

W h e r e T h r e e R i v e r s M e e t



2009-2010 YEAR REVIEW



NISICAWAYASIHK

CREE NATION



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"In 2009-2010 Chief and Council continued developing and enhancing programs and initiatives, outlined as the key concerns in the First Nation by NCN Members."

Message from Chief and Council

On behalf of Chief and Council, I'm pleased to submit this Year in Review report for the 2009-2010 fiscal year.

The Review provides a snapshot of the wide range of activities and accomplishments that have occurred over the year. I'm proud of the energy, talent and dedication demonstrated by our staff, departments and organizations in fulfilling their mandates and meeting their goals.

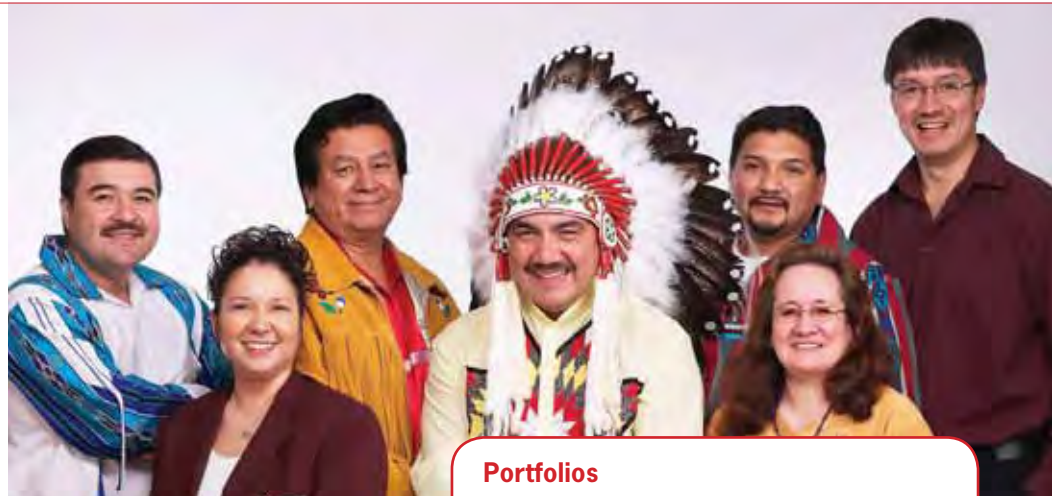
The Review illustrates the complexity and diversity of functions and activities that are vital in providing for the needs of our Nation.

Some accomplishments of note this year include:

- Completion of infrastructure for a 70-home subdivision
- Implementation of an affordable wireless WiMax high-speed internet subscription service for our community
- Paving our community streets
- Deactivation of a local street gang to make our community safer
- Opening the first Meetah Building Products franchise in Onion Lake Alberta.

Along with the accomplishments of which we can be justly proud, many NCN organizations encountered challenges in fulfilling their goals due to inadequate staffing and budgets.

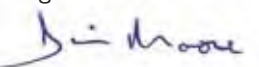
This is a perennial concern, and one of the driving forces behind our efforts to expand and diversify our economic development opportunities including the investments



in the Wuskwatim project, the Mystery Lake Hotel and Urban Reserve in Thompson among others. The actual and potential revenue those projects generate can supplement other financial sources and entitlements that can help us achieve a better standard of living and enhanced services for our Members.

Although our First Nation shares many challenges experienced by other first nations, we are more fortunate than some because our traditional lands are rich in resources and opportunities and our Members demonstrate innovation and skills that can make the best use of those opportunities.

I'm confident Nisichawayasihk Cree Nation will continue to build towards a brighter future.


Chief Jim Moore

Portfolios

Chief Jim Moore

- Economic Development
- Finance and Trust
- Housing

D'Arcy Linklater

- Culture, Heritage, Lands and Resources
- Health

Marcel Moody

- Finance and Trust
- Economic Development

Patrick Linklater

- Housing, Community Infrastructure and Public Works
- Education, Training and Human Resources
- Health

Shirley Linklater

- Justice, Public Relations and Recreation
- Housing, Community Infrastructure and Public Works

Agnes Spence

- Health
- Culture, Heritage, Lands and Resources

Ron D. Spence

- Education, Training and Human Resources
- Justice, Public Relations and Recreation
- Culture, Heritage, Lands and Resources



Governance Structure/Organizational Chart

Chief and Council Oversees NCN Organizations

NCN's seven-member elected Chief and Council oversees all NCN organizations, which fall into five categories: NCN corporations of which there are 11, trusts (5), departments (7), agencies (3) and joint ventures (4). NCN Administration provides a facilitation role to Council and maintains working relationships with all NCN organizations that ranges from providing liaison between Council and the organization to more direct direction and management.

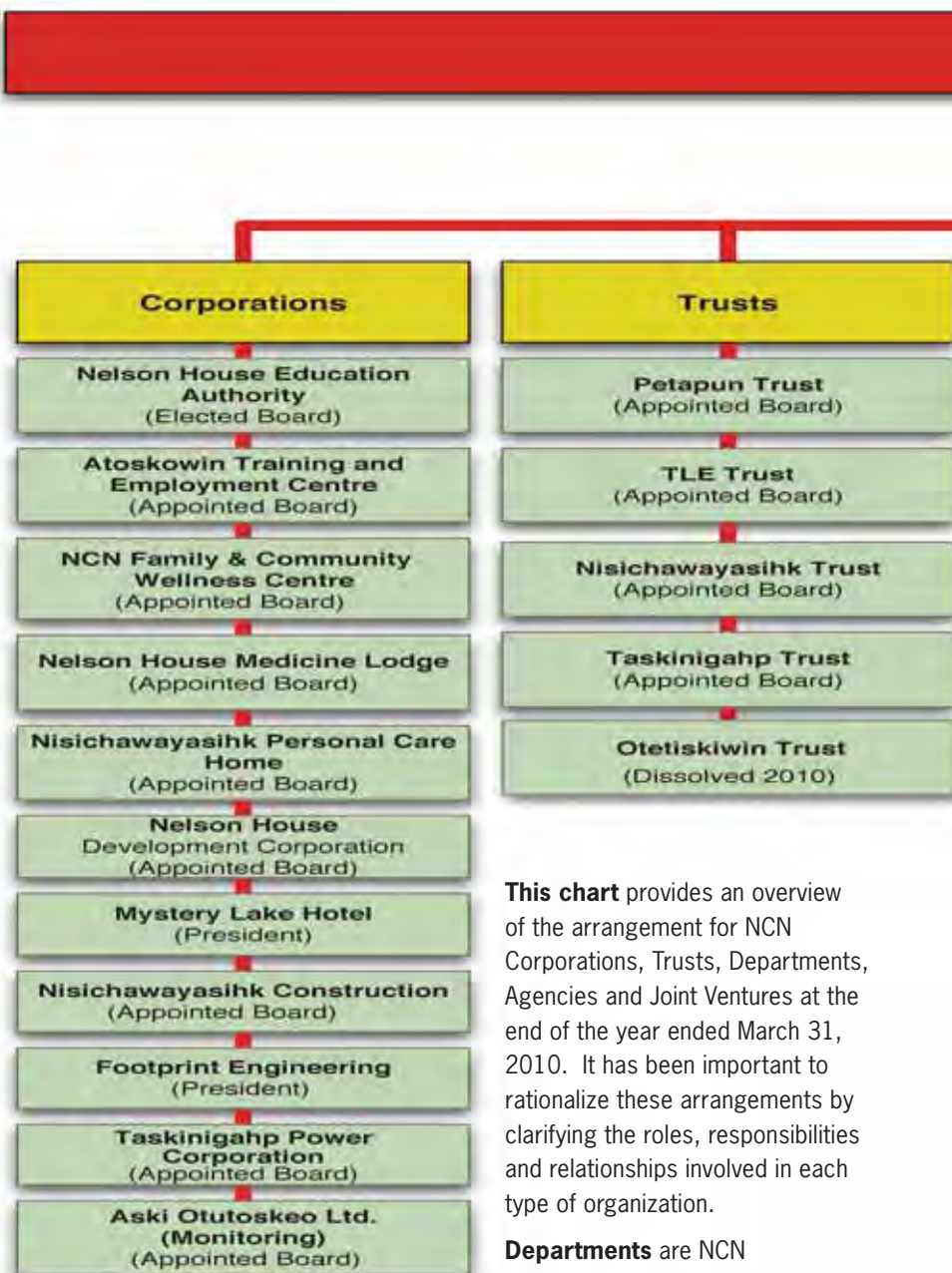
Depending on the organization, oversight and direction is provided through:

- Boards elected by NCN Members
- Boards appointed by Council
- Representatives appointed by Council
- Band administration
- Two presidencies

The Nelson House Education Authority is the only NCN entity with an elected board and the Mystery Lake Hotel and Footprint Engineering are the only two organizations headed by a president.

Fifteen NCN organizations, including eight corporations, five trusts and three agencies are governed by appointed boards.

NCN's joint venture entities, Wuskwatim Direct Negotiated Contracts and Wuskwatim Power Limited Partnership each have three appointed representatives.



This chart provides an overview of the arrangement for NCN Corporations, Trusts, Departments, Agencies and Joint Ventures at the end of the year ended March 31, 2010. It has been important to rationalize these arrangements by clarifying the roles, responsibilities and relationships involved in each type of organization.

Departments are NCN administrative units with specific assigned responsibilities under the direct control of the NCN Council and the supervision of the NCN Chief Executive Officer. Departments

Nisichawayasihk Cree Nation Chief and Council

NCN Administration

Departments



Agencies



Joint Ventures



are usually established by Council to provide a direct, designated service to NCN members. They differ primarily in administrative and financial arrangements. Each Department has several programs that are outlined in each of their reports.

Agencies are established by Council to provide specific services to NCN citizens. They are governed by a board which is appointed by Council.

Agencies are usually established to relieve Council of the time and effort required to deliver services in a specific area. Agencies are established by a Band Council Resolution (BCR) and, as agents of Council, are ultimately responsible to Council.

Corporations are established when there is a reason for an organization to operate independently from Council. For example the Medicine Lodge, was incorporated so it could, theoretically, make decisions free from political pressure. Similarly, Education Authorities are incorporated to ensure autonomy so that education as a fundamental need, does not have to compete with other financial demands of the community. Under corporate law, non-profit corporations are responsible to their "membership". In most cases by-laws of NCN non-profit corporations have

several conditions for membership with the most important being that a member must be a registered citizen of NCN residing in Nisichawayasihk. When adult citizens of Nelson House are named as the 'Membership' they are responsible for electing the Board of Directors. The by-laws of NCN-authorized corporations must be observed or, if necessary, amended.

Trusts are established by Council or by Council in conjunction with another agency to provide for the safekeeping and investment of funds for future use. Trusts are established in accordance with Provincial or Federal legislation and the terms of any Trust Agreement must meet the legal requirements.



Message from Chief Executive Officer



Chief Executive Officer
• Theresa Yetman

OVERVIEW

Tansi everyone! It's been some time since the Nation has prepared an annual report with the last issued in 2004/05. We want to thank the managers of all NCN Departments, Agencies and Corporations and Lewis Communications for devoting time to ensure this report is once again provided to the community.

In our report, we will briefly address some key areas where we played a small role in facilitating NCN achievements over this year, as well as other areas where we had no direct role. It has been a great honour to be a part of these achievements.

SIGNIFICANT ACHIEVEMENTS

Health and Justice Programs Restructured

We worked with Marie Campeau, who was hired as an interim Associate CEO, to develop an implementation plan to restructure the Nation's Health and Justice programs. This was initiated in response to the gang-violence strategic-planning session held with NCN managers and presented to about 600 NCN Members at a large general assembly. Existing programs were streamlined to ensure funding allocations are accountable and directed to the best practices. Combining the NCN Police, Fire Services, Community Justice Worker and the Justice Committee under the justice system, and the ambulance, medical transportation and nursing support under a health division have resulted in savings and employees working together for the common good of the community.

The Human Resources Department also played a significant role assisting with developing job descriptions, recruitment and selection.

High-speed Internet Comes to Nelson House

Your CEO was a NCN representative on the Broadband Communications North board of directors. We concluded arrangements April 26, 2010 to provide wireless



broadband Internet infrastructure for residents and organizations in Nelson House. NCN manages and delivers the service through the NCN Development Office. The service uses the latest generation of WiMAX wireless technology with a digital signal capable of connecting with computers within a 10-kilometre radius of a 200-foot transmission tower recently installed in the community.

As demand grows, the tower is capable of incrementally increasing service with a total broadband capability of about 100 megabits per second.



Associate CEO
• Shannon Yetman

and Associate CEO

Multi-year Funding Plan

Your CEO participated as a member of the steering committee guiding development of a new Community Development Plan. This is another key NCN initiative intended as a coordinating mechanism for NCN and its organizations. The committee held a number of meetings with NCN managers to gather input for establishing goals, priorities and action plans.

Summer students attending university conducted over 500 surveys of community members. Steering Committee member Alvin Yetman has presented written drafts of the plan to the community on at least three occasions.

Personal Care Home

NCN's Finance Advisor and your CEO have been working with Personal Care Home Executive Director Bernadette Weber to negotiate the first collective agreement for

the Home's support staff with the Manitoba Government Employee's Union (MGEU), a process that has been underway for two years. MGEU has been patient and understanding with our efforts to resolve funding issues. For some time, the Care Home has been operating under financial restraints which continue. With such a strained budget, recruiting and retaining nurses has been a real challenge. NCN has petitioned the provincial government and continues to petition Indian Affairs to increase funding to provide support levels comparable to off-reserve personal care homes in the province.

CHALLENGES

As a First Nation, the outside world often sees us as progressive, but from within, it often appears as if we are making little progress. To be successful in these initiatives, the preliminary, preparatory

and technical work required involves time-intensive, thoroughly researched and planned processes that we cannot expect to achieve in a day, or sometimes even a year. Yet, we are pleased to report we continue to make good strides forward.

PLANS FOR THE NEXT FISCAL YEAR

We will continue to work diligently on initiatives not completed to date, and upcoming initiatives of the new Council elected for the 2010-2014 term of office.





Finance Department



Finance Comptroller

- Yvonne Hart

Financial Advisors

- Bruce Hickey
- Shirley Callow

Portfolio Holders

- Chief Jim Moore
- Councillor Marcel Moody

Finance Committee

- Chief Jim Moore
- Councillor Marcel Moody
- Councillor Shirley Linklater
- Theresa Yetman
- Bruce Hickey
- Yvonne Hart

The Finance Committee consists of two to three Council Members and three senior administrators, including Finance Comptroller, Finance Advisor and the Chief Executive Officer. The Finance Committee has the responsibility to:

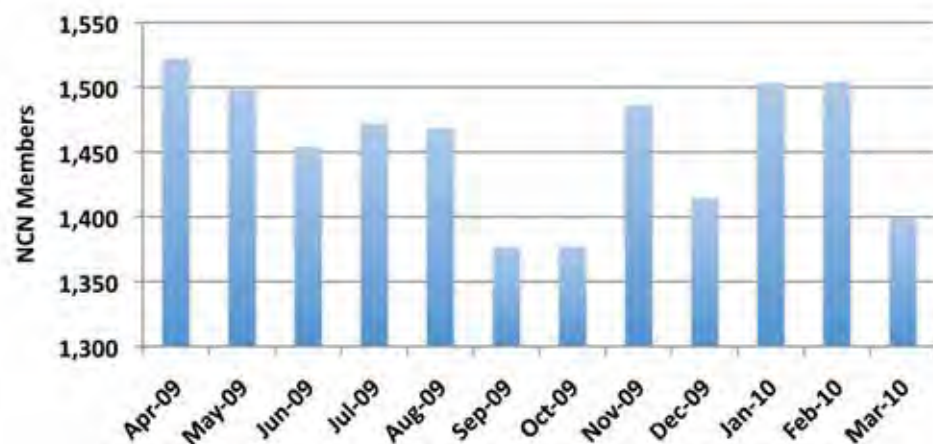
- Oversee and monitor NCN financial activities
- Review revenue and expenditure reports to ensure all funds are handled in a proper manner and to make recommendations to Council when necessary
- Review financial requests and make recommendations to Council for approval
- Ensure financial decisions are made with relevant information
- Take an overall view of expenditures to ensure NCN spending has the greatest possible positive impact on the community
- Initiate cost/benefit analysis
- Obtain and review program outcomes data
- Consider long-range implications of spending programs.

Assembling Wuskwatim Equity

The Wuskwatim hydroelectric development project has been under construction for more than four years with expected completion in late 2011 or early 2012. It is probably the most important economic development initiative NCN has been involved with in its history.

Along with exploring other important economic development initiatives and maintaining existing programs, a major NCN focus is securing the equity needed for the 33 percent ownership share available to us. To date, NCN Members have approved \$9.188 million for NCN's equity contribution including \$4.0 million in grants from the federal government. The Project Development Agreement specifies that Manitoba Hydro will loan NCN (TPC) four times this amount – \$36.752 million – towards its equity in the project to provide a total of \$45.940 million towards the total equity of approximately \$102 million. NCN has accumulated funding for approximately 14.86 percent ownership to date.

Total Individuals Receiving Basic Support



Off-Reserve Assistance Program in Place

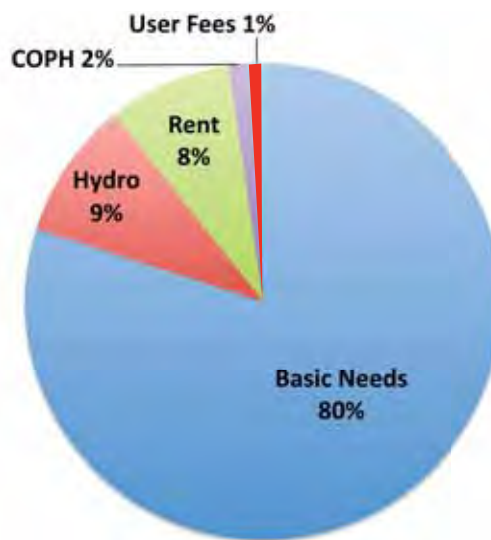
The Off-reserve Assistance Program provides emergency funds and support to NCN Members living outside our traditional territory who have demonstrated special circumstances that require such assistance. NCN delivers the Off-reserve Assistance Program from funds available and approved annually through the CAP/CIP Trust Budget. The Finance Committee, of which Finance Comptroller Yvonne Hart and Theresa Yetman are members, receive many letters of request for financial assistance each year that are reviewed to determine the merits, eligibility and amounts to award.

NCN's CFNFA Program Extended

After a successful review by Indian Affairs Canada, NCN was awarded a one year extension for fiscal year 2010-2011 to a five-year block-funding arrangement known as the Canada First Nation's Funding Arrangement (CFNFA). Our five-year arrangement originally expired March 31, 2010, but with the one year extension, our funding increased by 2.1 percent for 2010-2011.

The CFNFA funding covers: Band Operations; Capital (40 percent allocated to Housing Authority operations); Education Authority; Development Corporation; Band membership registration; Public Works water and sewer services; sanitation and water treatment plan; social assistance; in-home care also known as homemaker services; and the Personal Care Home. More details on the funding allocation can be seen in the financial audit included in this annual report.

Allocation of Social Assistance Budget

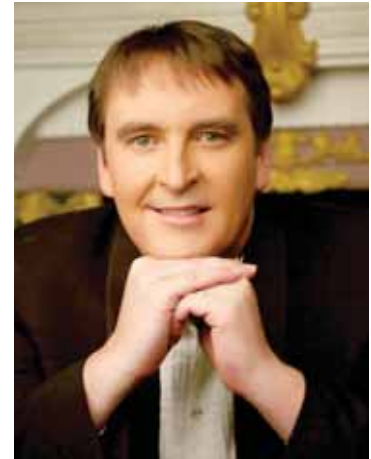


Social Assistance

For the fiscal year, NCN distributed almost \$6.9 million in social assistance support, with 80 percent of the budget allocated to basic needs. The remaining 20 percent was allocated to providing subsidies to Members for specific expenses including hydro (9 percent), rent (8 percent), CPH (2 percent) and user fees (1 percent).

Over the year, 2,068 NCN Members (on average monthly), received some level of social assistance with 71 percent receiving support for basic needs, 12 percent for user fees, nine percent for Hydro, seven percent for rent and one percent for CPH.

The number of individuals receiving support for basic needs averaged 1,456 monthly over the year. This consisted of 283 individual household heads supporting 790 dependents, plus an average of 384 single individuals. The numbers fluctuated from a high of 1,504 in February to a low of 1,377 in September and October.



Bruce Hickey, Financial Advisor



Shirley Callow, Financial Advisor



NCN Membership



Band Membership Clerk

• Melissa Moore

Important Information for Parents

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

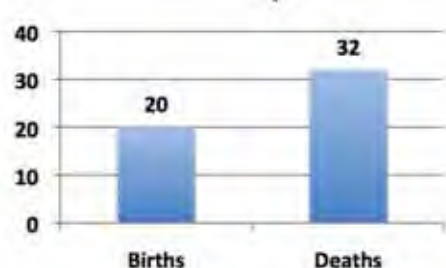
OVERVIEW

According to official INAC records, NCN Membership stood at 4,277 as of March 31, 2010 comprised of 2,090 males and 2,187 females (4.6 percent more). Comparing calendar year growth from January through December 2009 NCN's population grew 0.61 percent compared to 1.2 percent for Canada's population during the same period.

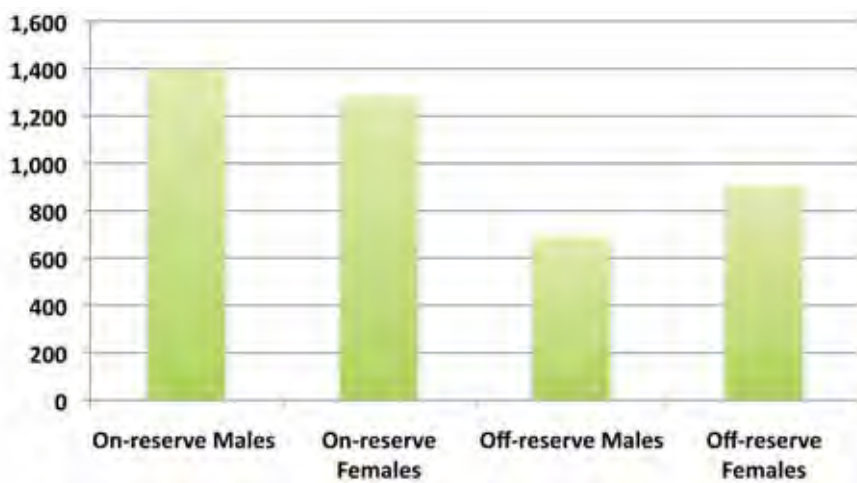
More than one third (38 percent) of NCN Members live outside of the community, with a higher proportion of females (41 percent) than males (33 percent) living away.

During the fiscal year, NCN experienced 20 births and 32 deaths.

Births/Deaths

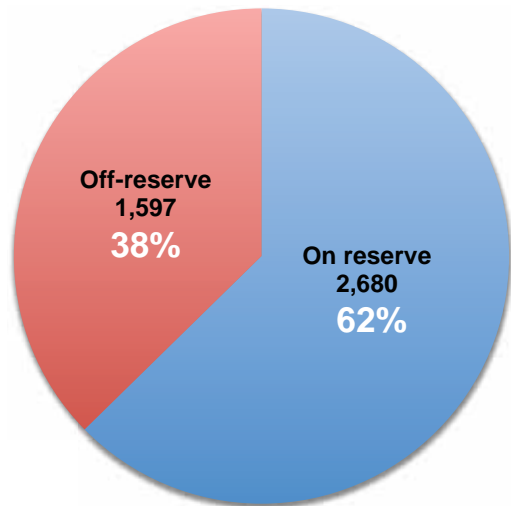


Population by Gender and Residence





Total NCN Membership



Trust Office



Trust Manager

- Joyce Yetman

Portfolio Holders

- Chief Jim Moore
- Councillor Marcel Moody

Board of Trustees

- Chief Jim Moore
- Councillor Shirley Linklater
- David Kobliski
- Alvin Yetman
- Gary Goodbrandson, Corporate Trustee

Key Areas

- Trust Office
- Nelson House Trustees
- Nisichawayasihk and Taskinigahp Claims Program
- NCN Achimowin Radio Station
- CAP/CIP Committee

Staff/Employees: 8

Key Employees

- Colleen Hunter, Finance Comptroller
- Kevin Wood, NCN Achimowin Radio Station Manager

OVERVIEW

The NCN Trust Office was established in May 1996 to plan, organize and coordinate the diverse activities of the Nisichawayasihk Trust and Taskinigahp Trust including:

- Ensuring provisions of the 1996 NFA Implementation Agreement are properly fulfilled
- Administering funds for all programs and projects funded by both Trusts
- Ensuring consistent and efficient cash-flow transfers to various NCN organizations for programs and projects funded by the Trusts
- Working effectively and efficiently with Program and Project Managers in administering and implementing programs funded by the Trusts
- Tracking progress of funded program and projects through quarterly Formative Reports and annual Summative Reports
- Ensuring all funded programs and projects regularly submit written reports (formative and summative) and financial statements
- Assisting in the preparation of funding proposals
- Assisting the Community Approval/Involvement Committee in preparing annual budgets

- Determining whether funding proposals are appropriate uses of trust moneys, and ensuring activities presented in proposals fall within the mandate of the both Trusts
- Ensuring appropriate disclosures are made to the NCN Membership on all activities of both Trusts
- Overseeing compilation of an annual report and audited financial statements and providing the report to all relevant parties including the NCN membership
- Assisting with development of the multi-year plan
- Liaising with the Nelson House Trustees and Corporate Trustee on administrative matters
- Supervising Claims Officers responsible for carrying out the duties as outlined in the NFA and PDA.

SIGNIFICANT ACHIEVEMENTS

Amalgamation of Nisichawayasihk Trust and Taskinigahp Trust Administration

In early 2009, Chief and Council passed a band council resolution designating the NCN Trust Office as the assigned agent for both the Nisichawayasihk and Taskinigahp Trusts pursuant to their respective indentures. Both Trusts Indentures are virtually identical, with similar procedural

Mission

Nisichawayasihk Trust Investment for success.

Vision

NFA Trust, a step towards self sufficiency.



requirements for the Nisichawayasihk Trust Indentures Community Approval Process and Taskinigahp Trust Indenture Community Involvement processes.

The rationale for amalgamation was to minimize separate reporting, accounting and administrative procedures and to avoid duplication of processes and administrative costs to NCN.

The Review Committee was able to combine the CAP and CIP processes by amending the policy. The Committee receives and reviews all funding applications, prepares a budget based on funds available from both trusts and submits the recommended budget to Chief and Council.

To maximize accountability, quality control, and to eliminate confusion about administrative and reporting responsibilities, all NCN organizations receiving funding from either Trust report only to the Trust Office.

Annual Report 2009

In compliance with the Nisichawayasihk and Taskinigahp Trust Indentures, the annual Narrative Report and Audited Financial Statements have been completed and distributed to the required resources. They are available on NCN's website at www.ncncree.com and at the Trust Office. For a more detailed report on the Nisichawayasihk and Taskinigahp Trust funded programs, please refer to the annual report.

■ CHALLENGES

The Trust Office has identified three challenges with its operations:

- Performance reports from most NCN organizations and programs receiving Trust funding are not submitted on a regular basis as required
- Insufficient funds are available to finance all programs and projects that require funds
- Since funding is now received three times per year, keeping within budget for certain programs has required a great effort.



Trust Funds

Portfolio Holders

- Chief Jim Moore
- Councillor Marcel Moody

Taskinigahp Trust Board of Trustees

- James Warren
- Willie B. Moore
- Councillor Agnes Spence
- Darcy B. Linklater (Jr)



Nisichawayasihk Trust Board of Trustees

- Chief Jim Moore
- Shirley Linklater
- Alvin Yetman
- David Kobliski
- Gary Goodbranson (Corporate Trustee)



Nisichawayasihk Trust

The Nisichawayasihk Trust was created in March, 1996 to hold funds from the Northern Flood Implementation Agreement. The Trust is overseen by a five-member board of trustees, which in 2009 consisted of Chief Jim Moore, Councillor Shirley Linklater, Alvin Yetman, David Kobliski and Corporate Trustee Gary Goodbranson. The Trustees' duties and responsibilities are defined in the Trust Indenture that is part of the Implementation Agreement between NCN and Manitoba Hydro.

Trust income is allocated each year to community projects through the rigorous Community Approval Process (CAP) that evaluates applications from Members and community organizations with funding recommendations subject to a Member vote.

Each year the Trustees are required to provide Chief and Council and any NCN Member, on request, with an annual report on the Trust's financial operations covering the period January 1 to December 31 of the previous year. The most recent report was published in the spring of 2010. The report must include the Trust Auditor's report and opinion and any other special audit report and opinions that the Trustees may have requested during the reporting period.

Funds Available for 2009

As determined by the Trust Indenture and the Community Approval Process (CAP), \$3.7 million was available for expenditure from the Trust for 2009. This amount included \$3.675 million distributed for purposes set out in the 2009 CAP budget and \$25,000 for the claims account. Of the total available, \$2,316,150 was distributed from the Main Trust and \$1,383,850 from the Investment and Heritage Account. As at December 31, 2009, no further payments from the Trust were due for programs, services and projects approved by CAP for 2009.

The Recreational Facilities and Programs Sub-account

Income from the Recreational Facilities and Programs Sub-account of the Nisichawayasihk Trust must be used "to build or develop recreational facilities on Reserve and for recreation programs for Nelson House" as stipulated in the Trust Indenture. No powers are available to encroach on the capital in this account. In 2009, the community approved recreation programs and proposals totalling \$73,405.

Capital Payments Received by the Trust

The Trust earned net realized capital gains of \$1,639.50 during the year in the Recreation and Program Facilities Account through the sale of various investments. In accordance with Schedule 2.2 and Article 2.51 of the Nelson House First Nation NFA Implementation Agreement, the Trustees received a payment of \$271.52 from Manitoba Hydro for excursions from the compensated range which were deposited to the Investment and Heritage account as required by the Trust Agreement.

Taskinigahp Trust

Revenue Received and Generated by the Trust

Trust investments generated total revenues of \$2,621,606 in 2009 in the main Trust Account, the Investment and Heritage Account and the Claims Account.

Investments

On December 31, 2009 the total value of all Trust accounts was \$48,252,280 with \$40 million of that held in Manitoba Hydro Bonds.

Individual trust accounts contained:

Main Account:	\$40,532,449
Investment and Heritage:	\$4,977,121
Claims:	\$109
Recreation & Program Facilities:	\$1,540,560

Besides the Hydro Bonds which pay 5.75 percent annually, other funds were invested in 30-day Canada Treasury Bills, fixed-income securities and in cash and short-term investments with interest rates ranging from 0.16 percent to 3.1 percent annually.

The assets of the Nisichawayasihk Trust and the Investment and Heritage account are invested in Manitoba Hydro bonds. The intention is to hold these bonds until maturity in 2013. The cash flow in these accounts up to June 30th, 2013 is known and is not affected by changing yields in the bond market.

The Recreation and Facilities Sub-account is invested exclusively in bonds and short-term fixed-income investments. The maturity dates on the bonds is spread over a number of years to reduce the risk of having to reinvest all the funds at once when bond yields may be low.

The Taskinigahp Trust was established as part of the Wuskwatim Project Development Agreement (PDA) to hold various monies derived from the Wuskwatim Generation Project including Adverse Effects Proceeds, Transmission Development Fund payments, TPC profits and dividends and dividend loans. At the end of 2009, the trust held \$5.95 million. The trust contains different accounts and funds including: Transmission Development Fund, Seven Generations Account, Seven Generation Growth Account, Resource Account, Resource Growth Account and the Community Development Account.

Chief and Council have delegated the Trust Office to administer the trust and conduct the Taskinigahp Community Involvement Process (CIP) that is held jointly with the Nisichawayasihk Trust Community Approval Process (CAP). In 2009, \$1,228,731.67 was available for expenditure from the Taskinigahp Trust. Of the total available, \$1,030,703.21 was distributed from the Main Trust and \$198,028.46 from the Wuskwatim Transmission Development Fund. These funds were contributed to the community programs through the CAP/CIP Process.

Multi-year Plan

One requirement set out in the Taskinigahp Trust was to hold three community meetings between the establishment of the trust in 2006 and the third anniversary of the signing of the PDA on June 26, 2009. The purpose was to gather Member input to provide direction for developing the first five-year plan for the trust's revenue. A steering committee was established to oversee all work completed to date. To ensure compliance

with the PDA, three meetings were held before the deadline supplemented by the collection of comments by two summer students who were hired to interview community Members to determine priorities to set objectives for the multi-year plan.

The meetings helped determine community priorities for social, economic and community-development initiatives for inclusion in a multi-year plan for longer-term initiatives for the use of trust funds. The meetings presented ideas for discussion and possible inclusion in the plan and gave opportunities for NCN Members to put forward additional ideas.

Through the meeting and survey process Members identified Education, Health and Wellness, Justice and Economic Development, in that order, as their top four priorities with education having a two-to-one margin over the next-highest priority. Survey results can be viewed at the NCN Trust Office website www.trustoffice.ca (and a profile was provided in the March 2010 Wuskwatim Implementation newsletter). Steps in the plan-development process and a timeline for the coming year have been completed. Once the plan is prepared, adopted and implemented, it will be reviewed and updated every three years to ensure it remains current and continues to effectively deliver programs to the community.



Human Resource Development Authority



Human Resource Director

- Rick Linklater

Portfolio Holders

- Councillor Pat Linklater
- Councillor Ron D. Spence

Key Areas

- Finance
- Employment Counsellor
- Human Resources Office

Staff/Employees: 4

Key Employees

- Muhammad Azam, Post-secondary Coordinator
- Alia Parisien, Finance Clerk
- Danielle Moose, Human Resource Officer
- Mandy Spence, Employment Counselor

OVERVIEW

The Human Resource department has two main functions:

1. To Administer the Aboriginal Human Resource Development Agreement (AHRDA)

Through AHRDA, the federal government provides funding to help individuals to enter or re-enter the work force. The target groups are: EI clients, youth and disabled persons.

2. To Administer the Human Resource Management function for the Nisichawayasihk Cree Nation Government Office

The Human Resource department was developed to assist the NCN Government Office in: recruitment and selection; compensation and salary administration; employee relations; professional development; contracts; performance reviews; employee benefits and pension plans. The Human Resource Department also developed official documentation, workplace ethics/code of conduct, employee handbooks, employee training programs and award/reward programs.

SIGNIFICANT ACHIEVEMENTS

Successes for the Human Resource Department for fiscal year April 2009-March 2010 included:

- Developing a mandate, structure and related policies for the HR Department, with the assistance of Human Resource Staff, Senior Management, and CEO (currently awaiting approval of Chief and Council)
- Developing a market-based salary grid to ensure employees are paid according to their education and experience, with the assistance of HR Staff, Senior



Management, CEO and a Consultant (the salary scale is currently awaiting approval of Chief and Council)

- Providing a centralized employee recruitment and selection process (all employment opportunities are currently directed to the Human Resource Department although the department is working with NCN government entities at this time and will be assisting corporations in the near future)
- Coordinating agency and department administrators in work-experience and pre-employment programs, with support from HRDA (all training programs are being delivered through ATEC and some of the courses completed include Microsoft Office, EMR training, Essential Skills, and Law enforcement)
- Developing a centralized filing system for all NCN government entities with the transfer of all NCN files to the Human Resource Manager's office where they are kept under lock and key at all times
- Administering the employee-benefits program including pension plan and assisting new employees with their benefits and pension package.

CHALLENGES

Challenges faced by the Human Resource Department during fiscal year include:

Insufficient Staff and Resources

Due to inadequate funding, the department is only able to hire a few staff members: employment counselor, post-secondary counselor, and a finance person with funding for the Human Resource Officer made available from CAP.

Insufficient Training for HR Staff

Since creation of the Human Resource Department, funding has not been available to adequately train staff in some aspects of human resource management which has somewhat hindered the department. Through negotiations with Manitoba Hydro, NCN secured funding to allow the HR Manager and HR Officer to enroll in a human resource management course through the University of Manitoba.

Lack of Qualified Community Members to Fill Job Postings

Because of a lack of Members with adequate educational or job experience qualifications, it is sometimes difficult to fill available positions. It's sometimes necessary to post jobs three or four times before they are filled. Although priority is always given to NCN Members when jobs become available, at times we cannot fill these jobs internally and must hire applicants from outside.

Ongoing Challenges

- The AHRDA program has expired and is being replaced with ASETS, which has created some uncertainty that will definitely affect the way we do business. Securing stable funding for the next five years is a priority.
- To provide optimum human resource services to NCN Members, the department requires a full staff complement, and the department will endeavor to secure funding for additional staff and resources through CAP and CIP.

- Providing training and work experience is needed for our Members to address the shortage of qualified individuals in the community.

PLANS FOR THE NEXT FISCAL YEAR

- To develop a long and short-term training plan for the Nation.
- To continue to work on the strategic plan set forth by administration.
- To secure adequate and stable funding for the HR department.



2009-2010 Fiscal Year AHRDA Training Statistics

Training Program	Trained	Completed	Employed	Cont. Ed.
Trades Program	1	1		1
Class 1 Drivers Training	3	2	3	
General Studies-extended Ed Program	1			1
Faculty Of Social Work program – E.I Clients	4			4
Nursing Program	1			1
Art Institute of Vancouver	1			1
Applied Counseling Program	2	2		2
Youth Work Experience	3			3
Summer Student Program	39	39		39
Bachelor of Arts	1			1
Financial Management Accounting	19			19
Water Treatment Plant Operator Training	6		2	4
Applied Counselling Certificate	2		1	1
Disability Work Experience	1	1	1	
Hiring and Recruiting Workshop	2	2	2	
Managing Things...Leading People Workshop	26	26	26	
Vision Quest Conference	2	2	2	
Summer Student Coordinator	1	1		1
E.I. Work Experience	5	2	3	
Civil Technology Co-operative Education Program	1	1	1	
Mediation Skills Workshop (Youth)	3	3	2	
Driver's Education Course	15			
AHRDA Sub Agreement Holder Quarterly Meetings	1		1	
AHRDA Sub Agreement Holder Board Meetings	1		1	
Capacity Development Workshop for HRDA Staff	5	5	5	
GED Program	13			13



Nelson House Education Authority



Director of Education

- Ernesta Riva

Portfolio Holders

- Councillor Patrick Linklater
- Councillor Ron D. Spence

Board of Directors

- Susan Kobliski
- Lena Dysart
- Edna Moodie
- Bella Leonard
- Edna Primrose
- Ryan Linklater
- Joe Moose

Key Areas

- Otetiskiwin Kiskinwamahtowekamik School (elementary)
- Nisichawayasihk Neyo Ohtinwak Collegiate (high school)
- Post Secondary Program

Staff/Employees

- 46 Teachers
- 5 Administrators
- 15 Support Staff
- 25 Educational Assistants
- 8 Other Staff

Key Employees

- Elvis Thomas, Associate Director of Education
- Natalie Tays, Principal, N.N.O.C. School
- Balan Menon, Principal, O.K. School
- Bill Gamblin, Post Secondary Counsellor
- Paul Bonner, Comptroller

OVERVIEW

The Nelson House Education Authority is a First Nation school division with an appointed Board of Trustees. NHEA is based in the Alice Moore Centre (Administrative Centre) and is responsible for the management and administration of:

- Otetiskiwin Kiskinwamahtowekamik Elementary (O.K.) School (Nursery to Grade 8)
- Nisichawayasihk Neyo Ohtinwak Collegiate (N.N.O.C.) (Grades 9 to 12)
- Post Secondary Support Team (Administers scholarship and student assistance funds)

SIGNIFICANT ACHIEVEMENTS

Acquisition of Modular Classrooms for High School Program

In 2008, the trailers used as classrooms for N.N.O.C., adjacent to the arena were condemned and closed which required integration of high school operations into the O.K. School facility. Since O.K. School was already fully committed, the school calendar had to be rescheduled to accommodate a staggered shift with elementary programs in the morning and high-school programs in the afternoon and evening. This situation was recognized as

not ideal, but initiatives to secure new school buildings from INAC to address the problem could not be accomplished for several years. A more immediate solution completed this year was to acquire modular classrooms for high school operations.

The original concept for the modular classrooms would provide eight classrooms but following considerable thought and consideration of projected attendance patterns, Nelson House Education Authority increased the original proposal from 8 to 12 classrooms with additional teaching-support areas. This approach increased the cost from \$1,500,000 to approximately \$2,800,000.

All costs associated with this project are the responsibility of NHEA. Nisichawayasihk Cree Nation is responsible for securing a loan with the Royal Bank for the initial eight classrooms through the Band Capital budget. The NCN government will work with the Education Authority to secure funds from INAC, Nisichawayasihk Trust Community Approval Process (CAP) and Taskinighap Trust Community Approval Process (CIP) to cover costs associated with the expansion from 8 to 12 classrooms and additional support areas such as library services.

Occupancy of the modular classroom will begin in September of 2010 giving high

Mission

Mamawe Hopikihowasotan (pronounced: ma ma wae [h]ope-key how [a] sotan). "Together we raise our children."

Values

The Nelson House Education Authority is committed to creating a vibrant, productive and motivating environment for students, staff and parents. Our education system is consistent with our traditions, laws, culture and philosophy, while providing students with a high standard of education that prepares them to meet today's challenges.



school students access to a variety of educational facilities.

Policy Manual Review

For the past 12 months, Nelson House Educational authority has been undertaking a major review and update of its Policy Manual that articulates the policies that affect its operations. Encompassing close to 600 pages, this is a massive task that is taking into consideration NCN-related bylaws, the Canada Labour Code, and necessary updates to NHEA policies to reflect current legislation, thinking and approaches.

The document covers all aspects of NHEA philosophy, expectations and operations and includes job descriptions and evaluations. Policies that were vague were revisited to ensure that they were specific and due diligence was being exercised.

The document will be released as soon as possible. Electronic versions of the document will be publicly available on the NHEA website, on CD-ROM and print versions will be available for reference at key locations in Nelson House.

Collective Agreement – Bargaining Process

The collective agreement with NHEA teachers expired in June 2010 and Negotiations between Nelson House Education Authority and Nelson House Teachers Association have begun. The Authority's priority is focusing on the needs of its children to ensure educational standards improve and the length of the school day and instruction quality improve for students. Funding for staff salaries, including teachers, are fixed and increases in salaries are possible by reducing program costs. At this time, NHEA is concerned about planning and delivery of programs to students.

Resource Team and Special Needs Programs

A significant focus and investment for Nelson House Education Authority is in providing a quality education that addresses the needs of its children with special needs. There are approximately 331 students who are in need of additional support from Nursery through Grade 12.

For this, support services are provided by a resource team which consists of:

- Theresa Hartley – Resource Coordinator Nursery to Grade 12
- Judie Chaisson – Resource Teacher Grades 1-3
- Gary Ash – Resource Teacher Grades 4-6
- Celia Dunn – Resource Teacher Grades 7-12
- Emily Spence – ½ time Guidance Nursery to Grade 3
- Diane Linklater – Guidance Grades 4-8
- Audrey Rose – Guidance Grades 9-12
- Edith Linklater – Speech and Language/Vision/Hearing Assistant Nursery to Grade 8

Services are provided in the following areas:

- Academics math and reading through the assigned resource teachers
- Social/emotional/ behavioral through our guidance department
- Speech/language/vision and hearing screening through our trained speech and language assistant.

Highlights of a special education policy that has been approved and adopted by all parties include:



- The needs of these students are identified through a referral process that involves the parents/guardians from the beginning.
- Assessments are used to diagnose problem areas and also begin the Individualized Education Plan (IEP) for each student. This plan is the main document that outlines strengths, needs, test results, goals, strategies, outside agencies input, services needed and evaluated, behavioral/health plans, etc. This document is developed through a team and implemented, updated and evaluated on an ongoing basis. Our special educators are trained and have varied experiences to be the case managers of these plans.

Addressing Operational Challenges

The resource team comprised of the director, administrators, resource teachers, parents, guidance counsellors, and a resource coordinator met several times a year to develop an overall school plan. Goals that are identified by our staff consist of reducing bullying, improving classroom management and increasing students' retention.

Another resource team project centres on developing an emergency crisis plan for the elementary and high schools.

Introducing a Nursery Wellness Orientation Week

Our Resource coordinator implemented a Nursery Wellness Orientation week which invited potential new nursery students and their families into our school to assess abilities and potential challenges in the following areas: vision, hearing, dental, speech and language, self-help skills such as toileting and dressing, fine motor skills and concept development. After screening has been completed, early intervention is initiated where needed and students receive a home package to work on and have fun with while concentrating on literacy and numeracy skills.

The support team consists of a public health nurse, dental assistant, a speech/language/vision and hearing assistant, a nursery teacher and educational assistants whom work with the resource coordinator. The coordinator also interviews family members to obtain information to screen for any special needs their child may have that may require arranging special

services such as special bussing, special equipment, referrals to other agencies, or need for one-on-one intervention with an educational assistant. An IEP document may have to be in place to clearly establish a plan which will then be monitored and updated throughout the year.

Student Assessments

Assessments were completed in the following areas:

- Speech and Language
- Vision and Hearing Screening
- Dental check-up and assessments
- Informal Diagnostic assessments by resource teachers – in reading and math
- School wide assessments using the Canadian Test of Basic Skills (CTBS), was administered to Grades 1-9 inclusive
- Mathematics entry tests were given to Grades 7 and 8 that were consistent with the Manitoba's outcomes for those grades. Grades K-6 will be given in September 2010
- Psychological educational (formal assessments) were administered to 33 students.
- Occupational therapy assessments and programming were administered to five students.



Assessments were provided on the basis of programming needs of students through a referral process.

Resource Department Initiatives

Three resource teachers were hired in 2009.

The resource department has also been involved in meetings with families. Some families have been sponsored by NHEA to attend conferences, workshops and training in the following areas:

- ASL-American Sign Language training at the School for the Deaf in Winnipeg this summer for one week
- Autism conferences – two held this year in Winnipeg.

Training was provided for the educational assistants on topics such as autism, ADD, FASD, cerebral palsy, speech and language programming, vision and hearing screening, behavior management, communication technology, and specialized reading programs – Reading A to Z, Edmark Reading Program, Milestones Reading, Soar to Success Reading, Literacy Series, and many more. Math programming involved using the Key Math Teach and Practice program.

CHALLENGES

The elementary and high school face several challenges:

- Implementing the school plan with a focus on three goals to work on: reducing bullying, managing classrooms, and retaining students
- Increasing parental involvement in the schools and their children's education, specifically: attending IEP meetings and progress report sessions, school events, functions, assemblies, etc. and volunteering in the school
- Working closely with Mental Health/Wellness Centre to promote community services for students with drug or alcohol addictions since the treatment facility is only for adults in Nelson House.



- Addressing absenteeism and behavioural issues among students
- Students in Care issues – a large number of students who are in care have been moved from one foster home to the next on a regular basis
- Teenage pregnancies – more emphasis on sexual education/abstinence.

PLANS FOR THE NEXT FISCAL YEAR

- Following the special education policy and providing support for teachers, parents and students as outlined in the individualized education plan for each student.
- The inclusion of students in the regular classroom setting thus promoting success for all students.
- Remediation begins in the classroom first and special education services are provided to those students who show higher levels of need in both schools.

Otetiskiwin Kiskinwamahtowekamik (OK) Elementary School



Principal

- Balan Menon

Key Areas

- Administration
- Resource
- Guidance

Key Programs

- Special Education

Staff/Employees: 57

Key Employees

- William Spence, Vice Principal
- Fay Flett, Vice Principal
- Tina Thankachi Kurup, Academic Coordinator
- Theresa Hartley, Resource Coordinator
- Brian Beady, Maintenance

OVERVIEW

Otetiskiwin Kiskinwamahtowekamik Elementary School, also known as O.K. School, is Nisichawayasihk Cree Nation's largest educational institution with a staff of 57, an enrolment of 667 kindergarten-to-Grade 8 students, and eight children attending the nursery. O.K. School delivers a diverse curriculum that conforms to Province of Manitoba Education standards. The curriculum includes Cree language and cultural programming.

With the closure of the former N.N.O.C. trailer facility, it was necessary to accommodate high school staff and students in the O.K. School. An overriding factor affecting school operations during the academic year was the need to develop a split shift to accommodate O.K. programs in the morning and N.N.O.C. programs in the afternoon and early evening. O.K. School was able to revert its schedule with the installation of portable classrooms adjacent to O.K. School for high school operations which opened in September.

SIGNIFICANT ACHIEVEMENTS

To ensure a smooth, well-run school facility, routine and special administration activities comprise much of the focus for annual operations.



Significant achievements this year were:

- 11 teachers and 13 para-professional personnel were hired
- Developing policies and procedures related to student behaviour expectations to be followed in the school
- Sharing curriculum documents for every grade, based on Manitoba Education's curriculum expectations and specifications





- Sharing staff responsibility lists
- Involvement in collective bargaining processes
- Overseeing staff at the elementary school along with school bus routes and routines.

■ CHALLENGES

Challenges encountered this year include:

- Enhancing academic standards to meet Manitoba curricular expectations
- Reducing student and staff absenteeism
- Reducing student behaviour problems
- School planning with involvement of Manitoba First Nations Education Resource Centre (MFNERC)
- Enhancing Cree Language and Cultural education.

■ PLANS FOR THE NEXT FISCAL YEAR

- To address identified challenges
- To enhance and implement the School Improvement Plan
- To prepare for School Evaluation



OK School Enrolment and Attendance

Level	Students	Classrooms	Average Annual Attendance
Nursery	53	2	59%
Kindergarten	61	4	71%
Grade 1	86	3	69%
Grade 2	62	3	75%
Grade 3	62	3	78%
Grade 4	58	3	75%
Grade 5	78	3	66%
Grade 6	85	3	61%
Grade 7	74	2	66%
Grade 8	48	2	73%

For the 2009-2010 Academic Year, O.K. School had a total enrolment of 667 students with the largest groups of students at 86 in Grade 1 and 85 in Grade 6. The lowest enrolment was in Grade 8 with 48 students. To accommodate student numbers, most grades were held in three classes, except for Kindergarten with four classes, and Nursery, Grades 7 and 8 with only two classes.

Grade 3 had the highest average annual attendance at 78 percent and Grade 6 the lowest at 61 percent. Generally, attendance rose by grade until Grade 3 then dropped to its lowest level in Grade 6. Attendance then increased until it reached 73 percent by the graduation year. Attendance in the Nursery was only 59 percent.

Total school attendance by month was highest in September with 81 percent, levelled off from December through March at 71 to 72 percent, and declined to 66 percent by the end of the school year in June.

Nisichawayasihk Nayo Ohtinwak Collegiate (NNOC)



Principal

• Natalie Tays

Staff/Employees: 10



OVERVIEW

N.N.O.C. school has undergone many changes. The school year started with a high number of students enrolling in high school. 132 Grade 9 students made up the largest segment of the high school population and significantly changed the school demographics. Some students had to be put on a waiting list due to the restricted number of students we can accommodate in any individual classes.

SIGNIFICANT ACHIEVEMENTS

A Junior Chief and Council election was held this year and involved 22 members from Grades 9 to 12. They hosted various events such as Olympic Spirit Week, the Halloween costume contest, Cultural Week and fundraising for the Grade 12 graduation. They also attended a Vision Quest Conference with HRDA, an Aboriginal Youth Conference, and other events. We are very proud of these young men and women, especially our Junior Chief Robert Spence who graduated this June.

School Involved with the Community

The school served as the H1N1 flu clinic that involved local resource people and the community at large.

The school was also engaged in other community involvement activity that contributes to fulfilling the objectives of our school plan that was initiated in 2006. The local RCMP has been intensively involved with various initiatives at the school such as anti-bullying and anti-gang campaigns. The Medicine Lodge has been an important contributor of knowledge to our students and staff.



We would also like to thank local businesses and organizations for allowing our students to gain work experience in their establishments.

This past year we completed an *Emergency Crisis Plan* that both schools are implementing to ensure we are prepared in the event of any crisis.

NNOC Students Receive Local, Regional and National Recognition

The high school had a lot to celebrate this year.

Three high school students entered two projects in the local science fair this year and both projects won. Janine Yetman and Shirleena Spence-Tait entered a project on Climate Changes and the Effects of Global Warming on our Earth. Elijah Linklater entered a project on Cleaning Up Oil Spills. Their local wins allowed them to compete at the regional science fair that was hosted by MFNERC in Winnipeg. Elijah not only took a top prize in Winnipeg but went on to the nationals in Ontario where he won silver. He also received scholarships from two Universities.



Grade 11 student Shirleena Spence-Tait won this year's Lightning the Fire conference essay contest. She received a laptop and had the opportunity to present her essay at a teacher's conference.

Congratulations students!

■ CHALLENGES

NNOC experienced several challenges over the past year:

- Poor student attendance is one of our greatest challenges. At the beginning of the school year, attendance is high but as the school year progresses and assignments become more difficult, the attendance of the students drops. We need to find a solution to students dropping out at such a young age and impress on them that if they want to be successful in life and be contributing members of society, they need to be educated.
- Poor parental involvement with the school, especially for students at risk of dropping out jeopardizes their children's education. When educators and parents work together, the chances of student success improves.
- Gym facilities are inadequate. Having only one gym limits recreational activities for elementary and high school students as well as for the community. Another full-sized gym is required to help our students stay healthy and active.
- Lack of extracurricular activities for students. Opportunities for students are limited after school and youth engaged in extracurricular activities reduces the likelihood they will join gangs and engage in other negative activities. Better partnerships with the youth coordinator and recreation need to be developed to fill this need.



Enrolment

Trimester 1

September 5, 2009 – December 4, 2009

- In September, 205 students enrolled with 26 students on a waiting list
- By November, less than 100 students attended class
- Total number of credits earned by students this semester = 247.5

Trimester 2

December 7, 2009 – March 19, 2010

- Total number of students enrolled in December was 178 students
- A month later, less than 100 students were in attendance
- Total number of credits earned by students this semester = 278

Trimester 3

March 22, 2010 – June 29, 2010

- As of March, the total number of students enrolled was 160
- Less than 100 students attended a month later
- Total number of Credits earned to date = 525.5 not including 3rd trimester credits

Student Enrolment vs. Credit Earned

Year	Total Credits	Maximum # of Students	Minimum # of Student
2004-2005	536	224	100
2005-2006	494	222	100
2006-2007	577.5	253	86
2007-2008	685	240	98
2008-2009	342.5	175	100

Attendance for School Year 2009-2010

Grade	Male	Female	Total	Average Annual Attendance
9	61	71	132	54%
10	23	23	46	60%
11	6	7	13	59%
12	7	8	15	62%
Total	97	109	206	

Graduates for 2010

- Tiffany Francois
- Allysson Gossfeld
- Eden Linklater
- Ric Linklater
- Trenton Linklater
- Nadine McDonald
- Anna Spence
- Kendall Spence
- Robert Spence
- Charmaine Tait
- Scott Tait
- William Solohobow
- Blair Spence
- Shawna Hunter

Post Secondary Education



Post Secondary Counsellor
Bill Gamblin

■ OVERVIEW

Nelson House Education Authority is responsible for administering NCN's post secondary education program that funds NCN Members seeking higher education.

Contrary to popular belief, under federal treaties, First Nation members are not entitled to unlimited free post-secondary education. The Federal Government provides NCN with fixed funding for higher education, which is currently not enough to satisfy demand. The value of that funding was \$1.6 million for the 2009-2010 academic year which has been capped for over a decade except for inflation increases of about two percent annually. Besides sponsoring students, that funding must also cover administration costs and other post-secondary program initiative costs. Other funding comes through the CAP program to supplement students' living expenses by \$50 bi-weekly.

■ SIGNIFICANT ACHIEVEMENTS

Post-secondary Program Sponsorships

To address limited funding, the post secondary program operates a rigorous application process to select the best-qualified students to sponsor. For successful applicants, the program pays for tuition and other school costs, living expenses, and travel to and from Nelson House.

For the 2009-2010 academic year, the program received 96 applications, 71 of which were approved and 25 were directed to other funding sources. Of those approved applicants, 58 were destined to university and 13 to college with students comprised of 37 women and 15 men ranging in age from 17 to 51.

During the academic year, eight applicants decided not to attend their programs and 11 withdrew for health, academic, or personal reasons, leaving 52 students sponsored.

The four most popular academic programs chosen were Bachelor of Arts with 16 enrolled, 11 enrolled in the Bachelor of Nursing program, nine for a Bachelor of Education, six engaged in a Bachelor of Social Work, and 10 students in other programs including one PhD student majoring in Native Studies.

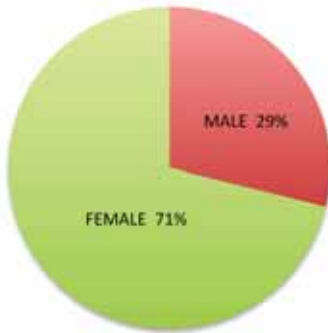
Besides funding, the program provides counselling and other support to help students be successful. The greatest challenge for many students is the transition from living at home in a small community to living on their own in large urban centres and attending large diverse educational institutions.

Ten NCN Post-secondary Students Graduate

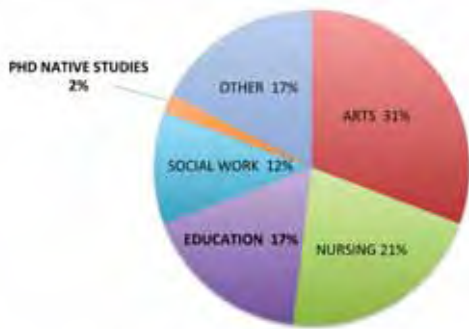
This year, 10 post secondary sponsored students received diplomas or degrees and Nelson House Education Authority offers its sincere congratulations. Graduating members included:

- Melvina Dysart, Bachelor of Education (AD), Brandon University
- Loretta Francois, Bachelor of Education (AD), University College of the North
- Suzanne Francois, Bachelor of Education (AD), University College of the North
- Craig Linklater, Civil Engineering Technology, Red River College
- Selena Kaytor, Office Administration, Yukon College
- Christina Keeper, Bachelor of Arts, University of Manitoba
- Frederica Prince, Bachelor of Education (AD), University College of the North

Post Secondary Students by Gender



Post Secondary Students by Academic Program



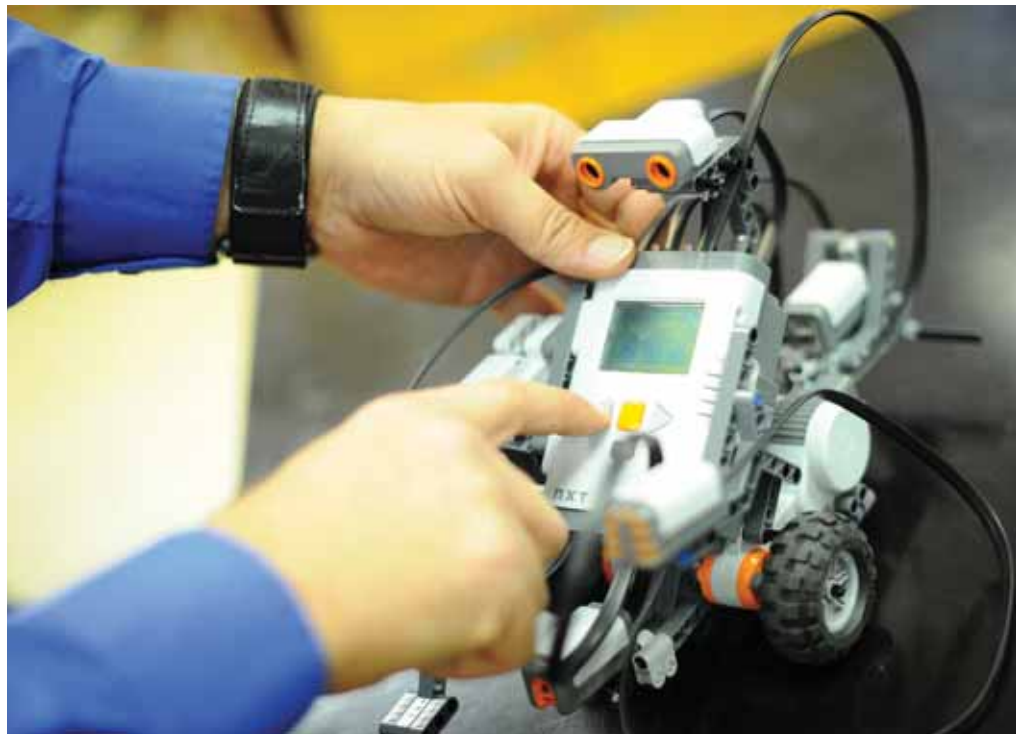
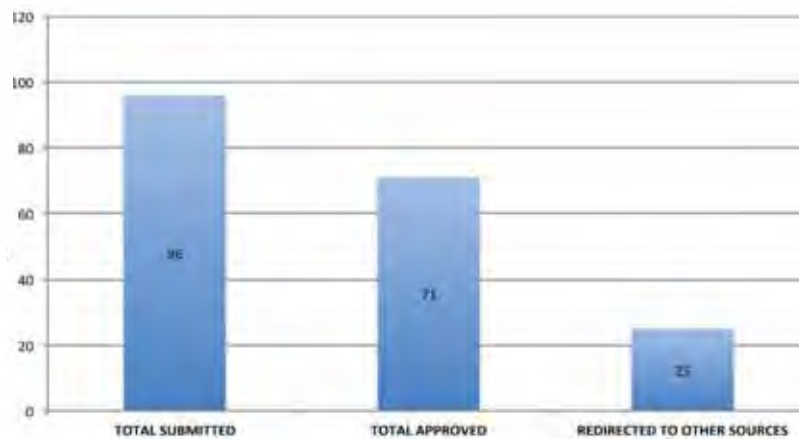
- Hilda Saric, Early Childhood Education, Diploma, Red River College
- Darlene Spence, Bachelor of Social Work, University of Manitoba
- Margaret Wood, Bachelor of Social Work, University of Manitoba.

■ CHALLENGES

Sponsorship and Funding Challenges

Because the federal government has capped funding for so long, the post secondary program faces a dilemma. It can significantly reduce the number of students supported to provide higher living allowances to each (similar to amounts used for Canada Student Loans funding) or it can support more students with smaller living allowances. We chose to support more students and therefore must rely on CAP funding to provide supplements for living expenses.

Applications for Post Secondary Sponsorship





Atoskiwin Training and Employment



Executive Director

- Jeff Hunter

Portfolio Holders

- Councillor Patrick Linklater
- Councillor Ron D. Spence

Board of Directors

- Ramona Neckoway
- Rick Linklater
- Adolph Gawaziuk
- Elvis Thomas
- David Kobliski

OVERVIEW

Atoskiwin Training and Employment Centre of excellence was established in 2003 and the stand-alone community training facility opened in 2006. The Hydro Northern Training and Employment Initiative (HNTEI) provided much of the early training funding. The initial funding commitment through HNTEI ended in early 2009 with no alternative funding in place to replace those funds. A clear direction for a sustainable future needed to be identified so a comprehensive study was initiated.

In addition, Chief and Council wanted an objective assessment of how the ATEC facility was operating and whether it was achieving the critical goals NCN set when it was established.

The thorough review and evaluation of ATEC was finished in February 2010 as part of the PDA review process. Curtis Nordman, a consultant with broad knowledge of post-secondary educational and training environments, undertook the study. The 40-page study resulted in 29 recommendations.



SIGNIFICANT ACHIEVEMENTS

The report described the ATEC building as one of the initiative's important successes, saying, "Perhaps the greatest success of the period 2002 to the present was construction and commissioning of the facility. Indeed one would be hard pressed to find a better facility in a community of this size anywhere in Manitoba."

CHALLENGES

The study noted there were many operational weaknesses at ATEC and provided recommendations for improvement. Highlights included:

- New sources of program funding were needed immediately to replace Wuskwatim-related training funding that has ended
- Stronger leadership and governance were needed with better tracking of financial information so all costs tied to specific programs and operations were known to help assess their effectiveness. Better data collection was needed on student enrolment, retention and graduation for assessing program success



Centre of Excellence (ATEC)

- Restructuring ATEC's organizational structure was needed to separate academic, administrative and support service functions
- Support services such as the restaurant, residence and day care lost money and were a drain on ATEC's resources – contracting-out or raising user fees was needed so they at least break even
- ATEC needed to strengthen and expand its partnerships with the private sector and other First Nations to ensure future programming is relevant and viable
- Better supports were needed to ensure students continued their study programs, such as academic upgrading programs supported by strong student assessment and counselling services as a permanent part of ATEC programming
- Local demand for specific post-secondary programs will not be high enough to justify making them available every year, but perhaps offering them every two or three years as demand rebuilds
- ATEC needed a marketing program to attract external students to help generate sufficient enrolments to make programs viable
- ATEC graduates need to be tracked for a year after graduation to determine their employment success
- As part of ATEC's job-registration role, it needs to notify Members registered with the Job Referral Service when they need to renew their registrations
- Better coordination or integration of NCN agencies responsible for training and post-secondary education is needed.

■ PLANS FOR THE NEXT FISCAL YEAR

The Nordman report also laid out a detailed multi-year plan.

Chief Jim Moore, Council and the ATEC Board acted immediately to accept the report and its recommendations for future action. Muhammad Azam was appointed as the interim Executive Director to replace Ezra Bogle while the Board conducted a search for a new Executive Director. The position was posted and NCN Member Jeff Hunter was hired.





Health *(Operated by Band Administration)*



Health and Justice Director

- Leanne Grenier

Portfolio Holders

- Councillor Agnes Spence
- Councillor Patrick Linklater
- Councillor D'Arcy Linklater

Key Areas

- Ambulance
- Medical Transportation
- Nursing Support

Staff/Employees

- Nursing Support (8)
- Medical Transportation (4)
- Fire (12)
- Ambulance (4)

Key Employees

- David Moose, Fire Chief
- Trevor Linklater, Medical Transportation
- Mariah Neepin, Nurse in Charge
- Timothy Clee, Security Supervisor

OVERVIEW

The NCN Health department consists of Nursing Support, Medical Transportation, Fire and Emergency Services.

Nursing Station

The Nursing Station provides a four-patient examination room facility, pharmacy, chest and limb x-rays, dentistry and TB nursing care. It operates with five full-time and two part-time nurses, one part-time dentist and one part-time mental health therapist, one part-time foot-care nurse and two full-time TB nurses made available through Health Canada. Through a funding agreement with Health Canada, we also employ eight full-time employees in maintenance, housekeeping, clerical (referral and file), reception and after-hours security. Nursing Support offers support services to the nurses Monday to Friday from 9:00AM – 5:00PM. Nurses are also available by telephone afterhours and on weekends at 484-2031.

Medical Transportation

Medical Transportation is a non-emergency transportation service available for NCN Members to attend non-emergency medical appointments at the Nursing Station or in Thompson.

The Nursing Station and/or the Ambulance/Medical Transportation Coordinator dispatch the Medical Transportation drivers to pick up individuals and take them to their scheduled appointments.

Medical Transportation services are available by calling the Nursing Station at

484-2031, Monday to Friday from 8:30 a.m. to 10:30 p.m. for non-emergency medical appointments locally, or Monday to Friday 6:30 a.m. to 10:30 p.m. and Sunday: 11:00 a.m. in Thompson. For the Medical Transportation Services to be effective, patients need to be ready to leave their homes when the Medical Transportation driver arrives to ensure patients are delivered safely for their appointments on time.

Nisichawayasihk Fire and Emergency Services

Nisichawayasihk Fire and Emergency Services is available 24 hours a day, seven days a week. A complement of eight full-time fire fighters, four full-time dispatchers and four ambulance technicians are ready and trained to respond to emergency calls for fires and emergency medical response in the community. The emergency phone number is 484-2047 and for non-emergencies call 484-2135.



Mission

To provide quality and timely health services to the members and community of Nisichawayasihk Cree Nation



■ SIGNIFICANT ACHIEVEMENTS

Pandemic and Emergency Planning

NCN undertook Pandemic and Emergency planning in July 2009 to address the threat of H1N1. Chief and Council approved and signed Council Resolutions (BCR) related to reviewing and approving the Nisichawayasihk Cree Nation Emergency Plan and to approve the plan in-principle. The resolutions were:

- To emphasize that time was of the essence for the development of our community's Pandemic Influenza Plan, thereby forwarding a directive to its corporations, agencies and

departments to have all health resources available to concentrate on pandemic planning

- To direct all Nisichawayasihk Cree Nation Corporations, Agencies and Band Departments community-based programs and services, human resources and staff to participate in all community-based Pandemic Influenza Planning activities and implementation
- To give Chief and Council authority to the Pandemic Planning Committee to execute the pandemic plan by implementing usage of NCN buildings and structures as needed to provide control mechanisms of H1N1 Influenza Virus



- To verify that Nisichawayasihk Cree Nation will participate in collaborative approaches with all stakeholders and partners in addressing and implementing actions regarding a Pandemic Influenza to ensure minimum loss of health and life to its constituents.

As a result of this intensive planning and training, the pandemic committee with assistance from local nurses, held a mass H1N1 vaccine clinic in October 2009 in the Otetiskiwin Kiskinwamahtowekamik Elementary (O.K.) School gymnasium. A total of 1850 people were immunized.

Nisichawayasihk received 440 H1N1 Preparatory Kits from the Assembly of Manitoba Chiefs. In December 2009, Chief and Council approved the Pandemic Planning Committee's recommendation to hold onto the kits and locate them at the Family and Community and Wellness Centre Aboriginal Diabetes Initiative Office (ADI) Office.

The kits were made available to the community from 8:30 a.m. to 4:30 p.m. on an as-needed basis with a requirement for the head of the household to sign off on it with a limit imposed of one kit per household.

■ CHALLENGES

- Retaining qualified, reliable health support and service staff.
- Conducting regular Health Meetings to focus on delivering quality and timely health services.
- Streamlining Medical Transportation and Nisichawayasihk Fire and Emergencies Services to work more effectively within the current structure.
- Increasing community participation in health programs and services.



■ PLANS FOR THE NEXT FISCAL YEAR

- NCN fire fighters, emergency services workers and medical transportation employees will receive all necessary training to allow them to continue conducting their duties diligently. We will work with the Human Resource department to develop and deliver a training plan that will also include training for community Members to increase the pool of qualified workers in our community.
- We will work towards obtaining telehealth in our nursing station that allows community members easier access to professional doctors via video conferencing. To implement the service, infrastructure is being upgraded as well as finding funding and identifying a candidate to fill to the position to administer the service.

- A business case for the Nursing Support program is being prepared for First Nation and Inuit Health (Health Canada) to provide additional financial support to hire additional support workers for the nurses and expanding its facilities to create more clinic rooms at the Nursing Station.
- A CAP Proposal was submitted to supply medical transportation along with necessary equipment.



Nelson House Medicine Lodge



Executive Director

- Ed Azure

Portfolio Holder

- Councillor Agnes Spence
- Councillor Patrick Linklater
- Councillor D'Arcy Linklater

Board of Directors

- Rick Linklater (Chair)
- Debbie Francois
- Madelaine Spence
- Marilyn Linklater
- Maggie Linklater

Key Areas

- Health Transfer Program (Residential Treatment Program)
- NNADAP Prevention Program
- Pisimweyapi Counselling Centre (PCC)

Staff/Employees: 28

Key Employees

- Sarazine Spence, Administration Manager
- Mary Azure-Laubmann, Treatment Director
- Myra Hart, PCC Coordinator
- Judy Wood, NNADAP Coordinator
- Hebron Sinclair, Maintenance Supervisor
- Christie Moody, Head Cook

OVERVIEW

The Nelson House Medicine Lodge Inc. began operations in August 1989 as a Non-Medical, Residential Alcohol and Drug Rehabilitation Centre mandated to deliver services designed to prevent and overcome alcohol and drug abuse problems on First Nations and Inuit communities.

In fiscal year 1999/2000, the Medicine Lodge assumed control of the local National Native Alcohol and Drug Abuse Prevention Program (NNADP) which, up to that time, had fallen under the exclusive jurisdiction of the Nisichawayasihk Cree Nation Chief and Council. The addition of the NNADAP program would extend Medicine Lodge services to include referral, community prevention initiatives such as alcohol and drug awareness workshops and training, pre- and post-treatment/ outpatient counselling.

A third program, the Pisimweyapi Counselling Centre (PCC), would be added in April 2000 to expand Medicine Lodge services yet again. With the PCC program, the Medicine Lodge now had capacity to work with NCN community Members to help heal the devastating inter-generational impacts associated with the Indian Residential School system.

In summary, between August 1989 to March 2010, the Medicine Lodge has grown from a NNADAP Residential Treatment Centre offering inpatient services into a facility boasting a full continuum of care

spanning Alcohol and Drug Abuse Prevention, Treatment and Aftercare/ Outpatient services.

Significantly, since 2001 the Medicine Lodge has continuously maintained Accredited Status from the Canadian Council on Health Services Accreditation (now Accreditation Canada).

SIGNIFICANT ACHIEVEMENTS

Medicine Lodge Health Transfer Program

Residential Treatment Program; NNADAP and the PCC.

- The Medicine Lodge celebrated its twentieth year of operations in 2009 with much to be proud of. This year the organization received 450 applications for our services and was able to provide direct service to 357 individuals. We have



Mission

Medicine Wheel Fire-keepers Empowering Healthy Lifestyles.

Vision

Paving the Red Road to Wellness.



achieved higher than average graduation rates in our Residential Treatment Program and have embarked on a clear direction that will strengthen staff's capacity to effect positive change in the lives of the people we serve; the suffering alcoholic and drug addicts.

- This year the Medicine Lodge played a key role in returning the Sundance Ceremony to our community of Nelson House. It had been about 130 years since the last known Sundance was held in the traditional territory of the Nisichawayasihk Cree Nation.

In addition, we:

- Held our 4th Annual Round-dance
- Formally opened our new ceremonial structure we have dubbed "The Turtle Lodge"
- Held another hugely successful staff recognition event
- Conducted a policy review of the Medicine Lodge
- Undertook accreditation and strategic planning.

Staff attended:

- An accreditation forum in Edmonton
- A mental health conference in Vancouver

- National Institute on Addictions studies in Barrie Ontario.

Individual or multiple staff participated in:

- Leadership training
- Crisis Intervention training
- Genogram/Eco-map training
- Year one of a two-year community-centered therapy training program.

The Medicine Lodge also:

- Ran another productive NAAW
- Recognized the need for and met an increased demand for NNADAP presence in the local education system
- Conducted an electrical, mechanical, structural and architectural assessment of our twenty year old facility and found it in need of \$1.3 million revitalization.

Overall, the Medicine Lodge staff continue to partner with local, regional and national agencies and organizations to further strengthen our capacity to meet client needs.

In its twentieth year, Nelson House Medicine Lodge enjoyed a very busy, fruitful year of operations.

■ CHALLENGES

Overall the Medicine Lodge faces several challenges, many related to resources and funding to provide optimum operations and services, including:

- Securing sufficient resources to address the needs listed in the Medicine Lodge Building Condition Assessment Final Report of November 19, 2009
- Securing sufficient resources to strengthen NNADAP Prevention Program's capacity to meet ever-growing demands for its services
- Securing additional resources to continue the Healing and Wellness initiatives that have become the hallmark of the PCC program
- Securing resources for a Transition Centre, Medicine Lodge Greenhouse and Standby Generator
- Maintaining the high-level of effectiveness on Medicine Lodge programs beyond 2012
- This is the final year of funding for the Pisimweyapiy Counselling Centre Program since the funding agent, the Aboriginal Healing Foundation, was unsuccessful in securing ongoing Government of Canada funding for its continued operations.

■ PLANS FOR THE NEXT FISCAL YEAR

- Enhance services to the Youth of our community.
- Build a greenhouse.
- Secure a Transition Centre for graduates of Medicine Lodge programs.
- Continue to provide quality programming and services to clients.
- Maintain and build on the number of staff who have achieved Addictions Counsellor Certification.
- Maintain and build on the Accredited Status accorded the Medicine Lodge by Accreditation Canada.

STATISTICS

A review of Health Transfer Program Admission-graduation rates over the eight-year period spanning 2000-2007, shows that an admission-graduate ratio of 84:33 was achieved. Of 84 clients admitted to the Residential Treatment Program each year, 33 clients graduated/completed their treatment program. During our 20th anniversary year of operations, we have witnessed a modest increase in both admissions and graduation rate.

Although the NNADAP Prevention Program remains our longest-running program, Medicine Lodge has only recently assumed administrative control over the program. Our two program staff persistently struggle to provide quality service to a burgeoning caseload, represented by 82:1 client/staff ratio (82 clients for each staff member).



Activity Summary

ACTIVITY	HEALTH TRANSFER	NNADAP	PCC	TOTALS
Applications	177	164	109	450
Admissions	88	160	109	357
No-shows	10	4	0	14
Terminations	34	23	67	124
Client Transfers	0	87	10	97
Graduations	36	24	48	108
Continuing clients	8	2	0	10
Bed Utilization	85%	N/A	N/A	



Nisichawayasihk Personal Care Home



Chief Executive Officer and Director of Nursing

- Bernadette Weber

Portfolio Holders

- Councillor Agnes Spence
- Councillor Patrick Linklater
- Councillor D'Arcy Linklater

Board of Directors

- Kim Linklater-Beardy
- Michelle Weber
- Carol Prince

Key Areas

- Nursing Department
- Dietary
- Support Staff
- Activities Department
- Finance
- Laundry/Housekeeping

Staff/Employees

19 full-time and numerous part-time

OVERVIEW

The Nisichawayasihk Personal Care Home Board of Directors operates a twenty-four bed personal care home in Nelson House, Manitoba.

Nisichawayasihk Personal Care Home's mission is to provide the highest possible standard of care to the elderly.

The Home strives to provide in-house medical, nursing and other ancillary care to meet the physical, social, emotional, and spiritual needs of all residents through the combined efforts of all departments and disciplines. Specialized medical treatment, diagnostic tests and those requiring surgical procedures that are beyond the scope of services provided by the Home, are provided in consultation with the facility's attending Physician.

All Services provided at the Nisichawayasihk Personal Care Home are performed in accordance with accepted standards determined by recognized authorities in the medical profession, health care organizations and government agencies. A quality improvement program effectively measures the standards of service being provided.

In order to provide a comprehensive health care delivery system for the community, close liaison is maintained with the local acute care hospital, Department of



Continuing Care and other providers of health care.

The Nisichawayasihk Personal Care Home remains flexible in meeting the changing needs of the elderly, and suggestions are encouraged to improve health care delivery.



Core Values

- Resident-centred Care
- Interdisciplinary Team Approach
- Holistic Care
- Community Participation
- Respect

■ SIGNIFICANT ACHIEVEMENTS

All services provided by the Nisichawayasihk Personal Care Home have been performed in accordance with accepted standards determined by Manitoba Health. A quality improvement program set by Manitoba Health currently measures the standards of service being provided. Some accomplishments include:

- Manitoba Health completed its 2009 review which reported 181/181 randomly selected measures have been met
- The facility has recently begun expanding flower gardens surrounding the facility since residents enjoy maintaining the flower beds
- A quarterly newsletter has been developed to inform the community and families of recent activity here at the home.

■ CHALLENGES

The Nisichawayasihk Personal Care Home faces several challenges including:

- Securing funding comparable to off-reserve Personal Care Homes in the province

- Negotiating the renewal of the Manitoba Nurses Union Collective Agreement for our Local 138, which will allow us to remain competitive in recruiting and retaining professional nursing staff
- Negotiating a first collective agreement with Manitoba Government Employee's Union for our support staff
- Securing qualified staff, including a physiotherapist/occupational therapist and social worker, to allow us to ensure we continue to adhere to required standards
- Securing capital funding for building maintenance.

■ PLANS FOR THE NEXT FISCAL YEAR

A business plan has been prepared which seeks an increase in funding from our two funders, Indian and Northern Affairs Canada and Manitoba Health. INAC is currently providing about 70 percent of funding with Manitoba Health providing the remaining 30 percent. We have successfully negotiated a funding increase from Manitoba Health, with the goal to increase funding from our larger funder, INAC.





Family and Community Wellness Center



Executive Director

- Felix Walker

Portfolio Holders

- Councillor Agnes Spence
- Councillor Patrick Linklater
- Councillor D'Arcy Linklater

Board of Directors

- Charlie James Hart (Chairperson)
- Madeline Spence
- Roslyn Moore
- Henry Wood
- Joyce Yetman

Key Departments

- Child and Family Services
- Health Services

Staff/Employees: 145

Key Employees

- Debra Spence, Director of Finance
- Pamela Moore, Director of Early Childhood Programming
- Edith Moody, Director of Support Services
- Deborah Francois, Director of NCN Child and Family Services
- Michelle Weber, Director of Home Care Programming
- Jacqueline Walker, Director of Counselling Services
- Raymond Sandberg, A/Director of Counselling Services
- Jean Johnson, Director of Maternal Child Health
- Becky North, Public Health Services
- Irvin Smith, Director of Child Family Services North
- Shavonne Hastings, Director of Child Family Services South

OVERVIEW

The Family and Community Wellness Centre Mandate is to promote the development of new ideas and innovative measures to bring about meaningful change for the children and families of NCN within a holistic approach to human services policy development and service delivery which incorporates the traditions, culture, language, customs and teachings of the community's Elders:

- To deliver mandated child and family services within a community capacity building and health-promotion orientation
- To oversee the implementation of health-related services and assume a leadership role in the transfer process of a local health authority
- To promote community wellness and individual well-being.



Health-related Services Training Activities

To ensure the highest quality and most up-to-date health care delivery, ongoing staff training is provided in the areas of children and youth, mental health and addictions, chronic disease and injury prevention and communicable disease control. In total 49 specialized training slots were provided over the year.

Core Values

Social Justice: We will treat all residents of Nisichawayasihk Cree Nation equally.

Self-reliance: We will promote personal and family responsibility first.

Intrinsic Worth of People: We will think of everyone as having abilities, talents, and skills that are essential to the overall health of the community.



Special Note: The Wellness Centre was deeply saddened by the sudden passing of our Chairperson in January 2010. Mr. Hart was a tremendous asset to our organization, whose wisdom and belief in the ability of our people will be truly missed. We offer our condolences to his family and many colleagues.

Vision

Nisichawayasihk Mithwayawin

Mission

In unity, we promote community awareness, empowerment, and a safe environment towards holistic wellness.



Sustainability: We will provide services in a way that does not threaten our ability to meet basic human needs over the long term.

Cooperation: We will work together to achieve community wellness.

Community Wellness Focus: We will commit to a holistic health promotion orientation to program design and implementation.

■ SIGNIFICANT ACHIEVEMENTS

Public Health Division

The Wellness Centre's Public Health Division administers several programs: Aboriginal Diabetes/Chronic Disease Initiative, Canada Prenatal Nutrition Program, Environmental Health and Immunizations.

Aboriginal Diabetes/Chronic Disease Initiative

The ADI Program involved five members living with Type 1 diabetes and 167 members living with Type 2 and six pregnant women diagnosed with gestational diabetes. Several diabetes-related programs were offered that included:

- Healthy Eating that provided 43 activities for 100 participants
- Physical Activity (offered twice per week) that provided 48 sessions for 60 participants
- Diabetes Information that provided 12 sessions for 130 participants
- Diabetes Prevention that provided 12 sessions for 120 participants.
- Injury Prevention that provided four sessions for 60 participants

- Diabetes Screening, Diabetes Complication Screening and Diabetes Self-management, that each provided three sessions for 21 participants
- Cooking Classes that provided nine sessions for 52 participants
- Foot care (twice/week) that provided 40 sessions for 26 participants
- Retinal Screening, that provided two sessions for 18 participants
- Dietician
- One-to-one Teaching for Diabetes that provided 43 sessions.

Canada Prenatal Nutrition Program

The CPNP program focused on nine areas:

- Breastfeeding support and promotion that provided 60 sessions for 600 participants
- Community cultural activities including child/parent outings that provided 10 sessions for 75 participants
- Education/counselling sessions about alcohol, drugs and smoking that provided 20 sessions for 250 participants
- Twice weekly exercise classes that 40 provided sessions for 350 participants
- Nutrition activities (for example, baby food making, community kitchens, cooking workshops, nutrition screening, counselling and education, and distribution of food/vouchers/coupons) that provided 144 sessions for 1152 participants
- Parenting groups/workshops/sessions that provided sessions for 30 for 250 Participants

- Preconception, family planning or sex education sessions that provided 10 sessions involving 182 participants
- Prenatal groups/circles/classes that provided 70 sessions for 750 participants
- Well-baby circles that provided 144 sessions involving 1152 participants.

Environment Health Program and Water Testing

In addition to water sampling testing, the Community Health Representatives (CHR's), inspected and reported on 275 homes in Nisichawayasihk Cree Nation houses for mold and bug infestation issues and collected 223 samples for various tests.

Immunizations

Public Health is responsible for administering a wide range of immunizations to community members covering 15 conditions, many related to early childhood vaccination programs. The most frequently administered vaccine was for influenza (aside from H1N1).

One of the health department's greatest accomplishments this year (with assistance from a number of community partners) was conducting a mass immunization of 1850 community members during the H1N1 Immunization program.

Many vaccines are temperature sensitive and lose potency if exposed to temperatures outside of their recommended range. A total of 226 doses of ten different vaccines were

lost due to temperature fluctuations outside acceptable limits, with some vaccines losing significantly more doses (up to three times) than those that were usable.

Aboriginal Head Start On-reserve (AHS)

Over the year, 26 children were involved in the Aboriginal Head Start program with the greatest participation (14) among girls in the 3 to 6 age category, which was almost double the number of males (8) in that age group. Only four parents were involved in daily programs at the centre.

Counselling Services Division

The Counselling Services Division oversees and implements a number of programs such as Mental Health, National Aboriginal Youth Suicide Prevention Strategy program, Rediscovery of Families, Kanithim Waskikan, etc.

Mental Health – Building Healthy Communities

Building Healthy Communities program is responsible for counselling and crisis intervention, family therapy, staff development, addictions counselling and case management.

Several programs are targeted to suicide prevention in the community, some that are part of the National Aboriginal Youth Suicide Prevention Strategy (NAYSPS) including:

- Youth suicide awareness activities that delivered 20 sessions to 500 youth
- Youth suicide prevention and Cree wellness week that delivered seven sessions for 300 participants
- Youth substance abuse awareness activities that delivered 10 sessions for 250 participants
- Mental wellness awareness activities that delivered 10 sessions for 250 participants
- Healthy living awareness activities that delivered seven sessions for 200 participants.

Other community suicide prevention programs included delivering four suicide prevention community capacity-building sessions (e.g. train-the-trainer sessions) and 15 community suicide prevention planning sessions.

Kanithim Waskikan Project

The Kanithim Waskikan Project operated for six months as a safe home from August 31, 2009 until funding was depleted on March 26, 2010. It provided a safe home for four young Nisichawayasihk Cree Nation female members who had been diagnosed as vulnerable due to effects of Fetal Alcohol Spectrum Disorder and cognitive delays.

Kanithim Waskikan employed four full-time staff who provided:

- Bed-spaces for four clients at one time
- Full time supervision for Kanithim Waskikan clients
- Guaranteed participants with access to Mental Health and Medical services
- Opportunities for clients to learn independent living skills
- A safe home for clients in need.

Kanithim Waskikan had received \$75,000 in funding from the NCN Trust Office Community Approval Process and the Taskinagap Trust Community Involvement Process but was unsuccessful in securing further funding for this project. This resulted in suspension of the program's services. The Wellness Centre's Counselling Services Program continues to seek funding for this valuable project.

Rediscovery of Families Program

The Rediscovery of Families program focuses on three areas in delivering its programs to strengthen family relationships and traditional ways:

- The land as a link to traditional values and beliefs
- The land as a source for food, medicine and spirituality
- Identifying family strengths, weaknesses and relationship solutions for everyday life.

The program operated a series of seven camps over the summer of 2009 to fulfil its mandate starting on July 9 and finishing on August 14, 2009 involving a total of 133 participants. An additional Men's Retreat took place from September 28 - October 3, 2009 with six participants.

Camp Activities Include:

- Boating
- Preparing Fish
- Fishing
- Games
- Chores to develop work ethic
- Gathering Medicines.
- Sharing Circles
- Smoking Fish
- Swimming
- Moose Hunting

About the Camps...

- Camp #1 held July 9 to 13 for families affected by homicide included 24 participants plus nine staff
- Camp #2 held July 17 to 21 for Children and Family Services families had 21 participants plus 11 staff
- Camp #3 held July 21 to 25 for daughters, mothers and grandmothers had 17 participants plus nine staff
- Camp #4 held July 25 to 29 for sons, fathers and grandfathers had 14 participants plus four staff
- Camp #5 held July 29 to August 2 as family retreat #1 had 23 participants plus seven staff
- Camp #6 held August 5 to 9 as family retreat #2 at Sundance had nine participants plus four staff
- Camp #7 held August 10 to 14 as family retreat #3 had 25 participants plus 12 staff
- Camp #8 held October 3 to 9 as a Men's Retreat had 6 participants plus two staff.

Note: Harvested moose were donated to the Country Foods Program for distribution to NCN members.

Brighter Futures

The Brighter Futures program is a community-based health promotion and ill-health prevention program for First Nations and Inuit communities. The program typically, promotes health and prevents ill-health through learning-related activities that strive to increase awareness, change attitudes, build knowledge and enhance skills.

Under the program 350 youth received suicide prevention and awareness training from other youth and 500 community members attended a Brighter Futures/ Building Healthy Communities funded event or counselling session.

Under the program 14 NCN members were referred to the Youth Solvent Abuse initiative.

Maternal Child Health

This initiative targets families with children ages 0-6 by providing a home-visiting mentoring program designed to enhance and strengthen families. During the year 63 families were involved with the program. Community health nurses provided home visits to 69 families during pregnancy and in the first six months after birth, and to seven families with children from six months to six years. In addition, family visitor/mentor/ outreach workers provided home visits to 32 families during pregnancy and in the first six months after birth and to 35 families with children from six months to six years.

Fetal Alcohol Spectrum Disorder (FASD)

This program provides home visiting and mentoring support program targeting pregnant women to prevent FASD and delivered a number of initiatives:

- Parenting skills awareness activities that delivered 32 session for 190 participants
- Fetal alcohol spectrum disorder awareness activities that delivered six sessions for 61 participants
- Alcohol and smoking during pregnancy awareness activities that delivered three sessions for 22 participants

- Reproductive and pre-conception health awareness activities that delivered three sessions involving 27 participants
- Prenatal classes that held 50 sessions involving 500 Participants
- FASD Walk (where 50 FAS Knots given out) had 13 participants.

First Nation and Inuit Home and Community Care

This initiative delivers primary health care, home visits and education for home care instruction of acute and chronic health care. The program serves an average of 57 clients per month and provided 4,325 visits totalling 3,346 hours over the year, which averaged 360 visits and 279 hours per month.

Child and Family Services

Since receiving its mandate in 2000, the Nisichawayasihk Cree Nation Family and Community Wellness Centre Child and Family Services Division has worked to build healthy relationships, effective community-based partnerships and to strengthen and integrate services for our children and families.

The Division's ultimate goal, consistent with the Centre's mandate, goals, objectives and vision, is to build capacity to look after our members. This approach requires:

- Looking at innovative ways of addressing child and family services issues
- Improving our integrated service delivery systems
- Building on our strengths as a community
- Incorporating our values and beliefs into all aspects of programming and working with our people.

Although we have made significant progress in delivering child and family services, we continue to face many challenges.

Depending on the child's place of residence, child and family services are either federal or provincial responsibilities. Generally, children living off-reserve fall under provincial responsibility. At the end of the fiscal year 327 children were in care, comprised of 251 under federal jurisdiction and 176 under provincial jurisdiction. These included 32 living in Brandon, 98 in Winnipeg, 54 in Thompson and 243 in Nelson House.

Intakes and admissions over the fiscal year totalled 253 with parental conduct the cause in 163 cases (64 per cent) followed by abandonment in 48 cases (19 per cent).

Highlights of the Winnipeg CFS Office Programs

Differential Response programs: Snowbird Lodge is a resource center made available to families and children identified as Northern First Nations community members where programs and services are offered in a preventative and strength-based practice. Services and program delivery reflect the values, traditions and culture of our Northern First Nations peoples within an urban setting.

Family Enhancement Program: ANCR (All Nations Coordinated Response) delivers preventative and preservation services to Northern First Nations community members residing in Winnipeg. The goal of keeping families together is paramount by using intense support and community resources.

Strategic planning: The senior management team met regularly to analyze the organizational structure with a focus on improving service delivery within the allotted funding, considering the expansion of the sub office. The results were changes made to the organizational structure to strengthen the foundation, meet our vision, mission, goals while integrating NCN values, beliefs and traditions.



Training: As part of overall strategic planning, a training package has been developed and implemented in phases. Trainers have been identified within our organization using our internal strengths, knowledge, education, and skills. Foster care works jointly with C4U and within Winnipeg and collateral agencies, continuing to recruit foster homes and support workers within Winnipeg and surrounding areas.

Staffing: Staffing has been stable and consistent, with most having a Bachelor of Social Work or other degrees and being employed with NCN for a minimum of two or more years at the Winnipeg, Brandon and Thompson office. The Winnipeg office employs eight equivalent full time (EFTs) staff and four part time. Winnipeg and Thompson each have one non-jurisdictional worker who oversee the children placed outside of NCN.

Highlights of the Brandon CFS Office Programs

Service Delivery: NCN took over service delivery in the Westman region in October 2008 to provide child and family services to NCN and Northern First nation community members that reside in Brandon and surrounding regions including Portage La Prairie.

Initially the Thompson office managed Brandon with full responsibility transferred to Winnipeg in March 2009.

Staffing: The Brandon office maintains 2.5 staffing positions overall with the Winnipeg supervisor in charge of Brandon operations. The office recently received additional funding for a resource worker with the goal to build more internal resources and move towards more autonomy. Office space is currently rented from Dakota Ojibway Child and Family Services.

Public Relations: Since transfer of services to NCN, the focus has been on building positive, effective and conducive working relationship with various collaterals and the communities as a whole as well as maintaining involvement with various committees throughout the Westman and Central region.

Highlights of the Thompson CFS Office Programs

Wecihitowin Project: This is a joint project with Awasis to deliver culturally relevant programming for our clients living in Thompson. Proposal were submitted through the Designated Intake Agency to the Northern Authority under the Differential Response funding program. One worker from Designated Intake Office and one worker from Case Management were seconded to the project to begin development work. Project funding was not in place until 2010-2011 fiscal year. This would be considered the Circle of Care Model for Thompson.

Leaf Rapids Integrated Services Program: A community consultation process was

held toward writing a designated response proposal. NCN Child and Family Services hired a worker to be based in Leaf Rapids.

South Indian Lake: Case management and intake services were transferred to the Thompson office.

The Designated Intake Agency is responsible for Thompson, Leaf Rapids, Pikwitonei, Thicket Portage and Wabowden. DIA also provides training for South Indian Lake.

Caring 4 Project: Awasis and NCNCFS pooled their Foster Care Resources to provide services mandated under the C&FS Act, i.e., licensing, placement and removal of children in foster homes, etc.

Child Abuse Committee: NCN Child and Family Services Case Management chaired the child abuse committee. Agencies reporting to committee include NCN CFS, Metis and General Authority.

NCN CFS Thompson office continued to participate in various community committees which focused on bringing resources to the north, networking and improving service delivery to the community.

Children in Care: Numbers have remained fairly constant at about 60. The annual yearly average for Children in care are as follows:

- 2006-2007: 59.75 = 60 Children in care
- 2007-2008: 58.67 = 59 Children in care
- 2008-2009: 60.42 = 60 Children in care
- 2009-2010: 60.33 = 60 Children in care



■ CHALLENGES

- Governance issues and the Centre's relationship with Chief and Council.
- Continued support of training initiatives for staff, which resulted in a number of staff receiving both degrees and certifications.
- Lack of support for community-based initiatives such as the Kanithim Waskikan, Zummer Adventure Camp and reduced funding for the Rediscovery of Families programs. These programs are in direct competition with the Wuskwatim Equity project.
- Continued implementation of the Circle of Care case management initiative.
- Continued upgrade of computer-based systems to enhance overall data collection and compliance with Provincial and Federal standards.

■ PLANS FOR THE NEXT FISCAL YEAR

To improve cooperation amongst various community-based and external agencies to deliver meaningful and beneficial services to all members and residents within the Province of Manitoba.

■ FINANCIAL HIGHLIGHTS

- An overall increase in the amount funding received by the Centre, particularly a \$2 million increase in Maintenance funding.
- A decrease in the accumulated deficit position of the Centre from \$250,000 to a \$148,000 deficit at the end of March 31, 2010.
- The Centre received and expended approximately \$18 million for the year ended March 31, 2010.
- Annual salary expenditures of about \$5.3 million for the year.





Development Corporation (Operated by Band Administration)



Nelson House

**DEVELOPMENT
CORPORATION**

General Manager

- David Kobliski

Portfolio Holders

- Chief Jim Moore
- Councillor Marcel Moody

Board of Directors

- Chief and Council

Key Areas/Services

- Meetah Building Supplies
- Otohwin Gas
- Restaurant
- High Speed Internet
- Laundry Partnership

Staff/Employees: 53

Key Employees

- Jemima Yetman, Finance Administrator/Manager of OT Gas
- Gert Wilzer

OVERVIEW

NCN Economic Development Corporation has been operating since 1992 and is the major economic development vehicle the First Nation uses for operating NCN businesses and corporations, including high-profile organizations like Meetah Building Supplies and OT Gas. It is also a crucial instrument for pursuing business opportunities that become available to NCN and exploring and developing new ventures – ultimately aimed at generating employment for NCN Members and revenue to fund programs.

The Corporation is headed by a general manager and one assistant and reports to Chief and Council.

The Development Corporation serves as general manager for its separate business operations and oversees the individual managers. The Corporation must approve major new projects initiated by its individual businesses, or the Corporation itself may initiate new plans and ventures for its businesses. The corporation handles any external financing needed for the businesses.



*Jemima Yetman, Finance Administrator/
Manager of OT Gas*

SIGNIFICANT ACHIEVEMENTS

The Development Corporation has been active with many accomplishments. Besides its ongoing Meetah Building Supplies and OT Gas operations, the Corporation initiated new ventures including the launch of high-speed Internet service in the community and partnership with Northern Laundry to provide laundry services to Wuskwatim.

Meetah Building Supplies

Meetah Building Supplies, the Corporation's largest business, was established in 1997 as a local building supply company to serve the needs of Nelson House residents.

Mission

To serve as the primary NCN economic development engine to help the First Nation fulfil its vision of "exercising sovereignty that sustains a prosperous socio-economic future for the Nisichawayasihk Cree Nation" by developing and operating NCN businesses that create jobs for NCN Members and income to fund NCN programs.





It has since grown and diversified with annual revenue of \$2-4 million employing 14.

Recent accomplishments include:

- Entering the home-construction field in Thompson with the purchase of five lots and construction of five homes that are all complete but not all sold. Refundable deposits have been made on additional lots which will be developed if market conditions warrant – the project mainly employed qualified NCN and other First Nations Members.
- Opening the first Meetah franchise operation in Onion Lake Saskatchewan (near Lloydminster) which generates revenue for NCN through supplier rebates, purchases and administration fees. It offers the franchisee better prices on their purchases. One Meetah employee (and NCN Member), Sherry Penner was temporarily assigned to the Onion Lake franchise from Manitoba to assist with the start-up but has since accepted a permanent transfer. NCN is exploring franchises with other first nations in Manitoba, British Columbia and Ontario.
- Meetah operates its own door and cabinet manufacturing facility that employs four NCN Members to produce doors and kitchen cabinets for sale in the retail store, for supplying its housebuilding operations as well as for repairs to homes in the community. This creates jobs and produces cost-effective products.
- Meetah is currently supplying most of the building materials for the Wuskwatim project and fully expects to continue supplying to the project's contractors throughout the remaining construction period.

- Meetah is setting up a window and glass replacement shop to supply Meetah and NCN with windows for new housing projects and window replacements in existing housing. The shop will be capable of manufacturing both window frames and dual- and triple-pane sealed glass units.

Otohwin Gas Station

Otohwin Gas Station opened in 1997 as a small outlet to serve community needs but relocated and built a new and expanded Otohwin Gas facility in 2008 to better service its customers. The project doubled the operation's employment and size with the installation of six additional gas pumps to meet demand both inside and outside of the community. All development phases are now complete. The station employs NCN youth to provide valuable work experience teaching business practices and demonstrating the importance of hard work, ethics and interpersonal skills in the workplace. OT Gas employs nine including six students and youth.

Restaurant Operations to Change

The Development Corporation's community restaurant has operated for about 10 years and has been rented for the past two years to the Youth Initiative and ATEC to provide employment, training and management experience to youth and other Members. This arrangement is expected to end in June 2010, and at the end of the fiscal year, the development corporation was seeking another operator to take over the restaurant.





Partnership With Northern Laundry Services For Wuskwatim Contract

Nelson House Development Corporation negotiated a partnership arrangement with Northern Laundry Services of Thompson subject to obtaining the contract to provide laundry services to Sodexo for the Wuskwatim Project. The partnership generates about \$4,000 to \$6,000 per month for NCN and employs two NCN Members living in Thompson.

High-Speed Internet Comes to Nisichawayasihk Cree Nation

The Development Corporation has launched and operates NCN's affordable high-speed Internet service in Nelson House using advanced WiMax wireless broadband technology that delivers Internet download speeds up to 45 times faster than dial-up and pricing competitive to elsewhere in Canada.

The Development Corporation provides the service through an arrangement with Broadband Communications North with extensive experience providing Internet services for Manitoba First Nations and remote communities. An information brochure with pricing and service options was prepared and distributed to all Nelson House households and since introduction, the service has attracted 80 customers with an additional 20 waiting for WiMax receiver equipment to arrive.

Proposals Under Consideration

The Development Corporation is continually on the lookout for new opportunities to expand its business and investment portfolio for the benefit of NCN Members.

Initiatives under considerations include:

Purchasing The Northern Store

The Development Corporation is negotiating with The Northwest Company of Winnipeg to purchase its Nelson House Northern Store which has been operating at its existing location since 1933. The store is the major retailer of groceries and dry goods in Nelson House and most employees are NCN Members.

The store generates significant economic activity, with all profits currently leaving the community. Owning the store could provide significant benefits by ensuring profits and employment benefits stay in the community. NCN has asked for a proposed selling price and is examining the store's financial statements to assess value.

Using the Wuskwatim Construction Camp After Construction Ends

The Nelson House Development Corporation has proposed to NCN Chief and Council, Manitoba Hydro, and Corrections Canada that the Wuskwatim camp site facility be converted into a Healing Lodge once





Wuskwatim construction ends. The well-equipped camp can house over 700 and already provides similar accommodations and services needed for a healing lodge. The facility's potential residents would be offenders sentenced by the courts and its relative isolation provides natural security.

Some programs and services would be based on the Cree culture and could provide employment opportunities for NCN Members similar to Wuskwatim.

NCN representatives have visited a similar facility in Alberta along with preliminary discussions held with Corrections Canada and Manitoba's Justice Minister. A meeting with federal elected representatives needs to be confirmed.

Other Initiatives

The Development Corporation is currently exploring the possibility of building a gas station at the Split Lake junction but NCN's Treaty Land Entitlement advisors must deal with easement and mining interests before any action occurs.

The Development Corporation held preliminary discussions regarding possible joint ventures with helicopter companies. NCN would provide guaranteed business by arranging contacts with trappers, fishers and companies like Manitoba Hydro in exchange for a percentage of the profits. The guaranteed hours NCN would have to commit to was uneconomical in the current economic environment and discussions were abandoned.

CHALLENGES

Finding and keeping qualified people is the major ongoing challenge for the Corporation's business operations.

PLANS FOR THE NEXT FISCAL YEAR

Next year the Development Corporation would like to finalize ongoing initiatives including:

- Purchase of the Nelson House Northern Store which awaits the Northwest Company review and approval of NCN's offer to purchase
- Construction of a gas station on NCN land in or around Thompson would be ready to begin immediately after regulatory approvals, which could be concluded before the end of the 2010-2011 fiscal year.
- Development of new franchise opportunities for Meetah.

OTHER ECONOMIC DEVELOPMENT INITIATIVES

NCN's vision is "to exercise sovereignty that sustains a prosperous socio-economic future for the Nisichawayasihk Cree Nation". Guided by that vision, NCN actively and methodically pursues every opportunity that becomes available.

Because economic development is one of the most important portfolios for ensuring NCN's future prosperity, some economic development opportunities are pursued outside of the Nelson House Economic Development Corporation by the portfolio holders on council.

NCN needs to do a lot more to protect and strengthen its future and one approach to fulfil the vision is to be very aggressive in pursuing economic development in the mainstream economy, which is the approach being taken.

Following are economic development opportunities pursued outside of the Development Corporation.

Investment Proposal for Rosseau River Gaming Complex

An earlier report to NCN Citizens indicated negotiations were underway with Rosseau River First Nation for NCN to provide a capital investment to Rosseau River to complete their gaming complex located North of Winnipeg on Highway 6 adjacent to the Red Sun gas station.

The proposed agreement would have involved NCN sharing profits proportionate to our investment as well as the right of first refusal for any other projects developed at that prime location. The concepts under consideration included a medical and business complex along with a hotel and



casino complex. NCN submitted a proposal to Rosseau River for its consideration, but received no response.

Investment Opportunity Investigated in Flin Flon Hotel

Last fall NCN became aware the Flin Flon Hotel was for sale and investigated an opportunity for investing in this property, either as sole owner or in partnership with a Flin Flon group. After conducting a due diligence review, a decision was made not to invest because the cost to refurbish the hotel was too high along with uncertainty in Flin Flon's economic sustainability.

Developing a Joint Venture with Connotec

Connotec is a major electrical and mechanical contractor based in Winnipeg that has done considerable work with Vale Inco in Thompson.

NCN held discussions with Connotec to develop a partnership to jointly tender and work on major projects in the north. NCN's goals for a Connotec

partnership are twofold: to generate revenue for NCN from these initiatives without tying up capital for extended periods and to provide training and job opportunities for NCN members.

A letter of intent is close to being finalized with the hope of finalizing a joint venture partnership in due course. In anticipation of that agreement, Connotec submitted a bid to INCO for a fine ore bin project, which unfortunately was awarded to another bidder.

Connotec has since been awarded a contract on another project, but NCN and Connotec couldn't agree to terms of an arrangement in time since the project was well underway. Similar to other project bids, NCN would have provided the working capital required and Connotec would provide expertise in managing the project. Even though a partnership with Connotec is not in place for projects that company successfully bid on, Connotec has hired a number of NCN members as project workers and continues to lobby industry and government to run training

programs through the ATEC Centre.

NCN also has the option to provide the project's construction camp and catering for employees through our existing partnership with Sodexo.

Proceeding with that project would generate additional benefits from the partnership.





Nisichawayasihk Construction (Operated by Band Administration)

General Manager

- Adolf Gawaziuk

Portfolio Holders

- Chief Jim Moore
- Councillor Marcel Moody

Staff/Employees: 16-30,
depending on projects

■ OVERVIEW

Nisichawayasihk Construction Limited Partnership was created in May 2005, following restructuring of NCN's Forest Industries, which was in a deficit position. It is a limited partnership because of its joint venture relationship with Dauphin-based Strilkiwski Contracting Ltd. with which it partners on some projects.

Nisichawayasihk Construction is wholly-owned by the NCN First Nation. It reports to Chief and Council. The value of the company is estimated at about \$10 million with business activity for the fiscal year estimated at about \$1 million.

A significant part of the company's assets is its inventory of well-maintained heavy equipment which total about 80 pieces, with two mechanics on staff and a maintenance garage to ensure all equipment is available when needed. The inventory includes rock trucks as well as backhoes, dozers and equipment rentals make up a small part of the company's business.

The company currently employs 16 full-time staff and up to 30 including casual staff, mainly from Nelson House, depending on projects underway. The company follows all professional and safety regulations.

Government and industry projects for organizations such as Manitoba Highways,

Vale Inco and Manitoba Hydro are a major focus of the company's business with minimal work contracted with northern communities because of challenges collecting payment for work done.

■ SIGNIFICANT ACHIEVEMENTS

NCLP successfully concluded another major contract to cut the right of way for the Wuskwatim Transmission line. The \$5 million contract was completed on time and on budget and created five months of full-time employment on the project for five NCN Members.

NCN hired NCLP to rebuild the roads in Nelson House in preparation for asphaltting, subject to securing funding for the project. That project started in 2009 and was expected to be complete in the summer of 2010. The value of the project was \$1.3 million with NCN Members making up the majority of workers on the project.

The Wuskwatim project continues to provide additional contract opportunities for NCLP beyond those negotiated as part of Wuskwatim's Direct Negotiated contracts. These included a contract to haul aggregate to the contractor's yard valued at \$700,000 over the six-month hauling period.



■ PLANS FOR THE NEXT FISCAL YEAR

Although summer can be the busy construction season, workloads can be unpredictable year round depending on what projects are underway. For the 2010 construction season, Manitoba Hydro contracted NCLP to repair the causeway in Nelson House and install cable guardrails.

Manitoba Hydro has also contracted NCLP to undertake hadling and placing rip rap on reserve and across the lake.

The company is also in discussions to secure other contracts but the status of some of those won't be known until 2011.

■ CHALLENGES

A major challenge facing the company in obtaining major contracts is its inability to be bonded even though it has a reputation for completing projects on time and on budget. Insurance companies approached for a \$1 million bond initially were receptive but in the end turned NCLP down. The company believes its location on reserve is the reason, which is discriminatory, and relocating off reserve would be costly. Participating in joint ventures with Strilkiwski avoids that issue since Strilkiwski is bonded.

Finding qualified employees is also a challenge. NCLP would like to work with ATEC to train employees, but ATEC is inactive and training funding is currently not available.



Mystery Lake Hotel *(Operated by Band Administration)*



General Manager

- Alan D. Phillips CHA

Staff/Employees: 57

Key Employees

- Molly Stapleton, Assistant Manager
- Henry Jia, Assistant Manager

Key Long-service employees

- Janet Andrews, Guest Service Attendant 16 years
- Maria Guerra, Kitchen Cook, 33 years
- Patricia Hanson, Trappers Tavern server, 21 years
- Gloria Hermenegildo, Housekeeping Room Attendant, 30 years
- Marlene Stolze, Adventures North Dining Room Server, 17 years
- Caroline Williamson Head Housekeeper, 26 years

OVERVIEW

The Mystery Lake Motor Hotel is located in Thompson, Manitoba at the heart of the "Northern Lights Trail" and is considered part of the Nickel Belt. The hotel has a designation as a Canadian Select 3 Star Hotel. The Mystery Lake Motor Hotel is a blend of old time northern tradition and modern accommodation. Serving guests from Canada and around the world since 1968 our management team and friendly employees are committed to making your stay a truly memorable one.

The Mystery Lake Motor Hotel Thompson Manitoba provides all of the amenities you would expect from a full service hotel. The facilities also include an exercise room, dry sauna, complimentary parking, high-speed Internet, and much more.

For dining, the Adventures North Dining Room is known for the excellence of its culinary fare and features a menu plentiful in varied dishes and savory selections. Whether it is a specialty cocktail or a bottle of wine from our extensive wine list we work hard to make sure your meal is well complemented.

For entertainment, the Adventures North Lounge is the place to go after a long day of travel or just every day routine, you can treat yourself to a casual drink before or after dinner. Relaxing in the quiet comfort of the Adventures North Lounge is a favorite pastime for many visitors.

Trappers Tavern, where northern memorabilia and game trophies adorn the walls and the rafters, has guests enjoying the challenge and fun of the many games of chance in the Trappers Tavern Entertainment Centre.

SIGNIFICANT ACHIEVEMENTS

There's nothing that breeds stress and anxiety like uncertainty, so it's imperative we kept the lines of communication open with our employees. This was achieved through employee meetings and providing them with information on a need to know basis.

One of the highlights of the financial year was the implementation of a Human Resource office and the hiring of a Human Resource Coordinator to implement hiring practices, orientations and training for new and existing employees. We concentrated on training programs for each department of the hotel as they often yield the biggest returns of any motivational initiative. Professional development was cited as the most important aspect of their employment and a major benefit of the workplace.

We have partnered with Manitoba Tourism Educational Council that came to Thompson to set up training seminars for guest-services attendants, cooks, and housekeeping attendants. This will help us in the hiring process. Training programs show employees their services are valued by putting time and resources into making them more professional. This can go a long way in promoting employee loyalty and help reduce the hotel's turnover, saving dollars in future years.

Mystery Lake Hotel and Urban Reserve Initiative

The Mystery Lake Hotel continues to perform extremely well and has contributed all of its profits back to the community through the Petapun Trust. NCN is still moving towards converting the hotel property and adjacent lands to reserve status through the Additions to Reserve policy, a process that has taken



approximately 9 years already. However, our financial advisor Bruce Hickey has completed all the groundwork and is working hard to make this a reality for NCN. Chief Moore and the general manager have also been diligently lobbying and meeting with the federal and provincial politicians to make sure the files move forward.

This is one of the most important initiatives for us, because the conversion of the Mystery Lake property will potentially replace the 1996 Trust's contributions to Wuskwatim's equity and any additional funds could be used for other economic development initiatives.

■ CHALLENGES

As we go into the next financial year we will be faced with the uncertainty of the impact of a new limited-service, extended-stay hotel in Thompson, which may affect our occupancy and revenues.

We will be starting negotiations with our current union, Workers United Manitoba - Joint Council Local 206.

Thompson has a very tight employment market for qualified and reliable service-sector employees and the Mystery Lake must compete with other hotels and restaurants in the market for those workers, which is a continuing concern.

■ PLANS FOR THE NEXT FISCAL YEAR

As we move forward, plans are underway to renovate 67 rooms and a suite in the older section of the hotel. This will include complete renovations to all the guest-room bathrooms, new carpet and painting, new furniture and fixtures and include corridors and stairwells. This will be phased so as not to jeopardize room revenues with an estimated completion date of May 2011.

At the Mystery Lake Motor Hotel, we will be challenging ourselves to be environmentally correct for the benefit of our guests and employees. To achieve this, we will rely heavily on external resources, such as energy, waste, recycling services, wholesome foodstuffs, eco-friendly cleaning materials, detergent and laundry services.

We will depend on the very same items we use in our homes, but to a larger degree and in greater volumes. We will be implementing policies and procedures designed to reduce our impact on the natural environment, which will include:

- Water Conservation
- Energy Conservation
- Recycling Initiatives
- Smoke-free Zones
- Environmentally-friendly Purchasing.





Wuskwatim Implementation Office



Wuskwatim Implementation Manager

- Norman Linklater

Portfolio Holders

- Chief Jim Moore
- Councillor Marcel Moody

Staff/Employees: 13

Key Employees

- Alvin Yetman, Associate Implementation Coordinator
- Darcy Linklater Jr., Contract Finance Administrator
- Crystal Wood, Finance Administrative Assistant
- Mark Linklater, Environmental and Socio-economic Coordinator
- Charlie Joe Hart, Employee-liaison Officer
- Susan Kobliski, Cultural Coordinator
- Christine Sawatsky, Site Counsellor
- Jacqueline Hart, Site Counsellor
- Conrad Moore, Community Consultant
- Donna Moore Linklater, Community Consultant
- Eva Linklater, NCN Archaeologist

OVERVIEW

The Wuskwatim Implementation Office was established as a provision of the Wuskwatim Implementation Agreement (PDA). Operations began in August 2006 following the June ratification of the PDA by NCN Members and will operate throughout the Wuskwatim construction period, which is scheduled to take about five years.

Because the Wuskwatim project is a partnership between NCN and Manitoba Hydro, the role of the Implementation Office is:

- To ensure effective implementation of all agreed to components of the PDA
- Ensure that the PDA commitments in contracts are honoured as specified
- To ensure all parties fulfil responsibilities to NCN
- To gather information on project progress and communicate with NCN Members
- To maintain on-going discussion and liaison with Manitoba Hydro.

In its role, NCN, through the Implementation Office, oversees or monitors a number of Wuskwatim related programs, which include:

- Providing Wuskwatim-related support to Members of the Community
- Wuskwatim Safety Measures
- Socio-cultural and Spiritual Issues
- Adverse Effects Payments



- Woodland Caribou Committee
- Advisory Committees
- Business Contracts
- NCN Manitoba Hydro Coordination
- Operational Employment
- Monitoring
- Taskinigahp Power Corporation
- Wuskwatim Partnership
- Access protocol for Wuskwatim Area
- Taskinigahp Trust.

Vision

Ensuring the Future of Our Children and Our Children's Children.

■ SIGNIFICANT ACHIEVEMENTS

Because of the Implementation Office's in-depth knowledge of the PDA, other agreements and generally "how things work", the office is able to provide a valuable support and advocacy role for Members and the Community. WIO support included:

- Advising Members of the job application process and directing them to ATEC or the job referral Service in Thompson
- Advertising/promoting internal job postings with an NCN-Member preference
- Seeking out training opportunities and assisting/referring NCN Members in the application process
- Raising awareness and concerns about the lack of background orientation and familiarization for NCN Members working under the Burntwood-Nelson Agreement. Many Members are working under a collective agreement for the first time and their lack of familiarity with its requirements and provisions has proven to be a source of frustration for many NCN workers
- Assisting NCN and its Members to become aware of and access new Wuskwatim business opportunities
- Assisting NCN in prompting Manitoba Hydro action to protect shorelines from flood-related erosion. A key focus is the Oto-who-winnihk area with historic significance as one of the first trading posts and settlements.

Wuskwatim Safety Measures

As specified in the Project Development Agreement, Nisichawayasihk Cree Nation (NCN) and Manitoba Hydro have agreed to implement safety-related measures in the Wuskwatim area. The measures are to assist resource users in reaching their



Nisichawayasihk Cree Nation

Wuskwatim Implementation Office

Ensuring the Future of Our Children & Our Children's Children...



traplines safely. The Safety Measures provision covers a number of items including:

- Safe-ice trails on Wuskwatim Lake
- Buoy markers to identify hazards
- Winter safety trails
- Lake initiatives
- Main route signage
- Emergency cabins
- Wuskwatim village improvements

Since only the Wuskwatim Safety Trails and Wuskwatim Village experienced activity during the reporting period, only information on those follows.

Winter Safety Trails

Five safety trails were originally identified for development, but only two are in use (Trails 1 and 5). Trail 3 was built, but because it runs through a Caribou breeding ground with related conservation concerns by both Hydro and NCN, it has been decommissioned and was not opened this past winter. Trail 2 was built as part of Trail 3, so it is no longer in use and Trail 4 was not built on the advice of Elders and resource users because of safety concerns related to its location downstream of the generating station project.

Wuskwatim Village

Wuskwatim Village, located on the Northeast side of Wuskwatim Lake, was home to some of our Members in the past (NCN Member Jimmy D. Spence's birth certificate shows this location). The Socio-cultural

and Spiritual Issues section of the Adverse Effects Agreement had allocated \$125,000 to restore the campsite, which originally included constructing a tepee, cabins and other facilities for use during ceremonies, retreats, gatherings, etc. A cook shack, storage area and two cabins have been built.

With the abandonment of Safety Trail #3, NCN was able to negotiate a transfer of \$156,000 in funding from that project to Wuskwatim Village improvements, which has resulted in some changes to the original plan including replacement of the teepee with a Octagon structure for ceremonial purposes. Work on that facility was planned for the summer of 2010.

The Socio-cultural and Spiritual Committee is responsible for the Wuskwatim Village project and they are working with representatives of Manitoba Hydro along with WPLP to finalize the project. It was originally expected to be completed in 2009 but changes to the plan and delays in securing materials have extended the project into 2011.

Socio-cultural and Spiritual Issues

The PDA Adverse Effects Agreement contains provisions that specifically address socio-cultural and spiritual issues that were identified to be of significant importance to NCN Members. Two specific issues identified were the Footprints and the Wuskwatim Village Campsite.



The Footprints

As most NCN Members know, the Churchill River Diversion flooded the original site of the legendary Wesahkechak's Footprints for which Footprint Lake is named. The site, which is located in the lake near Moore's Bay had important cultural and spiritual significance to NCN. Prior to the flooding, the rock containing the Footprints was removed from its original location so it would not be lost forever.

Since removal in 1977, the Footprints have been relocated more than once, but have now been returned to a site very close to their original location. However, a final plan has not yet been concluded for a permanent display and commemoration, for which NCN and Manitoba Hydro have already allocated up to \$400,000.

Following a visit to the Footprints, NCN engineering advisor, Cam MacInnes recommended we restore the Footprints. Community Members expressed concerns about disturbing the Footprints again. Chief and Council have named a smaller committee lead by Councillor D'Arcy Linklater, and including Elders Madeline Spence, Jimmy D Spence, Harry Spence, Susan Kobliski and Jimmy-Hunter-Spence, and Alvin Yetman representing the Implementation Office to move the project

forward. Manitoba Hydro has conducted a physical survey of the site, but the site plan defining all components of the interpretive centre needs to be prepared.

Adverse Effects Payments

NCN has been paid a total of \$5.7 million in compensation through the Taskingahp Trust for disturbance of land related to the Wuskwatim Project. Payments were keyed to important project milestones, i.e. signing of the PDA, start of the access road, site preparations and substantial completions of the access road, etc. The entire \$5.7 million has now been paid to the Taskingahp Trust. The Transmission Line Project has a separate fund that is directly geared to funding resource programs and has a savings account within the Resource Account. Over \$600,000 has been allocated for programming in 2010.

Woodland Caribou Committee

The Woodland Caribou, for which NCN has expressed serious concerns, have been registered as a species at risk in the NCN Resource Management Area. NCN has two Members representing the First Nation on the Woodland Caribou Committee: retired commercial fisherman and trapper, Elder Sam Dysart, and retired Conservation Officer, Councillor Ron D. Spence.



Manitoba Hydro and Manitoba also have representatives on the committee.

Advisory Committees

The PDA established a monitoring process for various aspects of the Wuskwatim project to ensure ongoing consultation with NCN Members. Three committees were created: the Advisory Committee on Employment (ACE), the Construction Advisory Committee (CAC) and the Monitoring Advisory Committee (MAC).

Advisory Committee on Employment (ACE)

ACE hears and considers employment-related issues and complaints.

The committee reviews complaints, grievances and tables referrals issues. It also provides advice to the Wuskwatim project manager about the appropriateness of job-order qualifications as well as advice on implementation of the on the job referral process, strategies, materials and processes for cross-cultural awareness training for project workers. NCN Chief and Council have appointed two committee Members to ACE: Alvin Yetman and Terry Linklater.

Monitoring Advisory Committee (MAC)

The MAC is consultative and advisory to the partnership. NCN's Members on the MAC receive regular updates regarding ongoing

Wuskwatim Generation Project monitoring activities.

Through their participation on the committee, NCN's Members gain an understanding of economic, social and environmental project monitoring. The members' responsibilities include:

- Receiving regular project updates
- Providing input on monitoring activities and planning
- Reviewing public and regulatory reports.

NCN Chief and Council have appointed three NCN Members to the committee: Alvin Yetman, Allan Linklater and Jimmy Hunter-Spence representing the General Partner. The committee reviews socio-economic data, environmental data, physical environmental data, and ongoing environmental data during and after the project.

Construction Advisory Committee (CAC)

The CAC is responsible to WPLP and serves to provide accurate and pertinent project information to the limited partners as construction progresses. The committee is consultative and advisory to the partnership. NCN's Members on the CAC receive regular updates on:

- Engineering activity
- Number of contracts awarded to date

- Current and foreseeable environmental and regulatory Issues
- Current and upcoming cultural events
- Current and upcoming on-site training activities
- Relevant project issues identified by Elders, community leadership, NCN Members, project manager and staff.

Through the CAC, NCN's concerns related to construction activities and management can be forwarded to the General Partner Board. NCN Chief and Council appointed four NCN Members: Burnell Anderson, Ed Primrose, Dennis Linklater and Jimmy Hunter-Spence representing the General Partner to the committee. The committee reports directly to the partnership.

Direct Negotiated Contracts

From the outset of the project, provision has been made for NCN to negotiate contracts directly rather than having to participate in a tendering process. In the early part of the project, road and camp construction contracts were negotiated directly. Since then, NCN has continued to identify and negotiate new direct contract opportunities including:

- NCN in partnership with Sodexo has an agreement to supply catering and security contracts, facility maintenance, recreation programming, and the WPLP convenience store, the profits from which fund annual scholarships for students in environmental studies
- Nisichawayasihk Construction Limited Partnership (NCLP) obtained a \$1.2 million contract for sand hauling for the project – the contract began in April 2008
- An access-road maintenance contract is also in place for the duration of construction



- NCLP has obtained a HAAD work contract at Wuskwatim
- NCN has been able to secure a contract with Sodexo to provide laundry services for Wuskwatim through a joint venture partnership negotiated by the Nelson House Development Corporation between NCN and Northern Laundry Services of Thompson
- The General Civil Contractor (GCC), O'Connell-Neilson-EBC Partnership, has been using Meetah Building Supplies to supply lumber for its operations
- NCN has initiated negotiations for new contracts to have an NCN entity undertake upstream boat launch groin construction and waste disposal
- In addition, a proposal has been submitted for NCN to conduct required monitoring activities identified in the PDA through its new environmental and social monitoring business venture.

Cross-Cultural Program

As part of the PDA, NCN negotiated a cross-cultural component, a first-of-its-kind in any major construction project. Susan Kobliski runs the program along with two other staff on site who serve as counsellors. The program is designed to recognize and integrate traditional Aboriginal knowledge, teachings and practices to promote understanding and harmony between Aboriginal and non-Aboriginal workers and to acknowledge the importance of the land, water and living things in developing the Wuskwatim Hydroelectric project.

The program has three major responsibilities:

- Cross-cultural Awareness Training
- Ceremonies
- On-site Counselling.



NCN/Manitoba Hydro Coordination Meetings

NCN representatives Chief Jim Moore, Councillor Marcel Moody, Financial Advisor Bruce Hickey and Wuskwatim Implementation Office manager Norman Linklater (or alternate Alvin Yetman) regularly meet with Manitoba Hydro representatives to address ongoing issues between NCN and Manitoba Hydro.

Project Development Agreement (PDA) Review

Since the Wuskwatim PDA negotiations began over three years ago, the global financial and economic environment has experienced dramatic fluctuations. Chief and Council began raising concerns with Manitoba Hydro late in 2007 when the value of the Canadian dollar soared along with Wuskwatim construction costs. They wanted to ensure NCN will receive the maximum benefits possible from the Wuskwatim project.

To address concerns, Manitoba Hydro and NCN agreed to undertake a review process to ensure the PDA remains fair and that the benefits NCN receives are as good as, or better than, those projected at the time the PDA was signed.



The review includes an analysis of the Joint Keeyask Development Agreement, keeping in mind there are differences in the scale, characteristics of the projects and the needs of the various communities. The review process hired two additional Implementation Office staff positions to coordinate review activities.

The review has been underway since early 2009 with NCN Member consultation at intervals throughout the process as an important component. The first round of Meet and Greet Meeting was held October 13 -20, 2009 in Nelson House, Leaf Rapids, South Indian Lake, Thompson and Winnipeg. The second round was held March 23 to 29, 2010 in the same communities, with more planned later.

Operational Employment

NCN and Manitoba Hydro are undertaking a review of employment opportunities within Hydro's ongoing operations to increase NCN Member employment within Hydro. No budget has been finalized between both parties.

Socio-economic and Environmental Monitoring

To monitor predicted and actual environmental impacts, as specified in the Environmental Impact Statement, the Implementation Office hired Mark Linklater as Socio-economic and Environmental Coordinator. His responsibilities include operating a new NCN service company to provide trained monitoring personnel, supplies and rental equipment to Manitoba Hydro and other consultants assisting in environmental studies within the NCN Resource Management Area.

NCN is also negotiating to directly contract the new company to conduct the environmental monitoring by providing trained staff and developing internal capabilities. Mark also assists the Monitoring Advisory Committee members. In addition, NCN has been negotiating with Manitoba Hydro to monitor socio-economic effects relating to business spin-offs and employment statistics.

Worker Family Surveys

Socio-economic monitoring, including worker and family surveys were undertaken on Wuskwatim employment experiences and the impact when employees are away from families for long periods.

A summary of results was published in the March 2010 Wuskwatim Update newsletter and additional survey information is available from the Implementation Office about our Members' experiences.



Population Monitoring

NCN wants to monitor the impact of the project on NCN's population as the project proceeds related to Members and visitors coming back to live in the community.

Takinigahp Power Corporation

NCN has created Taskinigahp Power Corporation as a stand-alone corporation (100-percent owned by NCN) that holds all NCN's shares in the partnership. This protects NCN assets from negative financial circumstances related to the project.

Wuskwatim Power Limited Partnership

NCN is a general partner with Manitoba Hydro in the project and Jimmy Hunter Spence and Councillor Marcel Moody, are the two NCN Members who are appointed to the board. In 2009, the third annual Year in Review (annual) report for the Wuskwatim Power Limited Partnership, was prepared and distributed to community Members. A Cree and English audio version of the report was prepared and is available on CD.



An annual Monitoring Overview report was also prepared, published and distributed to community Members. The report covers monitoring activities related to the socio-economic effects (businesses, hiring, etc.) and environmental studies (i.e. physical environment, aquatic and terrestrial studies) in compliance with the federal Department, Fisheries and Oceans, and Environment Canada. (The report is an obligation specified in the Project Development Agreement and Environmental Impact Statement and identified at the Clean Environment Commission hearings). As with the Year in Review, an English and Cree audio version of the report was prepared and is available on CD.

Access Protocol for Wuskwatim Area

Because the access road has made the Wuskwatim area accessible, NCN and Manitoba Hydro have agreed to a Wuskwatim access protocol to control and define access to the area. A brochure outlining the protocol and a Wuskwatim Access form have been developed and are available from the Wuskwatim Implementation Office. NCN Members wishing access to the area for traditional activities (medicine gathering or trapping) need to contact the Implementation Office which contacts the access road gatehouse to advise that Members will be coming to the area.

Transmission Line Project

NCN is not a partner in the transmission line project which is solely Manitoba Hydro's responsibility. However, NCN was awarded contracts for clearing the transmission line right of way through the First Nation's traditional territory completed by summer of 2011.

Taskinigahp Trust

The Taskinigahp Trust was established as part of the PDA to hold various monies derived from the Wuskwatim Generation Project including Adverse Effects Proceeds, Transmission Development Fund payments, TPC profits and dividends and dividend loans. (See report on page 15 for more information.)



■ CHALLENGES

For the Year Ahead

An ongoing challenge for the Implementation office is to ensure NCN Members receive the maximum employment opportunities on the Wuskwatim project in the positions that NCN Members are qualified for as they become available.

A related challenge is to ensure Members stay with the jobs once they receive them. The adjustment to being away from home for long periods or the regimen of the project site can be stressful.

The implementation office has identified supports in plans for the next fiscal year.





Nisichawayasihk Justice (Operated by Band Administration)



Health and Justice Director

- Leanne Grenier

Portfolio Holders

- Councillor Shirley Linklater
- Councillor Ron D. Spence

Key Departments

- Fire and Community Patrol
- Band Constables
- Community Consultative Group
- Probation Program
- Community Justice Worker

Staff/Employees

- Police Chief
- Community Justice Committee
- Probation Program (1.5)
- Community Justice Worker (1)
- Band Constables (8)

Key Employees

- Ryan Linklater, Police Chief
- Chris Wood, Probation
- Carla McDonald, Community Justice Worker

OVERVIEW

Nisichawayasihk Justice Committee

The Nisichawayasihk Justice Committee, in collaboration with the local Police Chief, RCMP/FNCP, Community Justice Worker, Probations and Administration, meets regularly to review justice-related matters referred to them by Chief and Council, the NCN First Nations Community Police Service RCMP/FNCPS, Court System or from Members. The intent is to bring together all parties involved in the process of addressing judicial matters. Parties may also include the offenders, victims, families, support groups, police, local resources and/or individuals affected by an offence.

This process brings offenders to admit their criminal behavior and express their willingness to bring restoration and healing to the victims. Victims are able to explain the impact of the offence and offenders are given the opportunity to bring reparation for the harm inflicted on the victims. The focus is for both parties to come to a consensus.

Probation Services

Probation Services networks with various Nisichawayasihk Cree Nation organizations and resources to enable the individual to serve their probation order or their conditional sentence in the community.



Community Justice Worker

The Community Justice Worker is responsible for overall management of pre- and post-charge referrals and to insure matters are resolved through community processes. The Community Justice Worker is accountable and reports to the MKO Justice Director and works closely with its Chief and Council to ensure community concerns are addressed. Community Justice Workers are respected individuals in their communities who are able to work with others in resolving disputes. Unlike the court system, Community Justice Workers can deal with the parties in a personal way to

Mission

To serve and protect the well-being of NCN Citizens.

resolve differences in holding the wrongdoer accountable, as well as to participate in healing the wounds between the wrongdoer, victim/community. Responsibilities include:

- Attending court sittings to provide input and assist in screening cases for diversion
- Ensuring the Crown/Police receive updates regarding the status of referred matters and advise of successful/unsuccessful conclusions or requests for further remand
- Developing and maintaining a system of record keeping for all diversions, active cases and maintain proper filing and follow up activities
- Reviewing and assessing all referrals and determine eligibility
- Negotiating effective working relationships with local agencies and referral sources
- Developing mechanisms to ensure the safety and rights of the community are maintained
- Ensuring confidentiality and conflict-of-interest issues are addressed prior to circle sessions
- Recording and reporting the outcome of justice-circle process to all participants
- Providing bi-weekly reports to the Justice Director; updating Justice Portfolio Councillor/committee on all justice issues.

The Community Justice Worker also works closely with the Crown attorney to maximize the number of wrongdoers dealt with by the community rather than through the more formal court process.



Band Constables

The Band Constables' mandate is to patrol the community and operate a check stop on Highway 620. The check stop is designed to serve and protect the community by searching vehicles to seize illegal weapons and alcohol quantities exceeding accepted limits to prevent them from entering the community.

■ SIGNIFICANT ACHIEVEMENTS

January 2010 Appointment of Interim Associate CEO

It was with regret that Nisichawayasihk bid farewell to Marie Campeau who accepted a challenging career opportunity closer to her home in Saskatchewan. This resulted in her leaving her two-year appointment as Interim Associate CEO to fill the vacancy of the returning Associate CEO Shannon

Yetman who was on educational leave set to end April 2010. Marie brought a strong administrative background that helped her programs thrive and strengthen capacity within her staff. We wish her well on her future endeavors.

Leanne Grenier, who served as Executive Secretary at the Band Office since 2006, filled the position in January 2010. Leanne brought four years of management experience and a genuine interest in serving her community.



Justice Appointments

Chief and Council recruited four new Justice Committee members to bring the total committee membership to five. Eight letters of interest were received by the October 27, 2009 deadline. The members are appointed for a four-year term that expires October 27, 2013 on a staggered basis determined by the Committee.

Alcohol Ban During Bereavement BCR Revised

In June 2009, Council approved revisions to Band Council Resolution (BCR) # 313-05-09-026 pertaining to Alcohol Ban during Bereavement, which read as follows:

"No person shall attend a funeral or wake under the influence of alcohol or non-prescription drugs held in any NCN facility; and that any person who is found to have breached this directive may be subject to the following: (a) a fine of \$100 which can be paid through Social Assistance deductions or community work; (b) charged with the offence of public drunkenness; (c) charged with disturbance of the peace; and (d) banned from any NCN facility."

This BCR was created to discourage public drunkenness and show respect for grieving families.

Police Chief Conducts Knock and Talks

This year police conducted approximately 12 Knock and Talks in the community with assistance from the RCMP. The community police chief searches the home accompanied by the homeowners while RCMP observe. Unfortunately approximately 75 percent of the searches resulted in liquor and/or drug seizures. The Police Chief and RCMP urge all citizens to anonymously provide information to the RCMP to help make NCN a safer community.

Check Stop

Check Stop conducts searches and seizes intoxicating substances and illegal weapons from citizens finding new and creative ways to bring alcohol and illegal substances inconspicuously into the community, disguised in water bottles, jerry cans, Javex bottles, apple juice containers, by altering vehicles or stashing them in hidden compartments.

Alcohol is also coming into the community on all-terrain vehicles and snowmobiles on bush trails, and by boat. Those caught with unauthorized liquor or intoxicating substances are subject to charges and hefty fines. Check Stop employees are subject to verbal, physical and emotional abuse. NCN Citizens demanded NCN constables be more active in preventing alcohol from coming into the community but police need more cooperation to be more effective.

Check Stop Statistics

YEAR	Month	Vehicles Stopped	Liquor Seized
2010	January	1642	63
2010	February	1462	33
2010	March	1343	88
TOTAL		4447	184

Responding to the Community Meeting to Address Community Safety

NCN held a community meeting during the summer of 2009 to “take back control of the community”. The outcome of this meeting was a community request to take additional measures to address increasing criminal activity in the community.

To fulfill this request, a Health/Justice Director position will be created and assigned to hire an Ambulance and Medical Transportation Coordinator and Justice Coordinator. The Health/Justice Director is responsible for:

- Coordinating security Check Stops, community patrol and fire
- Scheduling, reporting and employee management
- Planning, organizing and coordinating the diverse activities of the fire and local police department.

This person will ensure adherence to Compliance Program policies, procedures, and standards of conduct. This individual will provide leadership and direction in accordance with goals and objectives of streamlining current band-administered services and reorganizing the Security Check Stop/Security Officers (Band Constables) and Community Patrol/Security Officers (Fire Fighters) programs and departments to work more effectively within the existing structure.

■ CHALLENGES

- Implementing the Judicial Restructuring initiative
- Conducting regular Community Justice Group Meetings
- Retaining and recruiting qualified, reliable constables for Check Stop.

■ PLANS FOR THE NEXT FISCAL YEAR

- Band Constables and Fire staff will receive more training to proactively address the needs and safety of the community and implement the community patrol program.
- Guidelines and recommendations have been developed that focus on resources and revenues. In response to the frustrations of Chief and Council, the Nisichawayasihk Cree Nation community as a whole and the Community Justice Committee which continually voiced concerns and expresses dismay over the lack and uncontrollability of the current NCN Check Stop program.

Additionally, increasing crime rates and the dubious title of being within the top-five crime communities per capita has prompted change within the current NCN Judicial System while streamlining other departments to work more effectively within the NCN administrative structure.

Objectives of this restructuring are to:

- Institute stronger measures of control in the community to ensure safety for NCN Members as a whole
- Maximize the use of human and financial resources related to fire fighters who currently receive wages for a full time job for providing minimal services/activities
- Respond to community dissatisfaction related to inconsistencies with highway check stops and community patrols
- Link more effectively with Family and Community Wellness Centre's Counselling Services, Child and Family Services departments, Housing Authority, Education Authority, Youth Initiative and the local RCMP detachment.





Nisichawayasihk RCMP - First Nations



Detachment Commander

- Sgt. Dennis Rondeau

Staff/Employees

- 8 regular members on strength
- 1 STE position
- 2 reservists
- 1 clerk (currently in the process of hiring a second clerk)

Key Employees

- Cpl. Sheldon Moore, Operations NCO

OVERVIEW

The RCMP - First Nations Community Policing Service was permanently established in Nelson House in 2006 with an effective membership of eight regular members and one clerk.

The RCMP provide an enhanced policing service to the Nisichawayasihk Cree Nation community which is comprised of approximately 2,600 residents.

The RCMP assigns two members to both the elementary and secondary schools where school talks are conducted on various topics to sensitize youth on diverse issues such as bullying and gangs. Safety talks are also held in various forms.

Traffic enforcement always begins with education prior to enforcement.

One member is assigned to attend and participate at regular Justice Committee meetings. The Committee is comprised of five voting Members of the community along with three people to offer expertise on specific issues (eg. Probation Services, RCMP).

SIGNIFICANT ACHIEVEMENTS

This year, the RCMP detachment was able to dismantle a prominent street gang, which was involved in various violent crimes. The arrest of three key individuals enabled Community Members to resume normal lives rather than having to constantly live in fear.



The biggest challenge the detachment faces is manpower shortages. Because of Nelson House's reputation, members are reluctant to accept postings to the community. Members transferring from the community are not easily replaced and sometimes vacancies can remain unfilled for months. This leaves

Mission

To provide residents of Nisichawayasihk Cree Nation with a professional, unbiased policing service.

Community Policing Service (Operated by Band Administration)

the remaining detachment members to do more in order to ensure the safety of community residents.

As a way to foster positive relationships between the RCMP and youth, the RCMP hosts a fishing derby for the youth every spring, usually towards the end of March with no cost whatsoever to the participants. Prizes are solicited from donors in Nelson House and Thompson and awarded those attending the derby. Hot dogs and hot chocolate are also provided throughout the afternoon. In 2010, more than 200 youth registered and most had at least one parent with them.

RCMP members also participate in festivities during the summer and winter (ie: canoe races, softball, etc.).



■ CHALLENGES

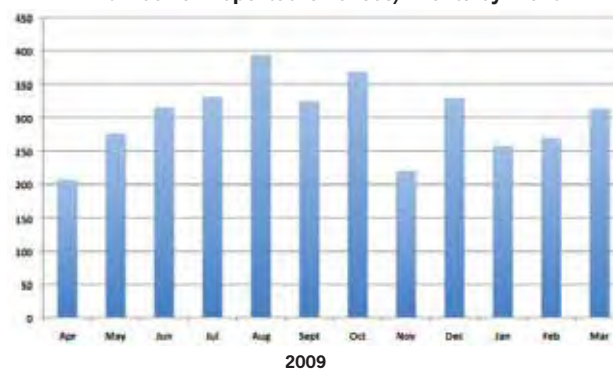
- To achieve and maintain a full complement of members
- To be more proactive to deter crime
- To maintain vigilance when criminal activity is known to occur
- According to studies, the Nisichawayasihk RCMP-FNCPS detachment should employ 17 members since it is clearly the busiest operation in Manitoba.



■ PLANS FOR THE NEXT FISCAL YEAR

To continue to work with the community to maintain law and order and develop strategies to address concerns Chief and Council may have.

Number of Reported Offenses/Events by Month





Nelson House Parks and Recreation



Recreation Superintendent

- Lou Moodie

Portfolio Holders

- Councillor Shirley Linklater
- Councillor Ron D. Spence

Board of Directors

- Susan Kobliski, Chairman
- Curtis Lobster, Co-Chairman
- Vanessa Spence, Secretary
- Darcy Linklater, Finance
- Graeme Linklater, Board Member

Key Areas

- Recreation Programming
- Minor Hockey
- Maintenance

Staff/Employees: 2

Key Employees

- Terry Linklater, Recreation Director
- Crystal Spence, Coordinator



OVERVIEW

The Parks and Recreation Department has been in existence for 21 years and relies on the community approval process for its annual funding. The department is overseen by a five-member Board and with two operational staff.

The department is responsible for providing recreation programming for all ages – children, teenagers, adults and Elders. Community Members provide input through surveys, meetings and word of mouth and the department assesses the data and evaluates what programs are a priority for the year.

For the April 2009 - March 2010 fiscal year the following programs were implemented:

- Bowling: Open to everyone – program offered on Saturdays (60 participants)
- Swimming: Open to everyone – program offered on alternating Saturdays (60 participants)
- Boat Safety: Open to everyone – program offered in June-July/2010. (70 Adults and 150 Youth)
- Ball Hockey: Open to Youth – program offered Monday, Tuesday, Wednesday, Thursday and Sunday (30 participants per evening)
- Broomball: Open to Youth and Adults – program offered Sept-April Monday and

Wednesday (30 participants)

- Kamateechick Hockey: Open to non-competitive player's – program offered Monday and Wednesday (30 participants)
- Soccer: Open to children – program offered Tuesday and Thursday (30 participants)
- Father's Day: Open to all father's – event is held annually on Father's Day (60 Participants)
- Mother's Day: Open to all Mother's – event is held annually on Mother's Day (100 participants)
- Canada Day: Open to all NCN members – event is held on July 1 (300 participants)
- NCN Day: Open to all NCN Members – event is held on July 2 (400 participants).

The Parks and Recreation Department is also responsible for annual maintenance of all parks and ball fields with the budget referenced to the previous year's funding subject to ensuring acceptable safety standards. Maintenance costs are consistent from year to year in spite of consistent and ongoing destruction by unknown vandals.

SIGNIFICANT ACHIEVEMENTS

The most significant achievement has been the approval and implementation of our recreation policy through the continuous efforts of the department, Recreation Board

Mission

To enhance the quality of life by involving families and community members in programs that promote; physical, social, cultural, educational and creative opportunities.

(Operated by Band Administration)

and the Manitoba Aboriginal Sport and Recreation Council. The policy will guide recreation programming, finances, vehicle operations and maintenance and provide a code of conduct for all participants.

Another significant achievement was ensuring our NCN Members were part of an historic event by coordinating the logistics related to NCN involvement in Olympic Torch relay dedicated to Dakota Hunter to recognize the Ambassador role he played for NCN.

We had many other special events which allowed our NCN Members to enjoy each others company, reflect back to the past and share laughs throughout. Events included:

Family Street Hockey Tournament

This tournament was held during the Christmas Holidays and attracted 15 families to participate. Participant enjoyment of this event was outstanding, generating comments during and after the event including: "It was nice to participate with my family;" "It was a lot of fun;" "We should do this more often."

Arts and Crafts Event for the Christmas Holidays

This event attracted over 30 participants and was intended for children, youth and parents who did not want to participate in a sporting event. This event allowed the adults and children to interact and to create something for the home or for their siblings.

3-on-3 Basketball Tournament

This tournament attracted 25 youth participants and was designed to keep NCN youth actively involved during the Christmas Holidays. This was also preparation for the North American Indigenous Games try-outs.

Hockey School

The R.C.M.P and local constables held a five-day hockey school for the Minor Hockey Program that attracted over 60 players. From the department's perspective the event was greatly appreciated for its cost saving measures and the knowledge demonstrated on the ice.

Kamatheechik Hockey Tournament

This tournament was intended for unskilled hockey players whose purpose was to get older hockey players out to participate and have fun along with the spectators to come and laugh at and cheer these once great hockey players.

Lighting of the Community Christmas Tree

This event, targeted to the whole community, is the department's way of raising Christmas spirits and reminding our community members of the true concept of Christmas.

Top Student Award Trip

In conjunction with the school, the department has initiated and created this trip for students who exemplified good attendance and grades. This gives the winning student positive reinforcement for all the commitment and hard work they have done during the academic year. The department took 12 students in total from the elementary and high school level.

Volleyball Tournament

This tournament, hosted in Thompson for competitive volleyball players from across Manitoba attracted over 140 participants. The tournament, also served as a stepping stone for up-and-coming players from within our community. It encouraged young volleyball players to continue participating at the local level.

CHALLENGES

- Lack of consistent volunteers
- Lack of facilities
- Lack of storage space.

PLANS FOR THE NEXT FISCAL YEAR

The department would like to:

- Hire more staff
- Recruit committed volunteers
- Further diversify recreational programming
- Find a better storage facility for all our equipment.





Achimowin Radio (Operated by Band Administration)



Radio Manager

- Kevin Wood

Portfolio Holders

- Chief Jim Moore
- Councillor Marcel Moodey

Staff/Employees: 2

- Theodore Linklater, On-air Host
- Ryan Spence, On-air Host

OVERVIEW

NCN CREE FM 98.1 is the First Nations local radio providing a vital communications service to the NCN Membership. It delivers a variety of information programming such as community news, weather, current events, broadcasts of Chief and Council General Assemblies. The station broadcasts live from 9:00 a.m. to midnight Monday through Friday, but through its automated music scheduling system provides continuous programming 24 hours a day, seven days a week. The station connects to the world with on-line streaming through its own website.

NCN Achimowin Communications is funded through the Nisichawayasihk Trust and reports to the NCN Trust Office. In 2009-2010 Achimowin Communications was allocated \$70,500 plus surplus.

Besides information programming, the station is a multi-format radio station playing everything from Country to Rock, R and B to Dance to Hip Hop – the hits from every era that have had an impact on the global music scene. NCN CREE FM strives to satisfy all age groups with an eclectic mix of music that keeps listeners tuned in every day.

SIGNIFICANT ACHIEVEMENTS

Management has achieved most objectives set out in its 2009 operation plan although the station encountered a few barriers requiring some sacrifices to ensure the operation stayed within its budget and on track with its operational plan.

Feedback from community Members, organizations, staff and on-line comments, has identified significant improvements in local radio program delivery.





This year the Radio Station undertook some minor renovations and upgrading such as:

- Installing secure doors
- Renovating the files/storage area and managers office
- Purchasing a new desk for the reception area
- Purchasing a new trailer to be used as a recording studio for talks shows, interviews and local talent.
- Purchasing an Apple computer for video and audio production
- Providing live broadcasts of general assemblies and other events.

■ CHALLENGES

An ongoing challenge is achieving financial sustainability to become less reliant on Trust funding.

■ PLANS FOR THE NEXT FISCAL YEAR

The main objective for NCN Achimowin Communications is to become financially sustainable. To achieve this, management has and will generate revenue through advertising, airtime sales and hosting local bingos.

In addition, NCN Achimowin will continue to be the communication bridge between our local government, businesses and community members.





Natural Resources Secretariat



Natural Resources Secretariat Director

- Roslyn Moore, Natural Resources Secretariat

Portfolio Holders

- Councillor Agnes Spence
- Councillor Ron D. Spence
- Councillor D'Arcy Linklater

Key Areas/Services

- Country Foods Program
- Commercial Fishing Program
- Trapping Program
- Elders Traditional Program
- Claims
- Resource Management

Staff/Employees: 17

Key Employees

- Doug Hart, Country Foods Manager
- Ed Primrose, Fisheries/ Trappers Manager
- Morley Moore, Elders Traditional Program Coordinator

OVERVIEW

The Resource and Land Use Department is responsible for dealing with land use issues in NCN's traditional area, especially as they impact on harvesters, fisheries, trappers and Country Foods program.

The department:

- Liaises with relevant government departments and organizations regarding land usage and resource management
- Networks and connects with other First Nations, MKO, KTC and AFN on Natural Resource issues and environmental issues on NCN
- Works with the Resource Management Board including the Commercial Fishing and Trapping Program Manager, Country Foods Program Manager and the Elders Traditional Coordinator to ensure successful operation of the programs
- Communicates with resource users regarding environmental concerns and harvesting policies, especially as they involve commercial use of resources
- Manages referral of the Nisichawayasihk Cree Nation proposals relating to Natural Resources development and management.

Country Foods

Country Foods collects traditional food products harvested within NCN's traditional territory and distributes those foods to eligible NCN Members and organizations.

The agency:

- Operates year-round with a mandate to continue operating and maintaining the program and expanding wild food gathering through hunting, fishing and other resources
- Provides transportation expenses, equipment and supplies to individuals

and groups for wild food gatherings for the program

- Operates and maintains the Leftbrook Lake facilities
- Harvests traditional medicines and berries
- Provides food to our Elders, the infirm, single parents, low-income Members and NCN organizations.

Commercial Fishing Program

The Nelson House Fisherman's Association is a community-oriented program that provides opportunities for all community Members to maintain a traditional, cultural and viable means of sustenance.

As a community program, the NHFA strives to provide a viable fishing opportunity by simply using the renewable resource within the NCN Resource Area. The benefits include:

- Opportunities to access funding to qualify for Employment Insurance benefits that maintain an income between seasons
- Providing viable employment opportunities to NCN Members through the fishing industry
- Mitigating and subsidizing NCN Fishers through compensation from the 1996 NFA Implementation Agreement
- Assisting expansion in the international and global economy
- Using our renewable resources through traditional and sustainable practices.

The Fisherman's Association works closely with the Fisheries Board, Freshwater Fish Marketing Corporation (FFMC), Manitoba Conservation and Northwest Co-op Fisheries.

The Fisheries Board works closely with fishers to ensure they receive help with their concerns and full representation and recognition in fishing affairs.

(Operated by Band Administration)

Trapping Program

The Trapping Program is responsible for:

- Mitigating and subsidizing NCN trappers as a way to compensate for adverse affects of the 1996 NFA Implementation Agreement
- Keeping trappers updated on standards and changes in the Trapping Industry for NCN
- Expanding the economy locally, internationally and globally
- Continued use of our renewable wild fur resources through traditional and cultural practices
- Educating Youth on trapping standards
- Ensuring use of traplines in the NCN Resource area so we do not lose our territory.

The Trapping Program works closely with the Local Fur Council, Manitoba Trapper's Association, Manitoba Conservation and North American Fur Auctions.

The Local Fur Council is responsible for representing all trappers within their trapping areas and works closely with trappers to provide help with their concerns as well as full representation and recognition in Community trapping affairs.

Manitoba Trapper's Association works within Manitoba and throughout Canada to:

- Encourage and bring about improved trap line management, conscientious animal husbandry and improved marketing opportunities
- Consider problems confronting the fur industry and take appropriate action to resolve these problems, and generally strive to improve the conditions of trapping and living standards of trappers



- Work with government, the industry and other trapper's associations to rationalize fur harvests and markets, encourage research and multiple resources use, provide educational and training opportunities and establish professional and vocational standards within the industry.

Manitoba Conservation provides presentations on enforcement regulations, humane trapping, First Nations Initiatives and general information on trapping and they also answer any questions the trappers have.

Resource Management Board

The Nelson House Resource Management Board (RMB) was established under Article 6 of the NFA Implementation Agreement signed on March 15, 1996 between NCN, Canada, Manitoba and MB Hydro. Under the Implementation Agreement, the Board maintains arrangements for joint resource management between Nelson House and the Province of Manitoba.

The Board's purpose is to provide sustainable and integrated land use and resource management within the Nelson House Resource Management Area (RMA). The Board reviews all resource allocations, land-use applications, and license/permit applications made within the Resource Management Area. In its planning role, the board devotes special attention to high-priority concerns of NCN Members with long-term rights and interests in the ecological condition of the RMA.



The co-management board is comprised of eight members, four of which are appointed by NCN and four appointed by Manitoba. Board Members are Bill Yetman, Mark Linklater, Henry Linklater, Wilson Moore for NCN and Kurt Henry, Andy Miles, Bruce Holmes and Cory Young for the Province of Manitoba.

The Board had deferred revenue of \$86,978 designated for use to achieve the board's objectives set out in its 2009 operating plan. Under supervision of the Natural Resource Secretariat and Council Portfolio Holder, the Board managed the program. Some Board achievements include:

- Signage for Nawunitan Creek
- Preliminary NCN Cabin Policy Initiative.



Elders Traditional Program

The Elders Traditional Program employs elders and other NCN Members to:

- Deliver culturally appropriate teachings to students at OK School
- Provide classes with outdoor-education students with special needs and their teachers to teach traditional skills geared to the Cree Culture such as, fishing, trapping, hunting etc.
- Network with other NCN organizations and programs in seeking ways to merge information to provide a continuum in delivering Cree teachings and crafts
- Make handicrafts available for sale.



■ SIGNIFICANT ACHIEVEMENTS

- The Natural Resource Director along with the Resource Management Board took part in the Annual Mining Convention in Winnipeg.
- Received information, developed a working relationships and gained knowledge from Resource Management Board Members and Michael Anderson.
- Program Managers met in December to update work plans.

■ CHALLENGES

- Funding for many programs was very limited
- Employee retention in the Fishing program has been very challenging
- Weather plays a factor for both the Fishing and Trapping Programs
- There is difficulty accurately reporting on programs

■ PLANS FOR THE NEXT FISCAL YEAR

- HoldCommunity consultation meeting with Provincial Mines Branch.

- Continue communications with resource users and harvesters.
- Undertake strategic planning for all Resource Programs.
- Targeting fishermen to earn a minimum of \$8400 per annum to be eligible for Employment Insurance.
- Manager to work with Finance Department to establish a tracking system on fisheries accounts.
- Increase allocation in Fishing program funding for subsidy and take from start-up.
- Base fishermen start-up on production.
- Purchase new replacement equipment for the Country Foods Program.

FINANCIAL HIGHLIGHTS/BUDGET

- Commercial Fishing Program had a deficit of \$80,000
- Trapping Program had a surplus of \$190,000
- Country Foods Program had a surplus of \$12,540
- Resource Management Board had deferred revenue of \$86,978.



Public Works Director

- Greg Tays

Portfolio Holders

- Councillor Shirley Linklater
- Councillor Patrick Linklater

Key Areas

- Water Treatment and Wastewater Management
- Water and Sewer Delivery
- Sanitation
- Animal Control

Staff/Employees: 23

Key Employees

- Dorothy McDonald, Water Treatment Plant Operator
- Tommy Spence, Water and Sewer Truck Manager



OVERVIEW

NCN's Public Works Department is responsible for a wide range of mainly infrastructure-related facilities and services including:

- Repairing water and sewer line breaks and related infrastructure
- Installing new water and sewer services
- Undertaking community beautification initiatives
- Supplying firewood to Elders
- Animal control initiatives
- Project liaison with any contractors working in the community
- Band building maintenance
- Bereavement services (grave digging, wakes, cemetery maintenance).

Water Treatment Plant and Wastewater Treatment

Public Works is responsible for managing and operating NCN's water treatment plant to ensure ample supplies of safe, potable water and NCN's wastewater treatment infrastructure to ensure safe and environmentally responsible sewage handling. Responsibilities include:

- Ensuring drinking water quality
- Maintaining sewage lagoon
- Maintaining lift stations
- Maintaining water and sewer infrastructure.

Water and Sewer Truck Service

Not all of Nelson House is connected to the piped water distribution system and sanitary sewage system, making it necessary to provide those services by truck. Public Works' responsibilities include:

- Providing water delivery and sewer pickup to homes not on the mainline system
- Providing sewage pickup at Wuskwatim GS
- Assisting the local fire department.

Garbage Collection

Public Works is responsible for weekly garbage collection.

SIGNIFICANT ACHIEVEMENTS

In the 2009-2010 fiscal year Public Works:

- Completed infrastructure for the new 70-80 unit subdivision with expected completion by August 2010
- Undertook a water-treatment plant upgrade with expected completion by December 2010)
- Secured funding to construct a new landfill.

CHALLENGES

Public works experienced a number of challenges in the past year, including:

- Securing enough funding to complete necessary projects
- Expanding into new services the department feels are better suited to

Mission

To provide services to the community and to ensure the health and safety of the community.

its operations (i.e. snow removal from driveways, driveway repair, road sanding)

- Continuing to promote the implementation of the 20-year Capital Plan
- Maintaining and upgrading aging community infrastructure.

■ PLANS FOR THE NEXT FISCAL YEAR

During the upcoming fiscal year Public Works expects to engage in three major projects:

- Building a new sewage lagoon cell
- Purchasing backup pumps for all lift stations and raw water intake
- Completing the new cemetery.





Nisichawayasihk Housing Authority



Housing Director

- Mike Cullen

Portfolio Holders

- Chief Jim Moore
- Councillor Shirley Linklater

Board of Directors

- Lou Moodie, Chair
- Cheryl Moore, Vice Chair
- Fonda Berard
- Angie Spence
- Ryan Linklater
- Marilyn Spence

Key Departments

- Administration
- Finance
- Plumbing
- Electrical
- Carpentry

Staff/Employees: 30

- Administration (3)
- Finance (1)
- Carpentry (20)
- Plumbing (4)
- Electrical (2)

Key Employees

- Dennis Linklater, Assistant Housing Director
- Donnie Hart, Plumbing Supervisor
- Brad Beady, Electrical Supervisor
- Ted Linklater, Carpentry Supervisor

OVERVIEW

The Nisichawayasihk Housing Authority (NHA) is now an agency of the Nisichawayasihk Cree Nation, mandated by NCN Chief and Council to deliver sustainable housing programs to appropriately meet the needs of the NCN membership.

The NHA develops funding proposals to construct new homes as well as renovations to existing homes. We provide essential emergency services to NCN Members, concentrating on health as well as safety issues in the housing field.

The NHA believes that through concerted efforts to educate and keep Members aware of all housing matters, together we can make positive changes that will enhance our housing situation and provide a strong foundation for future generations of the Nisichawayasihk Cree People.

Growth can be achieved through shared commitment. Share your ideas and commit to positive thinking and we will share positive change.



SIGNIFICANT ACHIEVEMENTS

The Nisichawayasihk Housing Authority realized several achievements in 2009-2010 including approval of The Nisichawayasihk Community-based Housing Policies.

In addition successful applications for funding were approved:

- Three five-unit, five-bedroom bi-level housing projects to create 15 homes – \$2,550,000
- A 20-unit minor-renovation project – \$200,000
- A 40-unit major-renovation project – \$1,000,000
- A five-unit RRAP-renovation program – \$80,000
- An eight-unit lot-servicing project – \$200,000

CHALLENGES

A major challenge for the Authority was completion of the Nisichawayasihk Community-based Housing Policies.

Expected challenges for the new fiscal year include:

- Implementing housing policies
- Implementing the new rental regime
- Implementing the homeownership initiative (existing units)
- Completing CEAP funding renovations (target funding)
- Completing the three five-unit five-bedroom Bi-level Construction Projects
- Completing development of homeownership rent-to-own program policies.

■ PLANS FOR THE NEXT FISCAL YEAR

Plans for the fiscal year include:

Administration

- Completing database training and data input
- Ongoing training for assistant Housing Director
- Ongoing trades training.

Programs

- Completing all approved projects.

NHA Board

- Reviewing existing policies and addendums
- Evaluating existing programs
- Evaluating administration and management
- Long-term planning (Board training).

FINANCIAL HIGHLIGHTS

Rental Revenue

- Additional revenue has been received to fund renovations program for NCN rental housing units.

Sales Revenue (Existing Band and Trust Housing Units)

- Additional revenue has been received to fund a revolving Homeownership Renovations Loans Program to assist NCN Homeowners. NCN Members may also access these funds to provide a one-time funding allocation to assist those who qualify for a Homeownership mortgage.



Nisichawayasihk Cree Nation

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Nelson House Medicine Lodge	109
Nisichawayasihk Cree Nation Human Resources Development Authority	113
Atoskiwin Training and Employment Centre	119

Note: The following financial information includes statements of financial position (balance sheet) and statements of revenue and expenses for the above NCN organizations.

This and additional financial information (including Notes to the Financial Statements) for NCN Members can also be obtained at www.ncncree.com by first calling the NCN Government Office for a password. The financial information is also available for Members at the NCN Government Office.



W.J. Hemenway, B.A. C.A. - Partner (ret.)
A.M. Silver, B.A. C.A. - Partner
J.A. Griffiths, B.COMM (HONS.), C.A. - Partner
R.W. Malanchuk, C.M.A. - Associate

AUDITORS' REPORT

To the Chief and Council
Nisichawayasihk Cree Nation

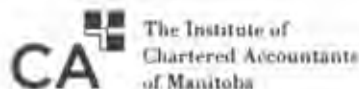
We have audited the combined statement of financial position of the Nisichawayasihk Cree Nation as at March 31, 2010 and the combined statements of revenue, expenditures and annual surplus (deficit), changes in net debt and cash flows for the year then ended. These financial statements are the responsibility of the Cree Nation's management. Our responsibility is to express an opinion on these financial statements based on our audit.

Except as explained in the following paragraph, we conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

During the course of our audit, we were not able to satisfy ourselves as to the completeness of property and equipment. A number of accounting standards for Public Entities were amended and became effective for fiscal years beginning on or after January 1, 2009 (NOTE 1) which included the retroactive capitalization and amortization of all property and equipment. The Cree Nation has only capitalized and amortized property and equipment beginning April 1, 1994. Accordingly, our verification of property and equipment and related amortization was limited to the amounts recorded in the records of the Cree Nation and we were not able to determine whether any adjustments might be necessary to revenue, amortization expense, annual surplus, deferred capital funding or accumulated surplus (deficit).

In our opinion, except for the affect of adjustments, if any, which we might have determined necessary had we been able to satisfy ourselves concerning the completeness of property and equipment and related amortization referred to in the preceding paragraph, these financial statements present fairly, in all material respects, the financial position of the Cree Nation as at March 31, 2010 and the results of its operations and cash flows for the year then ended in accordance with the basis of accounting as disclosed in Note 1, applied on a basis consistent with that of the preceding year.

Winnipeg, Manitoba
May 28, 2010



Hemenway Silver

CHARTERED ACCOUNTANTS



NISICHAWAYASIIK CREE NATION

COMBINED STATEMENT OF FINANCIAL POSITION - MARCH 31, 2010

	2010	2009
FINANCIAL ASSETS		
Cash - unrestricted	\$ 364,268	\$ -
Cash - restricted	791,116	465,033
Cash - restricted	35,638	33,540
Advances receivable	30,327	23,031
Accounts receivable	6,043,002	3,315,732
Marketable securities	1,347,300	-
Loans and advances receivable	2,529,373	3,081,019
Promissory note receivable	1,006,850	1,006,850
Promissory note receivable	206,932	206,932
Due from related entities	1,374,948	1,739,127
Business enterprise equity	10,389,880	9,107,933
TOTAL FINANCIAL ASSETS	<u>24,119,634</u>	<u>18,979,197</u>
LIABILITIES		
Bank indebtedness	-	295,315
Operating line of credit	290,000	1,130,000
Accounts payable and accrued liabilities	4,650,333	1,571,729
Prepaid rent	20,000	-
Security deposits	1,900	1,900
Capital costs payable	-	5,100
Accountable mortgage advances	994,996	-
Deferred revenue	3,717,736	568,979
Sick leave reserve	133,730	87,865
Replacement reserve	818,897	734,633
Subsidy reserve	150,734	119,980
Deferred capital funding	38,225,077	34,486,279
Long-term debt	19,231,389	19,026,429
TOTAL LIABILITIES	<u>68,234,792</u>	<u>58,028,209</u>
NET DEBT	<u>(44,115,158)</u>	<u>(39,049,012)</u>
NON-FINANCIAL ASSETS		
Prepaid expenses	60,778	49,367
Deferred expenditures	338,436	-
Capital construction in progress	1,439,576	-
Land	650,000	650,000
Incorporation costs	2,415	2,415
Property and equipment	49,953,538	45,368,374
TOTAL NON-FINANCIAL ASSETS	<u>52,444,743</u>	<u>46,070,156</u>
ACCUMULATED SURPLUS	<u>\$ 8,329,585</u>	<u>\$ 7,021,144</u>

NISICHAWAYASIIHK CREE NATION

**OPERATIONS FUND
COMBINED STATEMENT OF ACCUMULATED SURPLUS**

YEAR ENDED MARCH 31, 2010

	2010	2009
Accumulated surplus at beginning of year	\$7,021,144	\$5,558,251
Accumulated surplus	1,308,441	1,462,893
ACCUMULATED SURPLUS AT END OF YEAR	\$8,329,585	\$7,021,144

NISICHAWAYASIIHK CREE NATION

COMBINED STATEMENT OF CHANGES IN NET DEBT

YEAR ENDED MARCH 31, 2010

	2010	2009
ANNUAL SURPLUS (DEFICIT)	\$ 1,308,441	\$ 1,462,893
Acquisition of deferred expenditures	(338,436)	-
Acquisition of capital construction in progress	(1,439,576)	-
Acquisition of property and equipment	(7,304,262)	(1,494,634)
Loss on disposal	-	1,391
Write-down of property and equipment	-	23,330
Amortization of property and equipment	2,719,098	2,581,446
	<u>(5,054,735)</u>	<u>2,574,426</u>
Acquisition of prepaid expenses	(60,778)	(49,367)
Use of prepaid expenses	49,367	19,561
	<u>(11,411)</u>	<u>(29,806)</u>
(INCREASE) DECREASE IN NET DEBT	(5,066,146)	2,544,620
NET DEBT AT BEGINNING OF YEAR	(39,049,012)	(41,593,632)
NET DEBT AT END OF YEAR	\$(44,115,158)	\$(39,049,012)

NISICHAWAYASIIHK CREE NATION

COMBINED STATEMENT OF CASH FLOWS

YEAR ENDED MARCH 31, 2010

	2010	2009
CASH FLOWS FROM OPERATING ACTIVITIES		
INAC	\$ 21,766,722	\$ 20,401,284
Health Canada	3,362,510	2,386,888
Canada Mortgage and Housing Corporation	559,116	526,139
Burntwood Regional Health Authority	671,561	335,938
Tuition recoveries received	247,346	456,097
Tobacco tax refunds	-	644,472
Rental, interest, miscellaneous and other income	10,138,369	4,440,754
Operating expenditures	(15,710,031)	(16,729,537)
Salaries, wages and benefits	(11,140,432)	(10,466,549)
Net advances received from (paid to) band members	(27,142)	(16,708)
Net cash received from (paid for) operating activities	<u>9,868,019</u>	<u>1,978,778</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds of long-term debt	1,983,122	700,269
Accountable mortgage advances	994,996	-
Proceeds from operating line of credit	(840,000)	460,000
Net advances from (to) related parties	266,756	(834,796)
Repayment of long-term debt	(2,102,950)	(1,467,612)
Net cash received from (paid for) financing activities	<u>301,924</u>	<u>(1,142,139)</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Capital construction in progress	(1,439,576)	-
Purchase of property and equipment	(7,264,740)	(1,494,634)
Redemption (purchase) of marketable securities	(1,347,300)	495,632
Nisichawayasihk Trust Office - Wuskwatim equity	300,000	3,172,010
Nisichawayasihk VLT Program	774,941	-
Investment in related commercial entities - net	(207,602)	(3,833,352)
Net cash received from (paid for) investing activities	<u>(9,184,277)</u>	<u>(1,660,344)</u>
INCREASE (DECREASE) IN CASH FOR THE YEAR	985,666	(823,705)
Cash position, beginning of year	203,258	1,026,963
CASH POSITION, END OF YEAR	<u>\$ 1,188,924</u>	<u>* \$ 203,258</u>
* Cash is comprised of the following:		
Cash (bank indebtedness) - unrestricted	\$ 364,268	\$ (295,315)
Cash - restricted	791,116	465,033
Cash - restricted	35,638	33,540
	<u>\$ 1,188,924</u>	<u>\$ 203,258</u>



W.J. Hemenway, B.A. C.A. - Partner (ret.)
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R.W. Malanchuk, C.M.A. - Associate

AUDITORS' REPORT

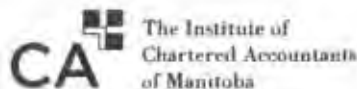
Nisichawayasihk Cree Nation

We have audited and reported separately on the combined financial statements of the Nisichawayasihk Cree Nation for the year ended March 31, 2010.

Our audit was conducted for the purpose of forming an opinion on the basic combined financial statements of the Cree Nation as a whole. This supplementary information is presented for purposes of additional analysis and is not a required part of the basic combined financial statements. Such supplementary information has been subjected to the auditing procedures applied in the audit of the basic combined financial statements. We are unable to express an audit opinion as to whether this supplementary information is presented fairly in relation to the basic combined financial statement taken as a whole.

Winnipeg, Manitoba
May 28, 2010

CHARTERED ACCOUNTANTS



201 - 930 Jefferson Avenue Winnipeg, MB, R2P 1W1 Telephone 204-694-8999 Fax 204-694-6885 E-mail: info@hemenwaysilver.ca

SUPPLEMENTARY FINANCIAL INFORMATION

OPERATIONS FUND STATEMENT OF FINANCIAL POSITION - MARCH 31, 2010 (unaudited)

	2010	2009
FINANCIAL ASSETS		
Cash - restricted	\$ 546,194	\$ 220,784
Cash - restricted	35,638	33,540
Advances receivable	10,320	12,565
Accounts receivable	5,722,429	3,029,290
Marketable securities	1,347,300	-
Loans and advances receivable	3,356,129	4,097,975
Promissory note receivable	1,006,850	1,006,850
Promissory note receivable	206,932	206,932
Investments	10,632,232	9,375,375
TOTAL FINANCIAL ASSETS	<u>22,864,024</u>	<u>17,983,311</u>
LIABILITIES		
Bank indebtedness	263,027	210,010
Operating line of credit	290,000	755,000
Accounts payable and accrued liabilities	3,985,100	929,688
Accountable mortgage advances	994,996	-
Deferred revenue	3,065,431	226,762
Due to related entities	997,862	916,836
Deferred capital funding	27,590,730	23,583,089
Long-term debt	11,640,908	11,051,034
TOTAL LIABILITIES	<u>48,828,054</u>	<u>37,672,419</u>
NET DEBT	<u>(25,964,030)</u>	<u>(19,689,108)</u>
NON-FINANCIAL ASSETS		
Prepaid expenses	8,737	3,033
Deferred expenditures	338,436	-
Capital construction in progress	1,439,576	-
Land	650,000	650,000
Property and equipment	30,875,759	25,474,903
TOTAL NON-FINANCIAL ASSETS	<u>33,312,508</u>	<u>26,127,936</u>
ACCUMULATED SURPLUS	<u>\$ 7,348,478</u>	<u>\$ 6,438,828</u>



NISICHAWAYASIIHK CREE NATION

OPERATIONS FUND
STATEMENT OF ACCUMULATED SURPLUS
(unaudited)

YEAR ENDED MARCH 31, 2010

	2010	2009
Accumulated surplus at beginning of year	\$6,438,828	\$5,121,701
Accumulated surplus	909,650	1,317,127
ACCUMULATED SURPLUS AT END OF YEAR	\$7,348,478	\$6,438,828

NISICAWAYASIIHK CREE NATION

OPERATIONS FUND
COMBINED STATEMENT OF REVENUE, EXPENDITURES AND ANNUAL SURPLUS (DEFICIT)
(unaudited)

YEAR ENDED MARCH 31, 2010

PROGRAM	INAC REVENUE	OTHER REVENUE	DEFERRED REVENUE	TOTAL REVENUE	TOTAL EXPENDITURES	2010 SURPLUS (DEFICIT)	2009 SURPLUS (DEFICIT)
Band Support Administration	\$ 1,160,327	\$ 6,391,183	\$(1,348,289)	\$ 6,203,221	\$ 3,508,997	\$2,694,224	\$2,134,824
Governance Support	85,000	10,375	-	95,375	135,355	(39,980)	(8,721)
Social Services - N.C.N.	5,977,228	2,971	-	5,980,199	6,630,147	(649,948)	(693,118)
Education	7,994,791	150,000	-	8,144,791	8,144,791	-	-
Education - Enhanced Teachers Salaries	108,153	-	-	108,153	108,153	-	-
Education - Band Operated Special Education	1,217,229	-	-	1,217,229	1,217,229	-	-
Education - New Paths	-	-	-	-	-	-	-
Education - Parental Engagement Strategies	33,350	-	-	33,350	33,350	-	-
Education - Teacher Recruitment & Retention	53,486	-	-	53,486	53,486	-	-
Education - Skills Link Program	28,710	-	-	28,710	28,710	-	-
Community Economic Development	267,788	-	-	267,788	267,788	-	-
Canada Economic Action Plan - Renovations	200,000	-	-	200,000	201,009	(1,009)	-
Canada Economic Action Plan - Housing Conversion	500,000	-	(500,000)	-	-	-	-
Membership	42,940	1,694	-	44,634	33,276	11,358	9,091
Nisichawayasihk Personal Care Home	1,005,129	50,000	-	1,055,129	1,055,129	-	-
Capital Projects	1,806,420	290,320	7,240	2,103,980	2,000,812	103,168	381,776
ATEC Centre	-	437,652	-	437,652	460,872	(23,220)	(34,473)
Capital - Teacherages	-	145,218	-	145,218	175,191	(29,973)	(50,936)
Consultation and Advice	-	41,699	21,762	63,461	53,905	9,556	-
Hart's Point Water and Sewer Project	-	279,895	-	279,895	279,960	(65)	8
Nursing Station and Residence Renovation	-	(68,565)	-	(68,565)	12,569	(81,134)	39,000
Solid Waste Management	80,000	(50,498)	-	29,502	4,219	25,283	-
Temporary High School Construction Project	-	(83,520)	-	(83,520)	55,713	(139,233)	-
Environmental Site Assessment	63,852	-	-	63,852	63,862	(10)	-
Water (Over \$1.5M)	3,539,900	(3,034,981)	(442,820)	62,099	62,099	-	-
Advocacy	-	-	-	-	-	-	-
Lands Management	-	-	-	-	-	-	-
Electrical Systems	8,718	-	-	8,718	36,652	(27,934)	(28,126)
Maintenance Management	32,433	123,000	-	155,433	215,040	(59,607)	(68,714)
Roads and Bridges	81,446	(5,407)	-	76,039	121,810	(45,771)	(124,975)
Community Buildings	80,415	-	-	80,415	173,651	(93,236)	(21,099)
Water Facilities O&M	332,647	163,734	-	496,381	813,584	(317,203)	(178,486)
Sewer Facilities O&M	274,131	40,402	-	314,533	363,958	(49,425)	(24,775)
Other Public Works Programs	-	663,144	(531,406)	131,738	136,979	(5,241)	(49,527)
NCN Policing Services Buildings	-	137,741	-	137,741	130,011	7,730	7,760
Housing	-	1,391,676	(45,156)	1,346,520	1,235,909	110,611	184,503
Nurses Support	-	215,825	-	215,825	232,915	(17,090)	(13,331)
Emergency Medical Services	59,380	411,967	-	471,347	655,673	(184,326)	(125,729)
Policing	-	279,251	-	279,251	579,792	(300,541)	86,901
Medical Transportation	-	294,116	-	294,116	345,944	(51,828)	(12,300)
Youth	-	25,000	-	25,000	25,000	-	-
Health Services	12,000	2,013,575	-	2,025,575	2,025,575	-	-
Probation	-	80,223	-	80,223	15,729	64,494	53,077
Summer Students	83,981	-	-	83,981	83,981	-	-
Northern Flood Agreement Settlement	-	-	-	-	-	-	(145,503)
	\$25,129,454	\$10,397,690	\$(2,838,669)	\$32,688,475	\$31,778,825	\$ 909,650	\$1,317,127



NISICHAWAYASIIK CONSTRUCTION



W.J. Hemenway, B.A. C.A. - Partner (ret.)
A.M. Silver, B.A. C.A. - Partner
J.A. Griffiths, B.COMM. (HONS.) C.A. - Partner
R.W. Malanchuk, C.M.A. - Associate

AUDITORS' REPORT

To the Chief and Council
Nisichawayasihk Cree Nation

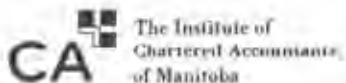
We have audited the statement of financial position of Nisichawayasihk Construction, L.P. as at March 31, 2010 and the statements of revenue and expenses, capital and cash flows for the year then ended. These financial statements are the responsibility of the company's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Nisichawayasihk Construction, L.P. as at March 31, 2010 and the results of its operations and cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Winnipeg, Manitoba
June 18, 2010

Hemenway Silver
CHARTERED ACCOUNTANTS



201 - 930 Jefferson Avenue Winnipeg, MB, R2P 1W1 Telephone 204-694-8999 Fax 204-694-6885 E-mail: info@hemenwaysilver.ca

NISICHAWAYASIEK CONSTRUCTION, L.P.

STATEMENT OF FINANCIAL POSITION - MARCH 31, 2010

	2010	2009
		(restated)
ASSETS		
CURRENT ASSETS		
Cash	\$ 766,882	\$ 939,539
Accounts receivable	1,128,404	3,159,234
Inventory	11,776	10,707
Prepays	25,944	36,383
	<u>1,933,006</u>	<u>4,145,863</u>
 PROPERTY AND EQUIPMENT	 4,908,425	 4,928,735
	<u>\$ 6,841,431</u>	<u>\$ 9,074,598</u>
LIABILITIES		
CURRENT LIABILITIES		
Operating loan	\$ -	\$ 275,000
Accounts payable	2,464,881	3,812,272
Due to related entities	1,300,162	1,513,236
Current portion of long-term debt	207,728	253,785
	<u>3,972,771</u>	<u>5,854,293</u>
 LONG-TERM DEBT	 623,506	 804,868
	<u>4,596,277</u>	<u>6,659,161</u>
CAPITAL		
CAPITAL	2,245,154	2,415,437
	<u>\$ 6,841,431</u>	<u>\$ 9,074,598</u>
CONTINGENT LIABILITIES		
SUBSEQUENT EVENT		

APPROVED BY THE BOARD

NISICHAWAYASIIHK CONSTRUCTION, L.P.

STATEMENT OF FINANCIAL POSITION - MARCH 31, 2010

	2010	2009
		(restated)
ASSETS		
CURRENT ASSETS		
Cash	\$ 766,882	\$ 939,539
Accounts receivable	1,128,404	3,159,234
Inventory	11,776	10,707
Prepays	25,944	36,383
	<u>1,933,006</u>	<u>4,145,863</u>
PROPERTY AND EQUIPMENT	4,908,425	4,928,735
	<u>\$ 6,841,431</u>	<u>\$ 9,074,598</u>
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LONG-TERM DEBT	<u>623,506</u>	<u>804,868</u>
	<u>4,596,277</u>	<u>6,659,161</u>
CAPITAL		
CAPITAL	2,245,154	2,415,437
	<u>\$ 6,841,431</u>	<u>\$ 9,074,598</u>
CONTINGENT LIABILITIES		
SUBSEQUENT EVENT		

NISICAWAYASIIHK CONSTRUCTION, L.P.

STATEMENT OF CAPITAL

YEAR ENDED MARCH 31, 2010

	NISICAWAYASIIHK CREE NATION	NH 313 INC.	2010 TOTAL	2009 TOTAL
Balance, beginning of year	\$ 2,415,291	\$ 146	\$ 2,415,437	\$4,973,87
Contribution (draws) during the year	-	-	-	(300,00
Net income for the year	(170,266)	(17)	(170,283)	(2,258,43
CAPITAL, END OF YEAR	\$ 2,245,025	\$ 129	\$ 2,245,154	\$2,415,43

NISICAWAYASIIHK CONSTRUCTION, L.P.

STATEMENT OF CAPITAL

YEAR ENDED MARCH 31, 2010

	NISICAWAYASIIHK CREE NATION	NH 313 INC.	2010 TOTAL	2009 TOTAL
Balance, beginning of year	\$ 2,415,291	\$ 146	\$ 2,415,437	\$4,973,872
Contribution (draws) during the year	-	-	-	(300,000)
Net income for the year	(170,266)	(17)	(170,283)	(2,258,435)
CAPITAL, END OF YEAR	\$ 2,245,025	\$ 129	\$ 2,245,154	\$2,415,437

NISICHAWAYASIIHK CONSTRUCTION, L.P.

STATEMENT OF REVENUE AND EXPENSES

YEAR ENDED MARCH 31, 2010

	2010	2009
REVENUE	\$ 5,365,209	\$ 15,775,138
EXPENSES		
Administration	13,053	28,513
Advertising	15,148	2,218
Bond expense	2,537	25,118
Camp cost	-	93,708
Construction materials	1,061,819	824,562
Donations	20,835	48,274
Equipment rental	398,860	1,591,784
Freight and delivery	12,472	66,448
Gas and fuel	571,629	1,414,953
Interest and bank charges	66,210	139,829
License and insurance	79,734	253,432
Meals	84	-
Miscellaneous	-	3,869
Office	511	7,549
Professional fees	63,422	148,615
Repairs and maintenance	174,071	1,171,150
Rooms	2,111	131,434
Sanitation	-	58,959
Shop parts and supplies	9,585	26,977
Sub-contract fees	903,501	8,006,571
Telephone	39,082	29,420
Travel	52,343	83,105
Utilities	22,836	19,313
Wages and employee benefits	1,355,860	2,574,591
Water	-	33,997
	4,865,703	16,784,389
INCOME (LOSS) BEFORE OTHER ITEMS	499,506	(1,009,251)
Amortization	602,796	584,171
Bad debts	210,539	584,899
Settlement of old payables	(279,546)	-
PST liability	136,000	-
Loss on disposal of assets	-	80,114
	669,789	1,249,184
NET INCOME (LOSS) FOR THE YEAR	\$ (170,283)	\$ (2,258,435)

NISICAWAYASIIK CONSTRUCTION, L.P.

STATEMENT OF CASH FLOWS

YEAR ENDED MARCH 31, 2010

	2010	2009
CASH FLOWS FROM OPERATING ACTIVITIES		
Revenue received	\$ 7,396,039	\$ 17,861,448
Operating expenses paid	(4,848,647)	(13,490,574)
Bank service charges and interest paid	(66,210)	(139,829)
Wages and benefits paid	(1,355,860)	(2,574,591)
Net cash received from (paid for) operating activities	<u>1,125,322</u>	<u>1,656,454</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Advances from related entities	(213,074)	(99,987)
Proceeds from bank	(275,000)	1,061,500
Repayment of capital lease	(17,039)	(7,222)
Repayment of long-term debt	(210,380)	(1,525,676)
Net cash received from (paid for) financing activities	<u>(715,493)</u>	<u>(571,385)</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from disposal of property and equipment	-	132,500
Purchase of property and equipment	(582,486)	(540,283)
Net cash received from (paid for) investing activities	<u>(582,486)</u>	<u>(407,783)</u>
INCREASE (DECREASE) IN CASH FOR THE YEAR	(172,657)	677,286
Cash, beginning of year	939,539	262,253
CASH, END OF YEAR	<u>\$ 766,882</u>	<u>\$ 939,539</u>



NISICHAWAYASIIK HOUSING AUTHORITY



W.J. Hemenway, B.A., C.A. - Partner (ret.)
A.M. Silver, B.A., C.A. - Partner
J.A. Griffiths, B.COMM. (HONS.), C.A. - Partner
R.W. Malanchuk, C.M.A. - Associate

AUDITORS' REPORT

To the Board of Directors
Nisichawayasihk Housing Authority

We have audited the statement of financial position of the Nisichawayasihk Housing Authority as at March 31, 2010 and the statements of revenue, expenditures and accumulated surplus, net debt and cash flows for the year then ended. These financial statements are the responsibility of the Housing Authority's management. Our responsibility is to express an opinion on these financial statements based on our audit.

Except as explained in the following paragraph, we conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

During the course of our audit, we were not able to satisfy ourselves as to the completeness of property and equipment. A number of accounting standards for Public Entities were amended and became effective for fiscal years beginning on or after January 1, 2009 (NOTE 1) which included the retroactive capitalization and amortization of all property and equipment. The Housing Authority has only capitalized and amortized property and equipment beginning April 1, 1994. Accordingly, our verification of property and equipment and related amortization was limited to the amounts recorded in the records of the Housing Authority and we were not able to determine whether any adjustments might be necessary to revenue, amortization expense, annual surplus, deferred capital funding or accumulated surplus (deficit).

In our opinion, except for the affect of adjustments, if any, which we might have determined necessary had we been able to satisfy ourselves concerning the completeness of property and equipment and related amortization referred to in the preceding paragraph, these financial statements present fairly, in all material respects, the financial position of the Housing Authority as at March 31, 2010 and the results of its operations and cash flows for the year then ended in accordance with the basis of accounting as disclosed in Note 1, applied on a basis consistent with that of the preceding year.

Winnipeg, Manitoba
May 28, 2010
The Institute of
Chartered Accountants
of Manitoba
CA

CHARTERED ACCOUNTANTS



201 - 930 Jefferson Avenue Winnipeg, MB, R2P 1W1 Telephone 204-694-8999 Fax 204-694-6885 E-mail: info@hemenwaysilver.ca

NISICAWAYASIIK HOUSING AUTHORITY

STATEMENT OF FINANCIAL POSITION - MARCH 31, 2010

	2010	2009
FINANCIAL ASSETS		
Cash - unrestricted	\$ 126,318	\$ 34,847
Cash - restricted	244,922	244,249
Accounts receivable	104,306	49,198
Due from related entities	143,776	98,025
TOTAL FINANCIAL ASSETS	<u>619,322</u>	<u>426,319</u>
LIABILITIES		
Accounts payable	58,892	114,323
Accrued interest	24,083	26,104
Prepaid rent	20,000	-
Security deposits	1,900	1,900
Capital costs payable	-	5,100
Restricted reserves	969,631	854,613
Deferred capital funding	7,458,685	7,839,319
Long-term debt	7,556,246	7,943,693
TOTAL LIABILITIES	<u>16,089,437</u>	<u>16,785,052</u>
NET DEBT	<u>(15,470,115)</u>	<u>(16,358,733)</u>
NON-FINANCIAL ASSETS		
Property and equipment	15,039,014	15,814,216
Organization costs	1,400	1,400
	<u>15,040,414</u>	<u>15,815,616</u>
ACCUMULATED SURPLUS (DEFICIT)	<u>\$ (429,701)</u>	<u>\$ (543,117)</u>

NISICAWAYASIIHK HOUSING AUTHORITY
**COMBINED STATEMENT OF REVENUE, EXPENDITURES
AND ACCUMULATED SURPLUS (DEFICIT)**
YEAR ENDED MARCH 31, 2010

	2010	2009
REVENUE		
CMHC subsidy	\$ 554,827	\$ 583,637
Tenant rent revenue	624,119	481,211
Rent contribution - Nisichawayasihk Cree Nation	316,440	365,901
Labour contract - Canadian Economic Action Plan	59,397	-
Transfers from Nisichawayasihk Cree Nation	81,560	83,099
Transfers from NCN Trust Office	-	7,408
Other revenue	6,582	30,085
Deferred capital funding	249,484	264,133
	<u>1,892,409</u>	<u>1,815,474</u>
EXPENDITURES		
Administration	92,520	73,714
Amortization	775,202	778,578
Appliance purchases	2,152	422
Bad debts	11,595	3,110
Bank charges and interest	2,475	981
Insurance	249,688	195,929
Lease payments	8,889	3,600
Mortgage interest	293,113	337,298
Policy development	3,526	-
Professional fees	40,000	35,000
Repairs and maintenance	790	-
Replacement reserve	103,198	104,790
Sewer and water	40,176	40,176
Subcontract	1,620	2,018
Wages and benefits	151,971	189,375
	<u>1,776,915</u>	<u>1,764,991</u>
Annual surplus (deficit) before other items	115,494	50,483
OTHER ITEMS		
Forgiveness of accounts payable	28,676	561
Transfer from (to) subsidy reserve	<u>(30,754)</u>	<u>(59,181)</u>
ANNUAL SURPLUS (DEFICIT)	113,416	(8,137)
Accumulated surplus (deficit) at beginning of year	(543,117)	(534,980)
ACCUMULATED SURPLUS (DEFICIT) AT END OF YEAR	<u>\$ (429,701)</u>	<u>\$ (543,117)</u>

NISICAWAYASIIK HOUSING AUTHORITY

STATEMENT OF CHANGES IN NET DEBT

YEAR ENDED MARCH 31, 2010

	2010	2009
ANNUAL SURPLUS (DEFICIT)	\$ 113,416	\$ (8,13)
Acquisition of property and equipment	-	-
Amortization of property and equipment	<u>775,202</u>	<u>778,57</u>
(INCREASE) DECREASE IN NET DEBT	888,618	770,44
NET DEBT AT BEGINNING OF YEAR	(16,358,733)	(17,129,17)
NET DEBT AT END OF YEAR	<u>\$(15,470,115)</u>	<u>\$(16,358,73)</u>

STATEMENT OF CASH FLOWS

YEAR ENDED MARCH 31, 2010

	2010	2009
CASH FLOWS FROM OPERATING ACTIVITIES		
CMHC subsidy	\$ 559,116	\$ 526,139
Tenant rent revenue	598,850	458,764
Nisichawayasihk Cree Nation	95,000	300,000
NCN Trust Office	-	7,408
Interest received	708	4,201
Other revenue	6,582	30,085
Net advances paid to band members	(11,595)	(3,110)
Bank charges and interest	(2,475)	(981)
Mortgage interest	(293,113)	(337,297)
Operating expenses	(182,387)	(136,454)
Subcontract	(1,620)	(2,018)
Wages and benefits	<u>(151,204)</u>	<u>(189,992)</u>
Net cash received from (paid for) operating activities	<u>617,862</u>	<u>656,745</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Repayment of long-term debt	(525,718)	(514,445)
Proceeds of long-term debt	-	-
Net cash received from (paid for) financing activities	<u>(525,718)</u>	<u>(514,445)</u>
INCREASE (DECREASE) IN CASH FOR THE YEAR	92,144	142,300
Cash, beginning of year	279,096	136,796
CASH, END OF YEAR	<u>\$ 371,240</u>	<u>\$ 279,096</u>
Cash is comprised of the following:		
Cash (bank indebtedness) - unrestricted	\$ 126,318	\$ 34,847
Cash - restricted	<u>244,922</u>	<u>244,249</u>
	<u>\$ 371,240</u>	<u>\$ 279,096</u>



NISICHAWAYASIIK PERSONAL CARE HOME INC.



W.J. Hemenway, B.A. C.A. - Partner (rel.)
A.M. Silver, B.A. C.A. - Partner
J.A. Griffiths, B.COMM. (HONS.), C.A. - Partner
R.W. Malanchuk, C.M.A. - Associate

AUDITORS' REPORT

To the Chief and Council
Nisichawayasihk Cree Nation

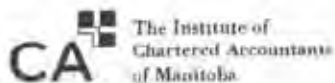
We have audited the statement of financial position of the Nisichawayasihk Personal Care Home Inc. as at March 31, 2010 and the statements of revenue, expenditures and accumulated surplus, net debt and cash flows for the year then ended. These financial statements are the responsibility of the Personal Care Home's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Personal Care Home as at March 31, 2010 and the results of its operations and cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Winnipeg, Manitoba
June 4, 2010

Hemenway Silver
CHARTERED ACCOUNTANTS



201 - 930 Jefferson Avenue Winnipeg, MB, R2P 1W1 Telephone 204-694-8999 Fax 204-694-8885 E-mail: info@hemenwaysilver.ca

NISICAWAYASIHK PERSONAL CARE HOME INC.

STATEMENT OF FINANCIAL POSITION - MARCH 31, 2010

	2010	2009
FINANCIAL ASSETS		
Cash	\$ 228,057	\$ -
Advances receivable	3,661	1,305
Accounts receivable	14,300	71,441
Due from related party	67,958	222,955
TOTAL FINANCIAL ASSETS	<u>313,976</u>	<u>295,701</u>
LIABILITIES		
Bank indebtedness	-	27,975
Accounts payable	63,554	84,733
Deferred capital funding	1,666,113	1,506,861
Demand loans payable	826,756	1,016,956
TOTAL LIABILITIES	<u>2,556,423</u>	<u>2,636,525</u>
NET DEBT	<u>(2,242,447)</u>	<u>(2,340,824)</u>
NON-FINANCIAL ASSETS		
Property and Equipment	<u>2,492,774</u>	<u>2,522,245</u>
ACCUMULATED SURPLUS	<u>\$ 250,327</u>	<u>\$ 181,421</u>
COMMITMENT		
CONTINGENCY		

NISICAWAYASIIHK PERSONAL CARE HOME INC.

STATEMENT OF REVENUE, EXPENDITURES AND ACCUMULATED SURPLUS

YEAR ENDED MARCH 31, 2010

	2010	2009
REVENUE		
Burntwood Regional Health Authority	\$ 671,561	\$ 391,195
INAC - block	1,005,129	980,566
Nisichawayasihk Trust Office	200,000	200,000
Resident charges, interest and other revenue	202,782	174,290
Deferred capital funding	(159,252)	(11,741)
	<u>1,920,220</u>	<u>1,734,310</u>
EXPENDITURES		
Advertising	1,966	2,697
Agency nurses	29,272	13,692
Amortization	140,467	143,791
Bad debts expense (recovery)	(16,025)	(37,790)
Band administration fee	100,513	98,057
Bank charges and interest	11,920	7,036
Casual labour	16,408	21,120
Consulting and contract services	30,446	23,966
Equipment lease	11,697	4,795
Groceries	72,859	72,553
Honorarium	7,500	9,600
Insurance	21,225	16,020
Interest on long-term debt	9,645	36,827
Medical supplies	22,904	22,037
Miscellaneous	20,937	5,404
Office expense	8,697	7,244
Penalties	1,247	5,404
Professional fees	52,030	61,227
Repairs and maintenance	61,292	27,379
Salaries and benefits	1,120,431	1,035,336
Security system	2,497	-
Supplies	27,700	22,988
Telephone	13,534	11,236
Travel	18,232	18,587
Utilities	42,615	34,462
Vehicle fuel and license	21,305	8,821
	<u>1,851,314</u>	<u>1,672,489</u>
ANNUAL SURPLUS	68,906	61,821
Accumulated surplus at beginning of year	181,421	119,600
ACCUMULATED SURPLUS AT END OF YEAR	<u>\$ 250,327</u>	<u>\$ 181,421</u>

NISICHAWAYASIIHK PERSONAL CARE HOME INC.

STATEMENT OF NET DEBT

YEAR ENDED MARCH 31, 2010

	2010	2009
ANNUAL SURPLUS	\$ 68,906	\$ 61,821
Acquisition of property and equipment	(110,996)	(21,951)
Amortization of property and equipment	<u>140,467</u>	<u>143,791</u>
(INCREASE) DECREASE IN NET DEBT	98,377	183,661
NET DEBT AT BEGINNING OF YEAR	(2,340,824)	(2,524,485)
NET DEBT AT END OF YEAR	<u>\$ (2,242,447)</u>	<u>\$ (2,340,824)</u>

STATEMENT OF CASH FLOWS

YEAR ENDED MARCH 31, 2010

	2010	2009
CASH FLOWS FROM OPERATING ACTIVITIES		
Burntwood Regional Health Authority revenue	\$ 671,561	\$ 335,938
INAC revenue	1,005,129	980,566
Other revenue	475,948	429,797
Related party transfers	154,997	(52,403)
Net advances received from (paid to) employees	(2,356)	(1,305)
Interest on long-term debt	(9,645)	(36,827)
Bank charges and interest	(11,920)	(7,036)
Salaries and benefits	(1,120,431)	(1,035,336)
Operating expenditures	<u>(607,532)</u>	<u>(533,387)</u>
Net cash received from (paid for) operating activities	<u>555,751</u>	<u>80,007</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property and equipment	<u>(110,996)</u>	<u>(21,951)</u>
Net cash received from (paid for) investing activities	<u>(110,996)</u>	<u>(21,951)</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Bank indebtedness	(27,975)	27,975
Repayment of long-term debt	<u>(188,723)</u>	<u>(133,581)</u>
Net cash received from (paid for) financing activities	<u>(216,698)</u>	<u>(105,606)</u>
INCREASE (DECREASE) IN CASH FOR THE YEAR	228,057	(47,550)
Cash, beginning of year	-	47,550
CASH, END OF YEAR	<u>\$ 228,057</u>	<u>\$ -</u>



NELSON HOUSE DEVELOPMENT CORPORATION



To the Chief and Council
Nisichawayasihk Cree Nation

W.J. Hemenway, B.A., C.A. - Partner (ret.)
A.M. Silver, B.A., C.A. - Partner
J.A. Griffiths, B.COMM. (HONS.), C.A. - Partner
R.W. Malanchuk, C.M.A. - Associate

AUDITORS' REPORT

We have audited the statement of financial position of the Nelson House Development Corporation as at March 31, 2010 and the statements of accumulated surplus, revenue, expenditures and annual surplus (deficit), and changes in net debt and cash flows for the year then ended. These financial statements are the responsibility of the Corporation's management. Our responsibility is to express an opinion on these financial statements based on our audit.

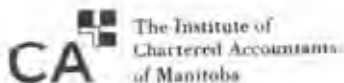
Except as explained in the following paragraph, we conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

During the course of our audit, we were not able to satisfy ourselves as to the completeness of property and equipment. A number of accounting standards for Public Sector Entities were amended and became effective for fiscal years beginning on or after January 1, 2009 (NOTE 1) which included the retroactive capitalization and amortization of all property and equipment. The Development Corporation has only capitalized and amortized property and equipment beginning April 1, 1994. Accordingly, our verification of property and equipment and related amortization was limited to the amounts recorded in the records of the Development Corporation and we were not able to determine whether any adjustments might be necessary to revenue, amortization expense, annual surplus, deferred capital funding, or accumulated surplus/(deficit).

In our opinion, except for the effect of adjustments, if any, which we might have determined necessary had we been able to satisfy ourselves concerning the completeness of property and equipment and related amortization referred to in the preceding paragraph, these financial statements present fairly, in all material respects, the financial position of the Development Corporation as at March 31, 2010 and the results of its operations and cash flows for the year then ended in accordance with Canadian generally accepted accounting principles as explained in Note 1.

Winnipeg, Manitoba
June 25, 2010

Hemenway Silver
CHARTERED ACCOUNTANTS



201 - 930 Jefferson Avenue Winnipeg, MB, R2P 1W1 Telephone 204-694-6999 Fax 204-694-6885 E-mail: info@hemenwaysilver.ca

NELSON HOUSE DEVELOPMENT CORPORATION

STATEMENT OF FINANCIAL POSITION - MARCH 31, 2010

	2010	2009
FINANCIAL ASSETS		
Cash	\$ 66,456	\$ -
Accounts receivable	14,105	8,673
Due from related entities	467,993	258,243
Business enterprise equity	1,144,348	1,119,258
TOTAL FINANCIAL ASSETS	<u>1,692,902</u>	<u>1,386,174</u>
LIABILITIES		
Bank indebtedness	-	5,272
Accounts payable and accrued liabilities	27,707	16,464
Deferred revenue	10,741	-
Deferred capital funding	7,079	9,312
TOTAL LIABILITIES	<u>45,527</u>	<u>31,048</u>
NET DEBT	<u>1,647,375</u>	<u>1,355,126</u>
NON-FINANCIAL ASSETS		
Property and equipment	7,079	9,312
TOTAL NON-FINANCIAL ASSETS	<u>7,079</u>	<u>9,312</u>
ACCUMULATED SURPLUS	<u>\$ 1,654,454</u>	<u>\$ 1,364,438</u>

NELSON HOUSE DEVELOPMENT CORPORATION

STATEMENT OF ACCUMULATED SURPLUS

YEAR ENDED MARCH 31, 2010

	2010	2009
ACCUMULATED SURPLUS, BEGINNING OF YEAR	\$ 1,364,438	\$ 1,283,916
Annual surplus	290,016	80,522
ACCUMULATED SURPLUS, END OF YEAR	<u>\$ 1,654,454</u>	<u>\$ 1,364,438</u>

NELSON HOUSE DEVELOPMENT CORPORATION

STATEMENT OF REVENUE, EXPENDITURES AND ANNUAL SURPLUS (DEFICIT)

YEAR ENDED MARCH 31, 2010

FUND	INAC REVENUE	OTHER REVENUE AND ITEMS	DEFERRED REVENUE	TOTAL REVENUE	TOTAL EXPENDITURES	2010 SURPLUS (DEFICIT)	2009 SURPLUS (DEFICIT)
I.E.D.F. Operations	\$ 147,283	\$ 227,141	\$ -	\$ 374,424	\$ 221,497	\$ 152,927	\$ (76,125)
I.E.D.F. Flow Thru Business Development	120,505	55,090	-	175,595	38,506	137,089	157,851
NCN Office Products	-	-	-	-	-	-	(1,204)
Boys and Girls Club Program	-	30,000	(10,741)	19,259	19,259	-	-
	\$ 267,788	\$ 312,231	\$ (10,741)	\$ 569,278	\$ 279,262	\$ 290,016	\$ 80,522

NELSON HOUSE DEVELOPMENT CORPORATION

STATEMENT OF CHANGES NET DEBT

YEAR ENDED MARCH 31, 2010

	2010	2009
ANNUAL SURPLUS	\$ 290,016	\$ 80,522
Acquisition of property and equipment	-	-
Amortization of property and equipment	2,233	1,588
Write-down of property and equipment	-	23,330
(INCREASE) DECREASE IN NET DEBT	292,249	105,440
NET DEBT AT BEGINNING OF YEAR	1,355,126	1,249,686
NET DEBT AT END OF YEAR	\$ 1,647,375	\$ 1,355,126

NELSON HOUSE DEVELOPMENT CORPORATION

STATEMENT OF CASH FLOWS

YEAR ENDED MARCH 31, 2010

	2010	2009
CASH FLOWS FROM OPERATING ACTIVITIES		
INAC funding	\$267,788	\$ 235,120
Other revenue	28,274	51,924
Interest income	85	1,621
Net cash collected from (advanced to) individuals	(3,706)	(3,204)
Bank charges and interest	(1,417)	(1,573)
Wages and benefits	(97,174)	(100,052)
Operating expenditures	<u>(167,198)</u>	<u>(186,992)</u>
Net cash received from (paid for) operating activities	<u>26,652</u>	<u>(3,156)</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Bank indebtedness	(5,272)	5,272
Transfers from (to) related entities	<u>45,076</u>	<u>(49,787)</u>
Net cash received from (paid for) financing activities	<u>39,804</u>	<u>(44,515)</u>
INCREASE (DECREASE) IN CASH FOR THE YEAR	66,456	(47,671)
Cash, beginning of year	-	47,671
CASH, END OF YEAR	<u>\$ 66,456</u>	<u>\$ -</u>



NISICHAWAYASIKH EDUCATION AUTHORITY INC.



W.J. Hemenway, B.A. C.A. - Partner (ret.)
A.M. Silver, B.A. C.A. - Partner
J.A. Griffiths, B.COMM (HONS.), C.A. - Partner
R.W. Malanchuk, C.M.A. - Associate

AUDITORS' REPORT

To the Board of Directors
Nelson House Education Authority Inc.

We have audited the statement of financial position of the Nelson House Education Authority Inc. as at March 31, 2010 and the statements of accumulated surplus, revenue, expenditures and annual surplus (deficit), changes in net debt and cash flows for the year then ended. These financial statements are the responsibility of the Education Authority's management. Our responsibility is to express an opinion on these financial statements based on our audit.

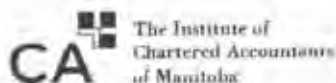
Except as explained in the following paragraph, we conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

During the course of our audit, we were not able to satisfy ourselves as to the completeness of property and equipment. A number of accounting standards for Public Sector Entities were amended and became effective for fiscal years beginning on or after January 1, 2009 (NOTE 1) which included the retroactive capitalization and amortization of all property and equipment. The Education Authority has only capitalized and amortized property and equipment beginning April 1, 1994. Accordingly, our verification of property and equipment and related amortization was limited to the amounts recorded in the records of the Education Authority and we were not able to determine whether any adjustments might be necessary to revenue, amortization expense, annual surplus, deferred capital funding, or accumulated surplus/(deficit).

In our opinion, except for the effect of adjustments, if any, which we might have determined necessary had we been able to satisfy ourselves concerning the completeness of property and equipment and related amortization referred to in the preceding paragraph, these financial statements present fairly, in all material respects, the financial position of the Education Authority as at March 31, 2010 and the results of its operations and cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Winnipeg, Manitoba
June 25, 2010

CHARTERED ACCOUNTANTS



201 - 930 Jefferson Avenue Winnipeg, MB, R2P 1W1 Telephone 204-694-8999 Fax 204-694-6885 E-mail: info@hemenwaysilver.ca

NELSON HOUSE EDUCATION AUTHORITY INC.

STATEMENT OF FINANCIAL POSITION - MARCH 31, 2010

	2010	2009
FINANCIAL ASSETS		
Cash	\$ 206,464	\$ -
Accounts receivable	187,862	159,430
Advances receivable	16,346	6,861
Due from related entities	1,693,083	2,076,740
TOTAL FINANCIAL ASSETS	<u>2,103,755</u>	<u>2,243,031</u>
LIABILITIES		
Bank indebtedness	-	86,905
Operating loan	-	375,000
Accounts payable	418,965	352,825
Employee deductions payable	72,032	47,592
Sick leave reserve	133,730	87,865
Deferred revenue	641,564	342,217
Deferred capital funding	1,502,470	1,547,698
Long-term debt	34,235	31,702
TOTAL LIABILITIES	<u>2,802,996</u>	<u>2,871,804</u>
NET DEBT	<u>(699,241)</u>	<u>(628,773)</u>
NON-FINANCIAL ASSETS		
Property and equipment	1,538,912	1,547,698
Incorporation costs	1,015	1,015
Prepaid expenses	52,041	46,334
TOTAL NON-FINANCIAL ASSETS	<u>1,591,968</u>	<u>1,595,047</u>
ACCUMULATED SURPLUS	<u>\$ 892,727</u>	<u>\$ 966,274</u>

APPROVED BY THE BOARD



NELSON HOUSE EDUCATION AUTHORITY INC.

STATEMENT OF ACCUMULATED SURPLUS

YEAR ENDED MARCH 31, 2010

	2010	2009
Accumulated surplus, beginning of year	\$ 966,274	\$ 954,714
Annual surplus (deficit)	(73,547)	11,560
ACCUMULATED SURPLUS, END OF YEAR	\$ 892,727	\$ 966,274

NELSON HOUSE EDUCATION AUTHORITY INC.

STATEMENT OF CHANGES IN NET DEBT

YEAR ENDED MARCH 31, 2010

	2010	2009
ANNUAL SURPLUS (DEFICIT)	\$ (73,547)	\$ 11,560
Acquisition of property and equipment	(221,854)	(316,885)
Loss on disposal	-	1,391
Amortization of property and equipment	230,640	228,471
	(64,761)	(75,463)
Use of prepaids	(5,707)	(26,773)
(INCREASE) DECREASE IN NET DEBT	(70,468)	(102,236)
NET DEBT AT BEGINNING OF YEAR	(628,773)	(526,537)
NET DEBT AT END OF YEAR	\$ (699,241)	\$ (628,773)

NELSON HOUSE EDUCATION AUTHORITY INC.

STATEMENT OF REVENUE, EXPENDITURES AND ANNUAL SURPLUS (DEFICIT)

YEAR ENDED MARCH 31, 2010

FUND	INAC REVENUE	OTHER AND DEFERRED REVENUE	TOTAL REVENUE	TOTAL EXPENDITURES	2010 SURPLUS (DEFICIT)	2009 SURPLUS (DEFICIT)
Band Operated School	\$5,157,812	\$281,480	\$ 5,439,292	\$ 5,290,419	\$ 148,873	\$ 389,035
Band Operated School - Pension Plan	241,895	-	241,895	669,145	(427,250)	(386,359)
Student Transportation	365,963	(45,922)	320,041	390,095	(70,054)	(261,528)
Operations and Maintenance	612,042	170,522	782,564	869,866	(87,302)	(121,160)
Provincial Schools	107,837	-	107,837	10,784	97,053	94,682
Student Accommodation Services - Provincial	73,781	-	73,781	8,120	65,661	64,230
Post Secondary	1,365,940	-	1,365,940	1,010,551	355,389	359,602
Guidance and Counselling	69,521	-	69,521	50,994	18,527	14,100
Capital Contributions	150,000	113,326	263,326	396,980	(133,654)	(134,236)
Community Approval Process	-	97,606	97,606	97,606	-	-
Skills Link Program - Contribution Funding	28,710	10,456	39,166	28,902	10,264	14,276
New Paths - Contribution Funding	-	-	-	-	-	(51)
Teacher Salary Enhancement - Contribution Funding	108,153	-	108,153	108,635	(482)	(704)
Parental Engagement Strategy - Contribution Funding	33,350	-	33,350	41,732	(8,382)	(8,595)
Teacher Recruitment and Retention - Contribution Funding	53,486	-	53,486	94,952	(41,466)	(11,732)
Special Education - Contribution Funding	1,217,229	(3,177)	1,214,052	1,214,776	(724)	-
	\$9,585,719	\$624,291	\$10,210,010	\$10,283,557	\$ (73,547)	\$ 11,560



NELSON HOUSE EDUCATION AUTHORITY INC.

STATEMENT OF CASH FLOWS

YEAR ENDED MARCH 31, 2010

	2010	2009
CASH FLOWS FROM OPERATING ACTIVITIES		
INAC funding received	\$ 9,585,719	\$ 9,429,063
Nisichawayasihk Trust Office	272,650	146,300
Tuition recovery received	247,346	456,895
Other revenue received	329,980	259,373
Staff and band member advances received (paid)	(9,485)	(9,089)
Salaries, wages and benefits paid	(5,607,958)	(5,344,651)
Bank charges and interest	(10,856)	(16,237)
Other expenses paid	(4,345,091)	(4,215,660)
Net cash received from (paid for) operating activities	<u>462,305</u>	<u>705,994</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Advances from (to) related entities	383,657	(1,228,773)
Bank indebtedness	(86,905)	86,905
Advance from (repayment to) line of credit	(375,000)	375,000
Proceeds from financing	39,521	-
Repayment of long-term debt	(34,782)	(132,627)
Net cash received from (paid for) financing activities	<u>(73,509)</u>	<u>(899,495)</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds of sale of property and equipment	-	250
Purchase of property and equipment	(182,332)	(316,885)
Net cash received from (paid for) investing activities	<u>(182,332)</u>	<u>(316,635)</u>
CASH INCREASE (DECREASE) FOR THE YEAR	206,464	(510,136)
Cash position, beginning of year	-	510,136
CASH POSITION, END OF YEAR	<u>\$ 206,464</u>	<u>\$ -</u>

NELSON HOUSE MEDICINE LODGE INC.

DAYTON BARENZ Certified General Accountant

PO Box 1103, 15 Nelson Road
Thompson, Manitoba R8N 1N9

Phone: (204) 677-4328 Fax: (204) 778-4628 E-mail: dbarenzcg@mb.sympatico.ca

AUDITOR'S REPORT

To The Board of Directors of the
Nelson House Medicine Lodge Inc.

I have audited the statement of financial position of the Nelson House Medicine Lodge Inc. as at March 31, 2010 and the statements of combined revenue and expenditures, unrestricted net assets, net assets invested in property and equipment and cash flows for the year then ended. These financial statements are the responsibility of the organization's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the organization as at March 31, 2010 and the results of its operations and cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.


CERTIFIED GENERAL ACCOUNTANT

Thompson, Manitoba
May 6, 2010



A PROUD MEMBER OF:

THE CERTIFIED GENERAL ACCOUNTANTS
ASSOCIATION of MANITOBA



NELSON HOUSE MEDICINE LODGE INC.

STATEMENT 1

STATEMENT OF FINANCIAL POSITION

MARCH 31,

	OPERATING FUND	CAPITAL FUND	REPLACEMENT RESERVE FUND	2010	2009
ASSETS					
CURRENT ASSETS					
Cash - unrestricted	\$ 275,916	\$	\$	\$ 275,916	\$ 331,154
Cash - restricted			94,827	94,827	133,475
Accounts receivable	80,266			80,266	164,219
Due from related parties	<u>31,290</u>			<u>31,290</u>	<u>76,467</u>
	387,472	-	94,827	482,299	705,315
CAPITAL ASSETS					
		<u>1,603,547</u>		<u>1,603,547</u>	<u>1,600,173</u>
	<u>\$ 387,472</u>	<u>\$ 1,603,547</u>	<u>\$ 94,827</u>	<u>\$ 2,085,846</u>	<u>\$ 2,305,488</u>
LIABILITIES					
CURRENT LIABILITIES					
Accounts payable and accrued liabilities	\$ 55,085	\$	\$	\$ 55,085	\$ 84,413
Security deposits	600			600	600
Deferred revenue	<u>54,793</u>			<u>54,793</u>	<u>58,793</u>
	<u>110,478</u>	-	-	<u>110,478</u>	<u>143,806</u>
NET ASSETS					
Unrestricted (STATEMENT 2)	276,994			276,994	428,034
Equity in Capital Assets (STMT 3)		1,603,547		1,603,547	1,600,173
Restricted			94,827	94,827	133,475
	<u>276,994</u>	<u>1,603,547</u>	<u>94,827</u>	<u>1,975,368</u>	<u>2,161,682</u>
	<u>\$ 387,472</u>	<u>\$ 1,603,547</u>	<u>\$ 94,827</u>	<u>\$ 2,085,846</u>	<u>\$ 2,305,488</u>

Approved on behalf of the board of directors:

Director

Director

NELSON HOUSE MEDICINE LODGE INC.

STATEMENT 2

STATEMENT OF UNRESTRICTED NET ASSETS

YEAR ENDED MARCH 31,

OPERATING FUND

2010 2009

UNRESTRICTED NET ASSETS, <i>beginning of year</i>	\$ 428,034	\$ 343,447
Excess of revenues over expenditures for the year (STATEMENT 4)	(151,040)	84,587
UNRESTRICTED NET ASSETS, <i>end of year (STATEMENT 1)</i>	\$ <u>276,994</u>	\$ <u>428,034</u>

NELSON HOUSE MEDICINE LODGE INC.

STATEMENT 3

STATEMENT OF NET ASSETS INVESTED IN PROPERTY AND EQUIPMENT

2010 2009

EQUITY IN CAPITAL ASSETS, <i>beginning of year</i>	\$ <u>1,600,173</u>	\$ <u>1,694,429</u>
<i>Additions;</i>		
Purchase of property and equipment	<u>112,798</u>	<u>—</u>
<i>Deductions;</i>		
Disposal of property and equipment	(8,000)	
Amortization of property and equipment	(<u>101,424</u>)	(<u>94,256</u>)
	(<u>109,424</u>)	(<u>94,256</u>)
EQUITY IN CAPITAL ASSETS, <i>end of year (STATEMENT 1)</i>	\$ <u>1,603,547</u>	\$ <u>1,600,173</u>



NELSON HOUSE MEDICINE LODGE INC.

STATEMENT 4

STATEMENT OF COMBINED REVENUE AND EXPENDITURES

YEAR ENDED MARCH 31,

	2010	2009
REVENUES		
Health Canada Transfer Agreement	\$ 1,286,661	\$ 1,198,700
Health Canada - Amendment #3 and #4		118,800
Health Canada NNADAP Funding	98,936	93,142
Health Canada NNADAP Clinical Support	211,000	
Health Canada NNADAP Needs Assessment		137,500
Aboriginal Healing Foundation Funding	348,953	360,872
Staff trailer rentals	19,490	18,388
Miscellaneous	<u>48,013</u>	<u>39,848</u>
	<u>2,013,053</u>	<u>1,967,250</u>
EXPENDITURES		
Accreditation	26,713	5,268
Audit and legal fees	9,300	9,300
Bank charges and interest	5,502	3,589
Clinical support	201,440	
Equipment and fixtures	47,213	41,515
Food - Net of recovery of \$14,222 (2009 - \$13,749)	80,737	85,261
Freight	5,373	5,338
Honorariums	44,259	21,000
Kitchen and janitorial	23,232	17,024
Laundry	8,952	8,491
Miscellaneous	45,843	36,882
NNADAP Needs Assessment		125,000
Office supplies	14,754	21,016
Printing supplies	7,580	4,302
Program materials	34,619	30,015
Rent and utilities	150,554	135,746
Salaries & benefits	1,159,452	1,028,304
Training and professional development	35,470	17,504
Transfer to Replacement Reserve	27,718	26,911
Travel	137,032	158,376
Vehicle operation and maintenance	28,624	45,457
Webpage development and maintenance	3,978	17,626
Workshops and special events	<u>65,748</u>	<u>38,738</u>
	<u>2,164,093</u>	<u>1,882,663</u>
EXCESS OF REVENUE OVER EXPENDITURES FOR THE YEAR (STATEMENT 2)	\$ (151,040)	\$ 84,587

NISICHAWAYASIIHK CREE NATION HUMAN RESOURCES DEVELOPMENT AUTHORITY

DAYTON BARENZ

Certified General Accountant

PO Box 1103, 15 Nelson Road
Thompson, Manitoba R8N 1N9

Phone: (204) 677-4328 Fax: (204) 778-4628 E-mail: dbarenzcg@mb.sympatico.ca

AUDITOR'S REPORT

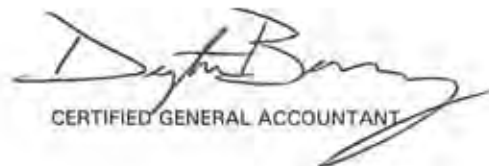
To Board of Directors
Nisichawayasihk Cree Nation Human Resource Development Authority

I have audited the balance sheet of the Nisichawayasihk Cree Nation Human Resource Development Authority as at March 31, 2010 and the statements of revenue, expenditures, fund balance and cash flows for the year then ended. These financial statements are the responsibility of the organization's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the organization as at March 31, 2010 and the results of its operations and the changes in its financial position for the year then ended in accordance with Canadian generally accepted accounting principles.

Thompson, Manitoba
June 18, 2010


CERTIFIED GENERAL ACCOUNTANT



A PROUD MEMBER OF:

THE CERTIFIED GENERAL ACCOUNTANTS
ASSOCIATION of MANITOBA



NISICHAWAYASIIK CREE NATION HUMAN RESOURCE DEVELOPMENT AUTHORITY

STATEMENT 1

BALANCE SHEET

MARCH 31,

	2010	2009
ASSETS		
CURRENT		
Cash	\$ 189,018	\$ 196,681
Accounts receivable	2,110	2,110
Due from First Peoples Development Inc.	50,204	
Due from Nisichawayasihk Cree Nation	<u>26,937</u>	<u>26,937</u>
	268,269	225,728
CAPITAL ASSETS	<u>12,971</u>	<u>18,097</u>
	<u>\$ 281,240</u>	<u>\$ 243,825</u>
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities	\$ 56,684	\$ 35,579
Deferred income (STATEMENT 3)	<u>211,585</u>	<u>190,149</u>
	<u>268,269</u>	<u>225,728</u>
NET ASSETS		
NET ASSETS (STATEMENT 2)	<u>12,971</u>	<u>18,097</u>
	<u>\$ 281,240</u>	<u>\$ 243,825</u>

Approved on behalf of the Board;

.....
Director

.....
Director

DAYTON BARENZ, Certified General Accountant

Thompson, Manitoba

**NISICHAWAYASIIK CREE NATION
HUMAN RESOURCE DEVELOPMENT AUTHORITY**

STATEMENT 2

STATEMENT OF CHANGES IN NET ASSETS

YEAR ENDED MARCH 31,

	Unrestricted	Invested in Capital Assets	- Combined -	
			2 0 1 0	2 0 0 9
BALANCE, <i>beginning of year</i>	\$	\$ 18,097	\$ 18,097	\$ 25,309
Capital asset additions			-	-
Net Income (loss) for year (STATEMENT 3)				
Amortization of capital assets		(5,126)	(5,126)	(7,212)
BALANCE, <i>end of year (STATEMENT 1)</i>	\$	\$ 12,971	\$ 12,971	\$ 18,097

DAYTON BARENZ, Certified General Accountant

Thompson, Manitoba



**NISICHAWAYASIIK CREE NATION
HUMAN RESOURCE DEVELOPMENT AUTHORITY**

STATEMENT 3

STATEMENT OF REVENUE AND EXPENDITURES

YEAR ENDED MARCH 31, 2010

	AMC Employment & Training Fund	INAC Summer Student Fund	INAC Youth Work Experience Fund	CRF Early Childhood Fund	NCN Training Fund	Total
REVENUES						
AMC - Employment & Training Funding	\$ 812,281	\$	\$	\$ 54,268	\$	\$ 866,549
INAC		38,435	45,546			83,981
NCN Trust Office		13,750			36,000	49,750
Other revenues					1,149	1,149
	<u>812,281</u>	<u>52,185</u>	<u>45,546</u>	<u>54,268</u>	<u>37,149</u>	<u>1,001,429</u>
Add funding deferred from previous year	99,610	9,695	16,603	12,586	51,655	190,149
Less funding deferred to following year	<u>(29,452)</u>	<u>(35,535)</u>	<u>(62,149)</u>		<u>(84,449)</u>	<u>(211,585)</u>
	<u>882,439</u>	<u>26,345</u>	<u>0</u>	<u>66,854</u>	<u>4,355</u>	<u>979,993</u>
EXPENDITURES						
Bank charges and interest	618					618
Office and general	22,014				3,236	25,250
Organizational development	37,279					37,279
Professional fees	8,859					8,859
Salaries and benefits	133,139					133,139
Training - Tuition and program costs	485,465			52,995		538,460
Training - Student allowances, top-ups and wages	146,953	26,345				173,298
Telephone, fax and internet	18,193					18,193
Travel	19,834			13,859	1,119	34,812
Workshops and conferences	10,085					10,085
	<u>882,439</u>	<u>26,345</u>	<u>0</u>	<u>66,854</u>	<u>4,355</u>	<u>979,993</u>
NET INCOME (LOSS) FOR YEAR (STATEMENT 2)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

DAYTON BARENZ, Certified General Accountant

Thompson, Manitoba

NISICAWAYASIIK CREE NATION
HUMAN RESOURCE DEVELOPMENT AUTHORITY

STATEMENT 3A

STATEMENT OF REVENUE AND EXPENDITURES

YEAR ENDED MARCH 31, 2009

	AMC Employment & Training Fund	INAC Summer Student Fund	INAC Youth Work Experience Fund	CRF Early Childhood Fund	NCN Training Fund	Total
REVENUES						
AMC - Employment & Training Funding	\$ 812,281	\$	\$	\$ 54,268	\$	\$ 866,549
INAC		33,508	46,409			79,917
NCN Trust Office		15,500				15,500
Other revenues				23,003	28,785	51,788
	812,281	49,008	46,409	77,271	28,785	1,013,754
Add funding deferred from previous year	50,729			67,076	30,777	148,582
Less funding deferred to following year	(99,610)	(9,695)	(16,603)	(12,586)	(51,655)	(190,149)
	763,400	39,313	29,806	131,761	7,907	972,187
EXPENDITURES						
Bank charges and interest	725					725
Office and general	18,168				1,200	19,368
Organizational development	11,946					11,946
Professional fees	6,147					6,147
Salaries and benefits	99,175					99,175
Training - Tuition and program costs	299,640	850	1,294	131,761	2,880	436,425
Training - Student allowances, top-ups and wages	258,475	38,483	28,202			325,140
Telephone, fax and internet	16,657					16,657
Travel	43,363				3,827	47,190
Workshops and conferences	9,104		310			9,414
	763,400	39,313	29,806	131,761	7,907	972,187
NET INCOME (LOSS) FOR YEAR (STATEMENT 2)						
	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

DAYTON BARENZ, Certified General Accountant

Thompson, Manitoba



NISICHAWAYASIIK CREE NATION HUMAN RESOURCE DEVELOPMENT AUTHORITY

STATEMENT 4

STATEMENT OF CASH FLOWS

YEAR ENDED MARCH 31,

	2010	2009
CASH FLOWS FROM OPERATING ACTIVITIES		
AMC - funding received	\$ 816,345	\$ 812,281
Other revenues received	134,880	201,473
Operating expenses paid	(958,888)	(1,000,482)
<i>Net cash received from (paid for) operating activities</i>	(7,663)	13,272
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of capital assets - computer and electronic equipment		
- office furniture and equipment		
<i>Net cash received from (paid for) investing activities</i>	-	
INCREASE (DECREASE) IN CASH RESOURCES DURING YEAR	(7,663)	13,272
CASH RESOURCES, beginning of year	<u>196,681</u>	<u>183,409</u>
CASH RESOURCES, end of year	\$ <u>189,018</u>	\$ <u>196,681</u>
CASH RESOURCES COMPRISED OF:		
Cash	\$ <u>189,018</u>	\$ <u>196,681</u>

DAYTON BARENZ, Certified General Accountant

Thompson, Manitoba

DAYTON BARENZ
Certified General Accountant

PO Box 1103, 15 Nelson Road
Thompson, Manitoba R8N 1N9

Phone: (204) 677-4328 Fax: (204) 778-4628 E-mail: dbarenzcg@mb.sympatico.ca

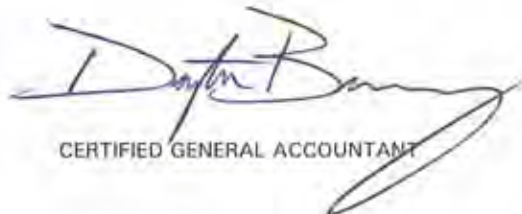
NOTICE TO READER

On the basis of information provided by management, I have compiled the balance sheet of the Atoskiwin Training and Employment Centre as at March 31, 2010 and the statement of changes in net assets and revenues and expenditures for the year then ended.

I have not performed an audit or a review engagement in respect of these financial statements and, accordingly, I express no assurance thereon.

Readers are cautioned that these statements may not be appropriate for their purposes.

Thompson, Manitoba
July 31, 2010


CERTIFIED GENERAL ACCOUNTANT



A PROUD MEMBER OF:

**THE CERTIFIED GENERAL ACCOUNTANTS
ASSOCIATION of MANITOBA**



ATOSKIWIN TRAINING AND EMPLOYMENT CENTRE

STATEMENT 1

BALANCE SHEET

(UNAUDITED - SEE NOTICE TO READER)

MARCH 31,

2010

ASSETS

CURRENT

Cash on hand	\$ 87
Short-term investments	104,208
Accounts receivable	<u>7,200</u>
	111,495

CAPITAL ASSETS

40,708

\$ 152,203

LIABILITIES

CURRENT

Bank indebtedness	\$ 24,056
Accounts payable and accrued liabilities	462,290
Due to Nisichawayasihk Cree Nation	<u>6,000</u>
	<u>492,346</u>

NET ASSETS

NET ASSETS (AT DEFICIT) (STATEMENT 2)

(340,143)

\$ 152,203

Approved on behalf of the Board of Directors;

.....
Director

.....
Director

DAYTON BARENZ, Certified General Accountant

Thompson, Manitoba

ATOSKIWIN TRAINING AND EMPLOYMENT CENTRE

STATEMENT 2

STATEMENT OF CHANGES IN NET ASSETS

(UNAUDITED - SEE NOTICE TO READER)

YEAR ENDED MARCH 31,

	Unrestricted	Invested in Capital Assets	2 0 1 0
NET ASSETS, <i>beginning of year</i>	\$ (262,734)	\$ 58,155	\$ (204,579)
Excess of revenue over expenditures (expenditures over revenue) for the year (STATEMENT 3)	(118,117)		(118,117)
Amortization for the year	_____	(17,447)	(17,447)
NET ASSETS, <i>end of year (STATEMENT 1)</i>	\$ (380,851)	\$ 40,708	\$ (340,143)

DAYTON BARENZ, Certified General Accountant

Thompson, Manitoba



ATOSKIWIN TRAINING AND EMPLOYMENT CENTRE

STATEMENT 3

STATEMENT OF REVENUES AND EXPENDITURES

(UNAUDITED - SEE NOTICE TO READER)

YEAR ENDED MARCH 31,

2010

REVENUES

Tuition and training revenues	\$ 1,564,915
Rental revenues	102,494
Restaurant revenues	151,808
Daycare revenues	3,165
Internet cafe revenues	2,500
Vending machine revenues	856
Interest and other	<u>224</u>
	<u>1,825,962</u>

EXPENDITURES

Bank charges and interest	15,801
Insurance	58,120
Office and general	25,360
Professional fees	10,958
Recruitment and retention	4,069
Rent	25,000
Repairs and maintenance	18,901
Supplies, small tools and equipment	359,986
Telephone, fax and internet	91,967
Training - allowances and wages	189,685
Training - tuition and program expenses	266,451
Training - travel and transportation	3,274
Travel	32,494
Utilities	142,507
Vehicle operation and maintenance	12,117
Wages and employee benefits	<u>687,389</u>
	<u>1,944,079</u>

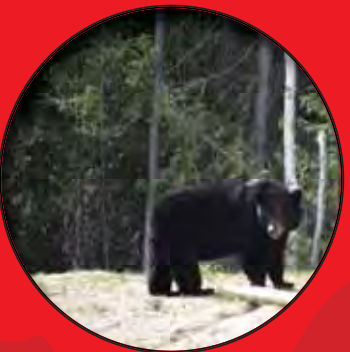
EXCESS OF REVENUE OVER EXPENDITURES

(EXPENDITURES OVER REVENUE) FOR THE YEAR (STATEMENT 2)

\$ (118,117)

DAYTON BARENZ, Certified General Accountant

Thompson, Manitoba



2009-2010 YEAR IN REVIEW



NISICHAWAYASIHK

CREE NATION

Nisichawayasihk Cree Nation

General Delivery

Nelson House, Manitoba R0B 1A0

Phone: (204) 484-2332 Fax: (204) 484-2392