



SAUGEEN FIRST NATION 5-YEAR STRATEGIC PLAN

2025-2030

CONTENTS

Message from Chief and Council..... 3

Introduction.....4

Our Vision.....5

Our Mission.....6

Our Values.....7

First Nation Profile.....8

Looking Back.....13

Achievements – Last 5 years..... 14

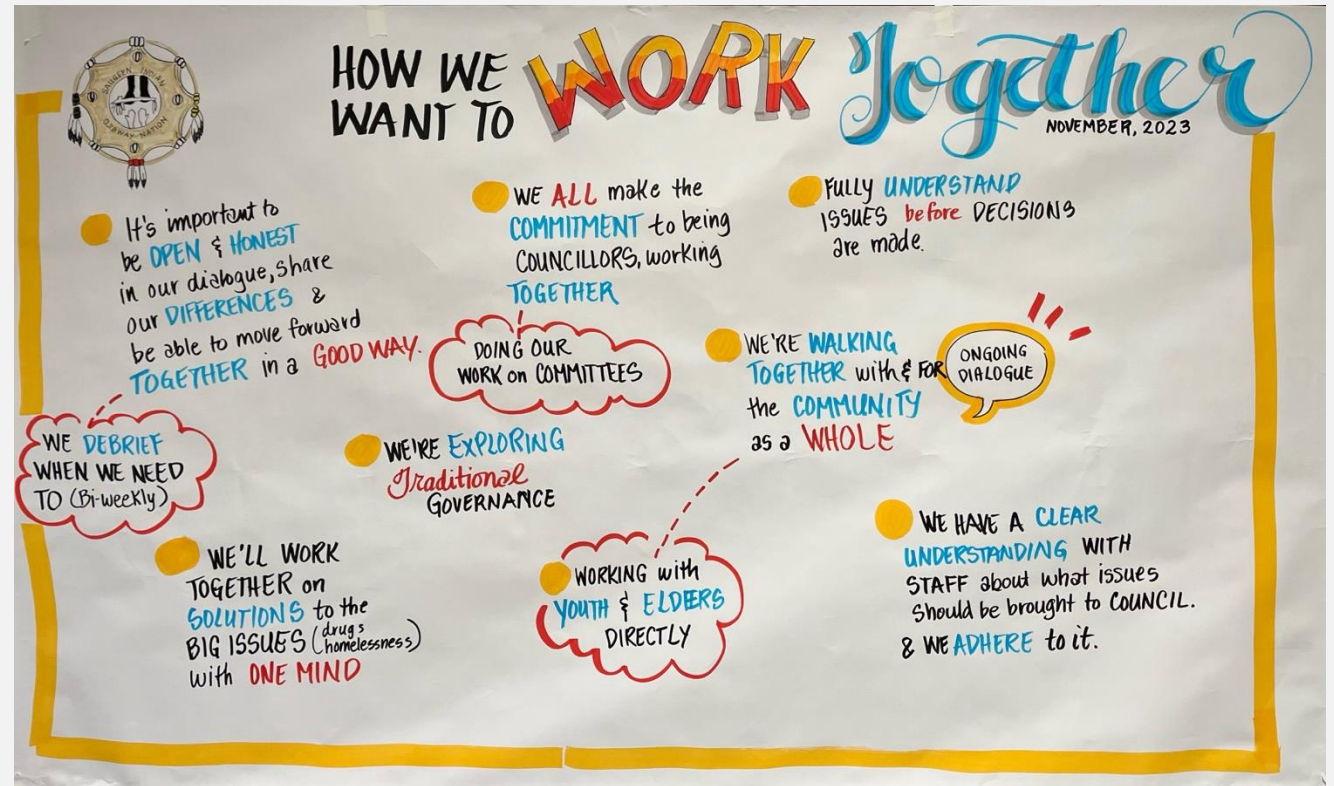
Current State Analysis.....15

Strategic Priorities 2025 – 2030..... 18

Reporting to Membership.....29

MESSAGE FROM CHIEF & COUNCIL

We commit to creating an open and honest dialogue, moving through our differences and working together as a team to create a strong leadership for our community. We want to walk together with membership to explore traditional governance and begin creating solutions and opportunities to the issues we face today.





INTRODUCTION

What is a Strategic Plan?

A strategic plan identifies the destination of where we want our Nation to be and provides Chief & Council and the administration with directions as to how to get there. It is our plan that reflects the needs and priorities of our members and the vision for our Nation. It provides a guide to help us work together, stay true to our values and be more accountable and transparent to our membership. The strategic plan guides our decision-making (ex. resource allocation for the annual budget), helps evaluate progress towards our goals, and monitor the performance of our Nation's administration.

Goals for the Strategic Planning Process

Our goal through this 5-year Strategic Plan is to begin empowering our administration to carry out the necessary activities and goals required to assist our community in achieving our vision for the future, thus providing improved programming and services to our membership and becoming more accountable.

OUR
VISION

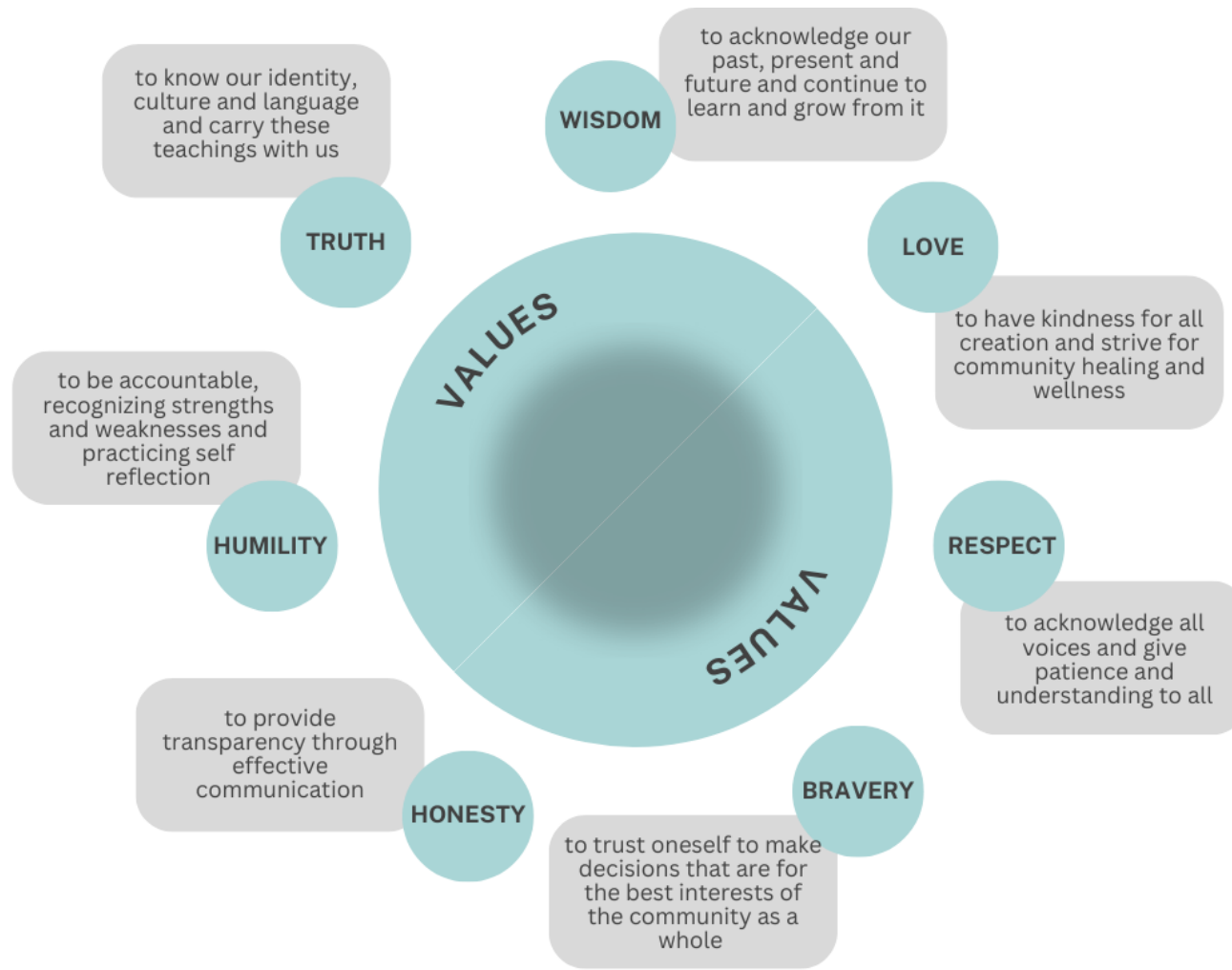


OUR MISSION

Working together and engaging the membership of Saugeen to provide strong governance and the enhancement of culture, language, community, relationships, and programming. By moving forward together in a positive and harmonious way, we can create opportunities for growth and development of a safer, healthier and more sustainable community.



OUR VALUES



FIRST NATION PROFILE

History

The Saugeen Anishnaabek have been here for time immemorial occupying 2 million acres of land in Southwestern Ontario, spanning from the tip of the Saukiing (Bruce) Peninsula South to Goderich and East to the Nottawasaga River, including the lakebed surrounding the Territory. Saugeen Ojibway Nation's Traditional Territory is of the Anishinabek Nation: The People of the Three Fires known as Ojibway, Odawa, and Pottawatomie Nations. The Chippewas of Saugeen are one of two Nations that form the Saugeen Ojibway Nation.

In 1836, SON reluctantly agreed to Treaty 45 ½ to surrender part of the territory with the promise of having the Peninsula forever protected from encroachment. But the Crown did not protect the Peninsula and in 1854 told SON that they had no choice but to give up the Peninsula because the white settlers could not be stopped, the result was Treaty 72.

The legal name of the community is Chippewas of Saugeen, however in the early 1970's we began referring to the community as Saugeen First Nation #29. Saugeen First Nation consists of four reserves; Saugeen 29, Chief's Point 28, Saugeen Hunting Grounds 60A, and Saugeen & Cape Croker Fishing Islands 1.

Although we never stopped fighting for our inherited rights and assertion of our territory, more recently, in the early 1990's, Saugeen became proactive in righting historical wrongs and began a series of court filings. Thus began the Eastern Boundary Land Claim, Treaty 72 Land Claim and our assertion over the waters around the Peninsula.

Successfully, on October 2, 1995, The Duluth Declaration was signed, affirming Saugeen First Nation's jurisdiction over the waters around the Saugeen/Bruce Peninsula, though a 1993 Canadian Federal Court decision declaring that the Ojibway's' right to fish commercially takes precedence over any other activity.

On July 29, 2021, Treaty 72 Land Claim decision was released. The trial judge agreed with SON that the Crown's failure to do what it could have to protect the Peninsula was a breach of the treaty and a breach of the Crown's honour. However, the trial judge did not agree that the Crown had a fiduciary duty to protect the Peninsula and dismissed that part of the claim. SON is now proceeding to the remedies phase of this case.

On April 3, 2023, the Eastern Boundary Land Claim decision was released and moved the eastern boundary of Saugeen First Nation farther east, to avoid the curvature of Lake Huron and keep the reserve boundary straight and entirely on land, giving Saugeen another 1.4 miles of shoreline, to about 9 1/2 miles total. However, this decision is being appealed by the Town of South Bruce Peninsula.

To this day, we continue to assert our jurisdiction within our Traditional Territory to ensure that our members inherited rights and interest are protected, allowing opportunities, enhanced services, and access to resources to assist in helping our membership mino bimaadsawin.



FIRST
NATION
PROFILE

Location

6 Cameron Drive Southampton Ontario N0H 2L0

Population

2002 Registered Members



FIRST
NATION
PROFILE

Chief & Council

Chief Conrad Ritchie

Councillor Randall Kahgee

Councillor Sonya Roote

Councillor Lester Anoquot

Councillor Audra Root

Councillor Cheree Urscheler

Councillor Letitia Thompson

Councillor Theresa Root

Councillor Lorne Mandawoub

FIRST NATION PROFILE

Senior Management Team

Gerry Glover – Band Administrator

Lisa Bender – Senior Finance Officer

Nicole D'Atri – Director of Community & Social Services

Carla Glover – Health Director

FIRST NATION PROFILE

Programs / Departments

Finance

Housing

Library

Fisheries

Waterworks

Recreation

ACYPS

Membership

Lands & Leasing

Education

Foodbank

Maintenance

Woman's Shelter

Youth Centre

Daycares

Band Reps

Economic Development

Human Resources

Jordans Principal

Works Department

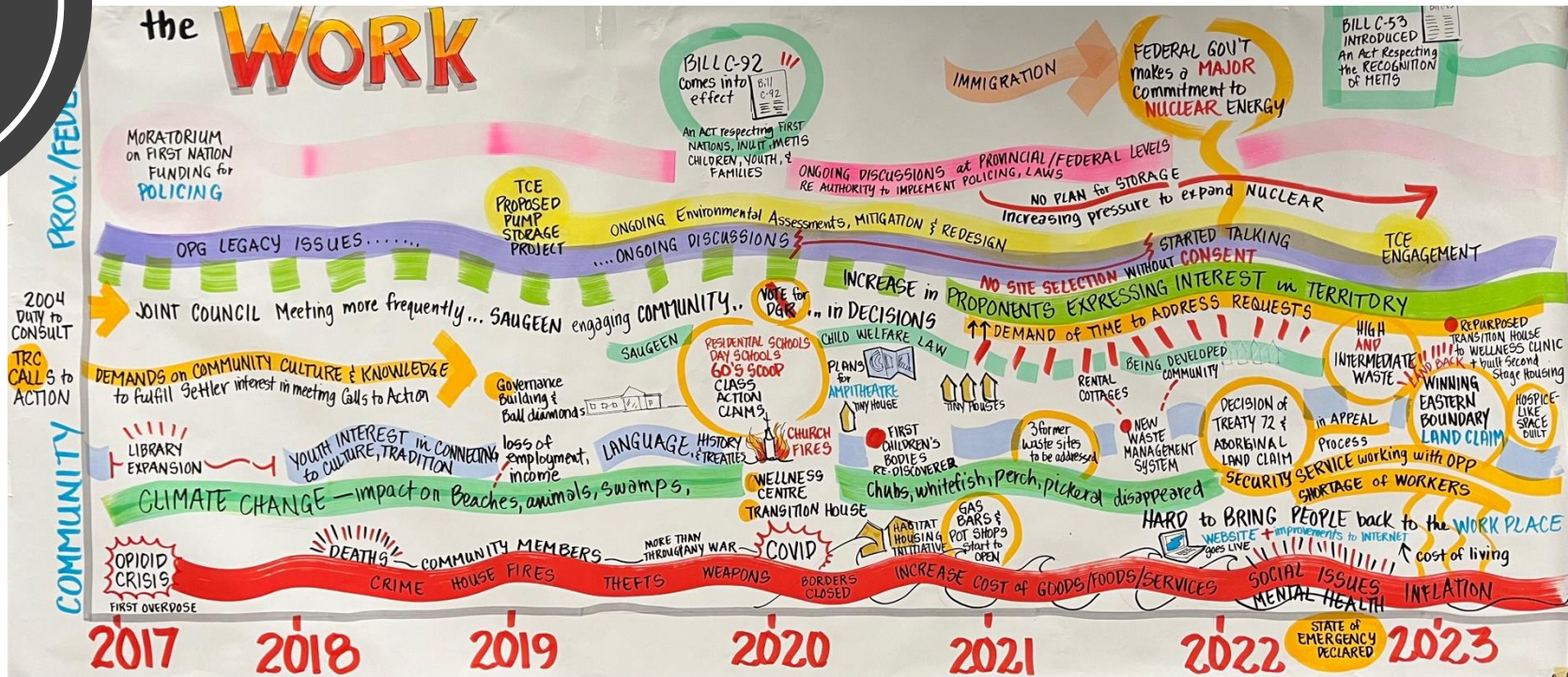
Fire Department

Employment & Training

Ontario Works

Health Centre

LOOKING BACK



- Eastern Boundary Land Claim Won
- Treaty 72 Land Claim Won
- OPG DGR Vote – Recognition & Assertion of Our Territory
- Construction of Governance Building
- Construction of Ball Diamonds
- Internet Infrastructure Upgraded
- Increase in Housing Stock
- Increased Health & Wellness Resources
- Hospice Like Space Built
- Ratification of *Zaag'idiwin* - Child and Family Wellbeing Law



LAST 5 YEARS
ACHIEVEMENTS



CURRENT STATE ANALYSIS

Strengths

- Connection to land & water
- Youth & elders
- Language, culture & history
- Stewardship
- Recognition & assertion of territory
- Knowledge keepers
- Leadership past & present
- Families & connection
- Health & wellness resources
- Infrastructure (water, roads, internet)
- Negotiators are smart & strong
- Reassertion of our child welfare

Weaknesses

- Opioid crisis - overdoses
- Lack of policing
- Restricted under Indian Act
- Lack of members in workplace
- Dependency
- Lack of funding
- Inadequate and lacking enough housing
- Length of leadership term creates inconsistency
- Segregation
- Still catching up after covid
- Always reactive vs proactive
- Human resource capacity

Opportunities

- Implementation of laws & codes
- Re-establish policing
- Increasing funding & revenue sources
- Succession planning
- Headhunting own band members
- Building our own schools
- Building local economy – business & tourism
- Internal & external collaborations
- Increased levels of education

Threats

- Opioid crisis
- Increased crime & safety concerns
- Increased presence of non-members in community
- Inflation
- Bill C-53 recognition of Metis
- Federal government commitment to nuclear energy
- Safe, long-term storage of nuclear waste
- Land claim appeals
- Increased proponent activity in our territory
- Intergenerational trauma
- Homelessness

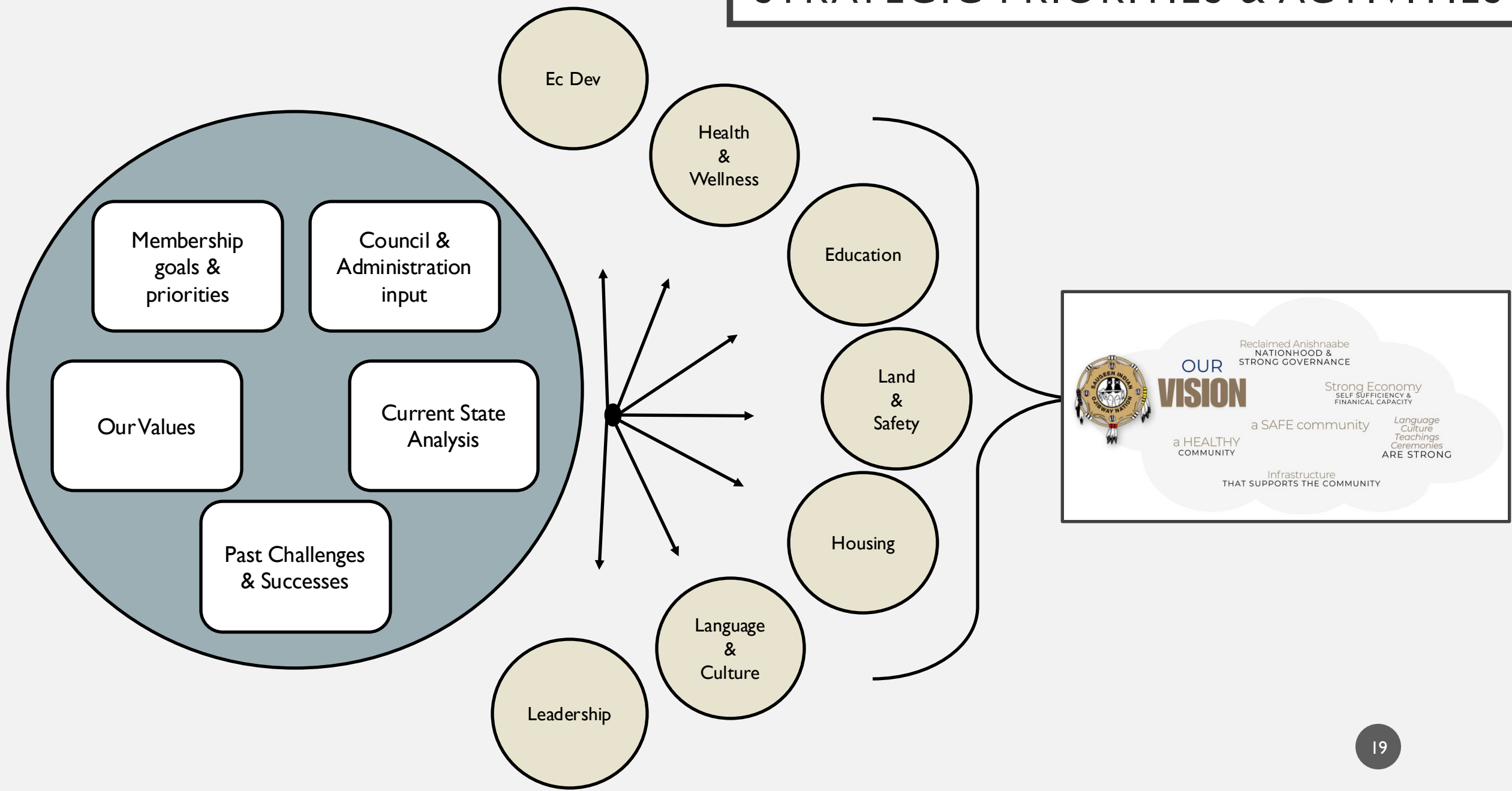
STRATEGIC PRIORITIES & ACTIVITIES

Based on our analysis and review of:

- our vision and mission for our Nation;
- the values we want to live by;
- acknowledgement of our challenges and successes over the past 5 years;
- our current state; and
- conversations with our membership, Council and administration;

We have identified 7 key priorities and supporting activities that will propel our Nation forwards towards achieving the aspirations and hopes for our Nation.

STRATEGIC PRIORITIES & ACTIVITIES



STRATEGIC PRIORITIES 2025-2030

Economic Development

Health & Wellness

Education

Language & Culture

Housing & Infrastructure

Land, Jurisdiction & Community Safety

Leadership

STRATEGIC PRIORITY → ECONOMIC DEVELOPMENT

Goal:

To generate enough revenue to be self-sustaining

Activities:

1. Finalize Economic Development Strategic Plan
2. Revitalize the Economic Development Corporation
3. Secure Funding & Complete the Amphitheatre Rehabilitation
4. Update & Implement the Sauble Park Beach Operational Strategy – Incorporating North Sauble into Strategy
5. Begin Feasibility Study on Sauble Park Tourism Hub
6. Revisit the Village Saugeen Story Report
7. Explore Opportunity for New/ Relocated Saugeen Gas Bar with addition of a Tim Hortons
8. Explore Hunting & Fishing Camps (in a tourism lens)

STRATEGIC PRIORITY → HEALTH & WELLNESS

Goal:

All Saugeen members are healthy and active and have access to holistic healing and wellness services, inclusive of western approaches, that empower them to achieve their personal wellness goals.

Activities:

1. Revisit Food Sustainability Hub
2. Complete Environmental Scan & Needs Assessment to Identify Existing Gaps
3. Explore Opportunities for Medical Equipment (such as ultrasounds, x-rays, dialysis, etc.)
4. Improving Relationships with Hospitals (GBHS) to Improve Quality of Service Provided
5. Explore Funding for Territory Treatment Facility
6. Secure Funding and Implement the Saugeen Trail Development Plan
7. Maximize Access to External Funding
8. Develop a Health Strategic Plan

STRATEGIC PRIORITY → EDUCATION, TRAINING & EMPLOYMENT

Goal:

Education, Training & Employment is culturally relevant, community based, encourages strong graduation rates, a skilled labour force and develops role models within the community to encourage and inspire our youth.

Activities:

1. Update Education Policy
2. Continue Enhancing Relationships with Schools, Offering More Resources to Students
3. Enhance Educational Awareness (school fairs, training programs, trades, etc.)
4. Collaborate with Educational Institutes for Training Opportunities in Community (Sparks, Georgian College, etc.)
5. Create Fund to Support Students in Trades, Private Colleges, etc.
6. Begin Feasibility Study for Community School
7. Finalize Renovations at the Training Centre for Enhanced Programming Space
8. Customized Membership Recruitment Process for SFN Hiring.

STRATEGIC PRIORITY → JURISDICTION/LAND & COMMUNITY SAFETY

Goal:

Implementing the ratification process on the areas of law where we want to move away from the Indian Act and improve our ability to provide community safety.

Activities:

1. Revisit the Land Management Act
2. Continue Advocating for Police Funding (exploring APS and own policing)
3. Explore own Restorative Court Systems
4. Reducing Speed Limits in Residential Areas
5. Establish Membership & Residency Codes
6. Build a Robust Child & Family Wellbeing Program
7. Develop Land Use Plan (that includes cultural assessment of land)

STRATEGIC PRIORITY → INFRASTRUCTURE & HOUSING

Goal:

The development of a plan and timeline for infrastructure development based on community needs that is not impacted by change in leadership.

Activities:

1. Secure Funding & Complete a Comprehensive Capital Planning Study
2. Revitalize the Operations & Infrastructure Committee
3. Develop Process for Capital Projects (identifying environmental, cultural, funding, etc)
4. Finalize Housing Strategic Plan & Begin Implementation
5. Finalize Closure of Landfill & Construction of Transfer Station
6. Conduct Feasibility Study for Water Treatment Plant & Wastewater Treatment Plant
7. Explore Infrastructure to Enhance Economic Opportunities

STRATEGIC PRIORITY → LANGUAGE & CULTURE

Goal:
Pride and empowerment through knowledge of culture. (identity, history, language, spirituality)

Activities:

1. Implement Cultural Safety & Cultural Sensitivity for All Staff & Organizations Working with SFN
2. Create Committee of Knowledge Keepers to be a Resource to all Programs, Staff, Students, & Members of SFN
3. Include Language & Culture in all Program Mandates, Workplans, Scopes of Work, Including Committees
4. Review Existing Cultural Plan from 2010, Update to Reflect New Cultural Building and Programming
5. Revisit Food Sustainability Hub
6. Implement Fund to Support 2-4 Community Members to Attend Full Immersion Language Program
7. Reintegrate Language Program for Staff & Community
8. Introduce More Practices of Looking After Mother Earth (recycling, compost, ban single use products, etc.)

STRATEGIC PRIORITY → LEADERSHIP

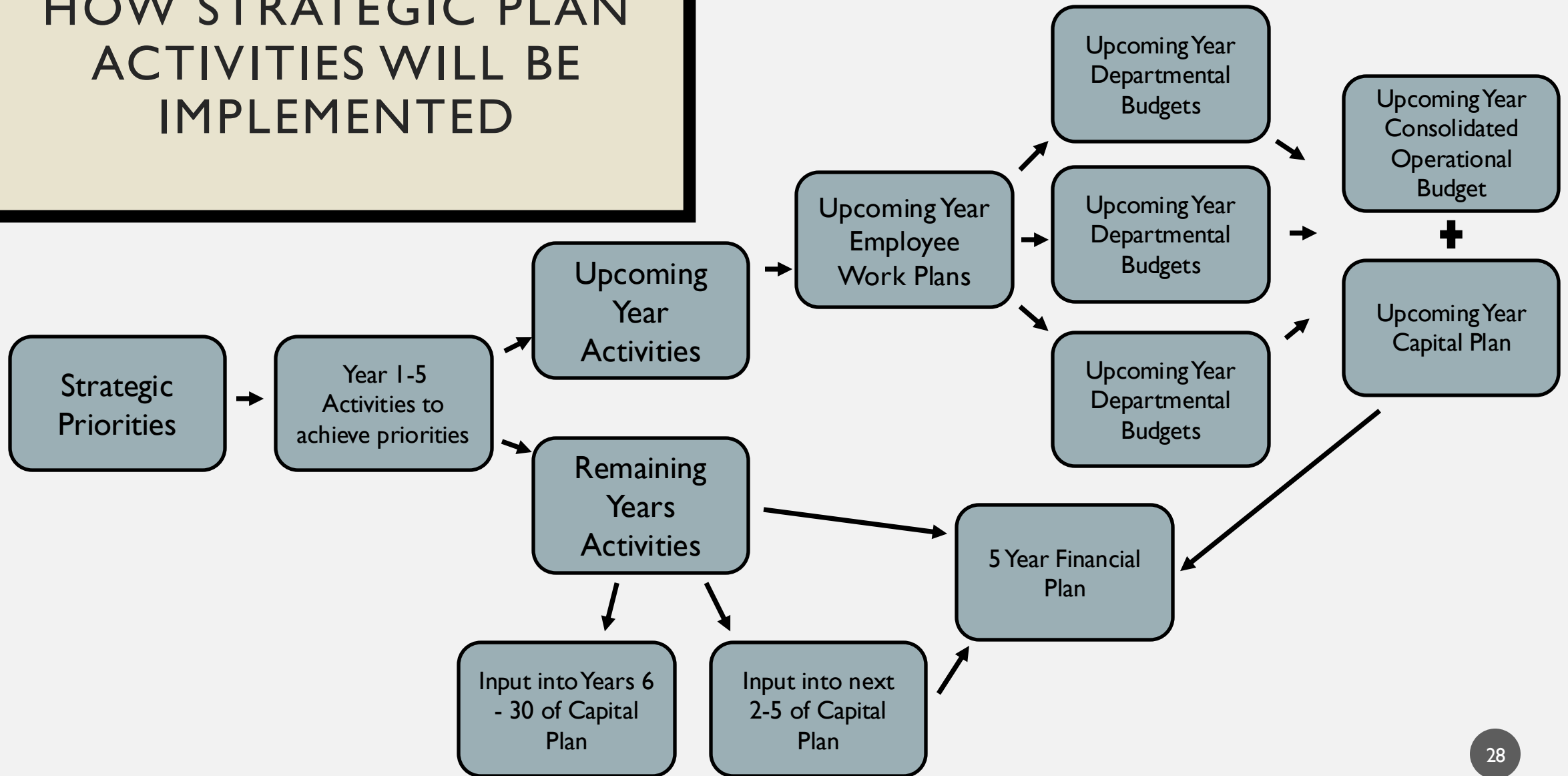
Goal:

Saugeen First Nation has a strong, united leadership who are committed, qualified and have knowledge of our history and are respectable. There is open communication between staff and community.

Activities:

1. Develop & Implement Chief & Council Orientation Package
2. Develop & Implement Administration Orientation Package
3. Committees to Meet Monthly
4. Host Quarterly Community Meetings
5. Ratify Governance Law & Election Code
6. All Council & Staff to Follow Policies & Organizational Structure
7. Implementation of Strategic Plan by All
8. Develop Term of Reference for all Committees

HOW STRATEGIC PLAN ACTIVITIES WILL BE IMPLEMENTED



REPORTING TO MEMBERSHIP

Council will include an update on our performance toward our strategic priorities in each Annual Report prepared for our members. The annual update will include at a minimum, the information below:

Saugeen First Nation Annual Report

1. Performance Highlights
2. Analysis of Goals & Objectives
3. Financial Statements
4. Supporting Notes, Photos & Graphics
5. Auditor's Report
6. Financial Information Summary



For questions, comments, or suggestions

contact Melissa Snowdon

melissa.snowdon@saugeen.org

519-477-3358