line 12 Hydro brush-clearing project begun in December 2021. Work was extensive and included brush cutting around guy wires and hydro poles and grubbing of the overall hydro line path.
- ▶ In March 2022, PDC worked on ice bailing and ice clearing operations for the Northern Airports and Marine Operations (NAMO) for spring breakup of ice crossings. PDC also assisted with dry-docking and relaunch of the Ferry into the channel following inspection.
- ▶ Provided long-haul trucking support to the Housing Division and other NHCN departments, transporting building materials and supplies, including the eight-unit tiny homes and 10-unit ISC housing projects.
- ▶ Maintained internal roads with grading of rough sections, maintenance and dust control.
- ▶ Conducted on-going work with Cobra Construction on Bison home projects, building pads and driveways.
- ▶ Built a pad for Cobra Construction at the new Frontier Bus Garage located near the Frontier Maintenance Garage adjacent to PDC.
- ▶ Hauled and stockpiled aggregates for various projects, including the north quarry at which PDC conducted mucking of the drilling site in anticipation of work by JR Drill and Blasting.



- Prepared for the annual Treaty and York Boat Days at the Pavilion area, including shoreline work, cleaning of parking areas, hauling sound equipment for concerts and events.
- Constructed a pad for the Parking Lot at the Frontier Bus Garage and backfilled the ground around the garage for additional vehicle parking.
- Upgraded ferry approaches at Sea Falls on both shores under contract with MIT/NAMO, including widening and the landing area and hauling and placing material to better ensure safe docking of the ferry at both landings.
- In September 2022, Joe McDonald was hired as the new General Manager and Randal Apetagon was hired as the new Assistant Manager for PDC.
- PDC staff participated in training with Manitoba Heavy Construction Association (MHCA) for winter roads and other courses required for COR



certification. PDC also made improvements to its safety program, including Safety Officer Dion Anderson becoming certified in MHCA's Train the Trainer Program. Dion is now certified to train PDC employees on both safety initiatives and heavy equipment operation.

Lastly, a major overhaul occurred at the PDC administrative office. This included purchasing of new office furniture and computers and cleaning and improvements to the appearance

of the premises. The filing system was reorganized, including improvements to the fuel farm invoicing system and instituting monthly submissions of accounts receivable to the finance office in Winnipeg. PDC also hired two new employees to fill Administrative Assistant and Receptionist roles with the corporation.

PDC looks forward to the New Year and to continuing to serve the needs of and bring development opportunities to Norway House Cree Nation.



PIMÂTISIWIN NIPÎ KISTIKÂNIHK (Life Water Gardens)

Norway House Cree Nation's Life Water Gardens is a hydroponic farming operation located in the community. Established in 2019, the garden produces butterhead, romaine, kale and bok choy lettuces, along with parsley, cilantro, basil and mint.

All plants are grown using water solution instead of soil. Produce is competitively priced and sold directly to community members and the business has supplied leafy greens to the local grocery store in Norway House since 2020. Produce from the business has also been used by high school students to prepare nutritious lunches at the Helen Betty Osborne Ininew Resource Center.

The project began as a joint venture between NHCN, Food Matters Manitoba and BDO Canada, with grant funding to support the project provided by the Churchill Region Economic Development Fund. Life Water Gardens has provided a partial solution to NHCN's food security issues, by ensuring access to affordable, healthy foods without the high shipping costs that can impede the supply of nutritious food to the community.

In 2022, Life Water Gardens presented at the First Annual Youth Economic Development Conference on the importance of food sovereignty and shopping locally. COVID-19 caused a slowdown in sales. However, the gardens are successfully recovering from the pandemic impact, having sold approximately 9,000 units and experiencing ongoing customer satisfaction.



Moving forward, production volume is expected to increase in 2023, due to improvements in CO2 efficiency, contributing to increased plant growth. Water flow issues have been resolved, combined with upgrades to temperature/humidity controls, increased efficiency in the air flow system and improvements to nutrient pumps. The net result will be higher yields and quality of produce able to meet growing customer demand.



Since 2021, Norway House Broadband Inc. has overseen the construction of an all fiber optic high-speed Internet network for the NHCN community. The project is a 50-50 partnership with Pimicikamak Cree Nation, designed to increase Internet speed for both communities.

JNR is undertaking the construction of the network, having successfully installed 80% of the necessary infrastructure, consisting of conduit, fiber etc. Construction of the network is expected to be completed in the Spring of 2023.

When finished, the system will be handed over to Norway House Broadband, which will be responsible for distributing service to all residential and commercial clients in the community. High-speed Internet access will be of tremendous benefit to Norway House in terms of healthcare, education and band administration in addition to business operations and personal usage. Faster information processing will lead to more informed decision-making and quicker response times in meeting the needs of the community. NHCN citizens and business owners will benefit from increased Internet speeds with minimal buffering time and connectivity issues. Norway House Broadband promises further exciting news for the community in the near future.

FIBRE CONNECTIVITY



ENVIRONMENTAL MONITORING AGENCY

Loretta Mowatt (B.Sc.),
Environmental Coordinator

The Norway House Environmental Monitoring Agency (EMA) was established under Article 7 of the Norway House Cree Nation Master Implementation Agreement (MIA), with a mandate to monitor and assess conditions on-Reserve and within the Norway House Resource Management Area (RMA).

Background

The Norway House Environmental Monitoring Agency (EMA) was established under Article 7 of the Norway House Cree Nation Master Implementation Agreement (MIA), with a mandate to monitor and assess conditions on-Reserve and within the Norway House Resource Management Area (RMA).

2021-22 Workplan

The 2021-22 EMA Annual Workplan included the following:

- ▶ Safe Navigation Programs
- ▶ Environmental site assessments/investigations/remediation at Areas of Potential Environmental Contamination (APECs)
 - Former Rossville School site
- ▶ Crown Indigenous Consultation
 - Lake Manitoba/Lake St. Martin Outlet Channel
- ▶ Aquatic invasive species
 - Zebra mussels
- ▶ Collaboration with NH Resource Management Board
 - Mining/mineral interests
 - Forestry activity impacting the NH RMA
- ▶ COVID-19 pandemic reassignment

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 operations.

Timber Debris Management Program

The Timber Debris Management Program (TDMP) operated from July to October 2021 and included removal of beached and suspended timber debris at 2 Mile Channel and select areas at Playgreen Lake in an effort to reduce navigational hazards. The six-man crew removed logs, stumps, deadheads and other wooded debris. Approximately 309 piles of wooded debris each approximately six foot by six foot in size were collected.

Safe Ice Trails Program

The Safe Ice Trails Program (SIT) for winter 2021 was limited to installation of barricades at local bridges in December. No safe trails were installed in 2021-22 due to a combination of a late start, elevated snowfall and unavailable personnel due to COVID-19 restrictions.



Environmental Site Assessments / Investigation / Remediation of APEC's

Following the ESA Report by AECOM in February 2021, the project team comprised of representatives from NHCN and Indigenous Services Canada (ISC) developed and approved terms of reference for public tendering for the design of a Remedial Action Plan (RAP) at the site of the former Rossville School.

Stantec was the successful consultant for the project. Phase 1 of the remediation project includes:

- ▶ Technical review of available information,
- ▶ Gap analysis,
- ▶ Additional sampling to address gaps,
- ▶ Ground penetrating radar,
- ▶ Landfarm scoping/licensing
- ▶ Design of a RAP.

Phase 2 will include the actual clean-up of impacts guided by the terms of the RAP.

Following the full remediation of impacts at the Rossville site, NHCN will initiate the process to revert these lands back to reserve.

Ground Penetrating Radar

With the discovery of 215 unmarked graves at the former Kamloops Residential School, NHCN representatives on the NHCN/ISC project team successfully advocated for the addition of ground penetrating radar (GPR) as part of the project description due to historical land use as a former residential school site.

Ground penetrating radar will be deployed prior to any excavation of contaminated soils and will guide remediation activities in the area. The GPR scan will be conducted in summer 2023 and will require guidance from a Residential School Committee. Meetings with potential committee members was not possible in 2021-2022. The committee was established in late 2022.



Crown Indigenous Consultation

Crown Indigenous Consultation is triggered if a project, activity or decision of the Crown has the potential to impact treaty and aboriginal rights for an Indigenous community. In 2021-22, the project outlined below was an active file under the mandate of NHCN.

Lake Manitoba – Lake St. Martin Outlet Channel

The Lake Manitoba/Lake St. Martin Outlet Channel is being proposed by Manitoba Infrastructure (MI) as part of Manitoba's overall flood prevention plan and involves the excavation of two artificial channels connecting Lake Manitoba to Lake St. Martin (24.1 km long) and Lake St. Martin to Lake Winnipeg (23.8 km long). Under current legislation, this project requires an Environmental Impact Statement (EIS) for public review and comment and triggers a duty to consult. MI submitted its EIS in spring 2020.

NHCN has asserted that the outlet channels will have downstream impacts to Lake Winnipeg, Playgreen Lake, thereby affecting NHCN's Indigenous rights. In 2021, NHCN was unable to hold public consultation sessions with NHCN membership and with the Province of Manitoba. However, NHCN continues to participate in the review of the EIS being conducted by the Impact Assessment Agency of Canada (IAAC, formerly Canadian Environmental Impact Assessment Agency of Canada).

This process remains ongoing due to comments and questions in response to the EIS. Environmental approvals for this project are pending completion of the EIS review and forthcoming community consultation.

Aquatic Invasive Species — Zebra Mussels

In response to zebra mussel encounters in 2019, EMA developed a Zebra Mussel Strategy with five objectives, all of which were completed in 2021. These objectives include:

1. NHCN Water Treatment Plant Upgrades

Due to concerns regarding the water treatment plant, upgrades were undertaken in 2021 to prevent adult zebra mussels from accumulating at the intake site as well as preventing veligers from colonizing the community water supply.

2. Decontamination Station

The decontamination station was in operation daily from mid-May to end of October 2021. All watercraft bound for Molson Lake were inspected and decontaminated.

3. Protection of Water Bodies located outside of AIS Control Zones

NHCN identified a need to protect Molson Lake from zebra mussel and other AIS infestation. This was achieved in 2021/2022 with the compulsory decontamination of all watercraft at the Molson Lake road.



4. Monitoring Program

In collaboration with AIS Manitoba, water and substrate sampling were conducted in September 2021/2022 at Paimusk Creek and Molson Lake. At the time of testing, no veliger or adult zebra mussels were detected at these locations.

A reconnaissance was undertaken by the EMA/ AIS team to Echimamish River and Hairy Lake to determine the probability of zebra mussel movement by natural flows to the Hayes River. Due to low water levels in 2021/2022, the team concluded that the likelihood of natural spread of zebra mussels was low at that time.

5. Education & Awareness

Due to COVID-19 restrictions, education and awareness was not possible in 2021/2022.

Collaboration with Norway House Resource Management Board

In 2021, NHCN Chief and Council directed management to revive the Norway House Resource Management Board (NHRMB). As outlined in Article 5 of the MIA, the mandate of the NHRMB is to promote Integrated Land Use and resource management in the Norway House Resource Management Area.

Current NHCN representatives on the Board include: Wayne Anderson, Chris Clarke, Andrew Folster Jr., Sophia Halcrow and Loretta Mowatt. The province has five provincial Board Members for a total of 10 members. Issues discussed by the Board in 2021-22 include:

- ▶ Land use applications in the NHRMA
- ▶ Forestry management plans

- ▶ 2 and 8 Mile Channel remediation project update from Manitoba Hydro
 - Erosion, contamination and construction debris
- ▶ Fuel spills in the NHRMA
- ▶ Zebra mussel infestation and control
- ▶ Wildlife issues – moose management, chronic wasting disease, avian influenza
- ▶ Traditional Area Land Use Plan (prioritized by NHCN Chief and Council)

COVID-19 Pandemic Reassignment

Due to the COVID-19 pandemic, the EMA was reassigned to food management for the community from March 2020 to March 2022. Duties included oversight of meal preparation and grocery needs for households in isolation. NHCN departments assisting with these duties included the Future Stars Day Care Centre, Kanachee Awasisak Headstart Program and Jean Folster Place. Staff worked tirelessly to ensure services were available, and the EMA extends a big “thank you” to all the staff at these departments and community members for their commitment during this trying time.

In summary, the 2021-22 EMA workplan was affected by the COVID-19 pandemic, causing delays for certain programs. EMA employed two full-time and 14 seasonal staff in 2021-22. EMA continues to work with NHCN Leadership to prioritize issues and adjust its workplan accordingly.

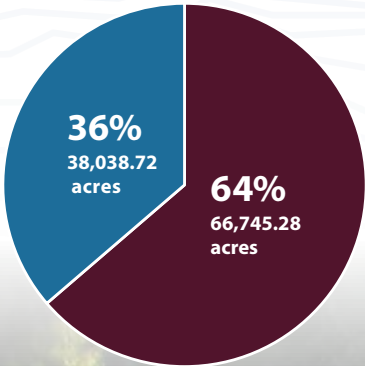
Members are encouraged to contact the EMA office with environmental concerns on-Reserve or within the Norway House Resource Management Area at (204) 359 – 4753 or by email at lmowatt@nhcn.ca.



TREATY LAND ENTITLEMENT

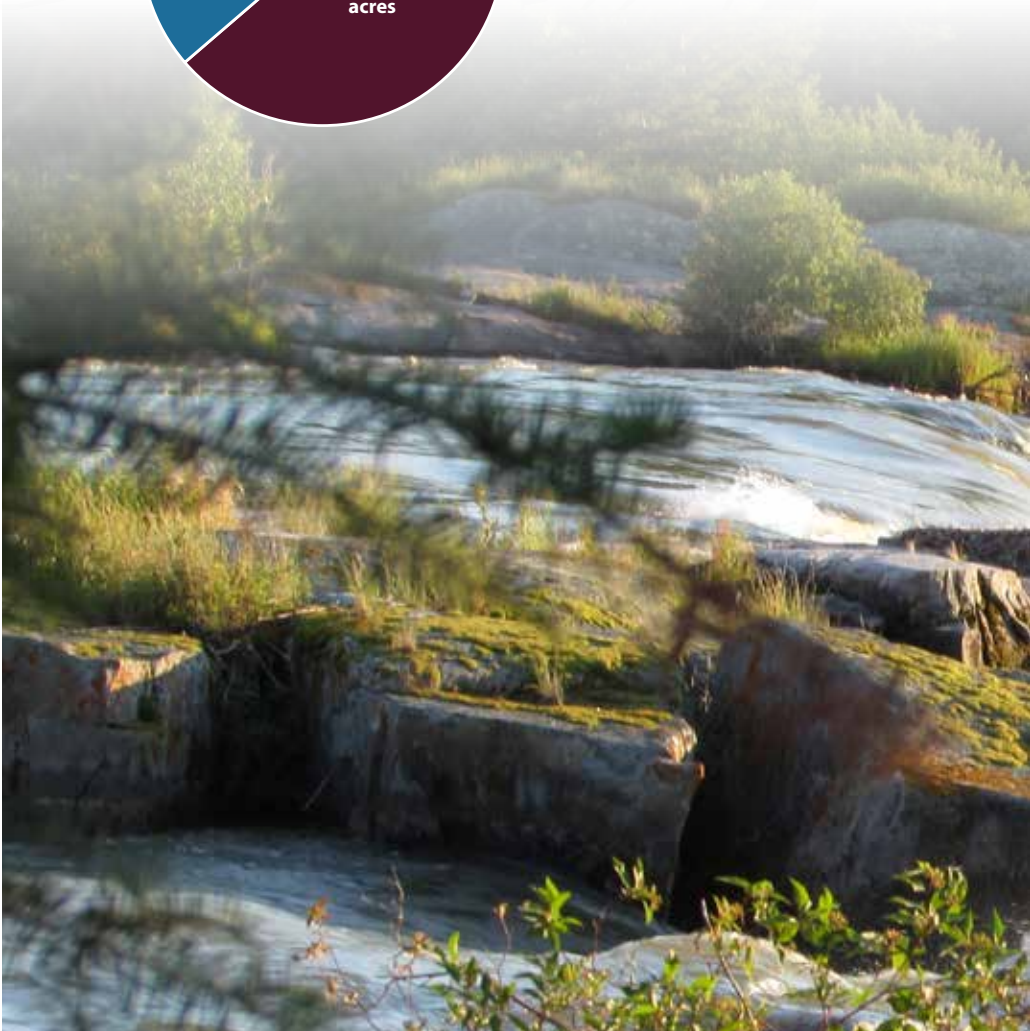
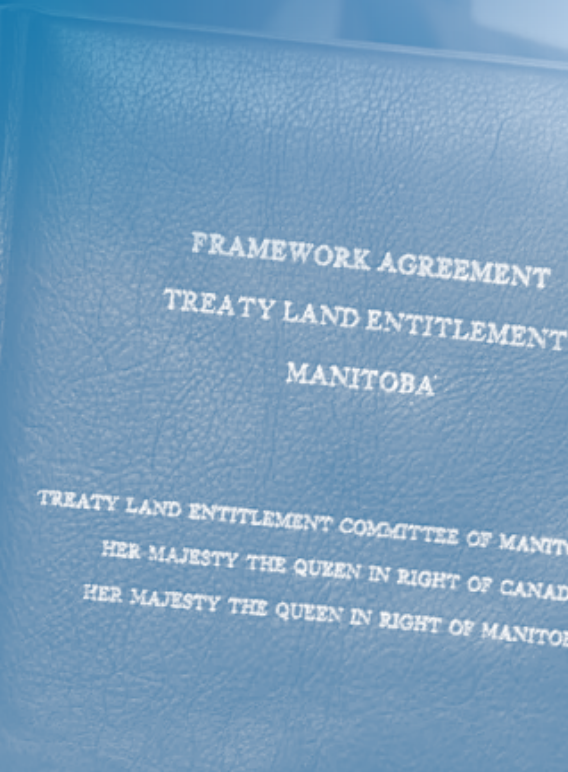
On May 29, 1997, the Treaty Land Entitlement Committee (TLEC) of Manitoba Inc. and other First Nations signed the Manitoba Framework Agreement. Fifteen of the 21 First Nations entered into a Treaty Land Entitlement (TLE). This is an agreement between four different parties: Canada, Manitoba, TLEC of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

Norway House Cree Nation (NHCN) signed the agreement on November 12, 1997. Under the TLE Framework Agreement, Norway House was entitled to 104,784 acres of land to be transferred into reserve status. Since the signing of this agreement, only 66,745.28 acres have been transferred. The TLEC has taken legal action against Canada, and negotiations are currently taking place.



NHCN TLE LAND:
104,784 acres

- TLE Acres Not Yet Transferred
- Acres Transferred to Reserve



2021-22 Activities

In the 2021-22 fiscal year, NHCN successfully extended the Williams River area by 128 acres. Environmental Site Assessments (ESAs) are required as part of the TLE work. However, there were no ESAs completed in 2021-22.

Each year, the TLEC provides First Nations with applications that enable them to outline which parcels of land that the First Nation is interested in transferring. In 2021-22, NHCN made application for the following parcel selections:

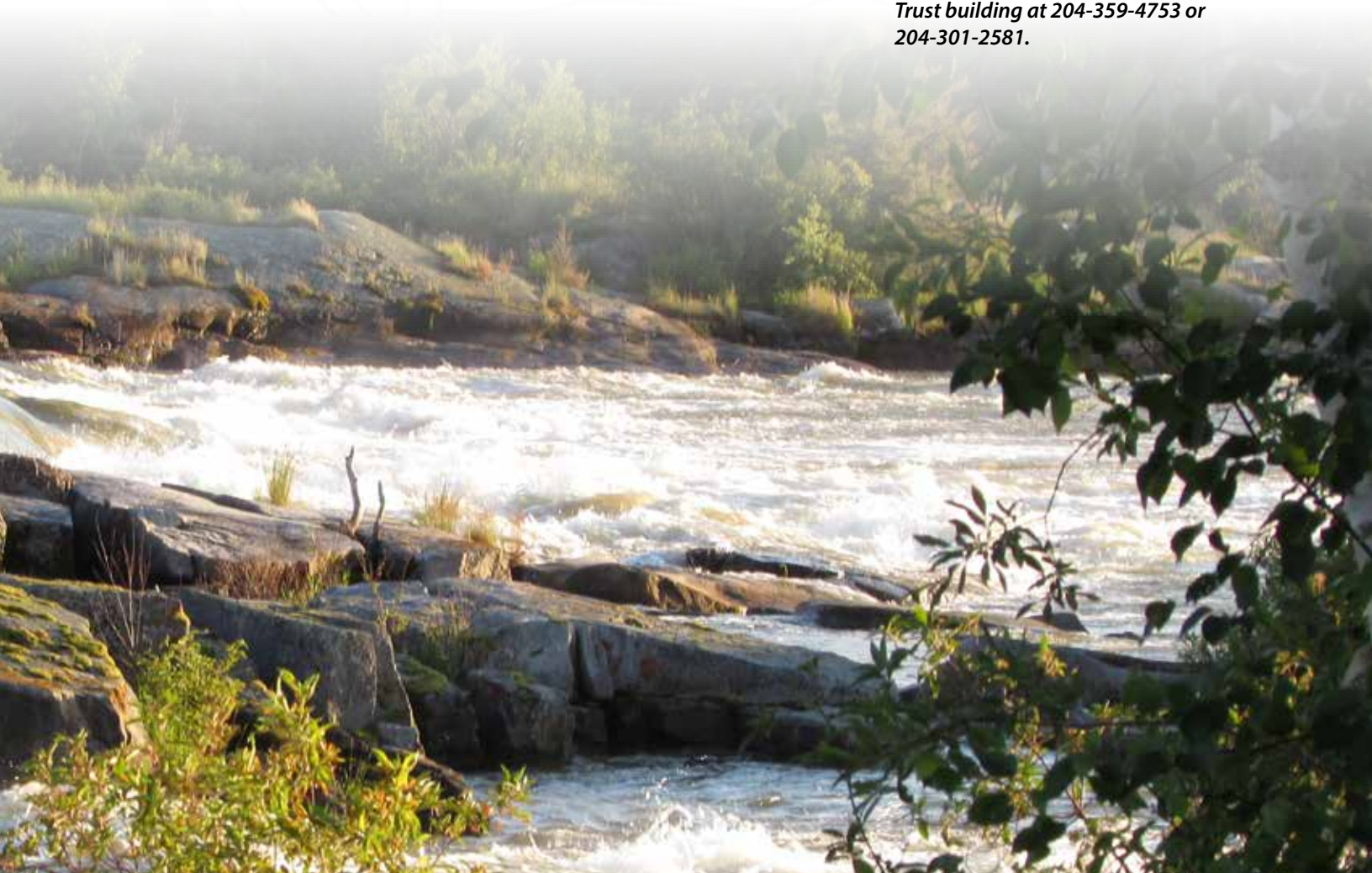
- ▶ Lac du Bonnet
- ▶ North Molson Lake A & D
- ▶ Hydro Easement Selection
- ▶ Mission Island

Legal Update

In 2019, the TLEC filed legal action seeking a declaration that the releases and indemnities be voided and ineffective, and that Canada is barred from relying on them. On April 23, 2021, the court sided with the TLEC and the First Nations. This means that NHCN has the option to sue Canada for the loss of use on its parcels of land. TLEC and Norway House have agreed to collaborate on this case.

During 2021-22, TLEC and Canada met three times to negotiate a settlement. Although a settlement has not yet been reached, these negotiations are continuing.

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



HOUSING REPORT

The Norway House Cree Nation Housing Department is managed and administered by the Housing Director, Administrative Assistant and Inspector/Supervisor. The department manages and oversees 1,258 homes consisting of CMHC, homeowners and band-built houses.

There are currently over 600 new applications for housing as our population continues to grow rapidly. Social and economic challenges are prominent in the community often leading to crises that are made worse by a lack of housing security for our members.

Housing Administration

The Housing Director is responsible for the administration and management of all programs and services for the department. The staff complement for the department includes the following individuals:

Housing Director	Allan Albert
Manager	Frankie Clarke
Administrative Assistant	Shirley Muminawatum
Construction Technician	Stan S. Hart
Projects Supervisor	Steven Evans
Maintenance/Repair	Oliver Clarke
Electrical Maintenance	Larson Muskego
Receptionist	Jessica Colon
Warehouse	Dwayne Packo

In addition, there are a number of other employees that fulfill important roles in the delivery of a housing project, including materials delivery, construction and renovation, and materials handlers in the construction yard. These roles are essential to making certain that projects can be undertaken and completed.

Emergency Repairs and Maintenance

There are many houses in need of major renovations and minor repairs. The work crews do their best to complete minor repairs occasionally using salvaged material to complete the work. The department will receive at least 50 calls per day requesting maintenance for a variety of issues, such as:

- ▶ 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, etc.)
- ▶ Repair and adjustment of cabinets
- ▶ Repair and replacement of interior doors
- ▶ Ramps
- ▶ Electrical – Heating, Ventilation

The crews manage the repair schedule by prioritizing calls according to the health and safety needs of tenants. For major projects, the department will often rely on professional contractors to complete the required work.

Current Employees

At present, the Housing Department employees the following number of individuals across a variety of housing-related projects:

- ▶ Four carpenter crews working on new construction for eight single family dwellings and two duplexes.
- ▶ Five carpenter crews working on major housing renovations under three different programs, with another two maintenance crews undertaking minor repairs.
- ▶ Five drywall and painting crews.
- ▶ One individual performing mould remediation.

NHCN Housing Projects

The table below outlines the projects currently underway in the community.

NHCN leadership is looking into other sources of funding in order to meet the dire need for housing within the Norway House community.

Regarding maintenance and renovation, some housing units in the community are experiencing sinking foundations. In response, NHCN purchased equipment designed to lift houses from their footings in order to perform remedial work to address drainage issues and other structural problems.

DESCRIPTION	NUMBER of UNITS	COST
CMHC Section 95 - Bungalows	8	\$1,579,427
Emergency Repairs – NHCN/CAP		\$1,342,203
C-Can Duplexes – Sea Containers - ISC	6	\$996,000
Insurance Replacement	1	\$107,000
Anderson Homes – Modular Units - ISC	5	\$900,000
Tiny Homes – Bachelor Units - ISC	16	\$300,000
CMHC RRAP – Renovation	1	\$42,000
CMHC Section 95 – Duplexes and Modular Units	8	\$1,077,192
C-Can Duplexes – Sea Containers - ISC	6	\$996,000
Four-plex Renovations – Six four-plexes - ISC	24	\$600,000
Apartment Complex - ISC	24	\$2,600,000
Modular Homes - ISC	15	\$2,700,000
CMHC Section 95 – Single Family Dwellings	6	\$1,012,203
C-Can Duplexes – Sea Containers - RHI	16	\$3,929,614
Immediate Needs – Renovations - ISC	25	\$960,000
Immediate Needs – New Builds – ISC	6	\$1,558,000
CMHC Section 95 – Stick Built	13	<u>\$3,600,000</u>
TOTAL COST		\$21,599,639
TOTAL NEW HOMES	96	
TOTAL RENOVATIONS	69	
REPAIR AND MAINTENANCE	300+	





Pictures of duplexes NHCN Housing is working on, typically finished as other homes including the single family homes.



Other Business

Public Works Water and Sewer Garages

In the near future, these garages will be used for materials storage for housing and will be closely monitored to prevent loss. A dome structure has been installed as part of the storage development project, due to the vast amount of material that will be delivered for construction and renovations. A warehousing employees will oversee and control the transfer of materials intended for the various construction projects .

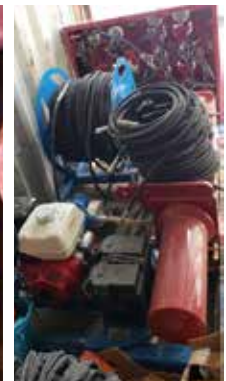
Emergency Response

Band members routinely call for various issues regarding repair, housing, vacancies, etc. However, at present the NHCN Housing Division is limited in what it can provide. The department does its best to prioritize repairs, with all housing crises taken before Chief and Council for decision-making.

Pest Control

Over the past several years, homes in the community have been invaded with pests, most notably bedbugs and cockroaches. A professional exterminator was brought in to perform pest control in a number of homes, having to undertake up to three visits for each home depending on the seriousness of the infestation. Given the extent of effort required to eliminate pests in community housing units, NHCN elected to invest in its own pest control capacity by purchasing its own heat assault system as a means of controlling bedbugs. The system has proven very effective, and has relieved three homes of pest infestations to date.

NHCN was also able to acquire funding from ISC to get:



The Norway House Cree Nation (NHCN) Education Division provides financial assistance for NHCN members interested in pursuing post-secondary studies whether in or out of the community. In this, the program seeks to assist NHCN members by providing the financial means by which they may obtain a post-secondary education in order to become successful and self-reliant upon graduation.

The division is also dedicated to providing more community-based programming geared toward satisfying NHCN community labour market demand.

Within the division, there are a series of specific program areas that provide services to individuals looking to further their formal education. These programs are outlined below:

Mature Student Program (MSP)

Delivered since 2004, this program enables mature students to complete their high school education. The MSP is delivered in two-year intervals in order to make it easier for students to complete the required learning. Students who may have been out of school for many years are able to follow the curriculum at a manageable pace.

The program received 110 applicants in September 2021, with 79 continuing into the second year. An additional 20 students applied in the second year of this cohort for a total of 99 individuals.

Full-time, 3-year Bachelor of Arts Program

Administered and delivered by the University College of the North (UCN), this program has been offered since 2008. There were 28 students enrolled in the program for the 2020-21 academic year at various levels over the three-year period. These students were provided with important skills, including written/oral communication, research, self-governing and objective analysis. For many, this degree is essential for moving on to other programs such as social work, education or law. It is also a crucial stepping-stone toward higher degrees, including Master and Doctorate programs.

In 2021, there were 44 post-secondary graduates from within the community.

Part-time Educational Assistant Certificate Program

Beginning in 2018, the program delivered successful educational outcomes for 12 students who completed their studies in 2021. Program completion was delayed due to COVID-19, which prevented the practicum portion due to pandemic-related school closures.

EDUCATION, TRAINING & CULTURAL DIVISION



Cultural Education Program

Funded through the First Nation Confederacy of Cultural Education Centres, this program focuses on four key objectives:

- ▶ Displaying a gallery of historical pictographs and archival photographs during the annual York Boat Days celebration.
- ▶ Researching the history of Norway House and continuing the collection of artifacts and pictures for the museum collection.
- ▶ Developing cultural and traditional awareness through classes that teach beadwork and making mittens, moccasins and gauntlets.
- ▶ Providing demonstration classes on traditional skills such as ice fishing, trapping and hunting as well as preparation and cooking of wild meat.

The week of May 2, 2021 was a significant period for the adult students in the education program, leading up to May 5th, the National Day of Awareness for Missing and Murdered Indigenous Women, Girls and Two-spirit (also known as Red Dress Day). Female students made red skirts to wear in commemoration of the day. As part of the event, a one-day workshop was held for adult students who heard presentations from community elders about the importance of education and how changes to the community have affected its citizens over the years. Council members presented on educational opportunities and their own experiences as former students. There were also discussions about traditional medicines and a profile of available health services in the community.

Overall, the community and its student body weathered the impact of COVID-19 well. Pandemic

lockdowns created significant limitations in terms of program participation. However, instructors and program administrators worked hard to put flexible arrangements in place to provide online learning platforms, with delivery and pickup of student homework packages. Meanwhile, facility improvements helped to connect water and sewer services to the community system, ensuring reliable plumbing and heating for the building.

The Education Division remains dedicated to supporting the ongoing education of NHCN community members. We anticipate continued activity as more members seek to further their education.

Ekosani!



The Nikanihk Ascahkosak Daycare Center is committed to providing child care services as a supplement to home experiences and on behalf of parents who are working or studying and require a substitute for home care. We strive to provide a safe, loving, secure and creative environment where children can develop socially, emotionally, physically and intellectually at their own rate.

Goals and Objectives

- ▶ Provide a safe and caring environment.
- ▶ Provide social guidance.
- ▶ Enhance the child's overall development.
- ▶ Provide guidance and appropriate discipline procedures.
- ▶ Encourage children to express themselves freely through material, movement and language.
- ▶ Provide a meaningful relationship with parents so that together we may discover, share and contribute to the child's growth.
- ▶ Implement developmentally appropriate activities.
- ▶ Create culturally-related activities. Staff members are encouraged to promote Cree culture among the children on a daily basis.

Program Services

- ▶ Health Promotion/Nutrition/Safety/Culture
- ▶ Small and Large Motor Skills/Music/Art/ Dance
- ▶ Education: Reading, Listening, Preschool Readiness Skills
- ▶ Social and Language Development

Day Care Staff

The staffing complement for the day care centre consists of the following individuals:

Flora Cromarty — Child Care Division Manager, Daycare/Headstart - ECE III

Shawna Scribe — Administrative Assistant - ECE III

Brenda Halcrow — Early Childhood Educator - Level III

Roberta Menow — Early Childhood Educator - Level II

Tricia Cromarty — Early Childhood Educator - Level II

Alicia Muskego — Early Childhood Educator - Level II

Tammy Budd — Early Childhood Educator – Level II

Priscilla Clarke — Cook (Casual)

Martha Queskekapow — Custodian (Casual)

Emily Albert — Early Childhood Educator Assistant

Rosemary Hart — Early Childhood Educator Assistant

Mary Saunders — Early Childhood Educator Assistant

Katherine Tina Moar — Early Childhood Educator Aide

Jocelyn Mckay — Early Childhood Educator Aide

Raynell Folster — Early Childhood Educator Aide

NIKANIHK ASCAHKOSAK DAYCARE CENTRE

Prepared by: Flora Cromarty,
Child Care Division Manager Daycare/Headstart



Angela Cromarty — Early Childhood Educator Aide (Casual)

Linda Forbister — Early Childhood Educator Aide (on call substitute)

Kassidy Folster — Early Childhood Educator Aide (on call substitute)

Catherine Muchikekwanape — Early Childhood Educator III (on call substitute)

Brianna Folster — One on One worker

The Child Care Division Manager and Headstart Supervisor represent Norway House Cree Nation at the Manitoba Keewatinow Okimakanak Inc. Regional First Nations Coordinators and Directors meetings. Regional and national issues are presented at these meetings.

From a safety perspective, the centre conducts random fire drills each month. All day care service areas are responsible for practicing their evacuation plans, with staff members overseeing their own responsibilities and ensuring everyone arrives at their designated meeting areas.

Operationally, the annual renewal of registration agreement and subsidy applications (applicable to NHCN membership) occurs in August.

Day Care Program Services

The day care centre has been in operation since March 10, 1998 and is open Monday to Friday from 7:30 a.m. to 5:00 p.m. The facility provides services to 70 children attending full time. The age range for children attending the centre is between three months and nine years. There are 16 spaces in the infant area (3 months to 2 years old), 24 spaces in the toddler area, (2 and 3 years old) and 30 spaces in the preschool to school age area (4 to 9 years of age). All areas have their own daily schedules that are flexible to meet the needs of parents and children. The Early Childhood Educators and Assistants provide daily activities based on their weekly themes.

The children engage in physical activities two to three times per day, including outings in and around the centre. The children participate in celebrations and special events scheduled throughout the year. The centre provides all children with breakfast, lunch and an afternoon snack.

Fundraising Activities

The Nikanihk Aschahkosak Day Care Centre is a non – profit organization, all fundraising events and parent fees generating revenue is utilized for the purchase of materials, supplies, toys, special events and celebrations. Day care staff will fundraise throughout the year, and parents are encouraged to participate.

Reading Program:

Reading to children on a daily basis enhances their cognitive and language development. The daycare program emphasizes reading to the children consistently, whether books, felt story plays, finger plays, and/or songs. Staff maintain positive interaction with children throughout all reading initiatives.

Nursery Readiness Program:

Early Childhood Educators on staff continue to implement the preschool readiness program in order to ensure that the children are prepared to enter the school system in the fall. The children take field trips to the Helen Betty Osborne and Jack River schools to visit with the nursery students and teachers. In May and June, all children ride the Frontier School Division Bus in order to become more familiar with the process of being transported to school.

Daycare Special Events

The daycare engages in a number of special events for the children throughout the year, including:

- ▶ Field trips and visits from local organizations and community workers
- ▶ Visitor's day and activity nights.
- ▶ Christmas concert and Santa giveaway
- ▶ Year-end barbecue and children's mini bazaar
- ▶ Special holiday events such as Halloween, Easter and Christmas
- ▶ Fundraising activities
- ▶ Treaty and York Boat Days Children's Bazaar

Parent Participation

Parents are invited and encouraged to participate in planned special events, celebrations, fundraising activities and fun family activity nights. Having parents actively involved in the program helps to create positive partnerships between them and the daycare staff.

During the COVID-19 pandemic, the daycare centre responded to recommendations that enrollment be reduced to 50% of capacity. Enrollment reductions were easier to endorse during July and August as a result of teachers, educational assistants and students not requiring services during summer vacation. Meanwhile, parents successfully adhered to the COVID Edition Parent Policy, and kept their children at home during periods of minor illness. This helped to keep general infections lower among children and employees, for which the staff are very grateful.

Statistics for April 2021 – March 2022:

MONTH	CAPACITY	Number of CHILDREN ENROLLED	HOLIDAY OR COVID CLOSURES
2021			
April	Open - 50% Capacity	52	April 2 Closed - Holiday
May	Open - 50% Capacity	47	May 3,4,17 Closed – COVID May 24 Closed – Holiday
June	Open - 50% Capacity	47	No closures
July	Open - low enrollment	28	July 1 Closed - Holiday
August	Open - low enrollment	28	August 2 – 6 Closed – Annual Treaty Days
September	Open - Full Capacity	70	September 6 Closed- Holiday Sept 22, 27-30 Closed -COVID
October	CLOSED	0	October 1 – 29 Closed-COVID
November	Re-opened on the 15th Full Capacity	32	November 1-12 Closed - COVID
December	Open – Full Capacity	70	December 23 – 31 Closed - Christmas
2022			
January - February	CLOSED Re opened on the 1st Full Capacity	0 70	January 3 – 31 Closed - COVID February 4,7-11, 25 Closed - COVID February 21 Closed - Holiday
March	Open – Full Capacity	70	No closures

Daycare closures for the year were as follows:

- ▶ April 2/21 – Closed - Holiday
- ▶ May 3,4,17/21 – COVID closure
- ▶ May 24/21– Closed – Holiday
- ▶ July 1/21 – Closed - Holiday
- ▶ August 2-6/22 Closed - Annual Treaty & York Boat Days
- ▶ September 06/21 – Closed - Holiday
- ▶ September 22/21 – Closed - COVID
- ▶ September 27 – November 12/21 – Closed - COVID
- ▶ December 23 – January 3/22 – Christmas Holidays
- ▶ January 3 – February 1/22 – Closed - COVID
- ▶ February 4-11/22 – COVID Closure, Shortage of staff
- ▶ February 21, 25/22 – COVID closure – Sterilizing building

The day care was closed for 84 days during the year. 67 days were COVID-19 related, with 17 days for holidays.

During the COVID closures, the daycare and Head Start staff were reassigned to grocery shopping, cooking meals and attending to security for community members in isolation. In addition, staff attended sanitizing duties at community buildings that had experienced COVID-19 exposures.

Additional Information

- ▶ Two of the centre's dedicated employees retired in August of 2021. Florence Halcrow and Margaret Albert. were presented with retirement gifts, and we thank them for their years of dedication to the program and the children who were in their care throughout their careers.
- ▶ In October of 2021, the daycare back deck was torn down and replaced.
- ▶ Due to the pandemic, field trips, gatherings and special events were minimal during the fiscal year. However, the daycare did hold monthly birthday day parties for the children.
- ▶ In December 2021, the daycare and Head Start programs received \$22,487.50 each for materials and supplies. This money came from Manitoba First Nations Education Resource Centre. We obtained much needed art supplies, toys and equipment for both programs, and sincerely thank the MFNERC for its assistance.
- ▶ On December 16, 2021, daycare children held virtual Christmas performances and Santa giveaway. The children's' performances were recorded and posted for viewing to the daycare's Parent Facebook page.

KANACHE AWASISAK HEAD START PROGRAM

The Kanache Awasisak Head Start Program (Head Start) provides locally-controlled and designed early intervention strategies that offer preschool children (ages two to three years) a positive sense of themselves, as desire for learning and opportunities to develop fully and successfully as young people.

The objectives of the program include:

- ▶ Supporting the spiritual, social, emotional, physical and intellectual growth of children.
- ▶ Supporting and encouraging each child to enjoy life-long learning.
- ▶ Supporting parents and guardians as primary teachers and caregivers of their children.
- ▶ Empowering parents to play a significant role in planning, developing, operating and evaluating the program.
- ▶ Recognizing and supporting the role of extended families in caring for children.
- ▶ Networking with others who have experience with the six components of Head Start (culture and language, education, health promotion, nutrition, social support and parental/family involvement).

These objectives are achieved through the following key services and activities offered to children and families through the Kanache Awasisak Head Start Centre:

- ▶ Early Childhood Education.
- ▶ Elder teachings and participation.
- ▶ Educational experiences through circle time activities such as alphabet, colours, numbers and fine and large motor skills development.
- ▶ Daily curriculum focusing on the six components of Head Start.
- ▶ Education on nutrition, dental care and menu planning for families.
- ▶ Parental resource days every Wednesday offering life skills training, sharing ideas and talents (e.g. arts and crafts, scrapbooking, menu planning, etc.).
- ▶ Information booths and displays.

Kanache Awasisak Head Start Centre

The Kanache Awasisak Head Start Centre supports 56 children, providing them with two sessions per day for Monday, Tuesday, Thursday and Friday respectively. The information below outlines the six components/specific programs in each area.

Culture and Language

The program promotes the use of Cree in the family home as a means of preserving the traditional language of the Norway House Cree Nation people. The curriculum offered by the centre introduces Cree to children more formally (e.g. learning to count in Cree), while striving to provide a comfortable environment for children to learn to communicate in their traditional language. Meanwhile, Elders from the community are encouraged to participate to enhance the learning opportunity for the children. At present, the centre is collecting stories, songs, poems and finger plays in Cree that can be used as further valuable learning tools.



Education

The centre provides children with a variety of activities designed to encourage learning and to help prepare to participate in a school setting. Some of the activities include games that help to develop mathematical skills, reading and listening. They also introduce children to science, health and social studies. The program is structured in a manner similar to that of a school environment to help them grow accustomed to set schedules and routine.

Health Promotion

Children are encouraged to participate in activities that promote healthy lifestyles, including movement and exercise, good eating habits and introducing a variety of healthy foods (e.g. fruit, vegetables, wild meat and cereals). Other areas of learning include aspects of good hygiene, such as brushing teeth after meals, regular handwashing and cleaning up after meals. Future planning for health includes asking Public Health Nurses and Community Wellness Workers to offer health promotion training sessions for parents.

Nutrition

Centre staff provide healthy snacks to the children attending the program, emphasizing the importance of health food choices. Recipes for healthy meals are shared with parents as part of the initiative by centre staff members to stress good eating habits and positive nutritional choices.

Social Support

The centre provides links to other organizations and programs from which parents and caregivers may obtain information on them through Head Start. Some of the more important links include Jordan's Principle Child First Initiative, Maternal Child Health, STAR and the Frontier School Division. Additional contacts are being considered as information sources, including Public Health, Minisowin Agency, Norway House Hospital, Community Council, NHCN Social Division, Parks and Recreation and the Frontier School Division's Child Development Centre.

Parental and Family Involvement

Parents are asked to commit to participating in the centre and its programs at a minimum of twice per month. Their involvement consists of volunteering in fundraising activities, classroom participation, field trips, events and workshops. In this approach, parents learn to play with their children while developing good socializing skills, meeting other parents and forming new friendships. Other family members are also encouraged to take part in the centre's activities. A parental presence at the centre further encourages children to continue participating in the available resources at the centre.

2021-2022 Update

The information below highlights some of the activities of the Head Start program and centre for 2021-2022:

- ▶ The Kanache Awasisak Head Start Centre celebrated the graduation of 57 children at a ceremony held on June 15, 2021. These graduates entered the Frontier School Division in the fall.
- ▶ The COVID-19 pandemic resulted in a reduction of two and a half months of programming for the children. In addition, graduation celebrations for this year were cancelled and fundraising was devoted to purchasing tablets for each child as a graduation gift.
- ▶ The centre successfully recruited a Cree language teacher this year, who has proven a valuable resource in terms of parents and children learning Cree by hearing it spoken aloud regularly.
- ▶ Planning continued on changes and updates to the programming and equipment to coincide with the expected additional funding. The centre has determined it needs a new vehicle for the program as well as computers and cell phone. Renovations to the building remain unfinished, and an increase in salaries for Early Childhood Educators (ECEs) on staff is also necessary.
- ▶ There are currently four Jordan's Principle Respite Workers on staff with the centre, as more children enter the programming with additional support needs. At present, there are 16 children in the program requiring special services.

EMPLOYMENT & TRAINING SERVICES

Employment and Training Services (ETS) strives to improve employment opportunities for Norway House Cree Nation (MHCN) community members by providing employment/ training programs and assistance services in order to increase the participation of the membership in the labour market. This report summarizes the program activities for 2021-22.

Skill Development Program

ETS provides funding for clients to gain the skills and qualifications necessary for entering a chosen occupation by enabling their enrollment in appropriate training or education programs. ETS sponsored 272 participants over the past year, with 119 completing their program as of June 2022, and 44 continuing with program participation into the 2022-23 school year.

First Nation and Inuit Youth Employment Strategy (FNIYES) – Mentored Work Program

ETS collaborated with Pinaow Wachi Personal Care Home by providing work placement and mentorship support for seven participants. These individuals took part in a 27-week placement for positions including Health Care Aide Assistants, Administrative Assistant, Recreation Program Assistant and Food Services Assistant. These experiences helped to enhance the employability skills of all participants, who benefitted from on-the-job training in addition to mentorship.

FNIYES – Summer Work Experience Program

Indigenous Services Canada (ISC) provided proposal funding to ETS to deliver summer work opportunities for youth currently enrolled in secondary and post-secondary studies. ETS employed 59 participants (15 post-secondary and 44 high school students). Work placements were for up to 12 weeks, situated throughout various NHCN departments.



Community Employment Program

This program is designed to provide work opportunities and on-the-job training. Placements within NHCN departments were based on participant career choices. The program hired 32 individuals for 20 weeks. Upon program completion, participants were eligible for Employment Insurance.

Training Initiative for Mining Camp Service Jobs

This initiative was developed in partnership with Workplace Education Manitoba (WEM). It was a three-week training program for positions in the camp service sector. This initiative was driven by the need for camp accommodation services for the Minago Mining Project. It provide essential skills training and personnel management basics to ensure that applicants were fit for both job demands and the necessary away-from-home living requirements that are part of the industry. The program successfully recruited 23 individuals to take part in the program and preparing for entry-level positions in the industry.

Home Builder Program

This program was delivered in the community by ETS in partnership with the University College of the North (UCN). The Home Builder Program was a nine-month training program comprised of both theory and practical learning intended to give participants knowledge of the construction trade and the ability to construct homes. Ten participants were enrolled in the program, with seven completing it and graduating in June.

Health Care Aide Program

Delivered in partnership with UCN, the Health Care Aide (HCA) Program provides students with the knowledge and skills to support patients and residents in personal care homes, long-term care and/or hospitals within their community. The program was delivered online because of the COVID-19 pandemic and a lack of instructor availability. Ten individuals enrolled in the program. However, program completion required participants to relocate to Thompson for a six-week practicum placement. Only one individual completed the program.

Educational Assistant Program

This program was delivered through an ETS/UCN partnership and offered the first year of a two-year program to seven enrollees from the community. The program provides students with the required knowledge, skills and competencies required for employment in the education sector. The expected completion date for the students in this program is June 2023.

Assiniboine Community College – Diploma of Nursing Program

NHCN's Education, Training and Culture Division and the Health Centre of Excellence partnered with the Assiniboine Community College (ACC) to deliver a community-based DPN (Diploma Practical Nursing) Program. The initial start date for the DPN program in Norway House was in the fall of 2022. 109 individuals expressed interest in the program. However, only 53 students applied.

This interdisciplinary program is demanding in terms of workload and student expectations. However, the goals are to improve health care services in the community, and to produce professional nurses who are part of the community. If successful, the DPN program will encourage future partnerships with other health care educational initiatives.

The above-noted success of the training programs was tempered this year by the passing of Training and Service Manager Tony Scribe. Tony played a significant role in bringing forward training and employment opportunities for the community. ETS looks to honour Tony's memory and contribution by continuing to move forward with training initiatives for NHCN that enables community members to improve their lives through training and career development.



WEECHIWAYWIN RESOURCE CENTRE

The Weechiwaywin Resource Center provides a diverse range of services to Norway House Cree Nation (NHCN) members who are relocating to or currently reside in the City of Winnipeg. Available services include but are not limited to, educational and health information sessions, various in-house or community activities, counseling as well as emotional and spiritual support for bereaved families. The goal of the centre's operations is to assist those living off-reserve by providing support and knowledge necessary to succeed in life while promoting a healthy lifestyle.

The types of supports outlined below are intended to offer as much assistance as possible to NHCN members living in Winnipeg. These supports include:

- ▶ Assisting NHCN band members living with long-term, chronic diseases to maintain a good quality of life while living in the urban center.
- ▶ Assisting members to access available resources and services within the City of Winnipeg particularly in the area of living accommodations and financial supports.
- ▶ Promoting and empowering NHCN members, especially young people earning post-secondary education, to become more independent through problem solving, goal setting, and effective financial management skills.
- ▶ Providing individual and group counseling sessions, support services, and personal development workshops to encourage people to develop strong, healthy and balanced lifestyles, and to build capacity within young people by promoting the importance of training and employment.

Programs & Services

Patient/Family Support Services

The NHCN Patient/Family Support Services Program provides a holistic method of support to medical patients who have relocated to Winnipeg for treatment or disease management. The centre strives to offer services that are tailored to each patient's needs with components of support that promote adherence to treatment based on each person's unique needs in achieving overall well-being.

Emergency Support Services

The Weechiwaywin Resource Centre provides emergency support to NHCN members in conjunction with the Muchipunowin Program. Those experiencing a life-threatening illness can have many psychological, emotional and spiritual challenges, as can family members who must watch their loved one endure such experiences. The centre offers emotional and spiritual support to NHCN members living with situations such as this, including support for those who have lost a loved one.

Post-secondary Support Services

The Post-secondary (Urban) Program promotes a healthy educational environment for students who have left their community to enroll in post-secondary learning institutions (including Employment and Training Program students). Supports are also offered to their family members who may need

help in terms of having a loved living outside of their community and in providing encouragement to that individual to remain in school. The centre fosters student success by developing positive relationships with students and encouraging personal development, good coping mechanisms when experiencing stress and healthy lifestyles that include developing skills for time and financial management.

Social/Economic Support Network Services

Social/economic supports promote a sense of independence and social development for NHCN members by helping them to obtain employable skills, whether basic or advanced, that will contribute to greater labour market access for individuals. It also assists with a person's efforts to further their training for long-term career development. The program will foster lifelong learning through Life Skills development program that will include personal development, time management, and financial management.

Activities

The COVID-19 pandemic forced the centre to temporarily pause its activities during the year. This enabled staff to focus on providing direct assistance to individuals residing outside of Norway House. This included setting up a Resource Centre/common area in the basement of 333 Maryland that offers a quiet place for students to study. The centre includes computers with Internet connections for those needing to attend online meetings or perform educational research/school work. In addition, an area is available for use to hold meetings, presentations and workshops, as well as a section made into a lounge for those seeking a place to relax and collect themselves.

In addition to educational supports, the Resource Centre is also available to provide a range of health-related services and supports, in-house community activities, counseling services and other emotional and spiritual supports for those in crisis.

Our program is also actively involved in networking with End Homelessness Winnipeg, the Main St Project, and other similar organizations in the city. Weechiwaywin works with NHCN community members experiencing homelessness, conducting intake assessments with them in order to provide basic daily needs. In crisis situations the centre provides for short-term hotel stays when deemed urgent, as well as offering a list of resources for shelters, food banks and other supports individuals may need.

Some of the more specific outcomes the centre has supported include working with NHCN education counsellor Irene Balfour to identify various available resources for students who have transitioned to Winnipeg to attend school.

Weechiwaywin provided health and wellness support to a family that relocated from Norway House to Winnipeg. The family was in urgent need of support and were thankful for the assistance they received in helping them move and settle within the city. The success of this effort was due to the teamwork involving Councilor John Henry, Mike Ly, and the resource team. The family is safe and enjoying a new beginning.

A website for the Weechiwaywin Resource Center is under construction as a means of spreading awareness about the support services available for those either living in Winnipeg or planning to move there. The website includes a modernized up-to-date interface that is intuitive and easy to navigate, as well as a full layout of all supports available at the centre. Contact information is included on the site, as well as a built-in messaging system for those who feel more comfortable submitting a "ticket" requesting assistance rather than interacting directly with staff members. The site is both desktop and mobile compatible to ensure people can access the available information and get the help they need regardless of the device being used.

What's Next

The Weechiwaywin Resource Centre plans to expand its reach and recruit more employees who are equipped with the specialized skills needed by both the centre and its clients. In addition, the centre will fully promote its website when ready, in order to reach as many people as possible and raise awareness of available services.

Weechiwaywin greatly appreciates the dedication of Eileen Apetagon and the work she accomplished in guiding the development of these resources. We wish her great success in her future endeavours as she moves on to new experiences. The resource centre also greatly appreciates the many employees that have helped the centre achieve its goals and help NHCN band members to improve their quality of life in the face of significant challenges. The Weechiwaywin team is available 24 hours per day, seven days per week to assist those in need.

PARKS & RECREATION

The Norway House Cree Nation (NHCN) Parks and Recreation Department provides recreational, educational, youth training and development services to the community through the delivery of physical, social and traditional programming delivered in a safe and healthy environment.

The key principles under which the department operates are founded in good leadership skills and role modeling. Principles include:

- ▶ Believing that volunteers are an essential resource.
- ▶ Being sensitive to the ideas of the people served.
- ▶ Encouraging and promoting the benefits of recreational activities.
- ▶ Believing in good sportsmanship and fair play is essential to healthy growth.
- ▶ Caring about the people served.
- ▶ Delivering positive recreation programs and active living opportunities.
- ▶ Delivering positive education, training and employment opportunities for youth and young adults.
- ▶ Respecting, honouring and promoting traditional lifestyles for the community.
- ▶ Encouraging and supporting community groups in becoming independent.
- ▶ Fostering an open, interactive and supportive community network.





The department works to achieve these principles through a variety of key activities intended to promote both personal and social development among community members. These activities include annual sport-oriented programs such as winter sports, summer sports; skill development and fitness intended to meet the needs of community members of all ages. In all activities and services, health and safety are of primary importance, as is proper and reliance facility management.

Parks and Recreation focuses on providing training and educational opportunities for the community in areas such as physical literacy, discovery of sports fundamentals, learning to play sports, sport and leadership, competition and adoption of new models of respect in sport. The department also seeks out partnership resources in order to capitalize on health social development opportunities and those of positive self-growth and health living.

The department promotes and provides resources for annual traditional special events, activities and celebrations via recreational activities. Some examples of related activities include Christmas and New Year's Day, Pipoon Winter Festival, Indigenous

Peoples Day, Remembrance Day, as well as other long weekend and stat holidays. It also serves to develop and promote opportunities in the tourism sector, adapting and creating opportunities to expand local arts, culture and exploration of nature through the development of outdoor land-based events and activities for all ages.

For 2022, the Parks and Recreation Department has continued to expand on its programming, with a more efficient organizational structure that is better able to meet the demands of a growing population in Norway House. Some of the more notable efforts that will continue into 2023 include protecting and supporting natural resources in the surrounding area, with an emphasis on outdoor learning for many in the community. These activities are respectful of the NHCN culture and heritage, and provide a means of greater unity between the land and its people. Going forward, the department will explore strategies for identifying economic opportunity in land-based teachings.





SOCIAL SERVICES

Social Services Division strives to have all individuals and families residing in Norway House Cree Nation (NHCN) be self-sufficient and able to provide for their own basic needs, while ensuring access to supports and services in the event individuals are in need of assistance.

The Division encourages people to take responsibility for achieving their own financial independence. Employable individuals are encouraged to seek work and be available to perform work for which they are qualified. They are also urged to participate in available employability programs and to exhaust all available resources and income to support themselves.

Income Assistance Program

The Income Assistance program provides financial assistance to eligible on-reserve residents who have demonstrated a need for food, shelter, or other essential goods and services. Previously referred to as “social assistance”, Income Assistance provides income support as a last resort when no other funding source (i.e. Federal, Provincial or other sources) is available. Funding support is provided 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 that can also be paid include:

- ▶ 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

As NHCN’s major projects commence, the demand for employment at the local level is expected to reduce the need for Income Assistance as more people go to work.

Work Subsidy Program

The Work Subsidy Program (WSP), formerly known as the Work Opportunity Program, provides Income Assistance recipients an opportunity to gain employment, skills, and work-related references for additional employment searches. The program also helps clients accumulate enough hours to go on Employment Insurance if necessary once the program is completed.

The goal of the Social Services Division is to utilize the WSP with the intent of removing two to four per cent of income assistance recipients from the program and transitioning them to the workforce.

From May 2021 to November 2022, 20 people were hired to help with community maintenance, including helping elders with yard maintenance and providing assistances at various community events.

First Nations Inuit Youth Employment Strategy Program

In October 2021, funding provided by Indigenous Services Canada (ISC) for the First Nations Inuit Youth Employment Strategy Program (FNIYESP) enabled NHCN to hire 11 youth between the ages of 18 and 30 who were on income assistance. These youth did a seven-month term with various NHCN divisions. They received training opportunities including First Aid, CPR, Workplace Hazardous Materials Information System (WHMIS), as

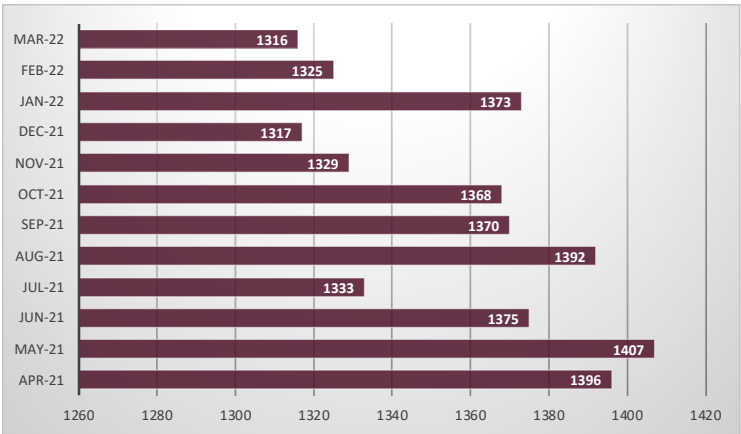
well as career training. The plan was to hire 20 youth. However, the COVID-19 pandemic led to shutdowns in the community with many offices closed to the public. As a result, not all positions could be filled. In April 2022, ISC funders authorized the Division to continue with another 11 youth hired in May 2022 for eight months. By the conclusion of the second term, 21 youth from Norway House had completed the program.

Special Needs

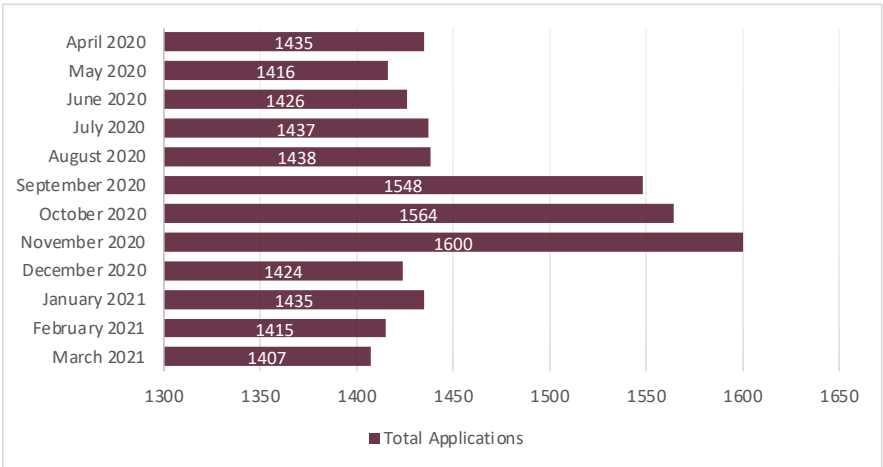
Three per cent of basic support is classified as “Special Needs”. In this category only one item is allowed per income assistance client. One client who is head of household is allowed to apply for either a fridge, kitchen table/chairs every seven years, and one dryer, washer, stove, or freezer every 10 years.

STATISTICS

NUMBER OF INCOME ASSISTANCE CLIENTS FOR EACH MONTH — 2021 - 2022



NUMBER OF INCOME ASSISTANCE CLIENTS FOR EACH MONTH — 2020-2021



RESTORATIVE JUSTICE

In place since 2005, the Restorative Justice program embraces an approach for Norway House Cree Nation that follows a path of healing and conflict resolution for the community. The core values guiding us forward are based on the traditional and universal spiritual teachings of the people: RESPECT, LOVE, HUMILITY, WISDOM, HONESTY, BRAVERY, TRUTH. Our goal is to foster a safe, healthy and peaceful community.

The program incorporates cultural and traditional/universal teachings, customs and practices into all Restorative Justice programming delivered in the community, and engages, protects and supports our Elders and youth. It advocates for fair and equal treatment of all members within the justice system, while delivering programming that addresses underlying causes of offending behaviors. The program advocates for legislative and policy changes that promote restorative justice approaches for NHCN members and for a Cree-based justice system.

Key Activities

Restorative justice is an alternative means of addressing unlawful conduct outside the traditional criminal prosecution process. It enables the offenders and victims of unlawful conduct or other community representatives to find a resolution that promotes healing, reparation and reintegration into the community. Offenders must take responsibility for their actions and attempt to repair the harm caused by these actions in a variety of ways, whether by issuing an apology, paying restitution, performing community service work or completing a counselling or treatment program.



Clients that are diverted from the traditional justice system are sent to the NHCN Justice Committee and are forwarded on to the Restorative Justice office for intake where they are given three opportunities to participate. Upon final notice if no response is received in terms of undertaking the requirements of the program, offenders are returned to face formal charges in Court. Once intake is completed, a case management/circle is scheduled.

Clients are notified by letter of recommendations made by the circle or case management process. Clients are then required to present the letter to Community Wellness for next steps. Individual progress is monitored by the Justice Worker, and the Crown Attorney receives updates on an offender's progress. The length of time spent in the program is up to the individual client, whether a few months or longer. Once a client has successfully completed all recommended actions, certificates are submitted to the Justice Worker and the Crown Attorney is informed that charges may be stayed.

There are three types of referrals in the NHCN Restorative Justice Program:

Pre-Charge — When clients are diverted before they are charged by the RCMP

Post-Charge — When client has been charged by the RCMP, client is given a court date then the crown attorney decides to divert the client to Justice Committee

Self Referral — Clients who need help in some form with the legal system and language barrier.

Accomplishments

Offenders are accountable for their actions by taking responsibility for them and working to repair the harm they have inflicted. The program believes that punishment alone is ineffective in changing behaviour and that it is disruptive to community harmony and positive relationships. People who offend may express remorse and apologize for their actions, benefiting both the victims and themselves by enabling everyone to put the incident behind them and move forward. Offenders can make significant and appropriate amends to their victims and then move on to improve their lives should they choose to do so.

Program success is measured against the success of participants at making better life choices. The success of the Restorative Justice Program has gained the respect of NHCN community members and has helped people take concrete actions toward making better lives.



HEALTH CENTRE OF EXCELLENCE

As of the fall of 2022, Stantec and JNR have continued to work diligently on the Health Centre of Excellence. Much progress has been made on the building exterior and interior, as well as civil site work and the infrastructure necessary to support systems within the building.

Stantec estimates that the professional accommodations building is nearly 100% finished, while the health centre building is 85% completed. All major mechanical and electrical equipment has been installed, with permanent power to the building planned for November 2022. Mechanical equipment start-up and testing is slated to begin in early 2023.

The building core, with spaces including cultural hall, conference rooms and café have a very attractive design with stone finishes, exposed wood timbers and tile. Work continues on the clinical and acute care spaces where electrical, mechanical “rough in” construction is largely complete. Testing and validation of building systems is planned for February 2023, with building construction expected to be fully completed by August 2023.



Leadership from the NHCN Health Division and the hospital continue to work on operational readiness planning, with planning for the new facility to open in 2024. The team is focused on operational transformation that will see the health division and the hospital merge into a single functional entity within the new centre, in order to provide comprehensive and coordinated care.

From an economic perspective, the construction of the accommodations building and health centre, including civil works, has created approximately 500 full and part time job opportunities for community members over the past two years of activity. This represents over \$7 million in wages paid into the community since 2020. In addition, the community has benefitted from local purchasing, representing more than \$4 million in goods and services, including food, accommodations and rentals.



HEALTH SERVICES

Prepared By: Florence Duncan,
Director of Health

Norway House Cree Nation Leadership and Health Division staff remain committed to ensuring appropriate Health Services are available to the people of Norway House Cree Nation. The mandate of the Health Division states: “To provide access to health services and promote healthy lifestyles through holistic and culturally relevant programming”.

Our Mission

- ▶ To ensure that Norway House Cree Nation members enjoy a healthy and safe life that is enriched by strong cultures, 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 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 using health and social standards that are controlled, governed and administered by the community.
- ▶ To support and empower individuals and family members to be responsible for attaining and maintaining an optimal level of physical, emotional, social, mental, and spiritual health via positive lifestyle practices.
- ▶ To promote and ensure community progress, harmony, and the quality of life among our people by protecting against any violations of our integrity, treaty rights and freedoms of self-determination.

Vision Statement

A vision for Norway House as a healthy community is to seek strong, independent, and self-sufficient health services. This 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 self-determination, thus empowerment and enhanced partnerships and relationships.

The community envisioned a future health center the services of which would combine medical and the traditional healing concepts that will be accessible to our people. As the construction of the Health Centre of Excellence continues, health care for the community is undergoing a transition that will incorporate both western medicine and traditional healing. In keeping with this approach, health care programs are being reviewed for changes that will meet the operational service plan of the Health Centre of Excellence.

We must ensure that people live in a healthy community that values respect for others, positive relationships and community pride. Accomplishing such outcomes includes educating community members on the importance of good physical and mental health, and by ensuring full access to and comprehensive delivery of health care resources. A commitment to good health among the community members will improve the confidence of everyone in terms of our ability to realize the outcomes of our vision for Health Services in Norway House.

Goals and Objectives

The Norway House Cree Nation Health Program Goals and Objectives are to:

- ▶ Provide health awareness and education resources, undertaking measures in preventative health care and primary preventative diseases.
- ▶ Promoting healthy lifestyles through a culturally holistic approach.
- ▶ Ensuring the First Nations Drinking Water Safety program continues.
- ▶ Provide awareness of preventative measures in health care through health education.
- ▶ Provide and enhance the delivery of health care and education services.
- ▶ Provide prevention, intervention, and support services to the community.
- ▶ 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.
- ▶ Provide information and education on health issues, preventing illness and promoting good health outcomes, care and treatment and lifestyle supports for diabetes patients.

Achieving the goals and objectives of all health programming within the community and surrounding area requires unique measures that can better ensure our ability to meet the health care needs of the First Nation People. These measures include:

- ▶ Establishing a regional health authority.
- ▶ Full autonomy over all health services in the community.
- ▶ Completing the new health facility that combines primary and secondary level hospital, diagnostic services, personal care home and physician clinic.
- ▶ Providing outreach services and a referral centre to communities that are adjacent to Norway House.
- ▶ Creating an Aboriginal Research Centre
- ▶ Establishing Northern Professional Health Services
- ▶ Acting as a role model and showcasing services and health care outcomes to Federal and Provincial Health departments.

Aboriginal Diabetes Initiative (ADI)

Goal:

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

Objectives:

- ▶ To increase awareness of diabetes, diabetes risk factors and complications as well as ways to prevent diabetes and diabetes complications in First Nations and Inuit communities.
- ▶ To support activities targeted to promote healthy eating and food security.
- ▶ To increase physical activity as a healthy living practice.
- ▶ To increase the early detection and screening for complication of diabetes in First Nations and Inuit communities.
- ▶ To increase capacity to prevent and manage diabetes.
- ▶ To increase knowledge development and information sharing to inform community-led evidence-based activities.
- ▶ To develop partnerships to maximize the reach and impact of health promotion and primary prevention activities.

Activities:

- ▶ Diabetes Awareness and Education Activities
 - Brochures and pamphlets.
 - Health Fair program promotion.
 - Mall displays, diabetes awareness promotion.
 - Annual diabetes conference.
 - Monthly workshops on diabetes education.
 - Diabetes support group(s).
 - Celebrate World Diabetes Day (November 14).
 - Celebration and events for National Indigenous Diabetes Awareness Day (May 5).
 - One-on-one diabetes education to newly diagnosed clients.

- ▶ **School Health**
 - School class presentations.
 - Poster contests.
 - Collaborate with School re: gardening.
 - Host cooking sessions and presentations to school children promoting and encouraging fun activities in preparing healthy food and increasing healthy food choices.
- ▶ **Gestational Diabetes**
 - Collaborate with and support the Kitisiyawin Program, Maternal Child and Health and CPNP.
 - Participate as Kitisiyawin Advisory Committee Member.
 - Presentation/educational sessions as requested on gestational diabetes, management of diabetes for prenatal women, gestational diabetes and diabetes prevention and promoting healthy eating and physical activity.
- ▶ **Food Security**
 - Support the community in establishing gardens.
 - Host workshops on food preparation and food safety.
 - Host annual gardening workshops.
 - Host monthly cooking classes for the general public teaching how to prepare healthy meals and increase healthy food choices.
- ▶ **Physical Activity**
 - Provide information during community activities on becoming physically active and the importance of eating healthy to prevent diabetes.
 - Host fun events that promote physical activity to all age groups.
 - Host family activities that promote physical activity, such as round dancing, bat and ball, dances, gym nights, walking clubs, etc.
 - Host bi-annual weight-loss challenges and provide education on healthy eating and physical activity.
 - Issue gym passes to all newly diagnosed diabetes clients.
- ▶ **Screening Activities**
 - Educate and host adult diabetes screening at mall display events.
 - Encourage at risk community members to get screened for type 2 diabetes.
 - Provide awareness to the general public on diabetes including children and diabetes risks and how they can get screened for the disease.
 - Provide one-on-one diabetes education as needed.
 - Referring clients to specialists with follow up visits after examinations.
- ▶ **Cultural Activities**
 - Preserving food educational/hands on sessions.
 - Preserving white fish (smoking).
 - Canning sessions on vegetables and berries.
 - Berry picking outings.
 - Medicine picking outings.
 - Net fishing and other land based outings.

Public Health

Public Health provides services to the following mandatory programs:

- ▶ Immunizations
- ▶ Communicable Disease Control
- ▶ Sexually Transmitted Infections (STI's) Management
- ▶ Tuberculosis Management
- ▶ Prenatal and Postnatal Care
- ▶ Chronic Care
- ▶ Environmental Health
- ▶ Liaison Services – Referrals
- ▶ Non-Insured Health Benefits – Optometrist, Audiologist, Incontinence/Mobility and Aide Products

The goals of the Public Health Program is to provide optimal health services to the community, and ensure that a high standard of care applies to every member accessing services. This past year presented numerous challenges in meeting these goals due to the added case management responsibilities brought on by the COVID-19 pandemic. As cases continued to emerge, it was essential that community members be reminded of the fundamentals of preventative health care.

Key Objectives

- ▶ Ensure health program accessibility by providing one location for service delivery (the Community Health Centre).
- ▶ Every individual is up to date on their vaccinations.
- ▶ Improvement to technology and provision of up-to-date equipment.
- ▶ Prevent and decrease CDCs such as sexually transmitted infections, tuberculosis and other disease outbreaks.
- ▶ Manage and contain COVID-19 cases through isolation, notification and tracking.

Related Activities

- ▶ Provide vaccinations.
- ▶ Prevention and promotion of health issues through education and awareness-raising.
- ▶ Assess and make referrals to local physicians.
- ▶ Working with other departments and health care providers.
- ▶ Home visits and follow up.
- ▶ Assisting Optometrist and Audiologist with diagnosis and treatment.
- ▶ Efficient and reliable administration of Non-Insured Health Benefits (NIHB).
- ▶ Ensure proper supply of health care products (e.g. incontinent products, mobility aides, etc.).
- ▶ Careful management of COVID-19 cases.
- ▶ Constant revision of the pandemic strategy for COVID-19 and other potential future outbreaks.

Accomplishments and Goals

- ▶ To provide assistance in meeting the health needs of the community.
- ▶ Increase capacity by providing training opportunity to up-grade staff proficiency.
- ▶ Four-year collective agreement in place – partnership between NHCN and MNU.
- ▶ Educate the community on strict health guidelines and protocols to limit COVID-19 positive cases.

The biggest accomplishment for Public Health was its response to COVID-19 within the community as illustrated by the low number of active cases in Norway House.

Jordan's Principle Child First Initiative (CFI)

Goals:

- ▶ Establish a commitment to respect and excellence in delivering the CFI. Foster ongoing consultation with clients that includes respect for their equality and culture, while working to fulfill their social, educational, health and safety needs using a holistic approach.
- ▶ Ensure First Nations children have responsible and accountable programs, resources and organizations in place that will fulfill the mandate of Jordan's Principle.

Objectives:

- ▶ To ensure the needs of children are identified and assessed, and that resources and programs are in place to assist in the delivery of quality care, with substantive equality, and effective consultation.
- ▶ To promote training, education, workshops and conferences for parents, respite workers, guardians, employees and organizations both on and off reserve to increase the level of services within Jordan's Principle.
- ▶ To ensure accountability in the responsibilities and duties of operations and management and to implement the same for all financial reporting and record keeping.
- ▶ To ensure records and data collection are maintained, analyzed, audited and updated as needed to consistently reflect the management and operation of the program.
- ▶ To engage in all health-related program committee meetings through information sharing, guidance and consultation for qualitative and quantitative improvement to services in the interests of the children and at the community level.

Activities:

Land-based Activities included fishing, hunting, gardening, camping, field trips, cultural activities, recreational activities (indoor and outdoor), wilderness exploration and community events to promote the Children's Special Olympics.

Other related events included the following:

- ▶ May 10 Bear Witness Day.
- ▶ Celebration of life for the legacy of Jordan River Anderson.
- ▶ Annual Summer Day camp from July to August
- ▶ Annual Jordan River Anderson Resource Centre Parade on York Boat Days.
- ▶ Back to School event.
- ▶ Hosting annual fishing derby, Pipoon festival, virtual contests and feast.
- ▶ Workshop for respite workers, specialist workshops from St Amant, Specialized Services for Children and Youth (SSCY), Manitoba Adolescent Treatment Centre (MATC) workshop for community and families. These events provided supportive measures and understanding and safety and educational training concerning children in meeting their care needs.

Health promotion includes:

- ▶ Posters
- ▶ Brochures
- ▶ Weekly client communication
- ▶ Home visits
- ▶ Reminders
- ▶ Parent activities
- ▶ Youth and children's activities

Resource information

- ▶ StAmant
- ▶ Specialized Services for Children's and Youth (SSCY)
- ▶ Rural and Northern Telehealth Services
- ▶ Manitoba Adolescent Treatment Centre (MATC)
- ▶ Eagle Urban, Jordan's Principle, Assembly of Manitoba Chiefs
- ▶ NHCN Jordan's Principle information package
- ▶ Respite (individuals and group)
- ▶ Health – clinic, Public Health
- ▶ Consultation with regional and local levels of governance, including Chief and Council
- ▶ Schools – Head Start, Elementary, High School
- ▶ Daycare
- ▶ Workshop and training, educational programs
- ▶ After-school activities and mid-afternoon sessions
- ▶ Fetal Alcohol Spectrum Disorder (FASD) and Child and Family Services (CFS)

Outcome Measures:

- ▶ Accept every child requiring and requesting supportive measures whether on or off reserve without bias, and to exercise fairness in the evaluation and protection of the child relying on substantive equality and legal principle.
- ▶ Establish effective coordination, planning, standards, guidelines and evaluation framework for the childcare team.
- ▶ Maintained commitment to the roles and responsibilities of the team in terms of performance and accountability.
- ▶ Develop effective strategies to implement electronic medical records and manual paper format with respect to confidentiality and security, while promoting the advancement of information technology.
- ▶ Involve all committee members in the delivery of services and programs, and engage in meetings, workshops, conferences, virtual sessions and informal and formal discussions.

Service Providers:

- ▶ NHCN Health Services
- ▶ StAmant
- ▶ Specialized Services for Youth and Children (SSCY)
- ▶ FASD service providers
- ▶ Kinosao Sipi Minisowin Agency (KSMA)
- ▶ Schools
- ▶ Respite workers

Water Quality Monitoring / Drinking Water Safety Program

Program Mandate:

The Community-Based Water Monitor (CBWM) is responsible for water system monitoring, taking samples in homes where water may be implicated in an illness, and accompanying the Environmental Health Officer on housing and public building inspections regarding public health concerns. The CBWM is also involved in emergency response planning and execution.

Program Objectives:

- ▶ To meet the health and safety requirements for protecting health and the environment within the community.
- ▶ To improve environmental health awareness.
- ▶ To prevent the spread of enteric water-borne, food-borne, and other communicable diseases.
- ▶ To set protocols in the case of water-borne bacteria.
- ▶ To ensure the stated responsibilities for the CBWM are met.
- ▶ To communicate with water treatment plant operators and Public Health nurses.

The Quality Assurance and Quality Control (QAQC) Project

The QAQC Project will continue for 12 consecutive months with activities conducted at approximately the tenth of each month. The Project was implemented by Health Canada with testing to be conducted at the onsite laboratory by the CBWM. The tests are designed to determine the presence of bacteria that may not normally be detected during regular water sample testing. The testing procedures establish the reliability of sampling equipment and may establish baseline data for ongoing testing procedures.

Summary: Sampling Frequency

- ▶ QA and QC sample tests (monthly)
- ▶ Super chlorination of water trucks (monthly)

Bacterial: Public buildings (weekly) (Co-op/ Fire Hall/PDC/ Frontier garage)

Cisterns: Water tanks (weekly)

Water treatment plants/ including Whisky jack (weekly)

Residuals: Distribution system (weekly)

- ▶ Pinaow Wachi
- ▶ Future Stars Daycare
- ▶ H.B.O.
- ▶ Administration Building
- ▶ Hospital
- ▶ Public Health
- ▶ U.C.N.
- ▶ Post Office

Community Health and Wellness Program: Mental Health and Addictions

Programs defined by First Nations and Inuit Health Branch (FNIHB) that fall within this program cluster include:

- ▶ Brighter Futures (BF)
- ▶ National Native Alcohol and Drug Abuse (NNADAP)
- ▶ Building Healthy Communities-Mental Health (BHC-MH)
- ▶ BHC Youth solvent Abuse (BHC-SA)

First Nations and Inuit Health Branch (FNIHB) have grouped these four programs into a single “cluster” related to mental health and addictions. Details for each program (goals, objectives, activities and success indicators) can be found following this section.

Mandate

The mandate of the Community Health and Wellness Program is to provide effective caring, consistent counseling services, and preventative services to the clients in the areas of emotional, mental, physical, social and personal development and well-being.

Vision

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

Program Delivery

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

- ▶ Crisis counseling, referrals from local departments and the justice departments.
- ▶ On-going treatment planning and aftercare services.
- ▶ Identifying reoccurring problematic and traumatic events.
- ▶ The mapping out the program contents and establishing resources for the community.

The Community Health and Wellness Program has been steadily improving its collection of statistics and analyzing, sorting and separating information on specific issues in order to better understand the effects of the current community wellness service on members and to identify areas of focus for future references.

The Community Health and Wellness Program has increased the capacity of the Crisis Intervention Program by establishing a communication strategy, as well as protocols and guidelines to respond to crises in the community. All domestic crisis cases are now referred to Jean Folster Place Women's Shelter and all mental health cases are referred to the Medical Social Worker. Anyone who is intoxicated is reported to RCMP for safety reasons with follow up conducted upon release by a medical physician.

The Community Health and Wellness Program has been involved with the community and its members in providing ongoing counseling and therapeutic holistic processing. Using this approach, the program has identified that the process has a positive impact on the development of new skills and in making positive decisions toward a healthier lifestyle.

The Program currently employs one Intake Stats Clerk, six Community Health and Wellness Workers and one Program Administrator. Caseloads range from 150 to 190 monthly and are spread out equally across all workers who hold a caseload of 30-40 clients. Workers are required to go on 24/7 crisis call during weekdays and weekends.

The Program offers training for the staff and clients in many areas of social and economic/ environmental situations, enabling them to gain knowledge and understanding and develop life skills to accomplish healthier coping strategies.

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

Proposed Program Activities

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

Needs and Priorities

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

Health Education Resource Health Plan

Goal:

- ▶ To provide education and training to the community of Norway House on various Health issues.

Objectives:

- ▶ To promote healthy living including emotionally, mentally, physically and spiritually.
- ▶ To create awareness on various health issues, recognizing the dangers and impacts of lifestyle choices on physical and mental health.
- ▶ To provide awareness of the various resources available to the community by using various methods including radio ads, videos, mall displays, etc.
- ▶ To build partnerships with agencies, professionals and service providers committed to addressing health challenges.
- ▶ To build capacity within the community through training resources, information-sharing and best practices to support our ability to provide enhanced services and activities.

Activities:

- ▶ Health updates to the community
- ▶ Health promotion activities:
 - Brochures
 - Posters
 - Mall Displays
 - Videos/Radio Ads
 - Availability of resource information
- ▶ Various health discussions at different locations
- ▶ Maternal/child health support
- ▶ Alcohol and drug abuse support
- ▶ Mental health awareness and support
- ▶ Shared activities with regional, provincial and Health Canada partners
- ▶ Various age group involvement
- ▶ Support groups on various health issues
- ▶ Referrals and follow up available to the community
- ▶ Knowledge on health contests
- ▶ Workshops/training
- ▶ Guest speakers and presenters.
- ▶ Workshops and training sessions.
- ▶ Parenting skills sessions and support group activities.
- ▶ Maternal/child health information sessions.

Outcome Measures:

- ▶ A decrease in babies born with symptoms or manifestations of FASD.
- ▶ All pregnant and breastfeeding moms receive information and resources on FASD.
- ▶ Proactive and preventive information provided to all those of childbearing age.
- ▶ An increase in partnerships to support available community services for those impacted by FASD.
- ▶ An increase in training to support healthcare service providers working in the community.
- ▶ Increased capacity-building resources and a strong knowledge base within our health center that is available to community members.

Canada Prenatal Nutrition Program (CPNP)

Program Mandate:

To improve the health of pregnant women, new mothers and their babies, who face challenges that put their health at risk, such as:

- ▶ Poverty
- ▶ Teen pregnancy
- ▶ Social and geographic isolation
- ▶ Substance use
- ▶ Family violence

Program Goal:

The goals of the Program is to promote:

- ▶ Healthy Families
- ▶ Healthy Moms
- ▶ Healthy infants
- ▶ Healthy Fathers
- ▶ Healthy Children

Objectives:

- ▶ To increase access to nutrition information services and resources to eligible women.
- ▶ To improve the diet of prenatal and breastfeeding women.

- ▶ To provide support services to pregnant and postnatal women including children up to 12 months of age.
- ▶ To provide nutrition screening, counselling and education on maternal nourishment and breastfeeding.
- ▶ To increase knowledge and skill building opportunities for those involved in program.

Core Program Elements:

- ▶ 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.

CPNP Worker Responsibilities:

- ▶ Hosting educational and cooking sessions and baby moccasin making at UCN, and baby blanket making at the Health Division boardroom.
- ▶ Providing nutritional support through healthy snacks with coupon distribution for pregnant and breastfeeding women.
- ▶ Linking individuals to outside resources such as Healthy Baby Benefit forms and providing breastfeeding information.
- ▶ Delivering pandemic supplies during the COVID-19 outbreak.
- ▶ Delivering baby supplies as a result of the COVID-19 pandemic

Success Through Advocacy and Role Modelling (STAR)/FASD Prevention Program

Vision:

The vision of the STAR Program is to reduce the number of babies exposed to and suffering the effects of alcohol and/or drug exposure while in their mother's womb. It is a harm reduction model based on developing positive, supportive and mentoring relationships with women who have used substances during pregnancy. These relationships are maintained for three years; a period long enough to allow these women to make changes which 'make a difference' in their lives.

Values and Beliefs:

The STAR Program values the lives of women who are at risk of giving birth to alcohol/drug affected children; women who are typically from families characterized by substance abuse, neglect, poverty, and domestic violence. Such individuals have been labelled as 'hopeless', and may mistrust the professionals, systems, and resources designed to help them. The STAR Program focuses on supportive, positive, mentoring relationships, with women who have overcome similar challenges to encourage others to make important changes in their personal health and that of their families, reducing the number of children at risk of alcohol and/or drug exposure during pregnancy.

Goals and Objectives:

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

The specific objectives of the program are to:

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

Activities:

- ▶ Prenatal education
- ▶ Health promotion activities: group activities, FASD conferences, FASD Day event,
- ▶ Brochures, posters and reminders
- ▶ Youth promotional activities to support awareness
- ▶ Availability of resource information on drug and alcohol use prevention
- ▶ Case conferences with other resources
- ▶ Shared activities with regional, provincial and Health Canada partners.
- ▶ Youth group involvement
- ▶ Support groups
- ▶ Referrals and follow up
- ▶ Knowledge contests
- ▶ Start Elders Group
- ▶ Guest speakers and presenters.
- ▶ Workshops and training sessions.
- ▶ Parenting skills sessions and support group activities.
- ▶ Maternal/child health information sessions.

Outcome Measures:

- ▶ A decrease in babies born with symptoms or manifestations of FASD.
- ▶ All pregnant and breastfeeding mothers receive information and resources on FASD.
- ▶ Proactive and preventive information is provided to all women of childbearing age.
- ▶ An increase in partnerships to support services available in the community for those affected by FASD.
- ▶ An increase in training to support healthcare service providers as they work in the community.
- ▶ A strong knowledge base on healthcare, substance use and pregnancy available within the health center for the community.

Home and Community Care Program (HCCP)

The HCCP is a mandatory health program that responds to the unique health and social needs of Norway House Cree Nation community members. It is a coordinated system of home and community-based health care services for community members with chronic or acute illnesses including the elderly.

Goals:

- ▶ To provide safe, competent and efficient care and service delivery to clients and their families.
- ▶ To ensure that services provided to clients and families are based on assessed needs and are supported through effective case monitoring and conferencing.

Objectives:

- ▶ Plan, develop and deliver comprehensive, culturally sensitive, accessible and effective home care services.
- ▶ Assist clients living with chronic and acute illness to maintain optimum health, well-being and independence while remaining in their homes.
- ▶ Facilitate effective use of home care resources through a structured, culturally defined and sensitive assessment process to determine client needs and develop individualized health care plans.
- ▶ Ensure that all clients with an assessed need for home care services receive a comprehensive continuum of services within the community wherever possible.
- ▶ Assist clients and their families in fully participating in the development and implementation of care plans, utilizing all available and appropriate community supports.
- ▶ Build capacity within the HCCP to deliver home care services through continuing education, evolving technology and the implementation of information systems that enable program monitoring and evaluation.

Activities:

- ▶ Structured Client Assessment –utilizing an assessment tool and includes ongoing reassessment to determine client needs and service allocation.
- ▶ Managed Care – incorporating case management, referrals and service linkages to existing services provided in the community or elsewhere.
- ▶ Home Care Nursing Services –including direct service delivery and care planning, as well as supervision and teaching of home care personnel.
- ▶ Home Support Personal Care –including bathing, grooming, dressing, transferring and turning.
- ▶ Provision of or Access to In-Home Respite Care – providing family and other informal caregivers with short-term relief whenever possible from caring for dependent family members.

- ▶ Established Linkages with other Services –including other health and social programs available both within the community and elsewhere, such as therapeutic services, gerontology programs and cancer clinics.
- ▶ Access to Medical Equipment and Supplies – involving access to specialized medical equipment, supplies and specialized pharmaceuticals (via the loan cupboard and the NIHB process) to provide the care required to maintain patients in their homes and the community.
- ▶ A System of Record Keeping and Data Collection –developing and maintaining a client chart and information system that enables program monitoring, ongoing planning, reporting and evaluation.

Outcome Measures:

Outcomes are achieved according to the HCC Standards and the HCC Risk Management Appraisal Tool, including but not limited to:

- Potential HCC clients receive initial contact within 48 hours of referral (with exception).
- Potential clients receive a complete assessment within 72 hours of referral (with exception).

Medication reconciliation for HCC clients is completed at every transition of care (on admission, transition from acute care settings, transition to alternate care facility or upon discharge from HCCP.

Primary Care – Norway House Cree Nation Support Staff

NHCN employs staff that are dedicated to supporting the Health Care Providers (HCP) who offer primary care services to community members. These HCPs are general practitioners (MD), (MD Specialists) (AHC). NHCN employees perform clerical, clinical and administrative roles that are supervised by a clinic nurse manager. Funding for these positions is approved by Manitoba Health and are focused on culturally appropriate approaches to continuity of care.

The construction of the new Health Centre of Excellence has presented the community with a valuable opportunity to engage in service delivery reform. (2022 or 2023), this is an opportune time for service delivery reform. This means that services will be delivered to the community on the Nuka Systems of Care.

Nuka is a shift away from situations in which “patients” are simply recipients of tests, diagnoses, and pills. Instead, customer-owners actively share responsibility for the success of the health care system and for their family’s health and wellness, because they are encouraged to provide input into their own health care.

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

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

- ▶ Two rotating Physicians.
- ▶ One Medical Social Worker who will act as a Behavioral Health Coach.
- ▶ Consultant – depending on which Nurse Case Manager is assigned to a patient.
- ▶ One Administrative Assistant who supports this health care team.
- ▶ One Licensed Practical Nurse acting as a medical assistant whose main role is to be the first point of testing and preventive interventions.
- ▶ One Registered Nurse to act in the role of Nurse Case Management

Panel Selection Criteria:

- ▶ Paneled based choice by the community member
- ▶ Paneled based on who they saw frequently
- ▶ Paneled based on which panel has the least

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

Primary Care - Support Staff

Goal:

- ▶ The Health Care Providers, with the aid of support staff, will provide primary care services to the community members of Norway House ensuring that clinic programs promote, restore and maintain the well-being of patients.

Objectives:

- ▶ To continue the clinic's virtual care program (telephone and email).
- ▶ To provide assessment, diagnosis, treatment and support that are acute and curative in nature (physician/nurse appointments) (walk in program), including those patients whose illnesses may be chronic in nature.
- ▶ To provide interventions with patients living with chronic illness and experiencing an acute, exacerbated event.
- ▶ To broaden the use of other providers when necessary.
- ▶ To improve the health and well-being of women of child-bearing years.
- ▶ To provide continuity of care as a cornerstone of clinic operations.
- ▶ To provide patient education.
- ▶ To provide care to patients in all life stages (pediatrics, teen, adults, elders).
- ▶ To continue the collaborative work with sister health programs.
- ▶ To provide assessment, diagnosis and treatment on health issues, including chronic disease monitoring, medication refill and preventative interventions under direction from a physician.
- ▶ To promote and ensure access to the provincial screening programs such as Breast and Prostate Check, perform endoscopy referrals and implement the Well Women Program.
- ▶ To actively prepare for NHCCs into Norway House Cree Nation's Health Centre of Excellence:
- ▶ To provide tele-health services, linking Norway House residents to distant health care resources.
- ▶ To prepare to move clinic operations to the Health Centre of Excellence.

Activities:

The support staff will aid in the following activities:

- ▶ Appointment Program
- ▶ Daily walk-in clinic
- ▶ Physician specialist clinics, including cardiology, pediatrics, diabetic education, geriatrics, rheumatology, colposcopy, otolaryngology, obstetrics and gynecology and internal medicine.
- ▶ Prenatal Clinics: Initial Prenatal, 28 weeks 34-38 weeks depending on risk, gravida and parity.
- ▶ Postpartum clinics at two and six (6) weeks following delivery.
- ▶ Teen Clinics at Helen Betty Osborne (2 physicians – male/female) (HBO) (Sept to June).
- ▶ Well Women Assessment performed by nurses and physicians.
- ▶ ADHD clinics at HBO and Jack River School. Frequency of clinics to be dependent on need.
- ▶ Elder Program, including physician visits to Pinaow Wachi Care Home.

Outcome Measures:

- ▶ Improved quality of life for patients living with chronic diseases by resolving the exacerbation event.
- ▶ Those that do not have a chronic illness but report a new (acute) health complaint, have their issues resolved without complications.
- ▶ A decrease in the percentage of no shows in the retinal screening clinic
 - Typical no-show rate is 66%, to be decreased to 50% in the first year.
 - 50% to 40% in Year 2
 - 40% to 25% in Year 3
 - 25% is typical for most clinics but efforts will be made to further reduce this rate in years 4 and 5 respectively.

Treatment Access Program (TAP) — Medical Transportation

Goals:

- ▶ Ensure client accessibility to medically required services through the FNIHB Medical Transportation (MT) Program.
- ▶ Ensure transportation and accommodations are preapproved thru FNIHB MT Program

Objectives:

- ▶ Administer the FNIHB Medical Transportation Program in accordance with the FNIHB General Program Directives, FNIHB Medical Transportation Directive and Policy Framework and Manitoba Regional Guidelines.

- ▶ Screen all clients by working with all health professional in Winnipeg and Norway House in order to make appropriate travel arrangements.
- ▶ Ensure all necessary arrangement have been made for patients arriving in Winnipeg or Thompson.
- ▶ Ensure that the medical van is used to its capacity.
- ▶ Taxi cab use is maximized for cost and travel efficiency.
- ▶ All clients that have medical appointments in Winnipeg travel using the Cree Nation Bus. Drivers coordinate travel in the community for effective time management and to ensure that medical appointments are not missed.
- ▶ Collect all travel data from drivers in order to identify areas of improvement of service to band members.

Activities:

- ▶ Pre-authorize the medical transportation, including the use of escorts by verifying the eligibility of all applicants.
- ▶ All ground travel and all extensions are authorized by the Medical Transportation Manager.
- ▶ Make necessary travel arrangements for the client using:
 - Cree Nation Bus
 - Medical van for Thompson referrals
 - Scheduled air flights
 - Private mileage
- ▶ Forward requests for meals and accommodations to the appropriate referral centre.
- ▶ Schedule and coordinate medical transportation van usage to ensure that when more than one client is traveling to the same location, maximum space in the vehicle is being used.
- ▶ Schedule and coordinate taxi usage for exceptional cases to ensure that when more than one client is traveling to same location, maximum space in the vehicle is being used and that the rate charged is a per trip basis and not on an individual/per person charge.
- ▶ Ensure that the most economical means of transportation is always used, considering the urgency of the situation and the medical condition of the client.

Jean Folster Place Women's Shelter

Goal:

- ▶ To provide a safe and secure crisis shelter for women and children who have suffered or are at risk of suffering from domestic violence.

Objectives:

- ▶ To offer a safe and temporary residence for women and their children who are at risk of family violence.
- ▶ To provide women, children, and communities with the necessary tools to enhance growth, encourage violence-free living, and in promote a healthier future.
- ▶ To increase community awareness in issues affecting women and their families in order to promote social change towards the elimination of violence in society.
- ▶ To provide a holistic range of services to women and their children who experience physical, sexual or psychological abuse.
- ▶ To advance the networks and develop services to meet the needs of individuals, families, and communities.

Activities:

- ▶ Emergency Shelter Program, offering a safe environment for women and children to take refuge from instances of domestic violence.
- ▶ Intervention and Personal Capacity Building Program:
 - 28-day treatment/recovery program
 - Supportive counselling
 - Group counselling
 - Art therapy
 - Workshops
 - Outreach services
 - Follow up services
- ▶ Public Education Program
 - Community presentations
 - Brochures
 - Posters
 - Empowering Women annual gathering
 - Domestic Violence Awareness Walk
- ▶ Twenty-four Hour Crisis Prevention
 - 24-hour crisis line
 - Staffed 24-hours a day, seven days a week
- ▶ Children's Program
 - Supportive counselling
 - Art therapy

Outcome Measures:

- ▶ Women and children have the tools for violence free living.
- ▶ Public education increases community awareness to promote social change.
- ▶ A decrease in domestic violence cases within the community.
- ▶ Improved community support for domestic violence victims.
- ▶ Improved relationship with networking resources; RCMP, Minisowin, etc.

Kitisiyawin Prenatal and Postpartum Program

In January 2015, leaders of maternal child health and health care in Kinisao Sipi established the Kitisiyawin Advisory Committee to envision and implement a new approach to prenatal care. “Kitisiyawin” was established under the guidance and direction of elders and community members, receiving its name through a traditional naming ceremony. “Kitisiyawin” translates to “the way you are”.

Accompanied by a midwife or physician a co-facilitator and an elder, women are organized into groups and attend ten prenatal/postpartum group sessions. The inter-professional nature of the care and the group setting allows for greater trust and relationship building between the women and their care providers. Women have the opportunity to take greater control of their care, empowering them to gain a better understanding of their own health care needs.

The Kitisiyawin curriculum incorporates information about the physiological and emotional changes during pregnancy and after delivery, as well as nutrition and healthy lifestyle counseling, preparation for labor and delivery, newborn care, breastfeeding and includes a medical check-up. The opportunity to share experiences among peers allows for greater support and promotes the transfer of important cultural knowledge relevant to pregnancy and childbirth. In turn, this positively impacts health outcomes, including a decrease in premature births.

The ability to support one another during childbirth reduces stress and results in more positive delivery outcomes. Including partners and support persons

in sessions that address labour, healthy relationships, healthy parenting and high quality prenatal education elevates prenatal and postpartum care overall. This model also allows for integration and cohesion of the different community programs such as the Canada Prenatal and Nutrition Program (CPNP), Public Health, Strengthening Families – Maternal Child Health, STAR – FASD Prevention, Aboriginal Diabetes Initiative and the Family Enhancement Program.

Vision

- ▶ To improve maternal child health, return maternal child health to the heart of the community through integration of traditional local knowledge, strengthen support systems and bonds between participants and to improve health outcomes for mother and child.

Objectives

- ▶ Provide continuity of prenatal care for women in Kinisao Sipi.
- ▶ Increase time spent between healthcare provider and patient to build relationships.
- ▶ Provide comprehensive prenatal education.
- ▶ Integrate traditional and local knowledge into the prenatal, birthing and postpartum experience.
- ▶ Enhance community based maternal and child health.
- ▶ Facilitate peer support for women in the community who are pregnant and expected to deliver within the same month.
- ▶ Empower women to take greater control of their health through education.
- ▶ Provide a point of connection between the various maternal and child health community programs.
- ▶ Provide prenatal care with a “wellness” focus, congruent with an Indigenous worldview.
- ▶ Enhance single provider prenatal care through a dual facilitated, inter-professional Midwifery – Physician Model of Care.
- ▶ Tailor prenatal care to the individual community and prenatal group needs.
- ▶ Provide high quality prenatal care to women of all backgrounds.

Program Activities

- ▶ Program Evaluation- A facilitator session evaluation and participant survey have been developed and shared with the University of Manitoba and the Centre for Health Innovation.

- ▶ Evaluating Tools- Several tools to evaluate the impact of the program include participation rates, breastfeeding rates, father/partner involvement have been discussed and are in the preliminary phase of development.
- ▶ Kitisiyawin Program Long Term Funding Strategy- Long-term funding will be included in program evaluation discussions.
- ▶ Equipment and Supplies- Carescape blood pressure machine, weight Scale, fetal Doppler, exam table (massage table), gazebo chairs, tables and outdoor rug have been purchased.
- ▶ Education and Training- An individual in Ontario has been identified as an Indigenous midwife specializing in lactation and breastfeeding. Stephanie George has agreed to travel to Norway House to provide sessions on breastfeeding from an Indigenous perspective. The Breastfeeding Working Group worked with Ms. George for a Fall 2020 training session that included:
 - A core group of individuals who attended training at Douglas College.
 - Physicians and hospital nurses.
 - The community of Norway House.
- ▶ Infant Feeding Workshop- A one day “Infant Feeding Workshop” will be planned and developed by the Breastfeeding Working Group. This workshop is to coincide with Stephanie George’s visit to the community.
- ▶ Breastfeeding Promotion -This key activity has been delegated to the Breastfeeding Working Group.
- ▶ Traditional Parenting Workshop- This learning opportunity will be developed and delivered by traditional knowledge keepers for Kitisiyawin Program participants.
- ▶ Homecoming Gift-Program leads will determine what item may be donated to the Homecoming Gift to consist of culturally appropriate items.
- ▶ Development of Kitisiyawin Advisory Committee Framework and Guiding Principles-The terms of reference for the committee have been approved by Chief and Council.
 - The Advisory Committee may now extend invitations to Elders and past participants of the Kitisiyawin Program to join the Advisory Committee.
 - Program Objectives and Program Vision is complete.
- ▶ Kitisiyawin Prenatal and Postpartum Program curriculum development including 1) supporting materials and teaching aids and 2) prenatal journal.
 - The draft Kitisiyawin Prenatal and Postpartum Program curriculum includes a facilitator’s guide, session outlines, session handouts, learning activities, teaching tool and review policy.
 - Dr. Nadin Gilroy has been contracted to complete the curriculum development regarding medical and educational content. Dr. Gilroy will work with traditional knowledge keepers and Elders to incorporate traditional teachings into the foundational content of the curriculum.
- ▶ Finalization and Approval of Curriculum by the Kitisiyawin Advisory Committee-The curriculum has been finalized and approved, with the timeline extended to March 2021. Kitisiyawin Program Curriculum will receive copyright.
- ▶ Kitisiyawin Advisory Committee Meeting and Breastfeeding Working Group Meeting.
- ▶ Kitisiyawin Prenatal and Postpartum Program cook book- Dr. Anita Paniak and Debra Hart-Swanson continue to collect recipes for a future Program cookbook. Participants are encouraged to submit their favorite recipes.
- ▶ Kitisiyawin Prenatal and Postpartum Program Swap Box- Dr. Courtney Leary suggested the Kitisiyawin Program initiate a “Swap Box” where Program participants may 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.
- ▶ Obstetrical Rounds – Norway House Hospital- The Program continues to participate in monthly obstetrical rounds at the Norway House Hospital.
- ▶ Social Media Strategy – A Facebook account will be opened once cell phones have been obtained. The purpose in creating a Facebook Page is two-fold:
 1. 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 must be obtained from the participant at the introductory session to ensure Facebook is an appropriate means of communicating. Communication will include gentle reminders about upcoming scheduled group sessions and transportation requirements.

2. The Kitisîyawin Program would like to post information regarding several topics including nutrition, infant feeding, healthy lifestyles, etc. as they relate to pregnancy and postpartum.

Accomplishments

- ▶ The Kitisîyawin Prenatal and Postpartum Program received a donation of \$1 million from the Rady family through Ongomiizwin Health Services – University of Manitoba in partnership with Norway House Cree Nation.
- ▶ 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.
- ▶ Kitisîyawin 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.
- ▶ All reporting requirements have been completed.
- ▶ The Community Mobile Crisis Response program will create a mechanism within the crisis response system that incorporates lived experience through peer support. The workers will establish rapport, share experiences, and strengthen engagement with the individual in crisis, resulting in an increased quality of life and improved service satisfaction.
- ▶ Increased availability of 24/7 non-emergency support and outreach services to reduce wait times for persons in crisis to receive the services they need.
- ▶ Improved integrated case management that connects persons in crisis to appropriate stabilization resources and provide continuity of care in a culturally competent way.
- ▶ Increased capacity of support networks for persons in crisis, ensuring persons in crisis have a voice and do not feel alone or abandoned.
- ▶ To ensure that the crisis response service creates conditions in which persons in crisis feel safe, comfortable, and able to seek the support they need.
- ▶ To ensure that capacity exists to provide a crisis response that can meet the needs of everyone.

Community Mobile Crisis Response Program

The Community Mobile Crisis Response Program is a new program that is currently being structured and implemented under Health Services.

Goals:

- ▶ To provide safe, immediate, caring services to individuals and their family members.
- ▶ To provide services to meet the community's needs in terms of crisis response (e.g. suicide ideation, mental health issues, house fires, etc.).
- ▶ To develop and implement a Community Mobile Crisis Response program.

Objectives:

- ▶ The Community Mobile Crisis Response has been developed in response to the need to improve support for community members experiencing mental health and addiction-related crises. Its goal is to reduce the need for responses from other frontline resources and act as first point of contact for persons in crisis.

Activities:

- ▶ Provide a full-time Mobile Crisis Coordinator position that will create teams for community crisis response.
- ▶ Have 24/7 service available for people experiencing crisis.
- ▶ Maintain critical incident debriefing processes
- ▶ Utilize sharing circles as a means of support.
- ▶ Provide one-on-one counselling for individuals in crisis.
- ▶ Administer various mental health therapies to individuals.
- ▶ Conduct referrals to further support and treatment as needed.
- ▶ Provide grief and loss support to individuals.
- ▶ Conduct post-suicide response within the community.
- ▶ Offer comfort through traditional and clinical support services.
- ▶ Provide continuity of care
- ▶ Coordinate prevention training, capacity building with local wellness teams.
- ▶ Provide individual client assessments which may include suicide assessment, safety planning, self-esteem, depression scale, mental health status, among other assessments depending on the situation.

PHARMACY

Norway House Cree Nation Leadership and Health Division staff remain committed to ensuring appropriate Health Services are available to the people of Norway House Cree Nation. The mandate of the Health Division states: “To provide access to health services and promote healthy lifestyles through holistic and culturally relevant programming”.



Some of the key activities for the pharmacy include providing vaccination services to all community members to protect them against seasonal illnesses such as influenza, as well as other diseases and infections (e.g. shingles, measles, chicken pox, COVID-19, etc.). Counseling is available to community members as a means of increasing medication compliance and managing drug misuse and abuse, while ensuring patients follow a medication's prescribed use. In addition to the on-reserve members, prescription filling services are provided to off-reserve members, as well as residents of surrounding communities who visit Norway House.

Norway House Pharmacy works collaboratively with all areas of the NHCN Health Division, as well as other community-based health and wellness programs. It provides the community with education and advice on medical equipment use (e.g. blood pressure machines, blood sugar monitors, etc.), as well as wound care and dressing.

Throughout 2021-22, Norway House Pharmacy worked closely with the health division and home care to provide medication services to each household during the COVID-19 lockdown. Pharmacy staff worked with the health care team at Pinaow Wachi to ensure that residents continued receiving proper care without disruption in medication therapy for those who were temporarily relocated to Winnipeg.

The pharmacy continued building relationships with other healthcare professionals including physicians, nurses and all associated healthcare team members. This made for effective communication between these professionals, leading to better health outcomes for the community as a whole. Pharmacy staff worked proactively with suppliers and compounding services to ensure all members of NHCN were less impacted by worldwide medication shortages and supply chain issues.

New pharmacists were welcomed to the team this past year, increasing service offerings and community outreach to ensure efficient and timely medication services. Pharmacy staff worked with the hospital and physician team to develop an outpatient dispensing program that ensured patient medication needs were met after business hours.

In closing, Norway House Pharmacy acknowledges the ongoing support and commitment of Chief and Council to the operation. The pharmacy leadership team provided valuable guidance and support, allowing the pharmacy to meet the needs of the community. Lastly, the organization would like to express its gratitude to the dedicated and hardworking pharmacy team for their efforts in meeting the needs of the community throughout 2021-22.



Norway House Cree Nation Emergency Services seeks to enhance the quality of life for all residents of Norway House Cree Nation by embracing the interests, needs, and concerns of its members for a safer and healthier community.

The services provided by Emergency Services help to protect lives, health and property, while working to preserve justice and the environment through prevention and education. All service units work together to deliver emergency services for NHCN, while collaborating with other community resources for a better and safer community.

Emergency Medical Services (EMS) responds to approximately 3,000 calls per year from community members who require pre-hospital care and medivac transport to higher-level care outside the community. EMS currently has a staff consisting of four Paramedics and one Emergency Medical Responder providing 24/7 service to the community.

First Nation Safety Officers (FNSOs) respond to approximately 5,000 calls for assistance annually from the community. Officers collaborate with the local RCMP detachment to assist with dispatch/surveillance to maintain law and order. They are currently staffed with 17 FNSOs, 14 of which received Level 1 training, with three holding Level 2.

The Dispatch/Surveillance program receives 9,000 calls per year for assistance from FNSO, fire, EMS, Minisowin, Muchipunowin and the afterhours Treatment Access Program. They monitor community buildings 24 hours per day with 100 CCTV cameras. When incidents occur, the local RCMP will utilize the system for evidentiary and investigation purposes.

Fire responds to various calls such as grass fires, bush fires, motor vehicle accidents, and are a vital resource when search and rescue is needed within and surrounding the community. They also provide assistance with firework demonstrations in the community during annual celebrations for both

York Boat Days and New Year's Eve. There are 12 volunteer fire fighters currently in place for the community.

Security services provides on site personnel to ensure protection of property and people. Security is provided for public buildings owned by NHCN including the shopping mall, administration building, hospital, multiplex, Mission Island Drop In and UCN. Individuals who are part of the service are also utilized when security is required within the community, such as for welfare days.

Restorative Justice works collaboratively with community members who receive deferrals from the courts. They have six committee members, one Restorative Justice Worker, and one Assistant Restorative Justice Worker.

***Protect lives,
health and
property while
working to
preserve
justice.***

EMERGENCY SERVICES



FUNERAL HOME

The passing of loved ones is a time to reflect on the miracle of their lives and give thanks for their presence in our own. Funerals give us the opportunity to share memories of them and to mourn their loss together.

The Norway House Funeral Home strives to offer complete funeral services for the community, ensuring that members will be able to celebrate the lives of their families and friends without having to leave home. As a service, the funeral home is dedicated to assisting families through what can be one of the most difficult periods of their lives with compassion, understanding, dignity and respect.

Over the past year, staff members have been challenged by a 45% increase in the number of funerals. In order to continue serving the community, the funeral home purchased and installed additional equipment to serve as back-ups in the event any technical issues arise.

Road maintenance has been conducted in order to provide continued access to the cemetery. Meanwhile, the use of smaller excavation equipment has proven very helpful in efficiently and safely prepare gravesites for burial services.

The hearse is currently undergoing repair and bodywork. It should be back in service early in 2023. The funeral home continues to wait for the arrival of a second vehicle ordered last year. Once available, its primary use will be for transportation to and from the City of Winnipeg.



MANDATE — 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.

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



The Kinosa Sipi Muchipunowin Program is a 24/7 program governed by a Board of Directors consisting of Councillor Anthony Apetagon (Portfolio Holder), Gwen Apetagon, Valerie Forbister, Lillian Muminawatum and Ann Poker. Sadly, the Muchipunowin program lost the Program Manager, Yvonne Apetagon, with her passing. Yvonne played a critical role in the development and success of the program. Program Manager Bertha McKay took on the management role along with Program Aides Erica Duncan and Beverly Wesley. The Board of Directors were on-call after regular office hours for a seven-day period during this time.

The 21/22 fiscal year continued to present challenges for the program due to the COVID-19 pandemic. Families struggled to accept the restrictions that were put in place during the outbreak. As the restrictions were eventually lifted, wakes and funerals were allowed to occur toward the end of the year, making it easier for bereaved families to cope and grieve appropriately.

Norway House Cree Nation has an agreement with the Norway House Funeral Home to provide services for Norway House Cree Nation band members whether on or off-reserve. Family are advised to notify the Kinosa Sipi Muchipunowin Program immediately at the time of an individual's passing in order to ensure that funeral costs will be covered. Families are also advised that should they choose an alternate funeral home for services, funeral costs will not be covered and would be the responsibility of the family.

KINOSA SIPI MUCHIPUNOWIN PROGRAM



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

The Kinosao Sipi Muchipunowin Program experienced a large number of bereavements among Norway House Cree Nation band members during the 2021-2022, due in part to COVID-19-related deaths.

The Program hosted a community memorial service to remember loved ones lost during the pandemic, as some families faced severe health restrictions during their time of loss. At times, gatherings were limited to a maximum of five preventing many families from adequately grieving the loss of their loved one. Travel restrictions were equally as severe preventing many immediate family members from attending funerals.

Despite losing fundraising events during the pandemic lockdowns, Kinosao Sipi Muchipunowin had a very

successful year. To offset revenue losses during the pandemic, the Program hosted monster bingos with huge prize payouts. The monster bingos have been a huge success and we plan to continue scheduling them into the next year.

***Provides
assistance when
experiencing
bereavement,
life-threatening
illness or medical
emergencies.***

The program leases two smoke- and alcohol-free apartments at 333 Maryland, which are fully-equipped to offer a comfortable stay for clients.

Muchipunowin also has a fleet of vehicles used to transport community members to local wakes and funerals and to urban centres for critical health emergencies.

The Kinosao Sipi Muchipunowin Program Board of Directors work continuously to improve services for band members whether living in the community or elsewhere.

In closing, Muchipunowin Program extends its gratitude to everyone who has supported the program throughout the year.

Ekosani! God Bless!





TREATY & YORK BOAT DAYS

SAVE THE DATE

Treaty and

50TH

York Boat Days

August 4-13, 2023

More information to follow

204.359.4729 | <https://nhcn.yorkboatdays.ca/>

P.O. Box 250 | Norway House, Manitoba | R0B 1B0



NORWAY HOUSE CREE NATION DIRECTORY

DEPARTMENT	PHONE	FAX	DEPARTMENT	PHONE	FAX
Chief & Council Office	204-359-6786	204-359-4186	K.S. Dental Office	204-359-8811	204-359-6747
	Toll Free 1-888-676-7627		Minisowin Agency	204-359-4551	204-359-8654
Winnipeg Sub-Office	204-957-0968	204-957-0981	Minisowin Program Centre	204-359-8083	204-359-8617
Administration	204-359-6721	204-359-6080	Muchipunowin Program	204-359-4696	204-359-8092
Central Dispatch/Emergency	204-359-4400	204-359-8576	NHCN Broadband	204-359-4022	204-359-4170
Community Health Clinic	204-359-8225	204-359-4413	Multiplex	204-359-4729	204-359-4751
Daycare Centre	204-359-4665	204-359-6337	Norway House Funeral Home	204-359-4746	204-359-4851
E.M.S Office	204-359-6104	204-359-8576	Communications/Radio Station	204-359-6775	204-359-6191
Finance Department	204-359-4882	204-359-8749	Parks & Rec	204-359-6930	204-359-4187
Gaming Commission	204-359-6721	204-359-6080	NHCN Pharmacy	204-359-6363	204-359-6901
Health Division	204-359-6704	204-359-6161	P.D.C	204-359-6362	204-359-6647
Health Services Winnipeg Office	204-339-2828		Social Division	204-359-4838	204-359-6086
Home & Community Care	204-359-6555	204-359-6567	Treatment Access Program	204-359-4245	204-359-6871
House/Public Works	204-359-6721	204-359-6080	UCN/Education & Training	204-359-6296	204-359-6262
Kanachee Awasisak (Headstart)	204-359-4105	204-359-4318		Toll Free 1-888-573-6267	
Keenanow Trust	204-359-4753	204-359-4744	Water Treatment Plant	204-359-6325	
KSDBC	204-359-6721	204-359-6080	York Boat Inn	204-359-6550	204-359-6444
			General Inquiries E-mail	nhcncc@nhcn.ca	



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

