



HIAWATHA FIRST NATION

ANNUAL REPORT

FISCAL 2025

MINO GIIZHIGAD

IT IS GOING TO BE A GOOD DAY



Hiawatha First Nation *Endaat* (“Home”)



Pictured: Downtown Hiawatha (at ORRS)



Pictured: Hiawatha cemetery and fairgrounds



Pictured: Ice fishing on Rice Lake



Pictured: Fall colours looking across Rice Lake



Pictured: Hiawatha Line, looking east



Pictured: Serpent Mounds, Sacred Burial Mounds



Pictured: Serpent Mounds (Winter)



Pictured: North shore of Rice Lake at Sopers Lane

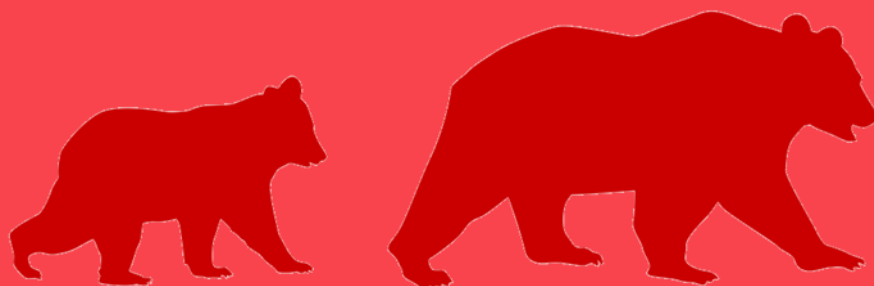
Annual Report

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LEADERSHIP REMARKS



Message from Chief and Council



Aaniin Citizens,

It is my pleasure to present the Hiawatha First Nation 2024/25 Annual Report. Since our last update in the 2023/24 Annual Report, we have continued to make great strides in strengthening our cultural and economic growth, protecting our rights, honouring our ancestors, safeguarding our lands and waters, and enhancing supports for our Citizens. All this work brings us closer to fulfilling our Vision Statement:

We, the Michisaagiig of Hiawatha First Nation, are a vibrant, proud, independent, and healthy people balanced in the richness of our culture and traditional way of life.

Over the past year, our dedicated Staff have worked tirelessly to complete our Strategic Plan, keep capital projects on schedule and within budget, and meet the health, social, and safety needs of our Community. Their efforts in the beautification of our First Nation, and their continued presence and dedication at times of need, reflect their deep commitment to serving our Citizens.

As you read through this report, I hope you see the hard work, dedication, and achievements of each Staff member who serves on behalf of our First Nation.

While we have made significant progress, we recognize that much work remains in all areas of Governance, Administration, Health & Social Services, and Policing. I look forward to continued growth and success across all programs and services in the year ahead.

As Chief and Council, we remain committed to advocating for our Citizens and our Nation at all levels of government, especially when it comes to protecting our Inherent and Treaty Rights. We will continue to support our Staff, who play such a vital role in the success and strength of Hiawatha First Nation, as we grow and expand our services for all Citizens.

I encourage everyone to stay engaged, share your ideas, attend Community and Council meetings, and continue to be active participants in shaping our future. Your voices and your support guide our collective progress.

Finally, we would like to extend a heartfelt Chi-Miigwetch to all Citizens, Staff, Families, Friends, and Neighbours for helping to make Hiawatha First Nation such a strong, vibrant, and caring Community.

Chief Laurie Carr

Chief Laurie Carr

Chief Laurie Carr
on behalf of Chief and Council

Message from Executive Director



The Executive Director (ED) is responsible for the overall integrity of the operations of Hiawatha First Nation (HFN). The ED must provide efficient and effective management and administration in accordance with the vision, goals and strategies of Hiawatha First Nation Council (HFNC), the requirements of the funders, HFN's policies and procedures and all relevant legislation as applicable to HFN. The ED leads, directs and coordinates the department heads in the implementation and administration of the objectives, policies and programs as directed by the HFNC. The ED provides effective strategic leadership and responsible management to all HFN staff and ensures an open and transparent atmosphere of collaboration and accountability.

I enrolled in the Aboriginal Financial Officers Association (AFOA) Certified Aboriginal Professional Administrator (CAPA) program in 2024. I completed the necessary requirements, and received my CAPA designation in February 2025. The CAPA designation is for highly qualified Administrators, who meet today's unique challenges and build capacity in Indigenous administration. The purpose of the CAPA Education Program is to enhance the knowledge, skills, professional development and capacity of senior administrators working in Indigenous communities and organizations.

First Nations Consulting was retained in June 2024 to provide consultation and facilitation services in connection with the HFN Residency Code, Citizenship Code, Election Code and Council Guidelines. The work is continuing in 2025 and into 2026.

Strategic Plan HFN worked alongside the Centre for Indigenous Corporate Partnership (CICP), Boston Consulting Group (BCG) and KMPG in developing a Strategic Plan for HFN. Building on the Comprehensive Community Plan (CCP) that was finalized in 2020 as our guiding north star, the 2025 HFN strategic plan is a practical and actionable complement, designed to drive progress toward our shared vision. This strategic plan was created through an extensive series of workshops and planning sessions with Council and staff. Throughout those discussions we anchored on what we need to do to protect and strengthen our language and culture as the most important goal of our work.

Trisha Shearer

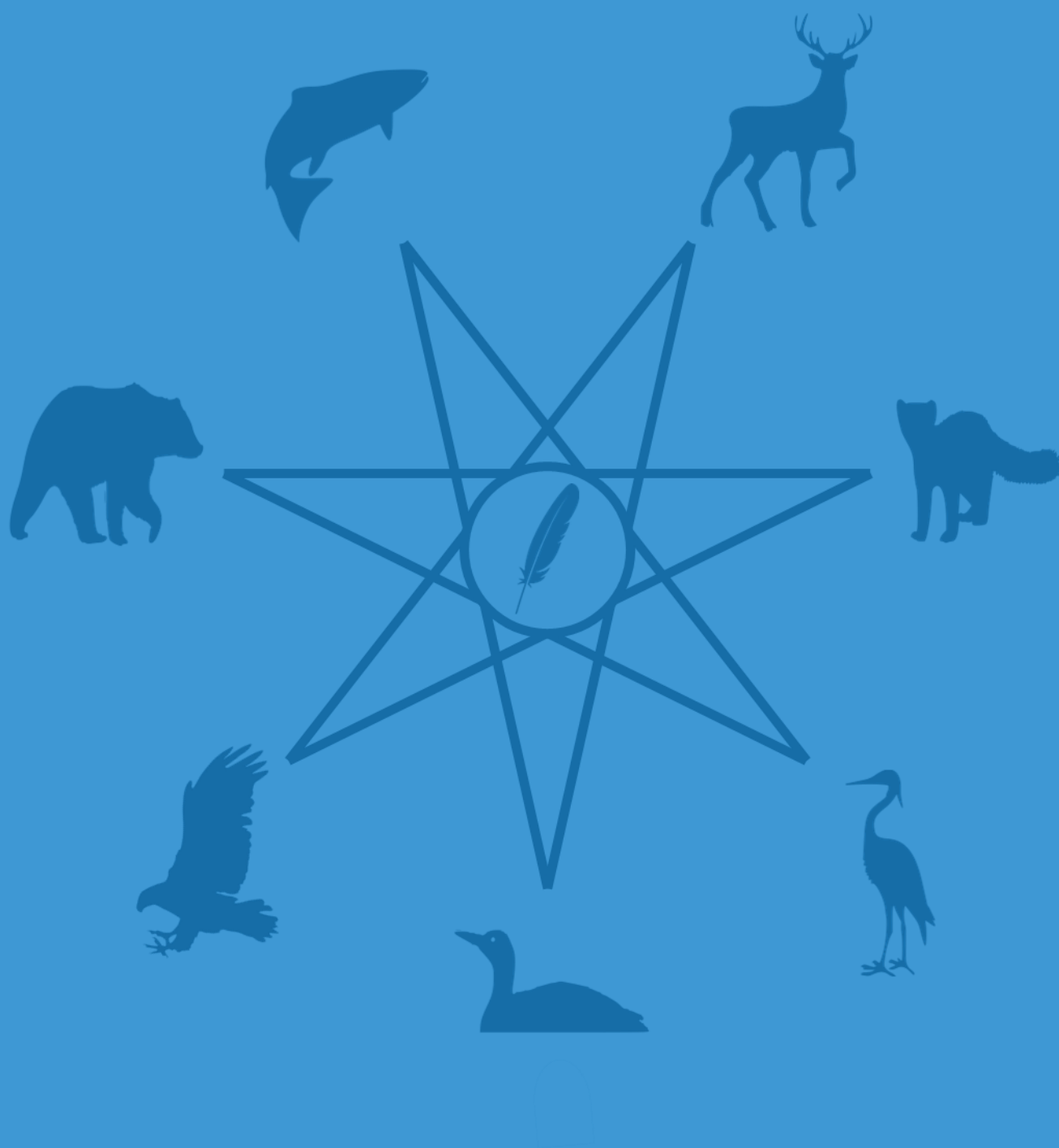
Trisha Shearer

Trisha Shearer, Executive Director

Get Involved

- Attend Council Meetings
- Call the LIFE Centre
- Read the Newsletter
- Visit the Website
- Talk to HFN Staff
- Write to Chief and Council
- Run for Council
- Join a Committee
- Go to Community Events

GOVERNANCE



2025 Elected Members Chief and Council

Overview

Chief and Council members are elected once every 2 years under the Indian Act and First Nation Election Regulations. Each Hiawatha Councilor oversees a different portfolio of services for the Nation. The current term began on February 1, 2025 and will end on January 31, 2027.

Hiawatha Vision

We, the Michisaagiig of Hiawatha First Nation, are a vibrant, proud, independent and healthy people balanced in the richness of our culture and traditional way of life.



Laurie Carr
HFN Chief
Crane Clan Portfolio



Kirk Edwards
HFN Councillor
Loon Clan Portfolio



Katie Wilson
HFN Councillor
Hoof Clan Portfolio



Georgette Howard
HFN Councillor
Fish Clan Portfolio

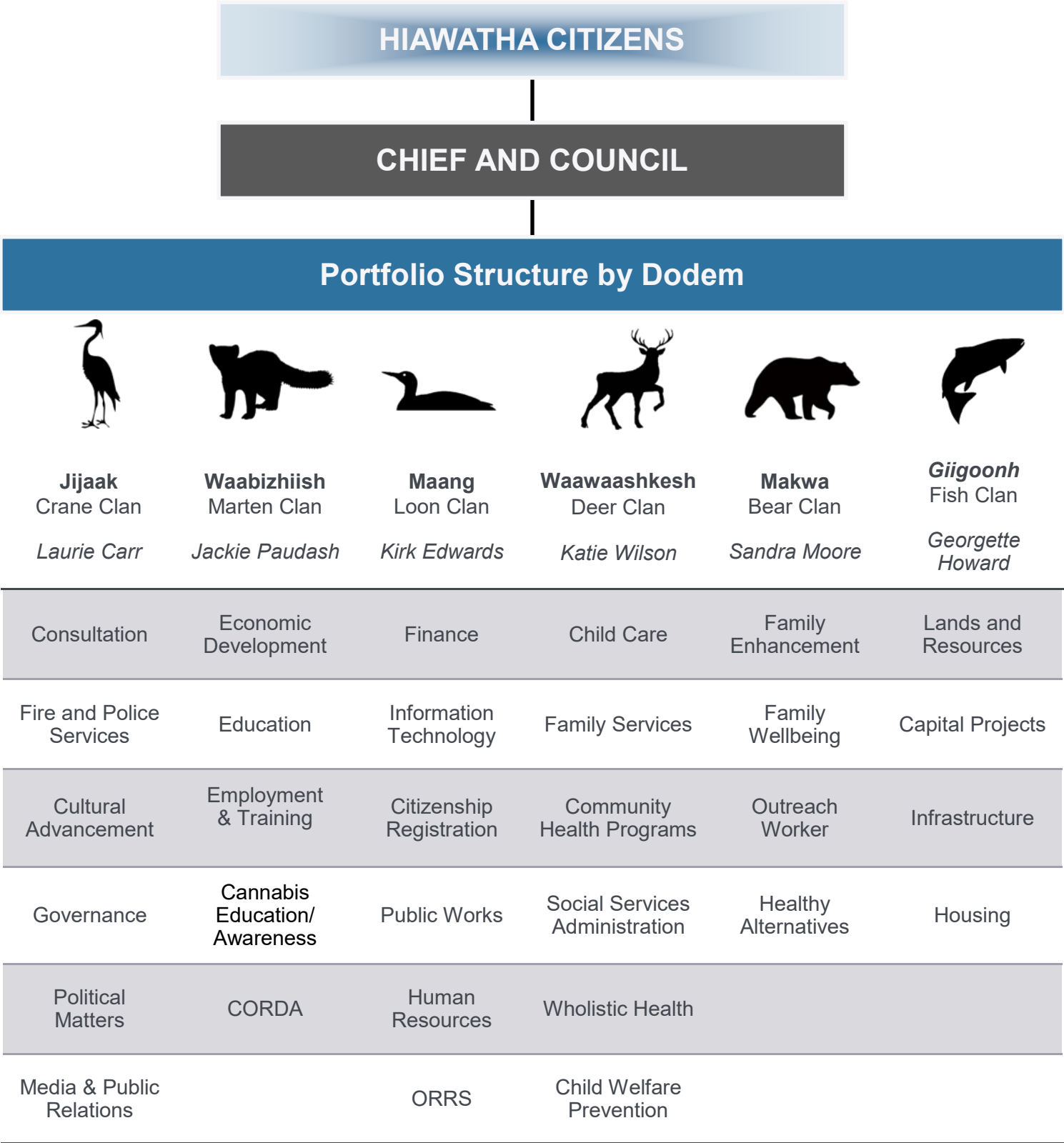


Sandra Moore
HFN Councillor
Bear Clan Portfolio

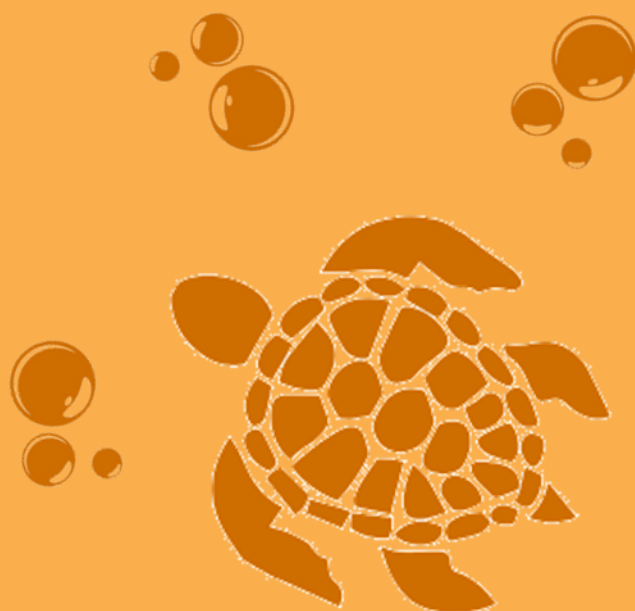


Jackie Paudash
HFN Councillor
Marten Clan Portfolio

Hiawatha First Nation Organizational Chart



STRATEGIC PLAN



Strategic Plan (2025)

Current Strategic Directions

OVERVIEW

The Hiawatha First Nation Strategic Plan was developed through a deliberate, multi-phase process rooted in community values and collective aspirations. This plan reflects comprehensive engagement, thoughtful prioritization, and alignment with the Nation's long-term vision for sustainable growth and wellbeing.

The roots of this strategy lie in Hiawatha's Comprehensive Community Plan (CCP) - Vision for the Future created in 2020, along with its guiding principles and action items. While the COVID-19 pandemic brought unexpected challenges and shifted some priorities in 2020 and 2021, the commitment to the CCP never wavered. Steady progress continued, and many achievements across the ten CCP directives are proudly reflected in Hiawatha's 2022 and 2023 Annual Reports.

Through one-on-one conversations with each Council member and more than 35 staff, over 115 ideas and action items emerged—reflecting the depth of commitment and creativity within our organization. These ideas spanned every area of the Comprehensive Community Plan (CCP) and formed the foundation for Hiawatha's priorities for the years ahead.

To help carry out the Strategic Plan successfully, each initiative has been grouped into one of three waves based on its potential impact, its readiness for execution, and its importance for strengthening our skills and capabilities.

WAVE 1: Action Today:

Wave 1 initiatives have clear objectives and defined resource needs, making them ready for immediate action. These initiatives will help Hiawatha build momentum and create a strong foundation for future waves.

WAVE 2: Action Near-Term:

Wave 2 initiatives require additional planning and coordination before they can be fully actioned. Some of these projects may need initial groundwork or a clearer sense of resource requirements before they can begin.

WAVE 3: Action in Future:

Wave 3 includes initiatives that are important to Hiawatha's vision but aren't ready to move forward just yet. These projects may have complicated steps, unresolved challenges or rely on information not yet available. It could also just be that we have insufficient resources to prioritize them in the present. Though not immediate priorities, we will continue to plan for them and begin when the timing and resources are right.

QUICK WINS:

Quick Wins are focused actions that can be taken immediately to generate momentum, laying the groundwork for Wave 2 or 3 initiatives today. By achieving these early wins we can demonstrate progress, build confidence, and set the stage to fully begin executing the initiatives.

Strategic Plan (2025)

Current Strategic Directions (Cont'd)

THE WELL:

The Well contains initiatives that, while relevant, are not being prioritized for action at this time. These initiatives may present valuable opportunities in the future but require further scope and definition or more information. They will be revisited in annual reviews, providing flexibility to respond to emerging needs or shifts in community priorities.



FUTURE VISION:

As we move forward, Hiawatha First Nation staff together with Chief and Council remain dedicated to bringing the vision of the CCP to life through the Strategic Plan. We encourage all Citizens to take an active role in shaping Hiawatha's future—your voice matters. When community information sessions are held on important topics (example: Election Code) and other key initiatives, your participation helps ensure that the direction we take truly reflects the will and wisdom of Hiawatha First Nation Citizens. Together, we can continue to build the future envisioned in the CCP—one rooted in unity, culture, and collective progress.

DEPARTMENT REPORTS



BUSINESS AND DEVELOPMENT

Economic development aims to create economic stability, enhance capacity, and produce own source revenue. These outcomes will support the ongoing programs and lay the groundwork for further growth and development.

The Economic Development Officer helps HFN and its Citizens with funding proposals, business plans, and business advice for new or existing ventures.

We also collaborate with other communities through workshops and training sessions to strengthen the entrepreneurial spirit within Hiawatha First Nation. We have added a Hiawatha First Nation Business Directory as well this year to the HFN website and I encourage all HFN Citizens to use this amazing tool as well as any entrepreneurs reach out to us to be added.



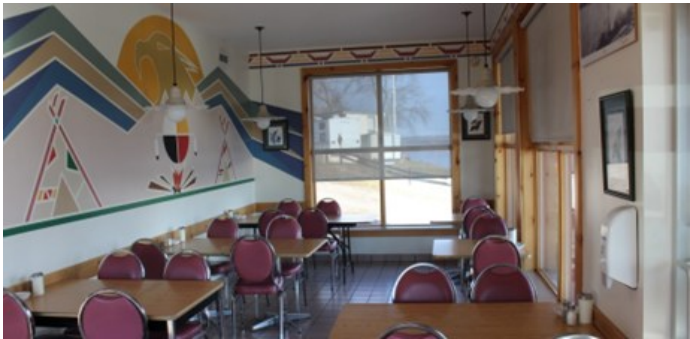
Ryan Taylor
Economic Development Officer

Economic Development Goals

- | | |
|-------------------------------|-------------------------------|
| 1. Increase Opportunity | 2. Stop Economic Leakage |
| 3. Anishinaabe values Prevail | 4. Develop Eco-Tourism |
| 5. Grow Own-Source Revenues | 6. On-And-Off Territory Focus |



Pictured: Old Railroad Stop Gas Bar



Pictured: Old Railroad Stop Restaurant

Zhooniya Makak (“Money Basket”)

Zhooniya Makak – translated to English as “Money Basket” is the general partner and manager of Hiawatha’s for-profit business operation. It is in the final stages of being set-up to manage and grow Hiawatha’s own source revenues, both on- and off-reserve.

The goal is that Zhooniya Makak will increase Hiawatha’s profile within the business community in a way that honours and reflects our history, our culture, and our core values.

CAPITAL PROJECTS

The Capital and Infrastructure Team is in charge of the construction, expansion, renovation, or replacement of new or existing infrastructure that serves the needs and interests of Hiawatha First Nation. Our team is responsible for these projects from the planning stage to the completion stage, and strives to deliver projects on time and within or below the allocated budget. We also work hard to secure funds to pay for these important projects. Capital and Infrastructure Team also leads and directs both Water Operators and the Public Works Department to ensure all of Hiawatha's assets are maintained safely and effectively.

Clean Water Project

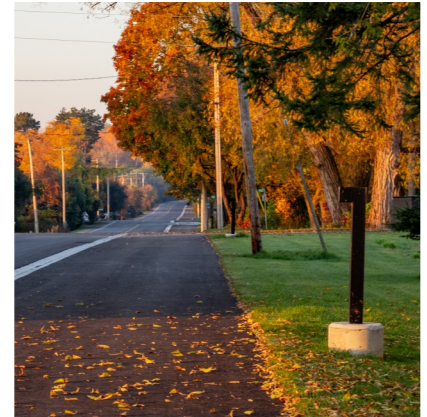
- Our Water Treatment Plant facility currently supplies 49 residences and businesses on the main line
- The Capital and Infrastructure Projects team and Water Operators have been selected as a finalist in the Water Canada Awards on October 2025, that recognizes a small-scale drinking water project that showcases innovation and resourcefulness within the Canadian water sector
- Currently the project team is working on the next phase of water connections with 12 more water main connections and 5 additional point of entry water sheds are in progress and are expected to be completed by late 2025
- Planning for the future phase of the water project is underway with funding applications and assessments towards additional water connections to the community.



Pictured: Water Treatment Plant Facility



Hayley Vogler
Director of Capital and Infrastructure



CAPITAL PROJECTS (CONT'D)

Elders Complex Project

- Construction is well underway and is expected to be completed in the summer of 2026.
- The layout consists of twelve two-bedroom units and a small community building with an additional attached unit
- The Capital Projects Team has worked hard to secure funds for the project, and are happy to advise that approximately 84% of the funding to date has been secured.

Paudash Street Rehabilitation Project

- The completed project runs along Paudash from Cowe Street to Lakeshore Road South and included upgrades to the drainage, shoulders, culvert replacements and a 2km multi-use lighted walking path.

Shoreline Project

- The project was fully funded through Natural Infrastructure Canada and included natural restoration along the north shore of Rice Lake.
- In 2024 shoreline plantings along the peninsula and beach were installed along with new lakefront signage and a new dock at ORRS
- Additional shoreline plantings and benches along the shoreline will be completed by the end of 2025.

Serpent Mounds

- Archaeology studies, reports and assessments are currently with ASI Heritage who are working closely with Hiawatha's Archaeology Manager.
- The Capital Projects team is currently pursuing funding opportunities to cover master planning costs, updating the Business Plan was critical to support current funding applications.
- Once the archaeology studies are completed, the Capital Projects team will have a better understanding of potential areas within the site for future development. Project planning will pick up once the reports, mapping, and findings are delivered by ASI.
- In 2025, Council made the decision to proceed with Master Planning for the site so our current focus for funding opportunities is to cover those costs.



Pictured: Construction of Elders Complex units



Pictured: New dock at ORRS

Sample Partners



HIAWATHA CHILD CARE CENTRE

Learning Enrichment for our Children of Tomorrow

The Child Care program is designed to support families and enrich the learning experiences of children from six weeks to twelve years of age by providing activities that explore the inside and outside environment and intertwine cultural teachings.

We use Ontario's pedagogy for the early years "How Does Learning Happen", focusing on the four foundations: Belonging, Well Being, Engagement and Expression. These foundations work seamlessly with the medicine wheel teachings of interconnectedness that shape all of our activities.

Our program rooms are set up to stimulate children's imagination, creativity and discovery. Children direct their own play, learning not only what they are playing with but about themselves as well.

Our Centre is licensed for 47 children; however, we continue to face challenges in building capacity due to ongoing difficulties in recruiting Registered Early Childhood Educators and Supply Staff. This remains a widespread issue across the childcare sector, particularly for rural centres like ours.

Despite these challenges, we want to take a moment to acknowledge and express our sincere appreciation for our incredible team; Cassidy Wilford, Shayla Kimball, Maddy Lewis, Sarah Gilmore, Patricia Hogan, and Becky Booth, whose dedication and care make such a positive difference every day. We are also deeply grateful for our compassionate and dependable supply staff, whose support continues to help us provide the high-quality care our families rely on.

Highlights

- Collaborated for a new playground next to Oshki-aya'aa Manidoo-Gamick (Young Spirit Centre/Youth Centre) to support primary years play.
- Replaced and upgraded a few items including the kitchen sanitizer to enhance infection control and ensure compliance with public health regulations.
- Staff continued to participate in professional learning workshops, building their knowledge of land based learning and putting it into practice.
- Two staff took part in a workshop series in connection with Sick Kids hospital exploring and enhancing their knowledge in infant mental health.



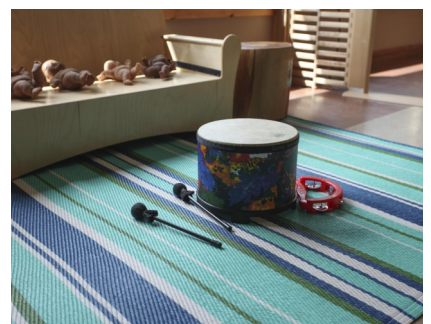
Patricia Hogan
Child Care Supervisor



Pictured: Children's Playground



Pictured: Preschool Room



Pictured: School Age Room

CITIZENSHIP

The Citizenship Office deals with all matters and events related to Citizenship, working with Hiawatha Citizens and other First Nations Citizens. The office issues Certificates of Indian Status and blood quantum letters, and reports significant life events, such as transfers to other First Nations, marriage and divorce, and birth and death.

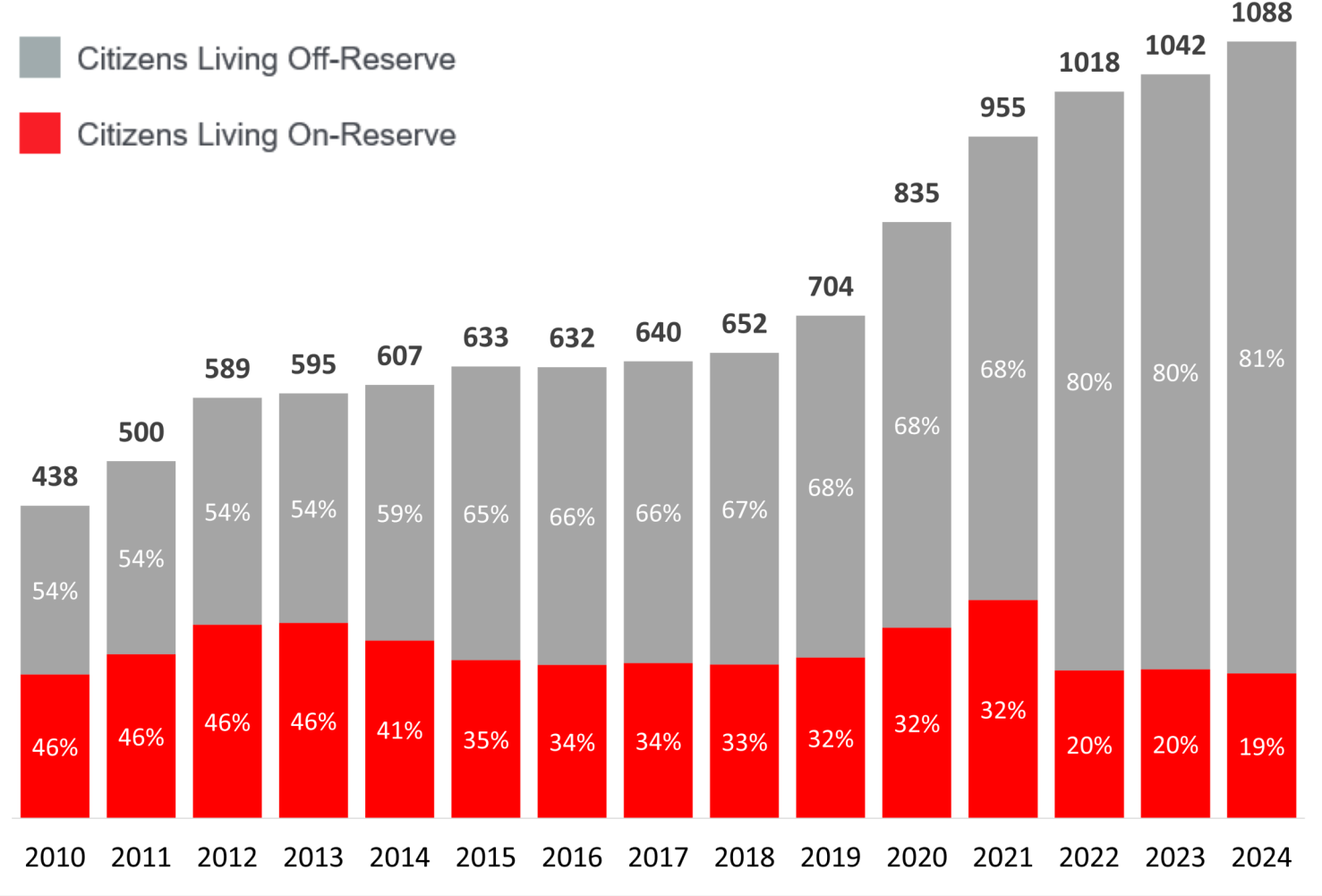
Hiawatha First Nation is a Section 11 First Nation now, which means we have an Indian Registration Administrator who works with the Federal Government and handles First Nation Citizenship under Federal Jurisdiction. We are working on our own Citizenship Code to take charge of our Citizenship under Section 10 of the Indian Act.



Laura Howard
Citizenship
Executive Assistant
to Council

Citizenship Breakdown by Year

As of December 31, 2024



Curious to understand how Citizenship works?
See Appendix A – Citizenship for more detailed information!

CONSULTATION

Our mandate is to engage with government and private sector proponents (a person or entity who advocates a theory, proposal or project) that have potential to impact the Inherent or Treaty Rights of our First Nation. We strive to build lasting relationships with these proponents to achieve mutually beneficial outcomes, including co-management and co-development of projects, sharing of benefits and to ensure our rights, knowledge and values are respected in project planning and operations. These relationships provide a platform to ensure projects are developed in a way that respects indigenous rights, title, and cultures as affirmed by principles like the UN Declaration on Rights of Indigenous Peoples.

What is the duty to consult?

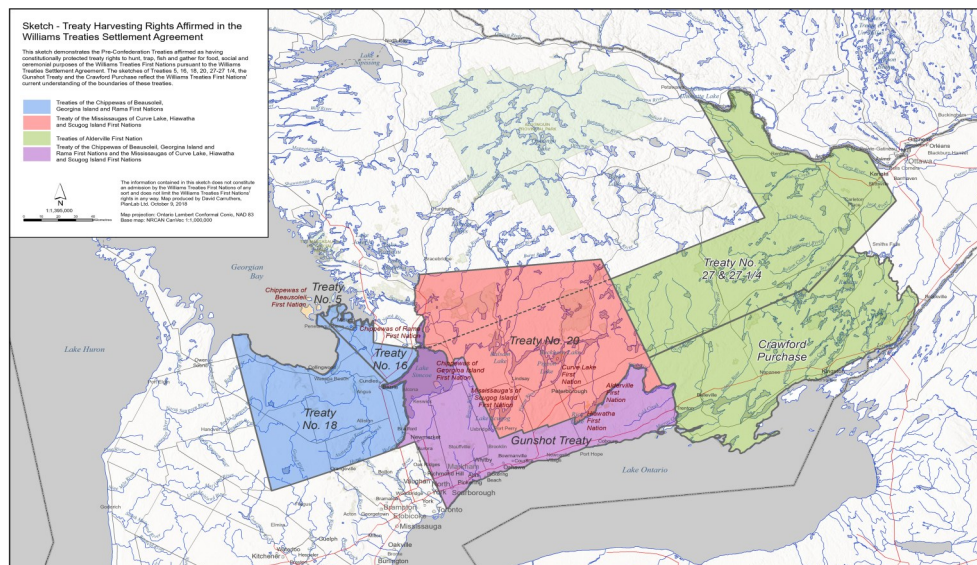
Ontario, as the Crown, has a legal obligation to consult with Aboriginal peoples where it contemplates decisions or actions that may adversely impact asserted or established Aboriginal or treaty rights.

The duty to consult, and where appropriate accommodate, is rooted in:

- the Honour of the Crown (a legal principle that commits government to act with integrity)
- the protection of Aboriginal and treaty rights under section 35 of the Constitution Act, 1982

Ongoing Partnerships Include:

Hydro One, OPG, Metrolinx, Enbridge, CNSC, CNL, MTO, Trent University, Parks Canada, Atura Power, Alto High Speed Rail & The City and County of Peterborough.



Tom Cowie
Indigenous Knowledge Lead



Sean Davison
Development Lead



Tamara Whitby
Energy Lead

If you are aware of a project, activity, or decision that may have a significant impact on our land and resources, we encourage you to reach out at consultation@hiawathafn.ca

EDUCATION

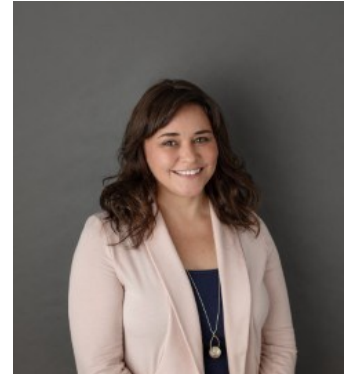
The Education Office consists of one staff member that administers funding for students from Kindergarten to Grade 12, and the Post Secondary Student Assistance Program. This staff member is the Education Counsellor who provides advocacy and support to Hiawatha Citizens both on-territory and off-territory.

The Education Counsellor represents Hiawatha First Nation students as a member of the Indigenous Education Advisory Committee at Kawartha Pine Ridge District School Board, the First Nation, Métis, and Inuit Education Committee at Peterborough-Victoria Northumberland Clarington Catholic District School Board, the Indigenous Education and the Teacher Education Advisory Committees at Trent University, the Indigenous Education Council at Fleming College, and the Education Committee at the Association of Iroquois and Allied Indians (AIAI).

In fiscal 2025, the Education office supported 37 nominal roll students in elementary school and 18 nominal roll students in secondary school. Partnerships with Education, the Cultural Coordinator, Lands department, and Health and Social Services came together, to provide land-based learning opportunities for our youth and families. Caleb Musgrave shared plant knowledge in the Fall, and in the winter he kept a fire and shared stories and teachings with our students at North Shore and the whole school. The Public Speaking Contest returned with support from Darla Blodgett, Joan Ferguson, Reverend Nancy, Kim Musgrave, Tom Cowie, Jane Adams and Kelli Marshall.

Education worked hard this fiscal to be able to secure funds through a special application for a worker to be at Thomas A. Stewart next year. Planning for this required extensive collaboration with our Executive Director, our Director of Operations, Human Resources, the Superintendent of Indigenous Education at Kawartha Pine Ridge District School Board, and Debbie Callahan, Principal at Thomas A. Stewart. We are proud to announce that the Hiawatha First Nation Education Worker will be in place for the 2025-2026 school year. This position could not exist without the work and dream of our previous Education Counsellor and those working in the office before. A deep and heartfelt Gchi Miigwech to everyone who has hoped and worked to make this happen.

In post-secondary, 24 students were supported through the Post Secondary Student Assistance Program (up from 14 the previous year!). Emma Hunt and Keeley Friar received the Post Graduate Studies award and the Hiawatha First Nation Trust was pleased to award Ethan Blodgett, Lucas Bond, Kathryn Carlow, Angela Cowie, Emily Davison, Colin Krause, Maddy Lewis, and Mea Martel the HFN Trust First Year Incentive Bursary. Humber College introduced an Indigenous Tuition Grant program in the Fall of 2024. The Humber grant is unique because it waives not only tuition, but mandatory fees as well.



Allana McDougall
Education Counsellor

EMPLOYMENT & TRAINING

Hiawatha’s Employment & Training Department runs a variety of programs that provide opportunities for Citizens to gain work experience and enhance their employability. The department offers workshops on various topics, provides one-on-one support for individuals, and assists those looking to access funding for training.

Summer Student Employment

Our summer program offers early work opportunities to Hiawatha First Nation youth. This year, 11 students participated in the summer employment program. Our initiative provides youth with practical work experience, helping them develop essential skills such as communication, teamwork, and time management. It is also an opportunity to explore potential career paths, build a professional network, and gain confidence in a real-world setting. Additionally, earning income during the summer can help students support their education or personal goals, making the experience both financially and personally rewarding.

Employment Opportunities

Our organization has been hiring new employees to address the needs of our growing Citizenship. This has allowed us to implement new ideas, programs, and services to our Citizens. If you have an idea, or would like to work for Hiawatha, please get in touch. For current opportunities, see the Employment Opportunities section of the website, or visit the LIFE Centre.

Achievements

2024–2025 was another successful year, where we were able to help Citizens access a broad range of employment and training opportunities. This year we had individuals pursue a wide range of training programs, including completion of professional certificates, enrollment in college programs as well as university programs.

Programs Completed in 2024-2025:

- AZ Drivers License
- Plumbing Diploma
- Paralegal Diploma
- Social Service Program
- Master of Social Work



Zach Friar
Human Resources
Coordinator



Chelsea Campbell
Employment &
Training
Post-Secondary
Services Officer

HFN Staff Composition

HFN Citizens	73
Other FN Members	13
Non-Status Individuals	46
Total	132

HEALTH & SOCIAL SERVICES



Pictured: Hiawatha L.I.F.E. Services Centre at 431 Hiawatha Line

Department Overview

The Health and Social Services Department at Hiawatha First Nation is dedicated to supporting the overall wellness of our community through a wholistic and culturally grounded approach. Our team works collaboratively to provide programs and services that promote physical, mental, emotional, and spiritual well-being for individuals and families of all ages.

Services are offered at various community locations, including the L.I.F.E. Services Centre, the Wellbeing Services Centre, and the Oshki-AYA'AA Manidoo-Gamick (Young Spirit Centre -Youth Centre). Each space is designed to meet community citizens where they are, providing accessible and supportive environments for care, connection, and growth.

We are also proud to partner with the Housing Department to support the Transitional Home, located at 124 Paudash Street, which provides temporary housing and wraparound supports to assist individuals and families in transition.



Tina Howard
Director of H&SS

Area 1: Social Services

Highlights

- During this fiscal year, we welcomed several essential new hires to enhance and broaden the range of services and programming available to our citizens.
 - ◊ Jessica St. Peter joined as our Family Enhancement Worker (FEW) and later a second worker, Jordan Schenk was hired to continue meeting the growing need to support families at risk of involvement or involved with child and family services.
 - ◊ Dawn Ewing was hired as the Healthy Lifestyles Worker, further expanding the department's capacity to support wholistic wellness, with emphasis on substance use programming and supports.
 - ◊ Jill Stevens our Cultural Coordinator transitioned into the Wellbeing Services Centre and in a full time capacity, strengthening opportunities for culture-based programming and teachings.

HEALTH & SOCIAL SERVICES

Area 1: Social Services (Cont'd)

Highlights

- ◇ Abby Neville joined us in the position of Wellbeing Services Manager where she provides leadership, clinical supervision, case management and quality assurance in the delivery of the services and operations of the Wellbeing Services Centre. Abby is a vital link between the staff at the Wellbeing Services Centre, the Director, and the broader health and social services team.
 - ◇ Transitioned the Home and Community Care and Program Support Labourer position from a contract role to a full-time, permanent position, currently held by Adam Welsh.
 - ◇ Secured funding and approval for a full-time, permanent Youth Success Worker position, aligned with the HFN Strategic Plan's goal to "Improve Youth Engagement." This role will focus on creating and overseeing a Youth Advisory Committee/Council, enabling young people to actively participate in shaping their community and advocating for their needs. The position will prioritize engaging youth aged 14-18 by providing mentorship, guidance, and support both within the community and school environments.
-
- Actively engaged in planning for the implementation of the Ontario Final Agreement on First Nation Child and Family Services Long Term Reform. This agreement is intended to be a significant step toward empowering First Nations communities in Ontario to take control over areas of child and family prevention services. It is anticipated to take effect early 2026.
 - We are actively progressing toward finalizing a new Service Delivery Plan for our Home and Community Care Program, which is anticipated to be implemented in 2026.
 - Finalizing changes made to the Transitional Support Services Policy which will enhance supports for eligible applicants.
 - The Wellbeing Services Centre has continued to evolve, including the creation of a community library for Citizens to borrow books, while maintaining an environment rooted in confidentiality, privacy, healing, culture, and connection to the land.



Pictured: 123 Paudash Street



Pictured: Teaching lodge



Pictured: Waiting area outside counselling room

HEALTH & SOCIAL SERVICES

Area 2: Mental Health Services

Our mental health program staff provide short-term counselling, peer support, advocacy, resources, and referrals for clients, and are focused on meeting the unique needs of each individual. We continue to collaborate with external agencies to deliver wholistic mental health services to Citizens.

Highlights

- Partnered with Andrea Porter from Ontario Shores to provide in-person structured Cognitive Behavioural Therapy (CBT) every Monday at the Wellbeing Services Centre.
- Opened a Transitional Home to support individuals and families involved with child and family services, experiencing homelessness, fleeing domestic violence, or human trafficking, with wraparound services to build skills, access supports, and work toward stabilization.
- Initiated efforts to secure funding for an Inclusivity Worker to provide focused support for members of the 2SLGBTQI+ community, ensuring culturally safe and affirming mental health services.

Area 3: Health and Community Services

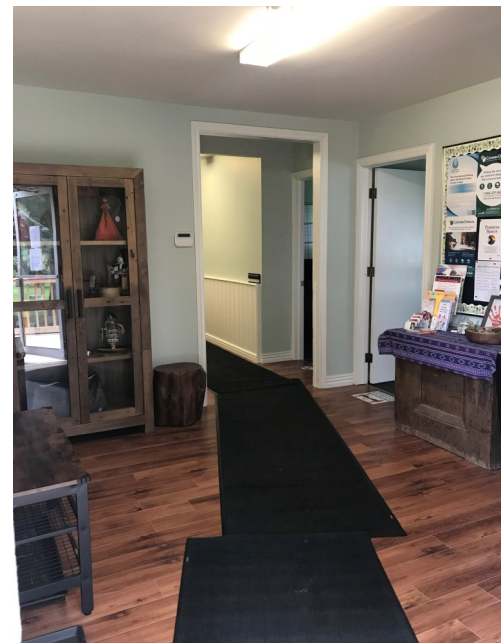
Our approach to health considers the multidimensional aspects of achieving wellness. Our efforts strive towards recognizing and supporting the whole person, whether it be physical, mental, social, or spiritual.

Highlights

- Began work towards the renovation of the Lower Hall, including steps to address accessibility and ensure the space meets building code standards.
- Transitioned to a new electronic medical record software, with plans to expand usage to all Health and Social Services staff in the coming fiscal year.
- Began initial planning to explore new food security initiatives and strengthen existing ones as identified in the HFN Strategic Plan.
- Continue to build on cultural programming such as Full Moon Ceremonies, Sweat Lodge Ceremonies, Traditional Teachings, Women's Hand Drumming, Beading and Regalia Making and Youth Drumming.



***Pictured:** Treatment room at Wellbeing Centre*



***Pictured:** Entrance to the Wellbeing Centre*

HOUSING

Hiawatha First Nation has administered a housing program since 1968. The housing program has evolved over the years to meet the changing needs of Community and Citizens. We support our Citizens by providing loans, grants and other assistance to build and maintain their homes. In addition, our rental program provides affordable units to Citizens who wish to live on Territory.

In October 2022, Council approved a new agreement with BMO which allows our Citizens to borrow up to \$400,000.00. This program has complemented our existing housing program, allowing eligible Citizens to secure loans to build, renovate, purchase or refinance homes on HFN reserve land. Currently, 11 of our Citizens have successfully accessed the BMO on reserve program for their housing needs.



Lisa Cowie
Housing Manager

Program Updates

- 2 Duplex rentals (4 units) were completed in July 2024 and fully occupied in August 2024.
- Secured funding to install new doors (front and back) on each unit of the 6-plex at 167 Sopers Lane in 2024
- New septic system was installed at 5-plex summer of 2024.
- Secured funding to hire a Housing Clerk, the position was filled June 2025.
- HFN Housing Home Maintenance Calendar (limited amount) was completed for 2026 and will be distributed to Citizens late 2025.
- 1 HFN Traditional Loan was approved for a Citizen to purchase a home in 2025.
- Secured funding through ISC and OFNLP for interior renovations at the 5-plex which started in June 2025 with completion set for winter 2025/26

New Construction

We are actively looking at a number of long-term housing solutions for our community, such as constructing a new small subdivision, more duplexes, or an area of tiny-homes.

Hiawatha-Owned Residences

- 6 Plex - 167 Sopers Lane
- 5 Plex - 144 Paudash St
- 2 Duplexes - 213/217 Sopers Lane
- 2 Houses - Various Addresses



Pictured: Hiawatha 6-Plex, 167 Sopers Lane

PUBLIC WORKS

Public Works and Capital Projects departments work closely together to develop and maintain Hiawatha's physical assets. Their activities cover all public buildings, spaces, and undeveloped property.

From Public Works to Custodial Services, to Fire and Police, our department oversees all infrastructure-related activities. Our team stays very busy with its broad maintenance routine, but is frequently asked to support the administration of other activities within the First Nation such as the HFN Annual Powwow.



Clem Carr
Public Works Lead

Highlights

- In late 2024, the Public Works department became part of the Capital & Infrastructure team. The team is led by Clem Carr who has many years of experience in the role.
- Our crew has expanded to a team of 4 full-time permanent labourers, with Tyler LaFonte permanently joining the team earlier this year.
- The Public Works team was instrumental in the storm clean up in the spring of 2025.
- Over the next year, the team will be adapting to the new asset management and maintenance software.
- Another focus of the team in 2025 is training. We are organizing training in various area for the team to participate in including back hoe operator training, confined space, working at heights, chainsaw operator, asset management orientation, CPR-First Aid, and lock-out/tag out training.



Pictured: Public Works Facility, 117 Sopers Lane



Pictured: Aerial of the L.I.F.E Services & Cultural Centre

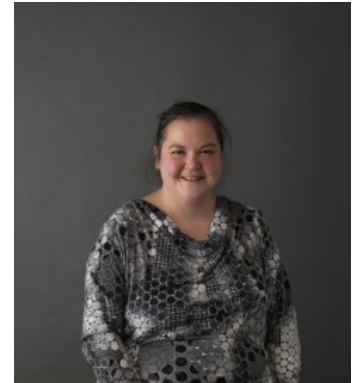
Our department is frequently looking to hire new staff to meet growing demand!
If you are looking at new career opportunities, please email infrastructure@hiawathafn.ca

LANDS

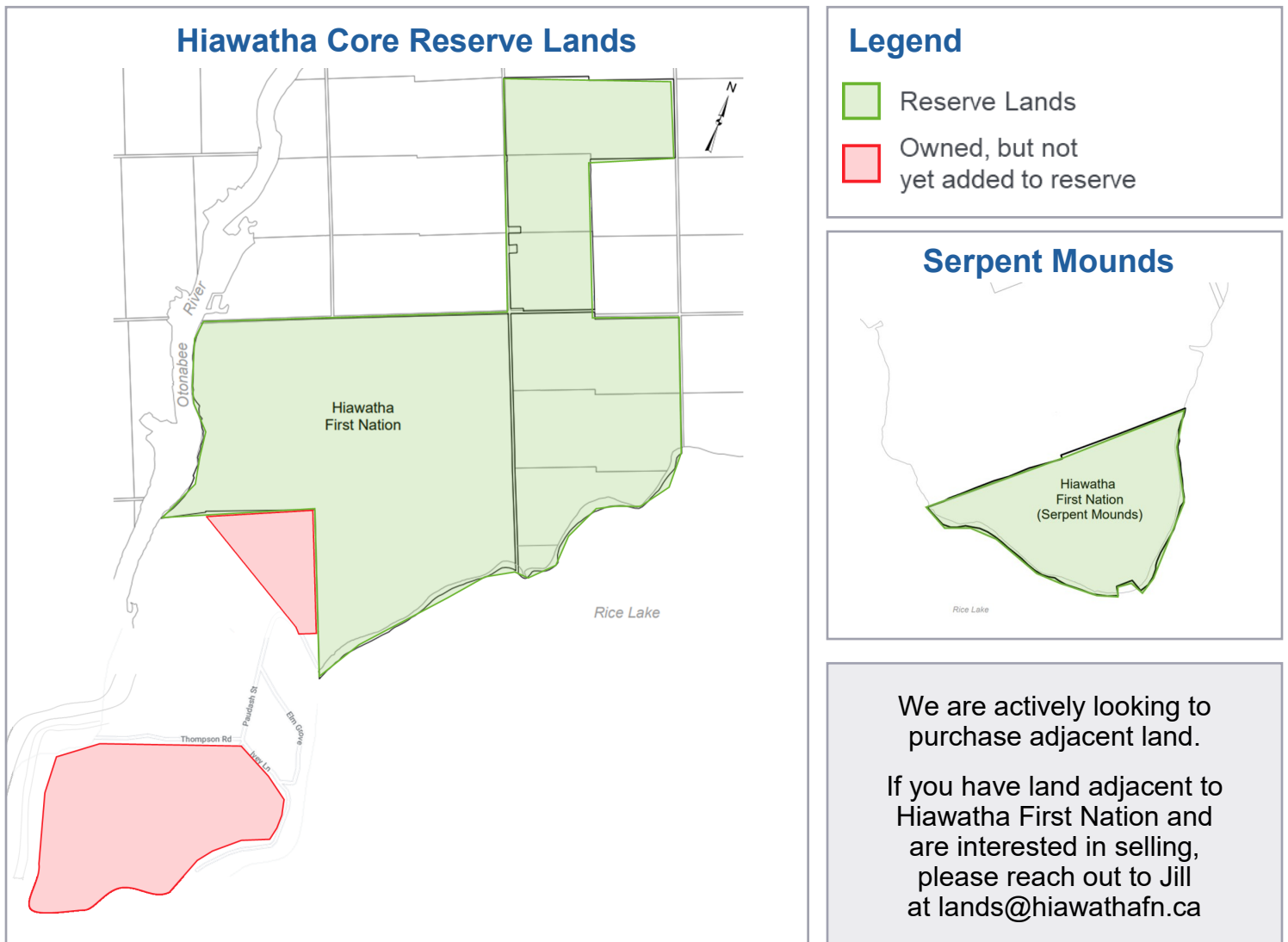
Hiawatha First Nation is located on the north shore of Rice Lake, east of the Otonabee River. The First Nation consists of approximately 2145 acres of land, of which 1523 are held under Certificates of Allocation. Hiawatha First Nation is made up of three tenure areas consisting of: primary reserve land, Serpent Mounds Park, and Islands in the Trent.

The Lands Department has been operating under the First Nations Land Management Act since August 1, 2021. Through the adoption of our Land Code, we are now able to process transactions much more efficiently. This also provides us with the ability to register documents in a timely manner, creating significant benefits for our citizens.

The Lands Department is staffed by three team members. Jill Foster serves as the Lands Manager, while Charlotte Dales and Melissa Paudash are both full-time Lands Clerks.



Jill Foster
Lands Manager



LANDS (CONT'D)

Land Use Plan

In June 2025, we held a vote on our Land Use Plan, but it did not pass. The Lands Department will be hosting more information nights and creating opportunities to connect with community members, so together we can learn more about the benefits of having a Land Use Plan for our Nation's future.

Lands Committee

We are working towards establishing a Lands Committee to support Chief and Council by ensuring community voices guide transparent, accountable and culturally appropriate land management under our Land Code.

Wills And Estates

In June 2025, we hosted a Wills and Estates information session that was very well received by the community. With support from the Ontario Aboriginal Lands Association (OALA), the Lands Department now has a helpful template that includes a Personal Estate Planning Guide and a Simple Will Kit, which we are pleased to be able to offer to our citizens.



Pictured: Traditional smoked meat demonstration

Land Based Learning

Each year we hold our annual Ice Fishing Event, and in the past we've also enjoyed Duck Hunting, Forest Foraging, and Dinner & Learns with our citizens. Coming up, we're excited to offer a Frogging Dinner & Learn, Trapping Information Night and some softer land-based learning opportunities. During the winter months, we'll also be hosting Canning and Craft sessions—great chances to share skills, knowledge, and talents within our community.

ATR - Additions to Reserve

We are working with our Legal Counsel to convert three properties into Reserve Status. These are 251 Paudash, 289 Paudash, and 57 Thompson Road.

Leasing

Charlotte has recently stepped into managing Leasing in the Lands Department. She ensures communication runs smoothly between Lessees, Locatees, realtors, and lawyers. Right now, there are 72 active leases in our community. To better support new Lessees, Charlotte is also putting together an information package that will explain key responsibilities on the property, when to reach out to the Locatee, and details about the yearly service fees paid to Hiawatha—and how those fees benefit our community.

ILH - Individual Land Holdings

Hiawatha has experienced increased activity from citizens who are severing and transferring land for housing and leasing purposes. The Lands Department continues to conduct surveys across the territory and obtain the necessary approvals to support these transactions. In addition, Melissa Paudash is currently training for Individual Land Holdings (ILH) and will soon be available to assist citizens with related matters .

OLD RAILROAD STOP (ORRS)

The Old Railroad Stop is a full-service gas bar, restaurant, and convenience store on the shores of Rice Lake which opened in 2002. Since then, ORRS has grown into a destination for both residents and visitors, offering an ever-expanding range of products and services.

Founding Principles

- 1 Provide employment and training opportunities for Citizens, especially those who are students
- 2 Increase own-source revenues by providing a greater number of goods and services to Citizens and visitors
- 3 Successfully profit in order to support the provision of other programs, supports, and services to Citizens



JD Monette
ORRS Manager



Department Activity

- In 2025, we introduced both clear and furnace diesel, meeting the needs of a broader customer base and creating new revenue streams. This expansion positions ORRS as a more complete fueling destination.
- Our automotive team has helped numerous Hiawatha citizens and customers access high-quality car parts and tires at competitive prices. We're now preparing to add tire installation on rims as our next step. Our long-term vision includes opening a full-service mechanic shop, further enhancing convenience and economic opportunity for our community.
- The Rewards Program continues to thrive, now exceeding 10k active members. This milestone reflects our loyal customer base and our efforts to give shoppers more value every time they visit.
- We are proud to feature and promote products from Indigenous entrepreneurs, with our inventory now including a wide selection of locally made and culturally significant items. This commitment not only strengthens our retail offerings but also supports other Indigenous businesses in their own growth journeys.



Pictured: Old Railroad Stop from the boat dock

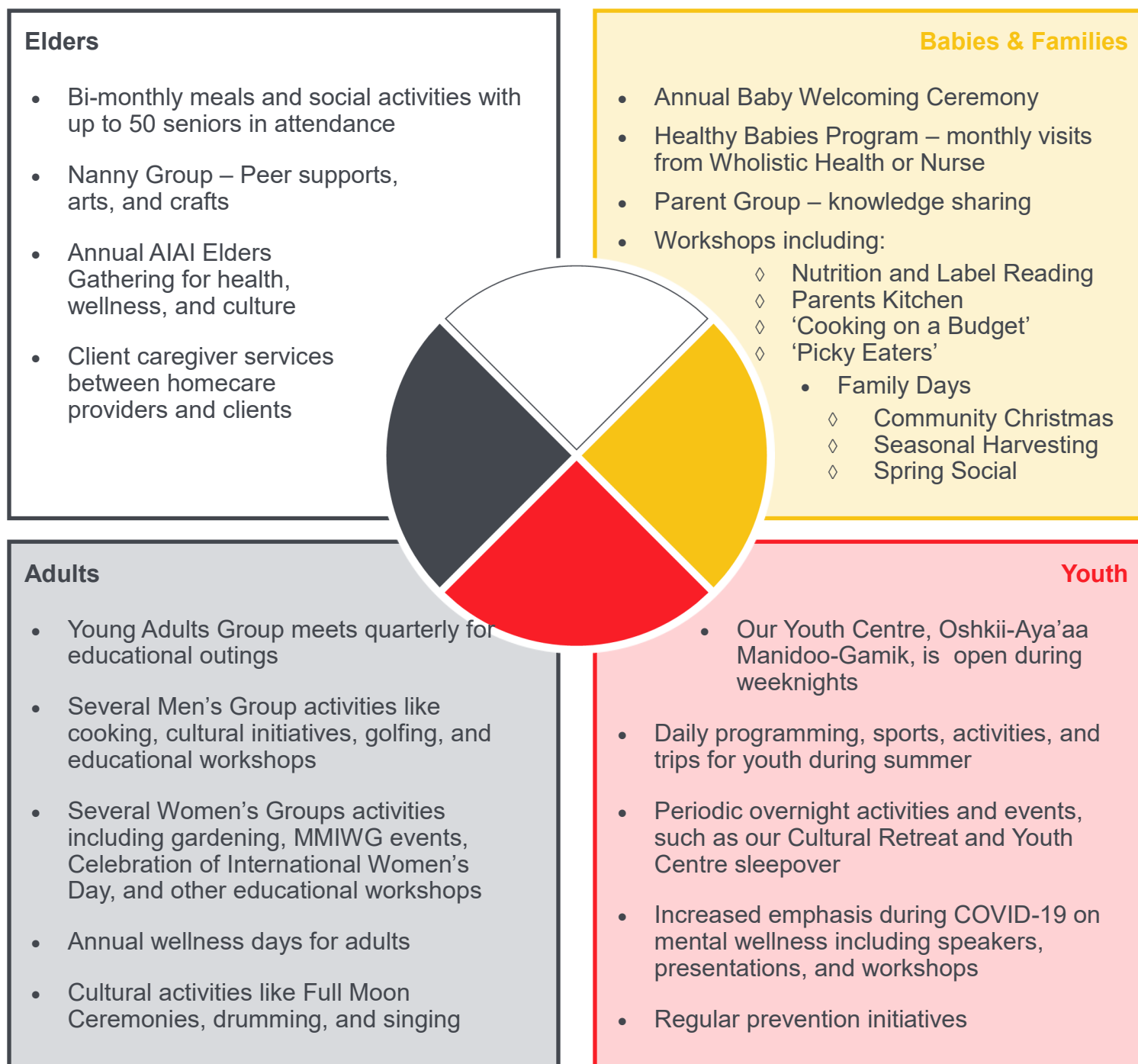


Pictured: Old Railroad Stop convenience store

Our department is frequently looking to hire new staff to meet growing demand! If you are looking at new career opportunities, please email orrsmanager@hiawathafn.ca

PROGRAMMING

Hiawatha prides itself on its community engagement, offering many program activities for its Citizens to participate in, all of which can be found in the monthly community newsletter. These programs have been shown to have positive impacts on the mental health and wellbeing of our Citizens, and are directed at restoring our connection with our culture.



SERPENT MOUNDS

Site Overview

Serpent Mounds Park is a sacred and historic site of Hiawatha First Nation, with evidence of occupation and use dating back to 58 B.C.

It is here that archaeologists discovered that ancient Native people gathered in large settlements around the lake to camp, hunt, fish, collect freshwater mussels, and harvest the abundant wild rice crops which once inhabited Rice Lake.

The assemblage of artifacts provides extensive information on the habitation, rituals and culture of the site and represents the most complete picture of Point Peninsula life.

Activity Update

This year has been a particularly demanding one at Serpent Mounds, with significant impacts from winter storms and the severe ice storm that followed. These weather events created extensive damage and debris, requiring increased efforts to ensure the site remained safe and accessible for all.

The Maintenance Crew rose to the challenge with dedication and professionalism. The team began the year with two full-time employees, Brady Osborne and Corey Adamson—and one contract employee, Eric Gladwin. Each member of the crew invested time and effort to complete essential training, achieving certifications in CPR, First Aid, Working at Heights, and Chainsaw Operation. These qualifications not only improve safety but are critical in maintaining and protecting the sacred grounds of Serpent Mounds.

Without the hard work and commitment of this crew, Citizens and would not be able to safely navigate this sacred and historic site. Their work ensures the space remains respected, cared for, and accessible.

This year, Serpent Mounds proudly hosted the annual Pow Wow as well as a successful fall Vendor's Market. These events were made possible, in part, by the ongoing efforts of the Maintenance Crew in preparing and maintaining the grounds.

As we look ahead to the future revitalization of Serpent Mounds, the site remains in a state of readiness thanks to the consistent upkeep by the crew. When the time comes to begin the next phase, we are confident that the groundwork has been laid in a good way—honouring both the land and the ancestors who rest there.



Pictured: Serpent Mounds team, Corey Adamson, Eric Gladwin, Brady Osborne



Pictured: Serpent Mounds aerial view

LOOKING AHEAD



Hiawatha First Nation

Comprehensive Community Plan

VISION STATEMENT

We, the Michisaagiig of Hiawatha First Nation, are a vibrant, proud, independent and healthy people balanced in the richness of our culture and traditional way of life.

Culture and Language	- Completed construction of Community Cultural Centre - Working on increasing land-based learning opportunities - Language and culture lessons with Mississauga Nation - Partnerships and collaboration with Williams Treaties Nations and Mississauga Nation communities
Land	- Ratification of Land Code - Purchased 143 Acres at 251 Paudash Street - Purchased 125 Acres at 57 Thompson Road - Purchased 25 Acres at 289 Paudash Street - Working through adding new land acquisitions to reserve
Community	Paudash Street improvements for safety
Housing	- Sale of 2 family-oriented homes - Work underway to construct a seniors residence - Evaluating longer term solutions within the business of housing
Education	Working to rectify gaps from COVID-19
Health	- Childcare facility expansion - Significant expansion of LIFE services and supports
Governance	- Developing Election Code, Citizenship Code, Residency Code, Council Guidelines - Creating a Land Use Plan, Infrastructure Master Plan, and Environmental Stewardship Plan
Administration	- New offices to support our growing workforce - Significant strategic planning underway, 5-year operation plan, service gap analysis, departmental review
External Relations	- Work with the Chiefs of Ontario, Assembly of First Nations, Williams Treaty Nations, Mississauga Nations - Active consultation department on local projects
Economic Development	- Our EDC, is incubating and getting of the ground - ORRS expanding its product and service offering - Working to reopen Serpent Mounds in the next couple years - BNW Trust is functional to manage our investments

FINANCIAL REPORTS



Independent Auditors Report & Summary Financial Statements



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Opinion

We have audited the consolidated financial statements of Hiawatha First Nation (the First Nation), which comprise the consolidated statement of financial position as at March 31, 2025, the consolidated statements of operations and accumulated surplus, remeasurement of gains and losses, change in net financial assets and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the First Nation as at March 31, 2025, and the results of its consolidated operations and its consolidated cash flows for the year then ended in accordance with Canadian Public Sector Accounting Standards.

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

Baker Tilly KDN LLP

Chartered Professional Accountants
Licensed Public Accountants

Peterborough, Ontario
July 23, 2025

Citizens can obtain a copy of the complete audited financial statements through the Citizen's section of the web-site or upon request at the Administration office during regular business hours.

Hiawatha First Nation

Statement of Financial Position

HIAWATHA FIRST NATION

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

At March 31, 2025

	2025 \$	2024 \$
FINANCIAL ASSETS		
Cash (note 2)	9,583,907	8,259,832
Investments (note 3)	43,602,649	50,991,449
Due from Government and other Government organizations (note 5)	2,573,659	1,058,550
Other accounts receivable	685,232	576,013
Inventory for resale (note 4)	1,072,971	604,395
Receivable from First Nation members (note 6)	2,265,717	2,454,542
TOTAL FINANCIAL ASSETS	59,784,135	63,944,781
LIABILITIES		
Accounts payable and accrued liabilities (note 8)	2,559,732	2,722,244
Due to Government and other Government organizations (note 9)	1,196,893	1,225,351
Deferred revenue (note 16)	8,189,553	5,658,491
Bank loan (note 7)	16,133,333	18,933,333
Employee future benefits (note 17)	306,700	289,100
Asset retirement obligation (note 18)	430,000	430,000
TOTAL LIABILITIES	28,816,211	29,258,519
NET FINANCIAL ASSETS	30,967,924	34,686,262
NON-FINANCIAL ASSETS		
Tangible capital assets (schedule 1)	48,672,207	45,799,764
Prepaid expenses (note 10)	184,040	128,405
TOTAL NON-FINANCIAL ASSETS	48,856,247	45,928,169
Accumulated surplus (note 19)	75,913,979	75,790,338
Accumulated remeasurement gains	3,910,192	4,824,093
	79,824,171	80,614,431

Approved on behalf of the members:

 Chief

 Councillor

The accompanying notes form an integral part of these financial statements. Citizens can obtain a copy of the full audited financial statements and the accompanying notes through the Citizen's section of the website or upon request at the Administration office during regular business hours.

Hiawatha First Nation

Statement of Operations

HIAWATHA FIRST NATION

CONSOLIDATED STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS

For the Year Ended March 31, 2025

	Budget 2025 \$ (note 13)	Actual 2025 \$	Actual 2024 \$
REVENUES			
Indigenous Services Canada (ISC) (notes 20 and 21)	4,873,901	6,535,476	9,551,085
Federal Government other (note 20)	2,313,369	2,053,374	2,399,657
Province of Ontario (note 20)	1,329,376	2,062,593	1,908,612
Ontario First Nations Limited Partnership	934,845	1,171,390	949,126
Old Railroad Stop	17,596,936	19,137,508	17,214,938
Investment income	2,655,000	4,864,059	7,248,285
Other	6,164,531	3,848,019	3,349,036
TOTAL REVENUES	35,867,958	39,672,419	42,620,739
EXPENSES			
Administration	8,205,777	13,085,843	57,722,310
Community operations	1,119,413	1,489,409	1,087,085
Economic development	214,717	151,065	192,550
Education	1,562,722	1,256,299	1,056,306
Land management	563,783	771,439	535,365
Social development	3,534,004	3,551,538	3,277,279
Old Railroad Stop	17,490,957	18,886,356	17,060,040
Other commercial operations	510,000	356,829	275,068
TOTAL EXPENSES	33,201,373	39,548,778	81,206,003
ANNUAL SURPLUS/(DEFICIT)	<u>2,666,585</u>	123,641	(38,585,264)
ACCUMULATED SURPLUS - beginning of year		75,790,338	114,375,602
ACCUMULATED SURPLUS - end of year		75,913,979	75,790,338

The accompanying notes form an integral part of these financial statements. Citizens can obtain a copy of the full audited financial statements and the accompanying notes through the Citizen's section of the website or upon request at the Administration office during regular business hours.

Hiawatha First Nation

Notes to Financial Statements

1. DISCLAIMER

The accompanying notes form an integral part of these financial statements. Citizens can obtain a copy of the full audited financial statements and the accompanying notes through the Citizen's section of the website or upon request at the Administration office during regular business hours.

2. BASIS OF PRESENTATION

These financial statements have been prepared in accordance with standards in the Chartered Professional Accountants Canada Public Sector Accounting (PSA) Handbook.

The accompanying notes form an integral part of these financial statements. Citizens can obtain a copy of the full audited financial statements and the accompanying notes through the Citizen's section of the website or upon request at the Administration office during regular business hours.

APPENDICIES



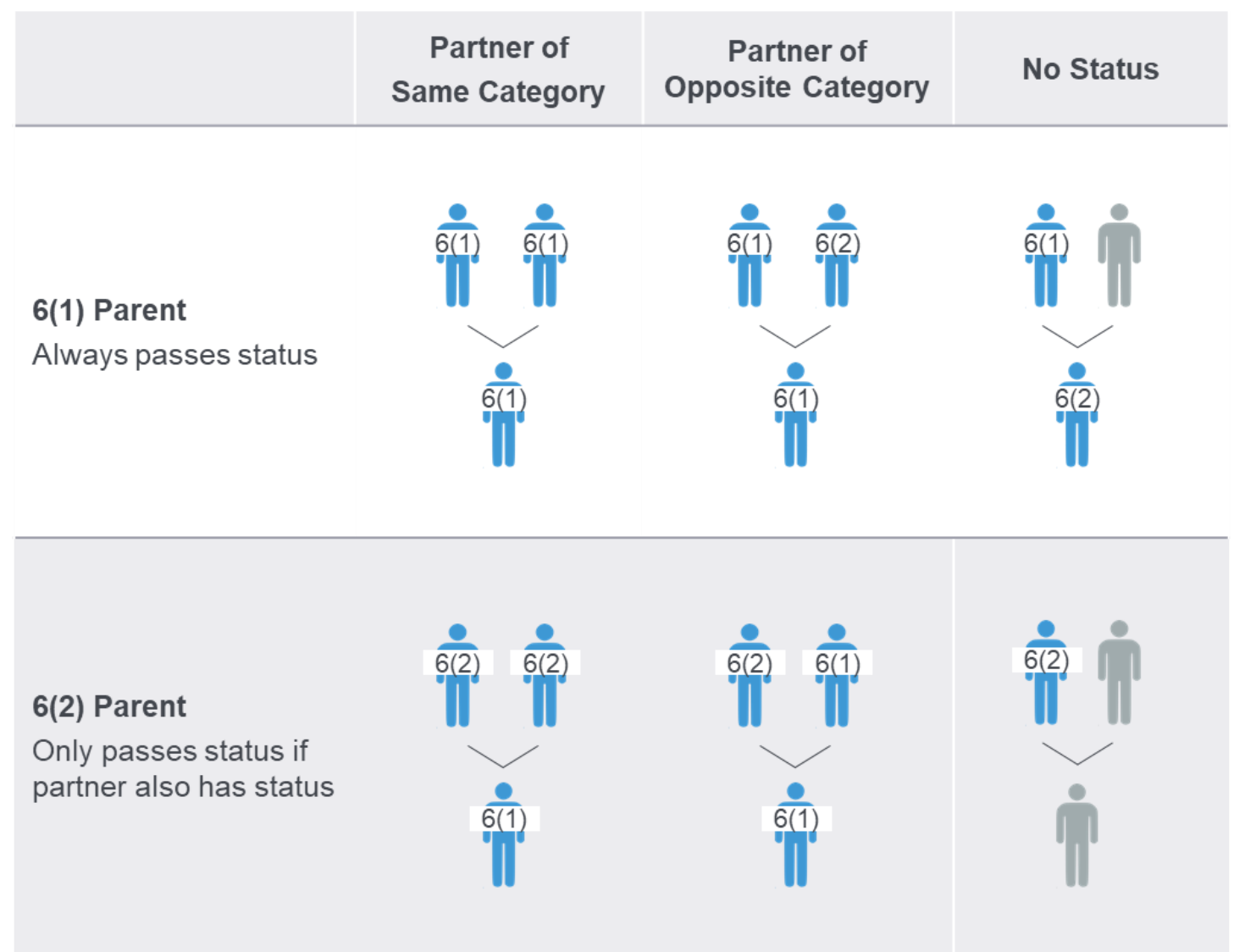
History of Citizenship

How Citizenship Works

Under Hiawatha’s current jurisdiction, Section 6 of the Indian Act determines how a person is entitled to be registered for status and Citizenship. Registration is divided into two primary categories, commonly known as sections 6(1) and 6(2). Both categories of status have the same access to services and benefits; however, the ability to pass on Indian status differs depending on whether an individual is registered under 6(1) or 6(2).

A 6(1) always passes entitlement to status to their children, whereas a 6(2) can only pass status if the other parent also has status, commonly called the *Second Generation Cutoff*. A person is entitled to be registered under Section 6(1) if both of their parents have status, and if only one parent has status, the child will be a 6(2). Specific exceptions apply.

Although this system was set up with an insidious intent to assimilate Indigenous peoples, at least it treated Indigenous individuals with status equal to one another.



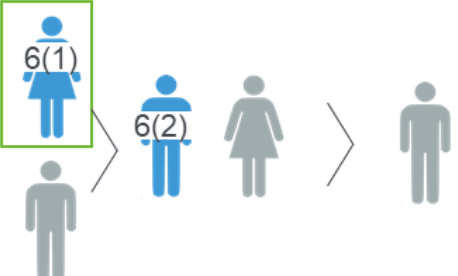
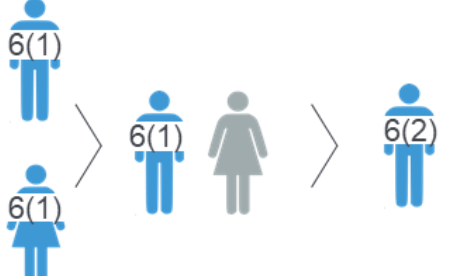
History of Citizenship

Brief Overview of Injustices

Gradual Civilization Act (1857) <i>A key feature of the Canadian Government's intention to assimilate Indigenous peoples, through a legal process of terminating Indian status</i>	- 'An act to encourage the gradual civilization of Indian tribes in this province, and to amend the laws relating to Indians' - Enfranchisement was a way for Indigenous peoples to surrender their legal and ancestral identities for the 'privilege' of gaining full Canadian Citizenship - Established voluntary enfranchisement for 'Indian men over the age 21, with integrity and sobriety, who were able to read and write, were educated, debt free, in good moral standing, and appeared to be safe and suitable to own land'
Gradual Enfranchisement Act (1869) <i>Introduced several policies and regulations for the supervision of Indigenous peoples</i>	- Notably established the elective council system that is still in effect today - Introduced the forced disenfranchisement of Indigenous women through marriage - Superseded by the <i>Indian Act of 1876</i>, which centralized all previous acts
Indian Act (1876) <i>A document filled with issues. It has had to be amended many times and continues to be a source of problems.</i>	- Indians lost legal status for a variety of reasons: - o Living outside Canada for 5 years - o Earning a university degree or serving in the army - o Becoming a doctor, lawyer or Minister - o Leaving the reserve for long periods
MATERNAL LINE	 Issue: Women wrongfully lose status upon marriage to non-native men
PATERNAL LINE	 Issue: Men can give status upon marriage to non-native women

History of Citizenship

Amelioration – Making Progress

Bill C-31 (1985) <i>The work of several Indigenous female activists throughout the 1970-80's</i>	- Women who previously were disenfranchised (married out) and their children regained Indian Status - A person's marriage could no longer affect an individual entitlement to receive or lose Indian Status
PATERNAL LINE	 New Issue: Men are able to pass status a full generation further than women if they 'enfranchised' their wives prior to 1985
MATERNAL LINE	 C-31: Disenfranchised women regain status as 6(1), can pass to their children
Bill C-3 (2011) <i>C-31 appeal in initiated in 1987, led by Sharon McIvor</i>	- Partially corrects Bill C-31's gender-based discrimination - A new issue related to disenfranchisement would arise in 2017 - C-3 would now allow those women who lost their status to disenfranchisement to pass status to their grandchildren
MATERNAL LINE	
PATERNAL LINE	 C-3: Grandchildren of disenfranchised grandmothers can now receive status

Extension of application back from 1951 to 1869, when the Gradual Enfranchisement Act came into effect

- Double-Mother Rule, Unknown Parent, etc.

Prior to 2017	No Status
S-3 (2017)	6(2)

