



ANNUAL REPORT

2024-2025

Publishing this Annual Report is a part of our governance process that allows Temagami First Nation to review the past year and reflect on the achievements towards the strategic objectives and financial performance.





Who we are	Page 2
Membership	Page 3
Governing Council	Page 4
Message from Chief Shelly Moore-Frappier	Page 5
Strategic Plan	Page 6
Key Achievements	Page 7
Departmental Overviews:	Pages 10-21
• Health Services - Doreen Potts Health Centre	
• Social Services – Family Healing & Wellness Centre	
• Lands & Resources	
• Economic Development	
• Education	
• Tillie Missabie Family Centre	
• Justice & Victim Services	
• Infrastructure/ Public Works Services	
• Finance	
• Communications	
• Negotiations	
TFN 2024-25 Financials	Pages 22-25
Consolidated Statement of Financial Position	Page 26
Consolidated Statement of Operations	Page 27
Feedback	Page 29

Introduction to our community

The Teme-Augama Anishnabai and Temagami First Nation represent the Original People of N'dakimenan (Our Land) [Unceded]. Our Creation Story tells us that 8000 years ago, the Creator placed us at Ishpatina Ridge, the highest point of land in what is now called Ontario. This timeline corresponds to the receding glaciers. Six thousand of those years have been corroborated by science, showing our continuous occupation.

N'dakimenan encompasses approximately 10,000 square kilometres of land, adjacent to what is now known as the Quebec border and approximately 400 kilometres north of the city of Toronto. Our boundary is not disputed by neighbouring Indigenous Peoples and First Nations. Further, the boundary of N'dakimenan was accepted by the Supreme Court of Canada in Ontario (Attorney General) v Bear Island Foundation, [1991] 2 SCR 570).

We have maintained a distinct territory, language, laws, governing authority, social organization, and culture since time immemorial.

WHO WE ARE



www.temagamifirstnation.ca



Membership

- As of March 31, 2025 Temagami First Nation had a total of 1160 members comprised of 164 living on-reserve and 996 living off-reserve.
- Citizenship for our entire Nation is being revisited.

2024/2025

Governing Council

Chief & Council as of December 2025

Chief	Shelly Moore-Frappier
Second Chief	Michael Paul
Councillor	Robin Koistinen
Councillor	Alice Moore
Councillor	Alex Paul Jr.
Councillor	Kim Montroy
Councillor	John McKenzie
Councillor	Joseph Katt



2024/2025

Message from Chief Shelly Moore-Frappier

Kwe Kwe kina wiya,

This past year has been one of continued growth, collaboration, and meaningful progress for our community. Together, we have strengthened the programs, services, and infrastructure that support our members while remaining committed to preserving our culture, investing in our people, and creating opportunities for future generations. I am proud of what we have accomplished through the dedication of Chief and Council, our staff, volunteers, and community members who continue to work together for the benefit of Teme Augama Anishinabek.

Throughout the year, we continued to invest in the health and well-being of our community through cultural, educational, and wellness initiatives. From the Annual Round Dance, Roots & Wings Summer Program, land-based learning opportunities, and youth programming, to Anishinaabemowin language classes and the Red Dress Day Luncheon, we remained committed to strengthening our people and preserving our traditions. We were also pleased to once again welcome Northern Ontario School of Medicine students to our community, fostering partnerships that support healthcare locally.

We also made meaningful investments in our community's future through infrastructure, housing, environmental sustainability, and economic development. The completion of a new Public Works garage, renovations to the exterior of the Laura McKenzie Learning Centre, the construction of a new emergency housing mini-home, and continued energy efficiency upgrades to community homes demonstrate our commitment to improving the quality of life for our members. We also supported local entrepreneurs through six Small Business Grants and expanded our Land Guardian Program, creating valuable employment and educational opportunities while continuing to protect and steward our traditional lands.



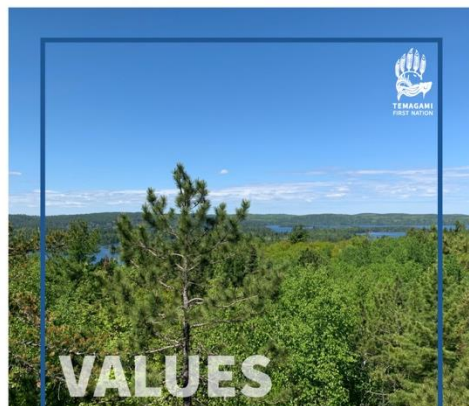
As we look ahead, I am grateful for the dedication of our staff, Chief and Council, Elders, youth, volunteers, and community members. Together, we will continue building a strong, healthy community for generations to come.

Chi-miigwech for your continued trust and support.

In Unity,
Chief Shelly Moore-Frappier

Akina Teme-Augama Anishinaabewimin nii-wizhitoomin gaaminod ezhiga-endamin. Wi-miikimomin gwayakochigemin akiikan.

All Teme-Augama Anishnabai want to build something that is good where we live. We will work at doing right by the land.



VALUES

**Gizoongidehemin
ezhi-winaakonigemin.
Wi-mikwendamamin akina
weshkat gaa bimaadiziwog
shij wii gaadaadiniziwog.**



We will be of strong heart when
we make decisions.
We will remember all long ago who lived
and who will be born.



VISION

**Akina Teme-Augama
Anishinaabewimin
nii-wizhitoomin gaaminod
ezhiga-endamin.
Wi-miikimomin
gwayakochigemin akiikan.**

All Temagami People want to
build something that is good where
we live. We will work at doing
right by the land.



MISSION

**Mino niigaanizimin
shij ni-wiidamaagemin
gaa-ezhi-widoodamaagemin.**



Good leadership
and we will tell
everyone what we are doing.



OBJECTIVES

1. To Strengthen Governance Structure and Processes
2. Maintain and Plan for Infrastructure that Serves the Needs of Community and Members
3. To Support Opportunities that Enhance the Culture, Language and Traditions of Our People
4. To Live in Balance with all Natural Resources on n'Daki Menan
5. Sustainable Programming and Services that promote Inter-Dependence

Strategic Plan

2024/2025

Some Key Achievements & Milestones in the past year

- FHCW hosted 2025 Annual Round Dance & the Roots & Wings summer program
- Youth trip to Smooth Water was completed, land base programs and services NNADAP program.
- DPHC Hosted Northern Ontario School of Medicine (NOSM) medical students for another year.
- TFN Economic Development- 6 Small Business Grants were awarded
- L&R Expanding the TFN Land Guardian program for community members as education and employment opportunities.
- The Laura McKenzie Learning Centre got a facelift during the summer of 2024. The new siding, windows, and doors look great and have really improved the building's appearance.
- In collaboration with the Family Healing and Wellness Centre, assisted in the construction of a three-bedroom emergency housing mini-home.
- Anishinaabemowin Lessons for children and families as well as community lessons
- Red Dress Day Luncheon
- Installation of Energy Efficient Appliances (21), Smart Thermostats (9), insulation (9), and 22 heat pumps in Community households; 74 more homes were audited for future appliances (57), insulation (17), and heat pumps (74) through the CEC Program
- Constructed a new Public Works garage near the lagoons





Programs include:

- Non-Insured Health Benefits
- Medical Transportation (On-Reserve)
- Community Health Nurse
- Environmental Health and Safety Advisor
- Drug and Alcohol Worker
- Health Promotions
- Diabetes Prevention
- HIV/Aids and Hep C Prevention Program
- Ontario Works Program
- Enrichment Health
- COVID-19 Rapid Testing Unit

Home and Community Care / Community Support Services including:

- Elders
- Disabled

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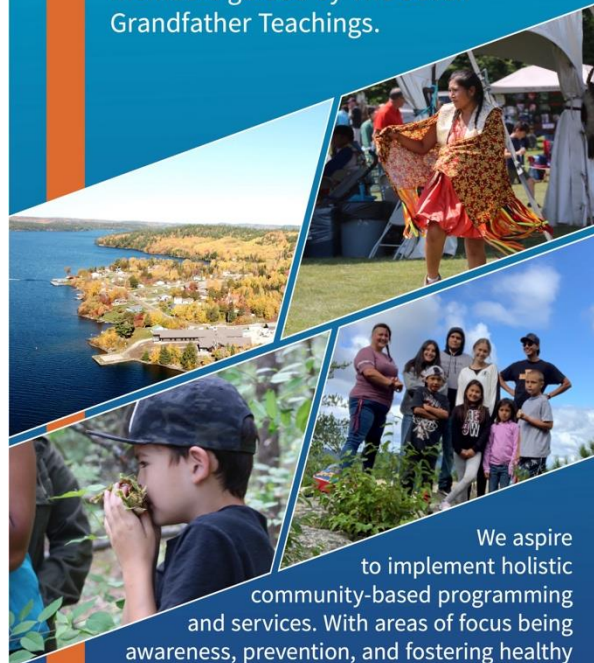


2026-09-09



FAMILY HEALING & WELLNESS CENTRE

The Family Healing & Wellness Centre promotes a positive lifestyle within the families of its community members guided by The Seven Grandfather Teachings.



We aspire to implement holistic community-based programming and services. With areas of focus being awareness, prevention, and fostering healthy connections for all that access our services.

We are rooted within N'daki Menan, our homeland. Preserving our language and traditions of the Teme-Augama Anishnabai for future generations to come.

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TFN Community Infrastructure

Community infrastructure is the set of physical facilities that help the community live and work together, both in the present and future. Our department includes:

- Public Works and Heavy Equipment
- Infrastructure and Capital Projects
- Housing
- Recycling and Solid Waste Management
- Water and Wastewater Treatment
- Shuttle Service
- Community Roads and Ice Roads
- Emergency First Response
- Emergency Fire Services
- Animal Control
- Community Energy Champion



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LAURA MCKENZIE LEARNING CENTRE

While honouring the Anishinaabe heritage of its students, the Laura McKenzie Learning Centre strives to provide a culturally appropriate, well-rounded program that meets the needs of all students and encourages them to become lifelong learners who attain academic excellence and life balance in school, community and the world.



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DMLRC Forestry Initiative

Activities Include:

- Tree Planting
- Brush Saw Thinning
- Chainsaw Thinning
- Sawmilling
- Firewood Production

Daki Menan Lands & Resources Corp.
General Delivery,
Bear Island, ON P0H 1C0

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Temagami First Nation Victim & Justice Services

TFN Victim and Justice Services support people affected by crime and trauma. We aim to empower victims on their journey to safety and healing.

We assist in restoring relationships and justice in a culturally sensitive manner that brings bounce back to one's life in the community that they live in.



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TEMAGAMI
FIRST NATION

Seeking Explorers,
Adventurers, and
Dreamers!

Offering:

- Career growth and development opportunities
- On-the-job training to support in your role
- Positive, supportive, and professional work culture
- Open and honest communication
- Emphasis on health, family, and environment
- Positive reinforcement

And so much more!



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2024/2025

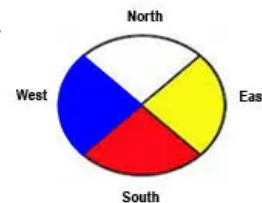


Summary

The Doreen Potts Health Centre encompasses health promotion, communicable disease control and management, prevention programs to improve health outcomes and reduce health risk. Programs include; environmental & public health; client home and community care program/services, NNADAP/mental health program/services, diabetes programs/services, medical transportation program services.

Key Accomplishments/Achievements

- Hosted two students from the Northern Ontario School of Medicine(NOSM) medical students for another year.
- Vaccine clinics (covid 19, flu, child vaccinations)
- Visiting Physician through out the year (DR Goddard, North Bay indigenous Hub)
- The suboxone treatment harm reduction program is ongoing over seen by NNADAP program.
- NNADAP program Land base activities (individual clients, LMLC students, hunting camp)
- Yearly Youth Trip went to smooth water this year.(NNADAP, FHC initiative)



Evidence & Reflections

On going prevention and promotion programming for health and wellness done through outt the year. Ongoing partnership with North Bay Indigenous Hub Primary Care services we have a Physician, Nurse Practitioner, Dietician, physical wellness worker, along with a social services worker coming to the community monthly.

Prenatal Opioid Exposure and Neonatal Abstinence Syndrome initiative completed phase 2.

Department Strategic Alignment

Health and Social Services Leader through out the year focus, Leadership, accountability, fiscal management, administration planning & organizing of the health and Social Departments.

On going programs services and delivery for community through out the year

Family Healing & Wellness Centre



Summary

The Family Healing & Wellness Centre social services department focuses on the health and wellness, traditional and cultural awareness through a variety of programming and services for children, youth, families, women and men. FHWC promote health lifestyles and deliver cultural-based programs and services promoting holistic healing and wellness.

Key Accomplishments/Achievements

Family Healing & Wellness Centre (FHWC) hosted 2025 Annual Round Dance. Participants far and wide attended and the event was well received by participants. FHWC hosted the 2025 Annual Shiningwood Bay Pow Wow in July 2025, again growth and participation increased and was a well attended event. Continued improvements and maintenance of the new Pow Wow Grounds: Spring Feast. Use of Sacred Fire Arbor. Traditional ceremonies with help from Elders. Attended nearby Pow Wows and Round Dances at Nipissing, Dokis, Canadore, Mnjikaning, Sudbury. Maintain land-based log cabin at Sharp Rock and outpost camp at Obabika Inlet, N'Daki Menan. FHWC hosted the annual hunt camp at Whitefish Bay, N'Daki Menan.

- Children & youth activities included: Weekly drumming; seasonal hunting, fishing, trapping on N'Daki Menan; Regalia sewing with children and families. FHWC hosted the Roots & Wings summer program that included ten participants delivered by Anibiish Designs & Consulting. The 2025 Report is available upon request. Outings included Family Camping trip on N'Daki Menan; shared costs for TFN/TAA children to attend local area camps. Collaborated with other departments in program delivery; children learn to skate; afterschool programs; food security; winter clothing.
- First Nation Child and Family Services Capital recipient to conduct Feasibility Study/ Masterplan for the new Pow Wow Grounds as well as site construction. delivery TFN Child Welfare program; including prevention and capital needs; children, families, and community programs. Continue outreach to clients and making referrals, family support services, transportation services, for children, youth and adults as needed.

Evidence & Reflections

Determining program delivery to meet various needs spiritual, emotional, physical, and mental health and well being. Utilizing the land, N'Daki Menan to host a wide range of land-based activities, which fosters healing, growth, wellness and success.

Progressing toward Child Welfare Long-Term Reform, Canadian Human Rights Tribunal, and Jordan's Principle to ensure our future generations are provided for, and accountability for past grievances are addressed.

Maintain and ensure collaboration between TFN departments, programs and services.

Department Strategic Alignment

"3. To Support opportunities that enhance Culture, Language and Traditions of our people"

2024/2025

Lands & Resources

Strategic Plan

Mission: To implement our sacred responsibility for stewardship and co-existence of the people of n'Daki Menan.

Vision: n'Daki Menan is a model of respectful co-existence, sustained life and sustainable development.

The Lands and Resources Strategic Plan and budgets are reviewed annually and are used to inform and develop our workplans. Our Workplan Strategic Goals are:

1. Ensuring visitors to all n'dakimenan lands and water are adhering to TFN rules and Teme-Augama Anishnabai stewardship laws; and monitoring all usage.
2. Expanding the TFN Land Guardian program for community members as education and employment opportunities.
3. Be active in manage and preserving the land, water, and resources of our traditional lands, by ensuring n'Dakimenan community youth are supported through education (curriculum) on the importance of the environment.

We also have the following priority areas: Mining, Land Code, Forestry, Energy, Climate Change, Guardians and Monitoring.



Photo: Team members from the L&R department examine rock outcrops as part of the Bedrock Mapping project with Ontario Geological Society (OGS) in August 2024

KEY ACCOMPLISHMENTS/ACHIEVEMENTS

Mining – The Resource Development Advisor (RDA) achieved core objectives for 2024–2025, including permit and plan responses and the protection of TFN/TAA sensitivities and locations. The KGHM unpermitted activity was resolved, demonstrating compliance and accountability. Communication remained strong across government, industry, and community. The RDA participated in opposing Bills 5 and C5, advanced a Limited Partnership, and supported new Exploration Agreement negotiations. Community engagement included BI Blast articles, the Mining Symposium, and four youth hired for industry positions on a variety of industry projects, including mining and exploration. PDAC 2025 participation, supported by Aboriginal Participation Fund funding, strengthened leadership awareness of Ontario's mining opportunities. Networking with other First Nations promoted shared mining and aggregate practices. Work continued on modernizing the IBA and developing consultant support. Mining and resource development remain key economic drivers in Northern Ontario, with growth and new opportunities anticipated in 2026. The RDA will continue to support TFN/TAA participation in First Nation-led partnerships aligned with community goals and vision. Professional Development-increased participation in multi-Ministry initiatives (MTO, OPG, MNR, ATR) are paramount to understand complex projects and opportunities. Important to continue building language and comprehension and skills for each, an ability to explore economic opportunities to build departmental capacity, streamline internal processes and administrative models.

Land Code - The Environmental Management Plan (EMP) for Bear Island was ratified on June 23rd, 2025. Along with the EMP, the department began work on the Implementation Plan for the Land Use Plan. The department has continued to work on our own Matrimonial Real Property Law (MRP) for Bear Island, as we are currently under a federal MRP. An Additions To Reserve (ATR) process has been started for the Daki Menan Lands & Resources Corporation (DMLRC) property. The first step of the ATR process is a Phase 1 Environmental Site Assessment (ESA). The Phase 1 ESA for the DMLRC property was completed in December 2023. Surveys on White Bear Road, Bear Island, were completed for possible future developmental lots. The Draft Lands Set Aside (LSA), although not ratified, has been utilized for a main land community site discussions.

Forestry – The TFN Forest Strategy continues to be implemented, including Temagami Forest Management Planning implementation, which includes harvesting our Temagami Unit allocations. TFN has a forestry strategy for the Lands Set Aside, which could be implemented if the community voted in favour of it. One Forestry Information Session was held in February 2025. This Information Session was a broad overview of the expected work for the coming year. The L&R department will strive to have the MNRF and forestry proponents bring more detailed information for next year's Forestry Information Session. Aerial spraying continues to be an issue that L&R works on with the goal to educate proponents about the negative consequences of spraying and the alternatives that exist. L&R staff consistently keep an eye on forestry activities, whether on forestry-specific tours or not. We take a holistic approach when on site visits and take note of all activities that we see. L&R staff continue to organize site visits for technicians, councilors, committee members, and community members.

2024/2025

Lands & Resources Continued

Reflection

As we look back over the past year, the Lands & Resources department has continued to diligently carry out work as directed by Chief & Council, in order to promote the community's interests and ideas regarding the land. The land guardians program began early in 2023. This program is an important milestone for our department, allowing us to collect information, and to observe and report on all activities happening within n'Daki Menan. The land guardians program gives us a greater presence on the land and takes the guardians all over n'Daki Menan. The Environmental Management Plan (EMP) for Bear Island was ratified on June 23rd, 2025. This ratification by community allows the department to move forward with the Implementation Plan for the Land Use Plan, and to continue work on the Matrimonial Real Property Law. Lands & Resources continues to collaborate with local proponents and stakeholders, such as the Daki Menan Lands and Resources Corporation, as well as the Temagami Forest Management Corporation.



Photo: Setting up an acoustic recording unit (ARU) for monitoring in winter 2025.

Department Strategic Alignment

We continue to work aligning with the Lands and Resources Strategic Plan objectives, as set out by Council, and have been building a Lands and Resources Team to create resource development plans for n'Daki Menan.

Key Accomplishments/Achievements Continued

Guardians Program – The Lands & Resources Guardians program had a busy year! The mandate of the Guardians is to observe, document and report, they serve as the eyes and ears and have the honour and responsibility to care for the lands and waters of n'Daki Menan. The Guardians have been directly involved with fish and wildlife monitoring programs, as well as working with resource development investigating mineral explorations sites and helping to ensure compliance. They have used trail cameras and ARUs (audio recording units) to monitor species of interest and species at risk. They have also been monitoring and tracking species at risk on n'Daki Menan; eight species at risk have been observed on the territory to date. The Guardians also provided support to the Roots & Wings students over the summer on a canoe trip.

Species at Risk – The species at risk program is underway, eight species have been identified on n'Daki Menan so far. We are continuing to monitor using game cameras, audio recording devices, eyes and ears out on the land to ensure we collect the data needed to protect these species and their environment so that our future generations will continue to live in harmony with all that call n'Daki Menan home.

Fish and Wildlife – The Lands and Resources department issued Inter-Tribal Harvesting permissions in 2024-2025. Eighteen (18) moose tags were granted, of which ten (10) moose were reported harvested by applicants from other First Nations.

Mapping/GIS – Provided mapping support for several areas of concern, and updated mapping of all mining claims, permits and plans. Provided support to the Resource Development Advisor when reviewing exploration plans and permits with the values screening tool (Traditional Ecological Knowledge values). The screening tool was also applied to screen several municipal applications. Continued with avocational archaeology work and participated in a Stage 2 archaeology assessment on Forestry Island. A Stage 3 archaeology assessment is scheduled to occur in 2025 and will include participation from community members.

Language Atlas – The Language Atlas project began in January 2024, with a full year of funding provided from the Government of Canada (through the federal department of Canadian Heritage). L&R worked with Trailmark Systems to complete this work. The Language Atlas aims to record our elders saying place names within n'Daki Menan in Anishinaabemowin in an accessible digital atlas. The Language Atlas Project is scheduled to wrap up in September 2025.

CCHAP (Climate Change and Health Adaptation Program) – Funded by the federal government, this project seeks to increase the food security of Bear Island. We have completed the build of one greenhouse and are working on building the second greenhouse.

2024/2025

Economic Development

• Summary

The TFN Economic Development Officer continues to work closely with various TFN departments to support community growth. A major focus has been partnering with **Gezhtoojig Employment & Training**, TFN's employment and training service provider. In the **2024–2025 fiscal year**, TFN assisted **25 clients** with employment and training needs. Employment & Training opportunities from Gezhtoojig are regularly shared on the **TFN Economic Development Facebook page**.

- The EcDev Officer also serves on the **Gezhtoojig Board of Directors**, contributing to strategic planning through quarterly meetings.
- The EcDev Officer provides administrative support to the **TFN Economic Development Committee**, including reviewing **Small Business Grant** applications — a program active for over **25 years** — and forwarding recommendations to TFN leadership for grant approvals.
- To promote entrepreneurship, TFN maintains a **Business Directory** highlighting member-owned businesses on and off reserve. Alongside the **Chiefs of Ontario Business Directory**, it serves as a valuable tool for promotion, networking, and procurement opportunities.
- **TFN entrepreneurs are strongly encouraged to register their businesses** with the TFN and Chiefs of Ontario Business Directories to boost visibility.

Key Accomplishments/Achievements:

- 6 Small Business Grants were awarded — 3 Grants were awarded through the regular/annual TFN Enrichment program, and 3 Grants were awarded through additional funds available in the Community Capacity Funding Agreement with the Ontario First Nation Economic Developers Association (OFNEDA)
- Through our Employment & Training services provided by Gezhtoojig, funding assistance has provided for:
 - ✓ 16 Training programs, including group chainsaw training for 6 individuals working in the Bear Island community
 - ✓ 3 Apprenticeships
 - ✓ 2 Target Wage Subsidies with employers
 - ✓ 2 Educational/Career Oriented programs
 - ✓ 2 Self Employment Assistance programs
 - ✓ 3 Employment Supports for workwear/safety gear
- 2 TFN Career Days were hosted at the Minowaabandan-gaming Maawanijhidiwining (Community Hall) on Bear Island on June 25, 2024 and March 13, 2025. Invited guests attended from government agencies, mining & other resource industry, and employment & training providers. Both events were well attended during the morning sessions, with not as many TFN/community members present during afternoon sessions.
- TFN's Economic Development Officer completed the 2-year Aboriginal Community Economic Developer(ACED) training program made available through a partnership between OFNEDA, CANDO, and the Nicola Valley Institute of Technology. The ACED graduation ceremony will be hosted during CANDO's Annual Conference in Quebec City on October 27 – 30, 2025.





2024/2025



Education



Summary

The Bear Island Education Authority (BIEA) oversees the Tillie Missabie Family Centre (TMFC), the Laura McKenzie Learning Centre (LMLC), Secondary, Post-Secondary, Adult Education and the Public Library for the Temagami First Nation. The BIEA was established in 1998 when the Laura McKenzie Learning Centre (LMLC) transferred from Timiskaming Board of Education to a Band Operated School. In 2005 the TFN Education Committee for Secondary and Post-Secondary was dissolved and the BIEA took over these responsibilities. The TMFC and Public Library were brought under the BIEA in 2022. The BIEA consists of a Chairperson, four (4) BIEA members, a non-voting ex-officio member of Chief & Council. Regular BIEA meetings will occur once a month, special meeting are called when urgent matters arise.

BIEA Members

Kristen Koistinen – Chairperson
Victoria Grant
Hilary LeFrancois
Amanda Mathias
Tyler Paul
Alice Moore – Council Ex-officio

Enrollment 2024-2025

Elementary 31
Secondary 22
Post-Secondary 43

Key Accomplishments/Achievements

Post-Secondary Graduates:

- 2 graduates residing on-reserve
- 8 graduates residing off-reserve

Secondary School Graduates:

- 5 graduates residing on-reserve
- 6 graduates residing off-reserve

LMLC Graduates:

- 4 Grade 8 graduates
- 3 Senior Kindergarten (SK) graduates

Evidence & Reflections

- The Laura McKenzie Learning Centre got a facelift during the summer of 2024. The new siding, windows, and doors look great and have really improved the building's appearance.

Department Strategic Alignment

- An Art Therapist has been coming into the school to help students with mental health and behaviour concerns. She comes to the LMLC 6 days a month and works with 14 students.
- The Secondary, Post-Secondary, and Adult Ed. students have continued to have support from the Student Success Worker.
- The Post-Secondary Policy was revised during the 2024-2025 academic year and implemented in September 2025..

2024/2025

Tillie Missabie Family Centre:

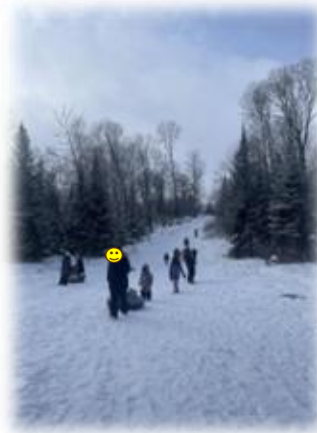
Daycare & Aboriginal Head Start

Summary

The Tillie Missabie Family Centre is a licensed daycare for 26 children from infants to 6 years old. The daycare provides culturally enriched programming for the children enrolled, to promote school readiness, in a safe, nurturing environment. We currently have 21 children registered at the daycare. The TMFC also engages parents and children in family programming as often as possible. The staff at the Tillie Missabie Family Centre include a daycare supervisor/RECE, 3 Early Childhood Assistants, a Cook, and Janitor.

Key Accomplishments/Achievements

- Land-based Programming: Our program has continues to prioritize our culture, language, and land. The children and families are given the opportunity to engage in meaningful practices of our Anishnaabe way of life.
- Staff Training in Child-Centered Programming: Prioritized staff training to ensure our team is equipped to implement programs that are responsive to the children's interests and aligned with early learning strategies. This approach has fostered a more engaging and effective learning environment, promoting child-led exploration and development.



Evidence & Reflections

- A diverse range of land-based activities that were deeply connected to our Teme-Augama Anishnaabek culture and the land. These included ice fishing, gardening, berry picking, annual family language camp at Obabika yurd, boat and snowmobile trips.
- TMFC staff engaged in various training opportunities throughout the year aimed at enhancing programming and planning skills. The focus was on early childhood education strategies and incorporating cultural learning and Anishnaabemowin into daily programming.
- Parents actively participated in a range of family-oriented activities. These included: fishing derby, gardening workshop, trips to Pow Wows and round dances. Families also joined events such as the annual family language camp, family dinners, and land outings.
- Anishnaabemowin incorporated on a more regular basis at the TMFC. Words and phrases have been posted and used by the daycare staff.
- Daily smudging and hand drumming with the children and staff.

Department Strategic Alignment: 2B, 3A, 4A

2024/2025

Justice & Victim Services

**JUSTICE SERVICES
TEMAGAMI FIRST NATION**



Justice & Victim Services Coordinator: Virginia McKenzie

2026-09-09

Our Objectives & Goals

- Work collectively to preserve justice and ensure that the rights and needs of every child or individual are met.
- Assist in moments of crisis and create a safe spaces for victims to share, heal, and be empowered.
- Bring awareness to safety needs and our traditional Values/Knowledge that reflects living a good life.
- Act as a liaison for clients with the Canadian Justice System, utilizing restorative practices, healthy conflict resolution, and trauma informed care practices
- Ensure that persons affected by crime receive immediate support and assistance to quickly restore stability in their lives.
- Assist police and emergency service providers in meeting the needs of victims.
- Educate the community about victimization, including historical trauma and abuse of any kind.
- Encourage personal empowerment, growth, and awareness and making referrals to other services that can best assist our clients.

Key Accomplishments/Achievements

- Womens Gathering “I am as Strong as the Women Next to Me”: This event highlighted the importance of taking care of and empowering the women of our community to be the most natural, powerful and beautiful women that they are.
- Truth and Reconciliation Day (Orange Shirt Day): Over the past few years, these events have been well attended, serving as important reminders to provide education opportunities that foster growth and understanding with neighbouring non-indigenous communities.
- Justice Days: These events gather professionals from the justice field, including Crown Attorneys, various Police Services, FILU, Indigenous Friendship Centres, Special Investigations Unit, Justices of the Peace, Lawyers, MNR Conservation Officers and so much more, for the purpose of promoting a collaborative approach to justice and safety for the Community of Bear Island
- Community Safety: Our efforts include supporting the Bear Island Police in maintaining community safety and raising awareness about road safety, cybercrime, and bullying, scams and fraud and more. These initiatives reflect our ongoing commitment to building safe and informed communities through education and collaborative events.

Evidence & Reflections

- We are active in the community with programing and events, assisting our community by bringing knowledge of the world around us regarding Justice. We engage in supporting individuals in need without enabling them.

2024/2025

Public Works/ Community Services



Summary -The TFN Infrastructure Department is responsible for the operation and maintenance of community infrastructure. The department provides a wide range of essential services, including management of the Water Treatment Plant, water and sewer distribution, road maintenance, vehicle and building repairs, housing services, capital projects, heavy equipment operations, barging, shuttle services, animal control, emergency first response, fire services, recycling, solid waste management, and the Community Energy Champion program.

Key Accomplishments/Achievements 2024-2025

- In collaboration with the Family Healing and Wellness Centre, assisted in the construction of a three-bedroom emergency housing mini-home.
- Purchased two new, reliable trucks to support the Infrastructure Department in delivering essential community services.
- Constructed a new Public Works garage near the lagoons, which will serve as the primary base of operations for the Public Works team.
- Acquired a new septic vacuum trailer to support wastewater management and infrastructure maintenance.
- Rood Top Solar Grid at the band/Admin Building has saved 82,118 kWh or \$16,424 in 2024-2025. – Community Energy Champion (CEC)
- 24 Solar streetlights installation.- CEC
- Secured funding for the development of three new homes in the community to help address generational housing needs.
- Completed culvert and ditching work during summer 2024 to enhance community road drainage and long-term road maintenance.
- The Fire Department successfully secured funding to provide each household in the community with a new fire alarm, fire extinguisher, and fire blanket—enhancing home safety and emergency preparedness.
- Installation of Energy Efficient Appliances (21), Smart Thermostats (9), insulation (9), and 22 heat pumps in Community households; 74 more homes were audited for future appliances (57), insulation (17), and heat pumps (74) through the CEC Program
- New exterior at the LMLC with added insulation and energy efficient triple pane fiberglass windows

Evidence -Public Works and Infrastructure staff provide essential daily services that help keep the community safe, clean, and running smoothly. Their responsibilities include routine maintenance of roads and the ice road, regular garbage and recycling collection, and the operation of daily shuttle services for members and visitors traveling to and from Bear Island—ensuring transportation needs are met promptly and reliably.

The team also supports community members through heavy equipment services, as well as the delivery and distribution of aggregate materials and energy efficiency . Always ready to assist wherever needed, the staff work collaboratively and are highly valued members of the organization.

Reflection- Operating within a multifaceted system like Community Infrastructure, we place a strong emphasis on clear and effective communication—within the department, across the organization, and throughout the community. We are committed to being flexible, adaptable, and continuously improving our operations whenever possible.

Department Strategic Alignment- Public Works and Infrastructure delivers high-quality services that foster trust and confidence in our capabilities, helping to create a safe, reliable, and an energy efficient and sustainable environment for the community and its members.

Community Infrastructure Manager: John Charyna

2026-09-09

Finance



Summary

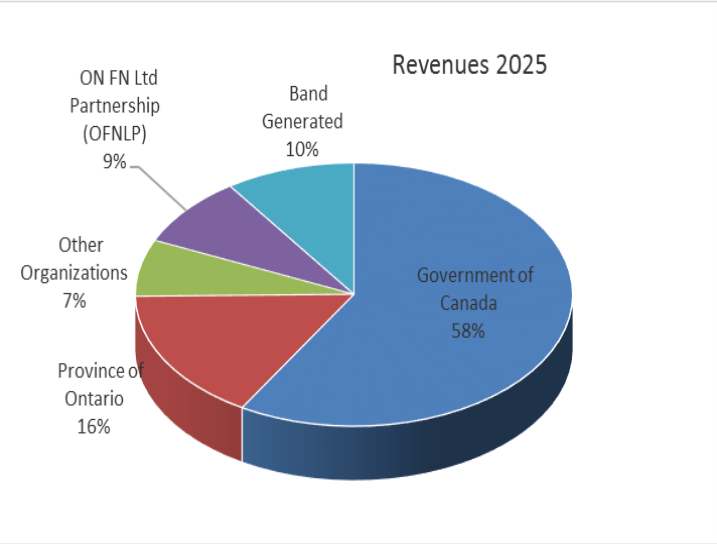
The Finance Department consists of Finance Manager, Vicky Blake and Finance Clerks, Katrina Terry and Beverley St.Denis. Bev has also been overseeing the Enrichment program funds for the past several years. Joy Cooper came out of retirement to provide part-time assistance from October 2024 to July 2025.

The Finance and Audit Committee (FAC) remains the same as the previous year with Chair, Walter Ross, community representatives Douglas McKenzie Jr., Russell Evans and Laura Aumond and Councillors Kim Montroy and Alex Paul Jr.

The fifth year of the 10-year grant agreement with Indigenous Services Canada has been completed. TFN has greater flexibility in spending to meet the needs of Temagami First Nation members and community through this arrangement.

Department Strategic Alignment

Along with the financial statements, a community financial report is presented each year to provide more details on TFN financials. The report for the prior fiscal year (23/24) was presented to the community on October 10, 2024.



Financial Statements are located at the end of this report along with additional information and charts. BDO Canada has audited the financial records of TFN since 2010.

Communications

Summary

The Communications Officer supports the development and effective communications for Temagami First Nation through multiple communication vehicles including our monthly newsletter, advertisement flyers, website and social media.



Goals & Objectives

- To increase the two-way sharing of information with on/off-reserve community members in alignment with Chief and Councils objective to strengthen governance structure and processes.
- To increase understanding of community history, culture and instill pride in the community in alignment with Chief and Council's objective to promote interdependence.
- To foster positive, respectful relationships between Chiefs and Councils, administration, and community members.

Key Accomplishments/Achievements

- Production of evolving monthly BI Blast newsletter
- Branded and marketed many events and programs, pow wow, round dance, job fair, etc.
- Support all departments and committees in communications requirements such as event promotion and/or tech facilitation
- Preliminary launch of Communication Strategic Plan within a TFN Communications Toolkit, which houses all communications and better engagement guiding documents.
- Launched the TFN Communications App
- Roll out of the TFN Communications Strategic Plan
- Communications Assistant onboarded – support launch of Comms Strategic Plan

Communications Committee. Members Include:

Alex Paul Jr. – Ex-Officio, Communications Officer - Heidi Jobson, Caroline Brown, Hilary LeFrançois, Cathy Metcalfe and Calista Paul

Reflection

Communications is consistently evolving. Efforts in including Anishinaabemowin in communication material is steadfastly improving. The communications committee has continued to pave a path forward to accomplishing our goals in communications. **At the heart of the TFN Communications Strategic Plan is — connection through strong communication.**

Communications Officer: Heidi Jobson

The Annual Audit

The TFN Financial Statements for the year ended March 31, 2025 were prepared by the TFN Finance Department, audited by our independent auditors BDO, reviewed by the TFN Finance and Audit Committee and approved by Chief and Council. BDO’s opinion on the Financial Statements has been “unqualified”, that is without any reservations noted for the past several years.

The Audited Financial Statements are available for review at the Band Office and on the TFN website. A detailed Community Financial Report prepared by Vicky Blake, Finance Manager, analyzing in detail the results for the year is also available.

Financial Highlights for the year ended March 31, 2025

The surplus has increased again this year, as a result of New Fiscal Relationship funds. This was year 5 of the 10-year grant with Indigenous Services Canada (ISC). Any surpluses are not owed back to the government at the end of the agreement.

The accumulated surplus at March 31, 2025 amounted to \$30.3 million but that is not cash in the bank. Below is a breakdown that adjusts the accumulated surplus.

	2025	2024
Accumulated Surplus	30.3	28.8
Less Tangible Capital Assets net of Debt	17.8	17.1
Plus Contingent Liability	1	1.0
Less Reserve and Earmarked Funds	4.5	3.8
Adjusted Accumulated Surplus	9.0	8.9

Much of the adjusted accumulated surplus is for specific purposes however there is some flexibility with respect to the New Fiscal Relationship funding and our own source revenues.

	2025	2024
New Fiscal Relationship Funding	4,289,238	4,808,918
OFNLP Agreement	2,038,723	1,519,710
Land Code Management	937,436	960,671
Band Generated & Other Programs	1,411,304	1,610,270
Total	8,676,701	8,899,569

A breakdown of the reserve and earmarked funds is as follows:

	2025	2024
Water Treatment Plant	71,194	71,194
CMHC Built Houses	432,630	476,721
Elder's Complex & MGM	979,688	459,105
Future Generations Fund	2,933,189	2,662,597
Housing	26,072	25,178
Manitou Proceeds	74,392	74,392
Total	4,517,165	3,769,187

Long Term Debt

A total of \$9.474 million has been borrowed from the First Nations Finance Authority for construction of the Multi-Use Facility and the Elder’s Complex. The balance of the loan owing at March 31, 2025 is \$7.567 million (\$7.976 million at March 31, 2024).

Canada Mortgage and Housing Mortgages amount to \$3.065 million at March 31, 2025.

TFN Sources of Revenue

The main sources of TFN revenue are as follows (in millions of dollars):

	2025	2024
Government of Canada	10.5	10.7
Province of Ontario	2.9	2.6
Ontario FN Ltd Partnership (OFNLP)	1.6	1.3
Other Organizations	1.3	0.9
Band Generated	1.7	1.9
TOTAL	18.0	17.4

Expenses are closely monitored on a department and program basis. The details of the expenses are found in the supplementary schedule of revenues and expenses in the financial statements.

Tangible Capital Assets

At March 31, 2025 the TFN had capital assets totaling \$2.44 million. This amount represents the original cost of the assets less amounts depreciated to date. The yearly depreciated amount is calculated by dividing the cost of the asset by the number of years the asset is expected to be used. The following summary shows the major TFN assets, net of depreciation at March 31, 2025 (in millions of dollars):

	2025	2024
Band Buildings & Houses	19.8	18.8
CMHC Houses	3.4	3.3
Infrastructure (water, wastewater, roads)	1.5	2.1
Machinery and Equipment	1.3	1
Vehicles (also includes boats and trailers)	1.5	1.3
IT Equipment (computers, TV's, cameras, phones)	0.2	0.2
Land Improvements (parking lots, docks)	0.8	0.8
	28.5	27.5

Asset management plans will be developed as well as a process to set aside funds to do major repairs and ensure assets remain in good condition.

Investments

At the end of March 2025 we had cash and investments totalling \$20.1 million compared to \$18.2 million the previous year, an increase of \$1.9 million. This increase is a result of interest earned on investments and the increase in the Future Generations Fund investment.

The First Nations Finance Authority (FNFA) investment at March 31, 2025 totalled \$12.265 million (\$9.282 million at March 31, 2024) and was earning interest at 3.15% at March 31, 2025. Scotiabank Guaranteed Investment Certificates (GIC's) amount to \$4.138 million and are earning between 3.1% to 4.9% interest. Total interest earned on these investments amounted to \$823K.

The Future Generations Fund that is managed by Ridgewood Capital was valued at \$2.933 million at March 31, 2025 (\$2.663 million in 2024), a gain of \$270,592 (prior year gain of \$297,558) from last year and an overall gain of \$1,760,916 since the initial investment of \$1,172 million in April 2008. The 5-year annualized return is 8.2%, above the fund objective of 6%. The Finance and Audit Committee reports quarterly to Chief and Council on the investment. Our investment advisor, is Robert Cruickshank of Ridgewood Capital.

2024/2025

Impact Benefit Agreement (IBA)

Note 8 of the Financial Statements describes the TFN/TAA funds that are not included in the TFN Financial Statements. At March 31, 2025 the balance of funds less commitments is \$3.4 million (\$2.8 million March 31, 2024). Remaining commitments of approved allocations include \$24K for membership work, \$18K for youth, \$285K for 3 phase power, \$328K for Pond Lake Land Defense Fund and \$189K for PowWow Grounds. Further information is available to Band members at the Band office.

Daki Menan Lands & Resources Corporation (DMLRC)

The DMLRC is a non-profit economic development and social purpose corporation controlled by the TFN. All activities of DMLRC are included in the consolidated financial statements of the TFN. A separate review engagement of the DMLRC is completed and there are also more detailed financial statements for the DMLRC available upon request.

The Board of Directors of the DMLRC as of March 31, 2025 include Robin Koistinen, President, Doug McKenzie and Michael Paul. Mandy McLean is the Administrator.

At March 31, 2025 DMLRC has total assets of \$815K consisting of land and buildings, vehicles, equipment and cash. Operations include tree planting and thinning contracts, fuelwood, sawmill and an office and yard site.

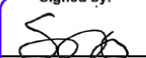
Consolidated Statement of Financial Position

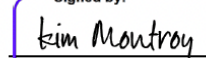
Temagami First Nation Consolidated Statement of Financial Position

March 31, 2025	2025	2024
Financial assets		
Cash and cash equivalents	\$ 1,991,720	\$ 1,450,742
Investments (Note 3)	18,133,507	16,708,857
Funds held in trust by ISC (Note 5)	2,353	2,353
Accounts receivable (Note 4)	2,932,137	3,374,877
	<u>23,059,717</u>	<u>21,536,829</u>
Liabilities		
Accounts payable and accrued liabilities	1,496,776	2,189,316
Deferred revenue (Note 10)	8,312,426	6,848,485
Long-term debt (Note 11)	11,632,719	11,415,290
	<u>21,441,921</u>	<u>20,453,091</u>
Net financial assets	<u>1,617,796</u>	<u>1,083,738</u>
Non-financial assets		
Tangible capital assets (Note 9)	28,444,160	27,549,829
Prepaid expenses	202,621	203,961
	<u>28,646,781</u>	<u>27,753,790</u>
Accumulated surplus and re-measurement gains		
Accumulated surplus (Note 6)	29,620,536	28,406,908
Accumulated re-measurement gains	644,039	430,620
	<u>\$ 30,264,575</u>	<u>\$ 28,837,528</u>

Commitments (Note 9)
Contingent assets (Note 13)
Contingent liabilities (Note 15)

Approved on behalf of the Chief & Council

Signed by:

Chief Shelly Moore-Frappier

Signed by:

Councilor Kim Montroy

Consolidated
Statement of
Operations

Temagami First Nation Consolidated Statement of Operations

	2025 Budget (Note 17)	2025 Actual	2024 Actual
For the year ended March 31, 2025			
Revenues			
ISC (Note 14)	\$ 7,830,517	\$ 7,898,834	\$ 8,318,721
Health Canada (Note 14)	1,640,761	2,190,224	1,769,158
Government of Canada	571,083	239,857	393,577
CMHC subsidy	270,533	210,340	215,301
Province of Ontario	2,346,128	2,921,700	2,608,260
Other Organizations	545,008	1,256,781	877,081
Ontario First Nation Limited Partnership	1,000,000	1,559,419	1,261,309
Band Generated	1,780,231	1,729,112	1,926,986
Add: Deferred revenue	2,718,621	-	-
	18,702,882	18,006,268	17,370,393
Expenses (Note 16)			
Administration	710,241	964,770	630,617
Operations and maintenance programs	1,132,092	1,701,027	1,744,097
Housing programs	616,597	865,332	813,231
Education programs	3,475,491	3,427,010	2,947,145
Health and social programs	6,155,644	5,329,953	5,092,010
Community development programs	3,731,465	3,815,084	3,143,234
Ontario First Nation Limited Partnership	278,489	689,465	728,818
	16,100,019	16,792,640	15,099,152
Annual surplus	2,602,863	1,213,628	2,271,241
Accumulated surplus, beginning of year	28,406,908	28,406,908	26,135,666
Accumulated surplus, end of year	\$ 31,009,771	\$ 29,620,536	\$ 28,406,908

Temagami
First Nation
Segment
Disclosure

Temagami First Nation Segment Disclosure

For the year ended March 31, 2025

19. Segmented Information (continued)

	OFNLP	Community Development	Health and Social Administration	Operations & Maintenance	Education	Housing	Daki Menan Land and Resource Corporation	2025 Total	
Revenues									
Indigenous Services Canada	\$ -	\$ 1,163,058	\$ 1,053,754	\$ 715,239	\$ 1,078,279	\$ 3,635,118	\$ 253,385	\$ -	\$ 7,898,834
Province of Ontario	-	461,075	2,433,026	-	20,258	-	-	7,342	2,921,700
Health Canada	-	14,292	2,004,408	-	-	171,525	-	-	2,190,224
CMHC subsidy	-	-	-	-	-	-	210,340	-	210,340
Government of Canada	-	203,527	-	-	-	-	-	36,330	239,857
OFNLP and other transfers	1,549,729	9,690	-	-	-	-	-	-	1,559,419
Band Generated	147,609	1,030,190	8,128	24,423	101,810	4,263	274,714	137,975	1,729,112
Other Organizations	-	905,045	308,807	-	5,000	9,924	16,042	11,962	1,256,781
	1,697,338	3,786,877	5,808,123	739,663	1,205,347	3,820,830	754,481	193,609	18,006,268
Expenses									
Salaries, wages and benefits	-	972,541	1,871,714	714,822	619,663	1,155,262	127,281	213,571	5,674,854
Consultants and technology	20,029	696,278	390,564	132,259	24,578	245,293	25,142	21,345	1,555,488
Administration and office	236,293	260,571	451,504	(517,386)	20,481	53,321	77,084	16,037	597,904
Legal, insurance and audit	3,531	577,192	136,867	118,552	115,300	21,782	71,970	13,917	1,059,111
Program costs	228,329	271,906	1,629,393	15,911	(130,740)	1,752,532	-	23,463	3,790,795
Infrastructure and maintenance	140,919	37,315	103,966	10,524	315,985	44,527	183,361	21,299	857,896
Travel, training and meetings	60,364	520,409	483,588	415,827	82,384	116,043	6,294	23,175	1,708,084
	689,465	3,336,212	5,067,596	890,509	1,047,651	3,388,760	491,132	332,807	15,244,132
Annual surplus before amortization	1,007,873	450,665	740,527	(150,846)	157,696	432,070	263,349	(139,198)	2,762,135
Amortization	-	73,441	262,357	74,261	653,376	38,250	374,200	72,623	1,548,508
Annual surplus (deficit)	\$ 1,007,873	\$ 377,224	\$ 478,171	\$ (225,107)	\$ (495,680)	\$ 393,820	\$ (110,851)	\$ (211,821)	\$ 1,213,628
Tangible capital assets purchased									
	\$ -	\$ 238,103	\$ 631,354	\$ 15,917	\$ 588,779	\$ 738,459	\$ 203,520	\$ 4,116	\$ 2,420,248



Feedback

Feedback from Band members is welcome and encouraged. Any questions relating to matters dealing with TFN Finances, or the administration of the TFN, will be responded to promptly.

Please do not hesitate to contact the Finance Manager if you would like a copy of the Financial Statements or more details pertaining to any of the financial information presented.

Vicky Blake. Finance Manager

Walter Ross, Chair of Finance and Audit Committee