
Consolidated financial statements of Norway House Cree Nation

March 31, 2022

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Management's Responsibility for Financial Reporting

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

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

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

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




Chief

Norway House, Manitoba



Councillor



Councillor



Councillor

Independent Auditor's Report

To Chief and Council of
Norway House Cree Nation

Opinion

We have audited the consolidated financial statements of Norway House Cree Nation (the "Entity"), which comprise the consolidated statement of financial position as at March 31, 2022, and the consolidated statements of operations, change in accumulated surplus, changes in net debt, and cash flow for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at March 31, 2022, and its results of operations, changes in its net debt and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

Deloitte LLP

Chartered Professional Accountants
July 28, 2022

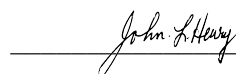
Norway House Cree Nation
Consolidated statement of financial position
As at March 31, 2022

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


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

Approved on behalf of the Council:

, Chief

, Councillor

, Councillor

, Councillor

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

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

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

Norway House Cree Nation**Consolidated statement change in accumulated surplus**Year ended March 31, 2022

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

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

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

Year ended March 31, 2022

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

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

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

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

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

1. Nature of entity

Norway House Cree Nation (the "Entity") is a non-profit and non-taxable entity and is engaged in the social, cultural, educational and economic development of the First Nation citizens of Norway House Cree Nation at Norway House, Manitoba.

2. Summary of significant accounting policies

Basis of accounting

These consolidated financial statements are prepared in accordance with Canadian public sector accounting standards and include the following significant accounting policies:

Reporting entity

The reporting entity includes the Entity's government and all related entities that are either owned or controlled by the Entity. Control is defined as the power to govern the financial and operating policies of another with expected benefits or the risk of loss to the government from the other organizations' activities. Control exists regardless of whether the government chooses to exercise its power to govern so long as it has the ability to govern. Control must exist at the financial statement date, without the need to amend agreements.

Principles of consolidation

Consolidated entities

This method combines the accounts of distinct organizations. It requires uniform accounting policies for the organizations. Inter-organizational balances and transactions are eliminated under this method. This method reports the organizations as if they were one organization. The other government organizations that were consolidated are the following:

Unincorporated departments including:

Norway House Cree Nation CMHC Housing Projects ("CMHC")
Norway House Cree Nation Gaming Commission ("Gaming Commission")

Unincorporated entities including:

York Boat Inn	Keenanow Trust Secretariat
York Boat Diner	Kinosao Sipi Muchipinowin Program ("Muchipinowin")

Incorporated entities including:

Kinosao Sipi Business Development Corporation ("KSBDC")	Molson Lake Lodge 1978 Ltd.
4015029 Manitoba Ltd. (Molson Lake Lodge Parent Company)	4744757 Manitoba Ltd. (KSIW – 333 Maryland)
NHCN Broadband Inc.	Pinaow Wachi Inc.
NHCN Business Centre Inc.	Norway House Pharmacy Ltd.
Jean Folster Place Inc.	Norway House Pharmacy LP ("Pharmacy")
NHCN Health Centre of Excellence Ltd. ("HCE")	Playgreen Development Corporation ("PDC")
NHCN Land Corporation	7133805 Manitoba Ltd. (Indigus Pharmacy LP Parent Company)
10058460 Manitoba Ltd. (Real Estate Holding Company)	

2. Summary of significant accounting policies (continued)

Principles of consolidation (continued)

Government business partnerships

The Entity holds an investment in the Bison Container Homes LLP, Bison Container Homes GP Ltd. ("Bison Container Homes"), Kici Sipi Communications LP, Kici Sipi Communications Ltd. ("Kici Sipi Communications") and Tower Camp. The Entity has determined that these investments meet the definition of a business partnership and has accordingly accounted for these entities using the modified equity method. Under the modified equity method, the contributions to the partnerships are recognized as an investment within the consolidated statement of financial position and the Entity's proportionate share of the partnerships' net surplus/deficit is recognized in the consolidated statement of operations.

Measurement uncertainty

The preparation of consolidated financial statements in accordance with Canadian public accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenditures. Actual results could differ from these estimates.

Accounts receivable are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary.

Amortization is based on the estimated useful lives of tangible capital assets.

Capitalization of labour costs is based on an estimate of the proportionate share of direct labour and overhead labour.

Liabilities for contaminated sites are estimated based on the best information available regarding potentially contaminated sites that the Entity is responsible for.

Tangible capital assets

Tangible capital assets include acquired, built, developed and improved tangible capital assets, whose useful life extends beyond one year and which are intended to be used on an ongoing basis for producing goods or delivering services. Certain assets which have historical or cultural value, including works of art, historical documents and historical or cultural artifacts, are not recognized as tangible capital assets.

Tangible capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

Land improvements	20 years
Buildings	30 years
Leasehold improvements	Term of the lease
Vehicles and equipment	5 – 10 years
Computer hardware and software	5 years
Housing	20 years
Infrastructure	30 years

In the year of acquisition, one-half of the applicable rate is applied.

Construction in progress

Assets under construction are not amortized until the asset is available for use. At completion, the construction costs are closed out to the appropriate asset classification and amortized over its estimated useful life.

2. Summary of significant accounting policies (continued)

Revenue recognition

Government transfers

Government transfers (revenues from non-exchange transactions) are recognized as revenues when the transfer is authorized, any eligibility criteria are met and reasonable estimates of the amounts can be made. Transfers received where there is a stipulation that gives rise to an obligation that meets the definition of a liability are deferred and recognized as revenue as the stipulations are met. Transfers are recognized as deferred revenue when amounts have been received but not all eligibility criteria have been met.

Non-government funding

Non-government funding is recognized as it becomes receivable under the terms of the applicable funding agreements. Funding received under funding agreements that relate to a subsequent fiscal period are reflected as deferred revenue on the statement of financial position in the year of receipt.

Other revenue

Other income, primarily including sales of gas, VLTs, tobacco and fees for service, are recognized upon transfer of title of the product or upon performance of the service and when collectability is reasonably assured.

Inventory

Inventory is valued at the lower cost or net realizable value determined by the first-in, first-out method. Inventory consists of pharmaceuticals, aggregates, bingo paper and supplies.

Cash and cash equivalents

Cash and cash equivalents include cash on hand and balances with the banks.

Portfolio investments

Portfolio investments are recorded at the lower of original cost net of amortized discounts and premiums. When there has been a loss in market value that is not determined to be a temporary decline, the respective investment is written down to recognize the loss.

Pension plans

The Entity maintains a defined contribution pension plan for its personnel. Expenditures for this plan are equal to the Entity's required contribution for the year.

Asset classification

Assets are classified as either financial or non-financial. Financial assets are assets that could be used to discharge existing liabilities or finance future operations. Non-financial assets are acquired, constructed or developed assets that do not provide resources to discharge existing liabilities but are employed to deliver government services, may be consumed in normal operations and are not for resale. Non-financial assets include tangible capital assets, prepaid expenses and inventory.

2. Summary of significant accounting policies (continued)

Investments in government business partnerships

Government business partnerships that are not dependent on the Entity for their continued operations, are included in the consolidated financial statements using the modified equity method. Under the modified equity method, the equity method of accounting is modified only to the extent the business entity accounting principles are not adjusted to conform to those of the Entity. Thus, the Entity's investment in these entities is recorded at acquisition cost and is increased for the proportionate share of post-acquisition earnings and decreased by post acquisition losses and distributions received. The investments that have been disclosed along with the services they provide are as follows:

Kici Sipi Communications

Investment that aims to extend and/or enhance high-capacity broadband infrastructure in rural and remote communities to provide access to quality broadband services to anchor institutions and households so that they can participate in the digital economy.

Tower Camp

Partnership with Cobra Construction to provide accommodations in remote Northern Manitoba locations

Bison Container Homes

Partnership with Cobra Construction to supply innovative modular homes to remote Northern communities.

Program surpluses

Programs funded by government agencies may be subject to recovery by the contributing agencies in accordance with funding agreements.

Segments

Norway House Cree Nation is a diversified government institution that provides a wide range of services to its members, including education, infrastructure maintenance, and medical services, among other services.

Services are provided by departments and their activities are reported in these funds. The departments that have been separately disclosed along with the services they provide are as follows:

Assisted Living

Department that provides services to elementary and secondary students. The department also supports post-secondary students by providing funds for tuition fees, books and living allowances.

Band support

Department that oversees the delivery of all government services. The department is responsible for ensuring that there are adequate policies and procedures in place to safeguard assets and to properly report financial activities. In addition, this department includes the governance of Chief and Council.

2. Summary of significant accounting policies (continued)

Segments (continued)

Broadband

Organization that provides high speed internet services in Norway House, Manitoba and the surrounding areas.

CMHC

Division of the Norway House Cree Nation that administers housing projects which are partially funded by operating agreements with CMHC.

Education

Department that provides services to elementary and secondary students. The department also supports post-secondary students by providing funds for tuition fees, books and living allowances.

Emergency services

Provide timely and safe response, medical assessment and treatment, and medical transport services in emergencies to the community of Norway House Cree Nation.

Employment and training

Department that provides funding to support development and enhancement of essential employability skills, training for high-demand jobs, job finding, and programs for youth and people with disabilities.

Gaming Commission

Department responsible for the operation of licensed gaming activities.

Health and Wellness Foundation

Philanthropic entity dedicated to advancing healthcare and well-being at the Health Centre for Excellence and in the community.

Health Centre of Excellence

Organization that provides integrated medical services to the Norway House Cree Nation community and addresses social, physical, mental and spiritual needs of community.

Health services

Department provides a diverse bundle of services directed towards the well-being of members including activities such as medical transportation, home support services, prenatal and early childhood care, nursing, health representation, traditional healing, family violence prevention and many other smaller programs designed to enhance the health of members.

Housing

Department in charge of all activities related with first nation housing construction and administration, rental units and Residential Repair Assistance Programs (RRAP).

2. Summary of significant accounting policies (continued)

Segments (continued)

Keenanow Trust Secretariat

Organization is an unincorporated, non-profit, non-taxable entity responsible for the administration of funds received from Keenanow Trust. The trust was established to promote social welfare, civic improvement, recreation and the economic, spiritual and cultural welfare of Norway House Cree Nation and its members.

4744757 Manitoba Ltd. ("KSIW")

Entity that operates the rental property located at 333 Maryland in Winnipeg, Manitoba.

Kinosao Sipi Muchipunowin Program

Unincorporated entity that operates radio bingo events in Norway House, Manitoba.

Parks, Recreation and Multi-Plex

Department that runs different programs and activities with the purpose to improve health and quality of life of members. Activities performed include sports coordination, maintenance of public spaces, York Boat Days and other social activities for all members.

Pinaow Wachi

Provides funding for eligible members in need of personal medical and non-medical care in a supported living environment.

Playgreen Development Corporation

Entity that provides civil and site works services to the community.

Public works

Department is responsible for public services such as the operation and maintenance of roads, water and sanitation system and waste management. Maintenance of Norway House Cree Nation buildings and community infrastructure is also included in this segment.

Restorative justice

To facilitate Aboriginal peoples' greater involvement in the administration of justice in the Province of Manitoba and the Government of Canada.

Safety Officer's Program

Department responsible for internal security and law enforcement. The main activities include handling of domestic issues, traffic accidents, finding missing persons and filling out paperwork.

Social services

Department that is responsible for administering assistance payments as well as providing services directed towards members.

2. Summary of significant accounting policies (continued)

Segments (continued)

VLT Operations

Department responsible for the operations of the video lottery terminals.

Youth

Perform programs and activities for youth in matters such as education, culture, health, economic development, welfare, housing and infrastructure and sports and recreation.

Enterprises

Includes the activities of Norway House Cree Nation related entities including:

Kinosao Sipi Business Development Corporation

Organization that undertakes economic development projects with the goal of generating revenues and employing members.

York Boat Diner

Entity that provides restaurant services.

York Boat Inn

Motel services provided at building located in Norway House, Manitoba. Activities include front desk, janitorial and cleaning services.

Molson Lake Lodge (1978) Ltd.

Real estate leasing entity that holds a fly-in fishing lodge and outposts.

Norway House Pharmacy Ltd.

General partner of Norway House Pharmacy Limited Partnership. Entity that provides for the safe supply and use of medicines by patients and members.

For each reported segment, revenue and expenditures include amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. Therefore, certain allocation methodologies are employed in the preparation of segmented financial information, including administrative expense transfers that have been apportioned based on 10-15% of expenses.

The accounting policies used in these segments are consistent with those followed in the preparation of the financial statements as disclosed in the summary of significant accounting policies.

3. Accounts receivable

	2022	2021
	\$	\$
Other	8,655,485	9,482,357
Keenanow Trust Secretariat receivables	2,963,890	290,268
Province of Manitoba	1,398,776	712,490
Manitoba Keewatinowi Okimakanak Inc. (MKO)	946,146	511,937
Norway House Fisherman's Co-op Ltd.	879,041	579,041
Broadband customers	728,925	400,589
Manitoba Hydro	613,474	2,062,905
PDC customers	546,240	—
JNR Construction Joint Venture income	453,597	—
Indigenous Services Canada (ISC)	307,558	4,093,181
Norway House Trappers Association	300,000	200,000
Pharmacy benefit providers	125,040	75,566
Government remittances receivable	-	237,978
Allowance for doubtful accounts	(7,534,588)	(8,291,507)
	10,383,584	10,354,805

4. Cash held in trust

	2022	2021
	\$	\$
ISC - Trust funds	134,241	105,183

The trust funds arise from monies derived from capital or revenue sources as outlined in Section 62 of the Indian Act. These funds are held in trust in the Consolidated Revenue Fund of the Government of Canada. The management of these funds is primarily governed by Sections 63 to 69 of the Indian Act.

5. Accounts payable and accrued liabilities

	2022	2021
	\$	\$
Accounts payable	14,539,226	16,197,972
Accrued liabilities	6,285,646	3,581,853
Payroll liabilities	3,444,948	2,994,539
Government remittances payable	284,036	—
	24,553,856	22,774,364

Norway House Cree Nation
Notes to the consolidated financial statements
March 31, 2022

5. Accounts payable and accrued liabilities (continued)

	Band	Camp Operations	CMHC	Gaming Centre	HCE	KSBDC	KSIW	Keenanow Trust Secretariat
	\$	\$	\$	\$	\$	\$	\$	\$
Accounts payable	10,738,874	—	19,197	—	2,846,288	8,478	26,594	103,754
Accrued liabilities	311,365	—	—	5,250	5,629,920	14,000	6,000	—
Payroll liabilities	3,394,166	—	—	—	—	—	—	—
Government remittances payable	131,811	29,095	—	—	—	68,429	28,807	—
	14,576,216	29,095	19,197	5,250	8,476,208	90,907	61,401	103,754

	Molson Lake Lodge	Muchipunowin	PDC	Pharmacy	Pinaow Wachi	York Boat Inn & Diner	2022	2021
	\$	\$	\$	\$	\$	\$	\$	\$
Accounts payable	—	55,045	323,205	144,950	143,686	129,155	14,539,226	16,197,972
Accrued liabilities	5,000	289,111	—	10,000	15,000	—	6,285,646	3,581,853
Payroll liabilities	—	—	—	—	50,782	—	3,444,948	2,994,539
Government remittances payable	—	—	21,036	—	—	4,858	284,036	—
	5,000	344,156	344,241	154,950	209,468	134,013	24,553,856	22,774,364

6. Deferred revenue

	2022	2021
	\$	\$
Deferred revenue consists of the following		
ISC - Band funding	8,318,649	207,128
ISC - Health Centre of Excellence capital funding	8,102,245	20,655,555
Keenanow Trust	3,254,650	397,487
Frontier	2,368,089	—
Assembly of Manitoba Chiefs	500,000	809,046
Manitoba Keewatinowi Okimakanak	344,258	—
CMHC Rapid Housing Initiative	327,874	3,929,615
Keewatinohk Inniniw Minoayawin	230,138	233,373
Northwest Company	53,356	53,356
Other	31,425	7,328
	23,530,684	26,292,888

7. Portfolio investments

	2022		2021
	Carrying value \$	Market value \$	Carrying value \$
Guaranteed investment certificates			
Royal Bank of Canada	75,000	75,000	75,000
Bank of Montreal	7,217,500	7,217,500	—
Total	7,292,500	7,292,500	75,000

Guaranteed investment certificates have effective interest rates of 0.10% to 0.25% (2021 – 0.75%) and mature in less than one year.

8. Investments in government business partnerships

	Ownership %	2021 Carrying amount \$	Contributions \$	Share of income (loss) \$	Distributions \$	2022 Carrying amount \$
Bison Container Homes	51	—	5	473,510	—	473,515
Kici Sipi Communications	50	—	2,288,923	(783)	—	2,288,140
Tower Camp	52	—	178,796	121,651	(121,651)	178,796
Total		—	2,467,724	594,378	(121,651)	2,940,451

9. Long-term debt

	2022	2021
	\$	\$
Bank of Montreal		
\$8,034 payable monthly including interest at 4.99%, maturing November 1, 2025, secured by a first charge on equipment.	322,425	400,612
\$148,426 payable monthly including interest at 6.25%, maturing January 1, 2025, secured by a first charge on equipment and building.	21,812,011	22,215,928
\$33,020 payable monthly including interest at 3.80%, maturing December 7, 2024, secured by a first charge on equipment.	1,033,097	—
CWB National Leasing		
\$7,025 payable monthly including interest of 5.75% maturing August 1, 2022, secured by a first charge on equipment.	27,721	108,174
\$1,132 payable monthly including interest at 6.81%, maturing May 31, 2024, secured by a first charge on equipment.	27,503	38,791
\$3,725 payable monthly including interest at 5.44%, maturing October 1, 2022, secured by a first charge on equipment.	25,707	67,763
Scotiabank		
\$1,191 payable monthly including interest at 1.99%, maturing November 3, 2026, secured by a first charge on equipment.	63,648	—
Bodkin		
\$2,139 payable monthly including interest of 6.81%, maturing November 7, 2022, secured by a first charge on equipment.	16,779	40,423
Daimler		
\$3,283 payable monthly including interest of 8.39%, maturing September 9, 2024, secured by a first charge on equipment.	88,585	119,144
Carry forward	23,417,476	22,990,835

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9. Long-term debt (continued)

	2022 \$	2021 \$
Balance carried forward	23,417,476	22,990,835
Komatsu International (Canada) Inc.		
\$4,209 payable monthly, 0% interest, maturing November 27, 2022, secured by a first charge on equipment.	33,676	84,190
\$8,971 payable monthly, 0% interest, maturing April 1, 2023, secured by a first charge on equipment.	116,121	223,770
\$9,895 payable monthly, 0% interest, maturing December 2, 2022, secured by a first charge on equipment.	89,052	207,789
\$3,516 payable monthly, 0% interest, maturing April 1, 2024, secured by a first charge on equipment.	87,911	130,108
\$3,516 payable monthly, 0% interest, maturing April 1, 2024, secured by a first charge on equipment.	87,911	130,108
\$4,833 payable monthly, 0% interest, maturing April 1, 2024, secured by a first charge on equipment.	120,833	178,833
\$5,957 payable monthly, 6.00% interest, maturing October 14, 2023, secured by a first charge on equipment.	107,710	170,662
\$5,548 payable monthly, 0% interest, maturing December 2, 2024, secured by a first charge on equipment.	183,096	—
\$7,037 payable monthly, 0% interest, maturing August 25, 2024, secured by a first charge on equipment.	204,086	—
\$6,492 payable monthly, 0% interest, maturing January 25, 2025, secured by a first charge on equipment.	220,717	—
Ford Credit		
\$1,149 payable monthly including interest at 7.48%, maturing January 13, 2024, secured by a first charge on equipment.	23,546	35,096
\$1,196 payable monthly including interest at 7.48%, maturing January 13, 2024, secured by a first charge on equipment.	24,511	36,534
\$593 payable monthly including interest at 9.08%, maturing January 18, 2024, secured by a first charge on equipment.	26,185	38,641
\$663 payable monthly including interest at 2.02%, maturing May 24, 2024, secured by a first charge on equipment.	24,379	31,760
\$751 payable monthly including interest at 1.01%, maturing May 24, 2024, secured by a first charge on equipment.	19,307	28,078
\$653 payable monthly including interest at 0.00%, maturing October 27, 2025, secured by a first charge on equipment.	28,071	35,905
\$653 payable monthly including interest at 0.00%, maturing November 10, 2025, secured by a first charge on equipment.	28,724	36,558
\$781 payable monthly including interest at 0.00%, maturing November 10, 2025, secured by a first charge on equipment.	34,378	43,754
\$756 payable monthly including interest at 0.00%, maturing November 18, 2025, secured by a first charge on equipment.	33,278	42,354
\$829 payable monthly including interest at 0.99%, maturing September 27, 2027, secured by a first charge on equipment.	53,259	—
\$829 payable monthly including interest at 0.99%, maturing September 27, 2027, secured by a first charge on equipment.	53,231	—
Carry forward	25,017,458	24,444,975

9. Long-term debt (continued)

	2022	2021
	\$	\$
Balance carried forward	25,017,458	24,444,975
First People's Economic Growth Fund \$4,150 payable monthly including interest at 0.00%, maturing December 1, 2027 secured by a promissory note signed by Kinosao Sipi Business Development Corporation and a loan guarantee signed by the Entity.	290,500	—
Mercado \$5,310 payable monthly including interest at 6.96%, maturing June 25, 2027, secured by a first charge on equipment.	279,560	—
Bank of Montreal Demand loan non-revolving from the Bank of Montreal up to \$3,800,000 repayable in monthly payments of \$22,927 principal plus interest at the prime rate plus 1.25%. Loan is secured by a general security agreement providing a first fixed and floating charge over the assets of 4015029 Manitoba Ltd., and a registered first charge of collateral mortgage of \$5,000,000 over 333 Maryland St. property.	3,172,159	3,326,214
CMHC Forgivable loan over 15 years, in 2025, as long as the building is used for a shelter.	140,000	175,000
Frontier School Division \$150,000 payable monthly including interest at 3.75%, matured April 30, 2021.	—	2,368,089
NHCN Housing Projects Peace Hills Trust Construction mortgage, payable in blended monthly instalments of \$22,714 and interest rate of 3.75% renewable on November 1, 2022.	3,525,639	3,665,040
Royal Bank of Canada Demand loan payable in annual instalments of \$110,570 less interest at 3.08% payable monthly maturing April 1, 2024, secured by 35 housing units.	331,710	442,281
Carry forward	32,757,026	34,421,599

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9. Long-term debt (continued)

	2022	2021
	\$	\$
Balance carried forward	32,757,026	34,421,599
Royal Bank of Canada (continued)		
Demand loan payable in monthly instalments of \$15,310, less interest at 2.40% payable monthly, maturing April 1, 2025, secured by 36 housing units.	547,122	715,492
Demand loan payable in monthly instalments of \$12,817 including interest at 3.36%, maturing June 1, 2023, secured by a Band Council Resolution supporting the apartment building construction loan in the original amount of \$2,400,000 and acknowledgement from ISC as to loan funding, terms and conditions.	862,717	985,268
Demand loan, repayable in monthly instalments of \$4,915 including interest at 2.96%, maturing February 1, 2025, secured by a Band Council Resolution committing to a loan for the purchase of trailers.	415,159	461,097
Demand loan, repayable in monthly instalments of \$12,991 plus interest at 1.86%, maturing December 1, 2025, secured by a Band Council Resolution supporting a loan facility of \$2,652,000 to fund the construction of the 33-unit CMHC project.	1,297,111	1,421,038
Demand loan payable in monthly instalments of \$14,622 including interest at 2.26%, due on demand secured by 33 trailer units.	1,466,468	1,552,837
Demand loan payable in monthly instalments of \$10,552 including interest at 1.87%, maturing February 1, 2026, secured by teacherage units.	1,038,508	1,153,522
Mortgage payable, 3.99%, repayable in bi-weekly instalments of \$259, due May 26, 2023.	22,229	27,044
Mortgage payable, 7.45%, repayable in bi-weekly instalments of \$437, due April 9, 2022.	44,427	52,251
CMHC Housing Projects		
Canada Mortgage and Housing Corporation		
Mortgage payable, 1.80%, repayable in monthly instalments of \$5,786 due June 1, 2023.	85,757	152,996
Mortgage payable, 1.35%, repayable in monthly instalments of \$4,472, due July 1, 2026.	225,755	276,006
Mortgage payable, 1.97%, repayable in monthly instalments of \$3,559, due October 1, 2027.	225,635	263,505
Mortgage payable, 1.97%, repayable in monthly instalments of \$3,107, due September 1, 2027.	194,203	227,318
Mortgage payable, 1.97%, repayable in monthly instalments of \$2,075, due September 1, 2027.	129,700	151,816
Mortgage payable, 2.39%, repayable in monthly instalments of \$4,585, due March 1, 2028.	307,386	354,484
Mortgage payable, 1.86%, repayable in monthly instalments of \$1,440, due January 1, 2029.	110,875	125,955
Mortgage payable, 1.83%, repayable in monthly instalments of \$1,888, due November 1, 2024.	58,919	80,287
Carry forward	39,788,997	42,422,515

9. Long-term debt (continued)

	2022	2021
	\$	\$
Balance carried forward	39,788,997	42,422,515
CMHC Housing Projects (continued)		
Canada Mortgage and Housing Corporation (continued)		
Mortgage payable, 0.68%, repayable in monthly instalments of \$4,378, due August 1, 2025.	177,386	228,531
Mortgage payable, 2.39%, repayable in monthly instalments of \$6,882, due February 1, 2032.	728,939	793,350
Mortgage payable, 0.71%, repayable in monthly instalments of \$10,033, due February 1, 2035.	1,485,527	1,594,965
Mortgage payable, 0.71%, repayable in monthly instalments of \$4,895, due July 1, 2035.	747,068	800,304
Mortgage payable, 2.68%, repayable in monthly instalments of \$15,959, due September 1, 2033.	1,894,935	2,033,915
Mortgage payable, 2.21%, repayable in monthly instalments of \$10,591, due February 1, 2034.	1,330,978	1,427,627
Mortgage payable, 2.61% repayable in monthly instalments of \$13,856, due December 1, 2043.	2,760,738	2,854,010
Mortgage payable, 0.73% repayable in monthly instalments of \$7,663, due July 1, 2045.	1,972,461	2,049,730
Mortgage payable, terms to be determined upon completion of project.	1,592,447	1,592,447
Mortgage payable, terms to be determined upon completion of project.	394,857	394,857
Mortgage payable, terms to be determined upon completion of project.	252,631	—
Forgivable loan over 5 years, in 2028, as long as the building is occupied by band member(s) with a total household income at or below the income threshold during this earning period.	61,824	—
Forgivable loan over 5 years, in 2028, as long as the building is occupied by band member(s) with a total household income at or below the income threshold during this earning period.	400	—
Total long-term debt	53,189,188	56,192,251

Long-term debt for CMHC projects financed by the Canada Mortgage and Housing Corporation, the Royal Bank and the Toronto-Dominion Bank are secured by a CMHC undertaking to insure the properties, a commitment letter, lender's loan agreement, ministerial guarantee and an assignment of fire insurance.

9. Long-term debt (continued)

The majority of the long-term debt held by the Entity is for the purpose of financing housing projects and mortgages. The remaining long-term debt balance relates to equipment and building loans as presented below:

	2022	2021
	\$	\$
Housing	46,241,524	48,268,898
Equipment	3,775,505	2,229,050
Building	3,172,159	3,326,214
Education	—	2,368,089
	<u>53,189,188</u>	<u>56,192,251</u>

Principal payments due in the next five years, assuming all term debt is subject to contractual terms of repayment and long-term debt subject to refinancing is renewed, are estimated as follows:

	\$
2023	4,045,745
2024	3,773,212
2025	3,422,206
2026	2,659,561
2027	2,534,381
Thereafter	<u>36,754,083</u>
	<u>53,189,188</u>

10. Tangible capital assets

	General tangible capital assets				
	Land and land improvements \$	Buildings and leasehold improvements \$	Vehicles and equipment \$	Computer hardware and software \$	Housing \$
Cost					
Opening costs	396,682	106,179,472	41,407,226	483,419	90,670,047
Additions during the year	1,110,770	1,138,854	6,474,300	77,891	2,925,888
Transfers out of construction in progress	—	—	—	—	2,040,638
Disposals and write downs	—	—	(1,638,782)	—	(129,800)
Closing costs	1,507,452	107,318,326	46,242,744	561,310	95,506,773
Accumulated amortization					
Opening accumulated amortization	8,213	42,439,829	23,066,230	338,676	41,904,109
Amortization	23,247	3,591,839	3,662,331	86,884	5,040,034
Disposals and write downs	—	—	(222,328)	—	(129,800)
Closing accumulated amortization	31,460	46,031,668	26,506,233	425,560	46,814,343
Net book value of tangible capital assets	1,475,992	61,286,658	19,736,511	135,750	48,692,430

10. Tangible capital assets (continued)

	Infrastructure				
	Roads and sidewalks	Water and sewer	Telecom	Construction in progress	2022
	\$	\$	\$	\$	\$
Cost					
Opening costs	16,619,555	25,647,383	13,333,207	63,981,301	358,718,292
Additions during the year	1,803,168	1,438,844	971,116	63,321,168	79,261,999
Transfers out of construction in progress	—	—	—	(2,040,638)	—
Disposals and write downs	—	—	—	(1,768,582)	(522,080)
Closing costs	18,422,723	27,086,227	14,304,323	125,261,831	436,211,709
Accumulated amortization					
Opening accumulated amortization	9,973,326	10,100,498	3,608,860	—	131,439,741
Amortization	583,802	858,952	458,459	—	14,305,548
Disposals and write downs	—	—	—	—	(352,128)
Closing accumulated amortization	10,557,128	10,959,450	4,067,319	—	145,393,161
Net book value of tangible capital assets	7,865,595	16,126,777	10,237,004	125,261,831	290,818,548

10. Tangible capital assets (continued)

	Band \$	Broadband \$	CMHC \$	HCE \$	KSBDC \$	KSIW \$	Molson Lake Lodge \$
Cost							
Opening costs	231,903,382	11,479,495	31,889,587	57,862,903	6,820,402	6,824,265	1,912,365
Additions during the year	25,753,183	964,491	1,465,897	48,106,768	1,224,205	330,938	—
Disposals and write downs	(1,742,582)	—	—	—	—	—	—
Closing costs	255,913,983	12,443,986	33,355,484	105,969,671	8,044,607	7,155,203	1,912,365
Accumulated amortization							
Opening accumulated amortization	102,378,564	2,006,050	13,484,478	415,135	3,966,295	2,514,467	1,775,126
Amortization	10,215,868	398,725	1,776,734	847,110	227,658	254,058	59,083
Disposals and write downs	(326,128)	—	—	—	—	—	—
Closing accumulated amortization	112,268,304	2,404,775	15,261,212	1,262,245	4,193,953	2,768,525	1,834,209
Net book value of tangible capital assets	143,645,679	10,039,211	18,094,272	104,707,426	3,850,654	4,386,678	78,156

	Muchipunowin \$	Other \$	Pharmacy \$	Pinaow Wachi \$	York Boat Inn & Diner \$	2022 \$	2021 \$
Cost							
Opening costs	265,806	2,153,644	731,750	4,318,329	2,556,364	358,718,292	302,446,710
Additions during the year	—	837,910	109,394	467,884	1,329	79,261,999	56,793,662
Disposals and write downs	(26,000)	—	—	—	—	(1,768,582)	(522,080)
Closing costs	239,806	2,991,554	841,144	4,786,213	2,557,693	436,211,709	358,718,292
Accumulated amortization							
Opening accumulated amortization	112,179	761,482	499,522	2,247,745	1,278,698	131,439,741	114,821,265
Amortization	37,202	62,778	117,292	189,077	119,963	14,305,548	16,847,012
Disposals and write downs	(26,000)	—	—	—	—	(352,128)	(228,536)
Closing accumulated amortization	123,381	824,260	616,814	2,436,822	1,398,661	145,393,161	131,439,741
Net book value of tangible capital assets	116,425	2,167,294	224,330	2,349,391	1,159,032	290,818,548	227,278,551

11. Inventory

	2022	2021
	\$	\$
Norway House Pharmacy	464,856	411,601
Playgreen Development Corporation	395,414	729,000
Norway House Cree Nation Gaming Commission	11,735	22,769
Kinosao Sipi Business Development Corporation	4,500	6,000
York Boat Inn	4,000	4,000
	880,505	1,173,370

12. Other revenue

	2022	2021
	\$	\$
Other	1,216,063	1,396,606
Income (loss) from government business partnership - Bison Container Homes	506,456	(32,946)
Pinaow Wachi - resident fees	319,618	310,949
Gaming Commission - license fees/sales	136,103	138,857
Income from government business partnership - Tower Camp	121,651	—
Band Support - interest	115,898	424,230
Health and Wellness Foundation	55	200
	2,415,844	2,237,896

13. Economic dependence

Norway House Cree Nation receives a major portion of its revenues pursuant to funding arrangements with Indigenous Services Canada.

14. Contingencies

Norway House Cree Nation has entered into contribution agreements with various government departments. Funding received under these contribution agreements is subject to repayment if Norway House Cree Nation fails to comply with the terms and conditions of the agreements.

15. Pension plan

Norway House Cree Nation provides a defined contribution pension plan to its employees. The net expense for the period is \$374,023 (\$313,709 in 2021).

Employees contribute 3% of their earnings to the entity's pension plan. The entity matches these employee contributions.

16. Segment disclosure

	Assisted Living		Broadband		Band Support	
	2022	2021	2022	2021	2022	2021
	\$	\$	\$	\$	\$	\$
Revenue and capital contributions						
Federal government	4,006,161	3,195,252	—	—	4,189,034	4,890,503
Provincial government	—	—	—	—	1,625,077	1,699,642
Economic activities	5,850	7,220	1,290,973	1,523,225	2,581,905	2,269,299
Other revenue	—	—	—	—	1,297,666	591,812
	4,012,011	3,202,472	1,290,973	1,523,225	9,693,682	9,451,256
Expenditures						
Salaries and benefits	315,539	265,987	113,532	217,068	3,200,984	1,665,861
Amortization	—	—	398,725	372,797	328,176	736,727
Debt servicing	—	—	—	—	1,644,814	1,570,889
Other expenses	2,031,923	1,429,901	916,844	827,876	8,754,481	6,365,812
	2,347,462	1,695,888	1,429,101	1,417,741	13,928,455	10,339,289
Annual surplus (deficit)	1,664,549	1,506,584	(138,128)	105,484	(4,234,773)	(888,033)

16. Segment disclosure (continued)

	CMHC		Education		Emergency Services	
	2022	2021	2022	2021	2022	2021
	\$	\$	\$	\$	\$	\$
Revenue and capital contributions						
Federal government	2,991,474	1,994,442	38,509,169	40,056,163	1,085,839	593,774
Provincial government	—	—	1,736,098	2,470,719	—	—
Economic activities	1,011,888	999,645	2,450	55,058	—	—
Other revenue	—	—	410	204,828	962	—
	4,003,362	2,994,087	40,248,127	42,786,768	1,086,801	593,774
Expenditures						
Salaries and benefits	—	—	1,234,271	1,251,963	1,138,593	1,133,902
Amortization	1,776,734	4,703,030	1,751,593	1,751,593	24,711	46,110
Debt servicing	234,008	256,355	—	185,806	—	—
Other expenses	938,533	544,118	32,140,265	28,072,711	313,745	167,614
	2,949,275	5,503,503	35,126,129	31,262,073	1,477,049	1,347,626
Annual surplus (deficit)	1,054,087	(2,509,416)	5,121,998	11,524,695	(390,248)	(753,852)

16. Segment disclosure (continued)

	Employment and Training		Enterprises		Gaming Commission	
	2022	2021	2022	2021	2022	2021
	\$	\$	\$	\$	\$	\$
Revenue and capital contributions						
Federal government	—	—	—	352,394	—	—
Provincial government	1,679,951	1,666,835	206,000	245,769	—	—
Economic activities	—	—	8,438,118	7,597,301	309,152	288,585
Other revenue	—	—	57,442	19,940	—	—
	1,679,951	1,666,835	8,701,560	8,215,404	309,152	288,585
Expenditures						
Salaries and benefits	480,915	287,958	2,432,022	2,173,798	23,450	17,400
Amortization	—	—	582,162	567,847	4,611	2,827
Debt servicing	—	—	1,254	194	—	—
Other expenses	860,974	1,240,978	5,228,855	4,586,450	325,868	181,027
	1,341,889	1,528,936	8,244,293	7,328,289	353,929	201,254
Annual surplus (deficit)	338,062	137,899	457,267	887,115	(44,777)	87,331

16. Segment disclosure (continued)

	Health and Wellness Foundation		Health Centre of Excellence		Health Services	
	2022	2021	2022	2021	2022	2021
	\$	\$	\$	\$	\$	\$
Revenue and capital contributions						
Federal government	—	—	50,531,895	42,075,487	33,867,373	29,768,848
Provincial government	—	—	—	—	—	148,688
Economic activities	—	—	—	—	—	—
Other revenue	55	200	72,207	54,439	81,490	30,199
	55	200	50,604,102	42,129,926	33,948,863	29,947,735
Expenditures						
Salaries and benefits	—	—	57,662	68,611	9,282,961	6,734,029
Amortization	—	—	847,110	415,135	503,436	534,848
Debt servicing	—	—	—	—	—	—
Other expenses	—	6,000	2,754,457	3,276,420	7,904,845	6,061,866
	—	6,000	3,659,229	3,760,166	17,691,242	13,330,743
Annual surplus (deficit)	55	(5,800)	46,944,873	38,369,760	16,257,621	16,616,992

16. Segment disclosure (continued)

	Housing		Keenanow Trust Secretariat		KSIW	
	2022	2021	2022	2021	2022	2021
	\$	\$	\$	\$	\$	\$
Revenue and capital contributions						
Federal government	3,887,141	1,202,938	—	—	—	—
Provincial government	3,235	84,746	—	—	—	—
Economic activities	259,116	245,927	659,465	202,260	1,760,906	1,023,161
Other revenue	11,168	86,725	14,609	210	—	—
	4,160,660	1,620,336	674,074	202,470	1,760,906	1,023,161
Expenditures						
Salaries and benefits	938,108	753,314	82,244	214,633	452,521	416,729
Amortization	3,411,800	3,277,887	—	—	254,058	240,445
Debt servicing	—	—	—	—	121,072	125,786
Other expenses	941,411	764,936	110,407	365,799	1,271,671	1,056,671
	5,291,319	4,796,137	192,651	580,432	2,099,322	1,839,631
Annual surplus (deficit)	(1,130,659)	(3,175,801)	481,423	(377,962)	(338,416)	(816,470)

16. Segment disclosure (continued)

	Muchipunowin		Parks, Recreation, and Multi-Plex		Pinaow Wachi	
	2022	2021	2022	2021	2022	2021
	\$	\$	\$	\$	\$	\$
Revenue and capital contributions						
Federal government	—	—	2,667,136	—	1,951,992	1,351,271
Provincial government	—	—	—	—	651,300	651,300
Economic activities	3,345,975	5,006,813	285,897	119,147	319,618	310,949
Other revenue	—	—	127,804	60,781	—	—
	3,345,975	5,006,813	3,080,837	179,928	2,922,910	2,313,520
Expenditures						
Salaries and benefits	594,673	397,577	695,289	587,124	2,411,788	2,105,149
Amortization	37,202	33,481	600,706	602,858	189,076	131,140
Debt servicing	—	—	—	—	—	—
Other expenses	2,933,359	3,360,232	1,126,679	409,147	704,250	668,910
	3,565,234	3,791,290	2,422,674	1,599,129	3,305,114	2,905,199
Annual surplus (deficit)	(219,259)	1,215,523	658,163	(1,419,201)	(382,204)	(591,679)

16. Segment disclosure (continued)

	Playgreen Development Corporation		Public Works		Restorative Justice	
	2022	2021	2022	2021	2022	2021
	\$	\$	\$	\$	\$	\$
Revenue and capital contributions						
Federal government	—	—	10,443,260	8,130,230	70,000	116,888
Provincial government	811,678	—	—	—	80,000	—
Economic activities	3,467,027	3,151,774	816,550	2,017,136	—	—
Other revenue	—	—	66,722	42,384	—	—
	4,278,705	3,151,774	11,326,532	10,189,750	150,000	116,888
Expenditures						
Salaries and benefits	2,054,247	1,830,750	3,214,986	2,054,346	113,475	73,976
Amortization	1,586,427	1,322,501	1,995,680	2,096,754	—	—
Debt servicing	64,186	56,588	—	—	—	—
Other expenses	6,254,460	4,001,527	4,070,207	4,254,711	39,178	74,246
	9,959,320	7,211,366	9,280,873	8,405,811	152,653	148,222
Annual surplus (deficit)	(5,680,615)	(4,059,592)	2,045,659	1,783,939	(2,653)	(31,334)

16. Segment disclosure (continued)

	Safety Officer's Program		Social Services		VLT	
	2022	2021	2022	2021	2022	2021
	\$	\$	\$	\$	\$	\$
Revenue and capital contributions						
Federal government	—	—	13,759,207	12,443,951	—	—
Provincial government	735,018	—	—	—	—	—
Economic activities	—	—	—	—	15,429,038	11,100,347
Other revenue	—	—	—	—	—	—
	735,018	—	13,759,207	12,443,951	15,429,038	11,100,347
Expenditures						
Salaries and benefits	583,024	483,941	617,324	506,931	397,237	465,032
Amortization	—	—	13,341	11,032	—	—
Debt servicing	—	—	—	—	—	—
Other expenses	93,871	78,935	13,556,647	14,432,923	12,701,710	9,060,972
	676,895	562,876	14,187,312	14,950,886	13,098,947	9,526,004
Annual surplus (deficit)	58,123	(562,876)	(428,105)	(2,506,935)	2,330,091	1,574,343

16. Segment disclosure (continued)

	Youth		Elimination		Total	
	2022	2021	2022	2021	2022	2021
	\$	\$	\$	\$	\$	\$
Revenue and capital contributions						
Federal government	764,206	266,487	(1,951,992)	(1,351,271)	166,771,895	145,087,359
Provincial government	—	—	—	—	7,528,357	6,967,699
Economic activities	—	—	(4,742,193)	(2,010,088)	35,241,735	33,907,757
Other revenue	—	—	(107,890)	(620,564)	1,622,645	470,954
	764,206	266,487	(6,802,075)	(3,981,923)	211,164,632	186,433,769
Expenditures						
Salaries and benefits	207,049	304,139	—	—	30,641,894	24,010,218
Amortization	—	—	—	—	14,305,548	16,847,012
Debt servicing	—	—	—	—	2,065,334	2,195,618
Other expenses	—	—	(6,802,075)	(3,981,923)	99,172,565	87,307,859
	207,049	304,139	(6,802,075)	(3,981,923)	146,185,341	130,360,707
Annual surplus (deficit)	557,157	(37,652)	—	—	64,979,291	56,073,062

17. Expense by object

The following is a summary of expenses by object:

	2022	2021
	\$	\$
Administration	2,236,331	1,752,912
Amortization of tangible capital assets	14,305,548	16,847,012
Bad debt	948,174	168,928
Bank charges	229,896	311,572
Cost of good sold	10,575,703	7,795,197
Debt servicing	2,065,334	2,195,618
Event expense	12,592,215	8,832,179
Insurance	1,081,606	905,315
Meals and entertainment	447,064	59,858
Miscellaneous	950,273	798,890
Professional fees	6,215,375	7,807,762
Program costs	50,057,595	46,060,740
Rent	757,379	390,965
Repairs and maintenance	2,817,958	2,027,950
Salaries and benefits	30,641,894	24,010,218
Supplies	6,231,580	5,426,587
Training	125,614	68,692
Travel	2,454,271	3,408,297
Utilities	1,451,531	1,492,015
	146,185,341	130,360,707

18. Government transfers

	Operations	Capital	2022 Total
	\$	\$	\$
Federal Government Transfers			
Indigenous Services Canada	111,528,257	50,131,895	161,660,152
Canada Mortgage and Housing Corporation	4,819,652	—	4,819,652
Manitoba Keewatinowi Okimakanak	2,337,616	—	2,337,616
Assembly of Manitoba Chiefs	809,046	—	809,046
	119,494,571	50,131,895	169,626,466

	Operations	Capital	2021 Total
	\$	\$	\$
Federal Government Transfers			
Indigenous Services Canada	104,840,344	38,691,618	143,531,962
Canada Mortgage and Housing Corporation	1,208,553	—	1,208,553
Manitoba Keewatinowi Okimakanak	2,499,859	—	2,499,859
Assembly of Manitoba Chiefs	1,755,713	—	1,755,713
	110,304,469	38,691,618	148,996,087

18. Government transfers (continued)

	Operations \$	Capital \$	2022 Total \$
Provincial Government Transfers			
Northern Regional Health Authority	651,300	—	651,300
Manitoba Justice Department	815,018	—	815,018
Minister of Finance	1,440,138	—	1,440,138
Northern Affairs Fund	184,940	—	184,940
	3,091,396	—	3,091,396

	Operations \$	Capital \$	2021 Total \$
Provincial Government Transfers			
Northern Regional Health Authority	651,300	—	651,300
Minister of Finance	1,513,303	—	1,513,303
Northern Affairs Fund	186,338	—	186,338
	2,350,941	—	2,350,941

19. Accumulated surplus

Accumulated surplus includes the following restricted reserve:

	2022 \$	2021 \$
Replacement reserves (CMHC)		
Balance, beginning of year	2,465,584	2,224,599
Transfer from unrestricted operating surplus	244,835	240,985
Balance, end of year	2,710,419	2,465,584

20. Budget

Budget information is presented on a basis consistent with that used for actual results. The budget was approved by Chief and Council on April 7, 2021.

21. Comparative figures

Certain of the prior year's figures have been reclassified to conform to the current year's presentation.