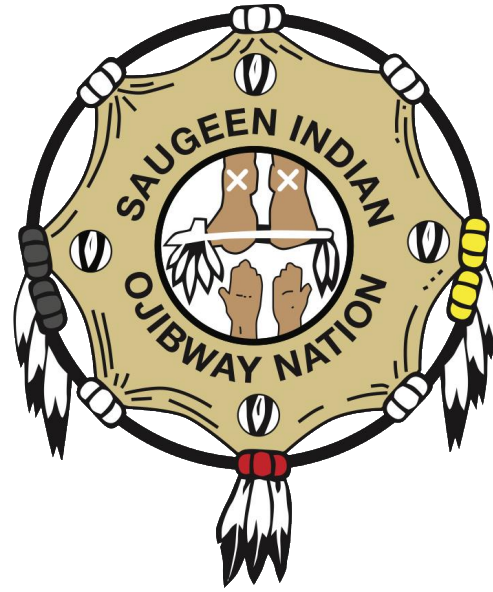




SAUGEEN FIRST NATION ANNUAL REPORT

2025-2026

CONTENTS

Message from Chief and Council..... 3

First Nation Profile...4

Organizational Structure...7

Last Years Achievements..... 8

5 Year Strategic Plan.....12

Health & Wellness.....18

Community & Social Services.....23

Infrastructure28

Education & Early Years.....34

Lands & Resources.....40

Operations.....45

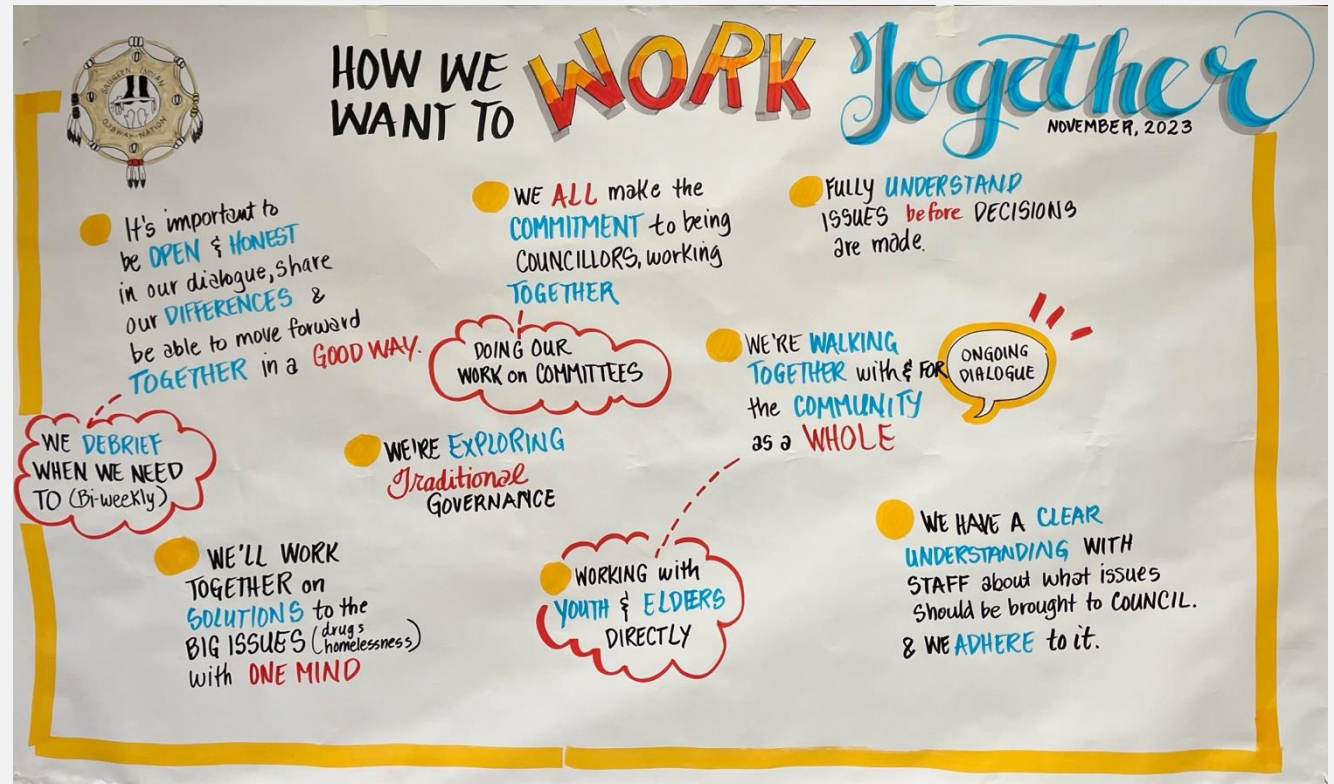
Financial Overview.....48

Driftwood Communications.....57

Zaag’idiwin Ngodoodegizwin Dibendaagizwin Naaknigewin.....58

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.



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. This decision was appealed by South Bruce Peninsula, however the courts dismissed the appeal, and we are now entering into phase two of the litigation which deals with compensation.

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

Along the shores of Lake Huron, the Saugeen River and at the base of the Saukiing (Bruce) Peninsula, Ontario

Band Membership

2004 Registered Members

(as of March 2026)



FIRST NATION PROFILE

Chief & Council

Chief Conrad Ritchie

Councillor Randall Kahgee

Councillor Sonya Roote

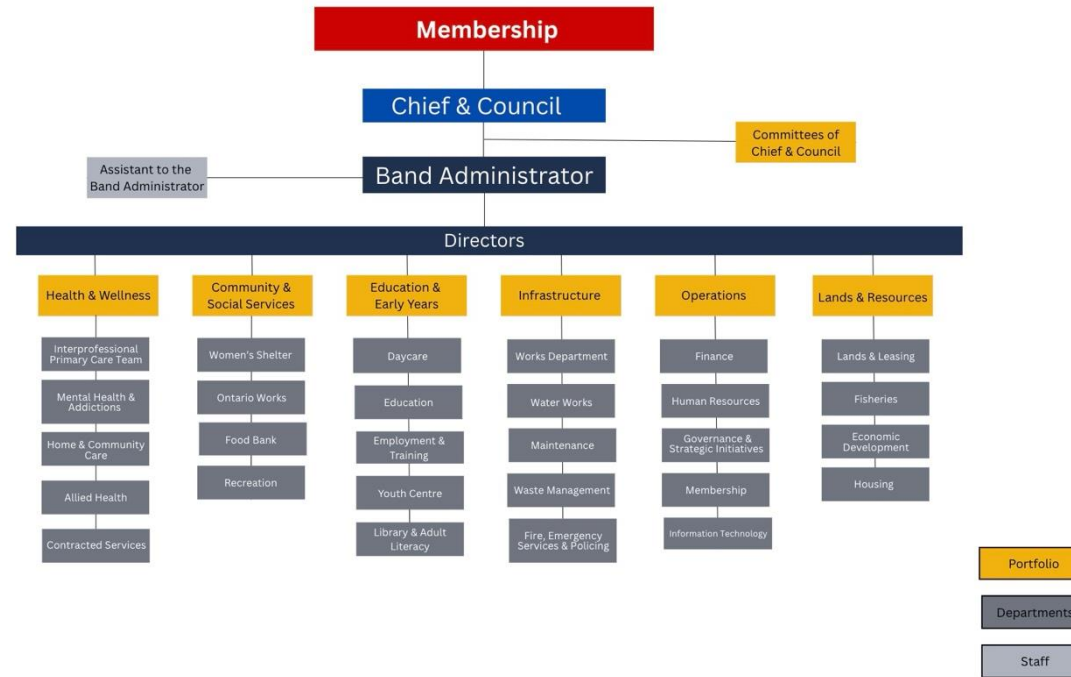
Councillor Lester Anoquot

Councillor Theresa Root

Councillor Letitia Thompson

Councillor Fay Roote

ORGANIZATIONAL STRUCTURE



Please note: The Director of Operations & Director of Lands and Resources are vacant, and this organizational structure is still in implementation process. Changes to the organizational structure can be expected as on the ground implementation informs all portfolios and departments for proper alignment.

- On August 28, 2025, the Supreme Court of Canada denies leave to Appeal Sauble Beach Ruling
- Completion of Phase One of Amphitheatre Restoration Project
- Construction of Ceremonial Building is nearing completion
- Renovations to G'Shawdagawin Daycare Centre
- Began Implementation of Directors & New Organizational Structure
- Enhanced Community Engagement & Communications



LAST YEARS ACHIEVEMENTS

NORTH SAUBLE BEACH VICTORY



Saugeen First Nation #29

For Immediate Release

August 28, 2025

Supreme Court of Canada Denies Leave to Appeal Sauble Beach Ruling *Courts confirmed Saugeen First Nation ownership of Saugeen Beach*

Saugeen First Nation, Ontario: Today, the Supreme Court of Canada denied leave to appeal lower court rulings that confirmed that Saugeen First Nation owns all of Saugeen Beach (formerly Sauble Beach). This ends a legal battle that has lasted for 35 years and a larger struggle that has lasted nearly two centuries. Saugeen First Nation is both proud and grateful for this opportunity to celebrate the historic vindication of its treaty rights with all its community members.

"Generations of Saugeen people have fought tirelessly against all odds to protect and preserve this deeply important area at the heart of our traditional territory," said Saugeen Chief Conrad Ritchie. "The beach is central to our way of life. Out of all our vast territory, this is what our ancestors chose to reserve for their families—and for us today—when they took treaty with the Crown. Achieving this legal victory after all these years is a testament to the strength and resilience of our ancestors and our community."

The Supreme Court ruling caps the first legal proceedings in Canada where courts have recognized Indigenous ownership of land that was wrongfully patented and sold to private settlers. "We are disappointed that the lawsuit had to go this far," said Chief Ritchie. "Now that it is over, we hope that it sets a good precedent not only for First Nations who have to go to court to protect their rights, but also for better Indigenous/Crown relations outside of court. We appreciate that the federal government supported our claim and look forward to working closely with them and all our other government partners and neighbours on keeping Saugeen Beach a special place for everyone."

The legal proceedings have so far only dealt with the ownership of the land, and not any issues relating to compensation for any parties. A second trial may be scheduled to address compensation issues if those issues are not first resolved out of court.

6 Cameron Dr,
Southampton, Ontario NOH 2L0
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On December 9, 2024, the Court of Appeal for Ontario confirmed that North Sauble Beach is and always has been part of Saugeen Indian Reserve No 29. The court dismissed the appeals of the Government of Ontario, the town of South Bruce Peninsula, and the two private landowners from a lower court ruling that Saugeen First Nation was wrongfully dispossessed of approximately 1.4 miles of beach after signing Treaty 72 in 1854.

South Bruce Peninsula and private landowners continued to pursue an appeal to the Supreme Court of Canada, however, on August 28, 2025, the Supreme Court of Canada denies leave to appeal Sauble Beach ruling, ending a legal battle that lasted 35 years.

"Generations of Saugeen people have fought tirelessly against all odds to protect and preserve this deeply important area at the heart of our traditional territory," said Saugeen Chief Conrad Ritchie. "The beach is central to our way of life. Out of all our vast territory, this is what our ancestors chose to reserve for their families—and for us today—when they took treaty with the Crown. Achieving this legal victory after all these years is a testament to the strength and resilience of our ancestors and our community." - Chief Conrad Ritchie

We are now entering Phase Two, which focuses on compensation. Negotiations with the government are currently underway. If these negotiations do not result in an acceptable resolution, we will re-enter trial to seek compensation.

AMPHITHEATRE RESTORATION

Phase One of the amphitheatre restoration project, which included the Seven Grandfather Teachings Gardens and the staircase, has been completed. Throughout the winter, the construction crew continued work on the dry-stack stone wall that surrounds the amphitheatre, bringing the project closer to completion.

Looking ahead, Phase Two will focus on the upper site development, including the completion of the parking lot and surrounding green space, garden plantings, installation of interpretive signage, overall site clean-up, and the revitalization of the nature trail. This trail is the first of three identified in the Community Trail Development Plan and marks an important step toward enhancing outdoor recreation, cultural education, and community connectivity.



DAYCARE RENOVATIONS

The daycare underwent extensive renovations in 2025 to enhance the learning environment and improve the flow, accessibility, and connectivity throughout the centre. The project included a complete interior gut renovation, the installation of washrooms in every classroom, and the creation of a staff room and lunchroom. Every space within the centre was thoughtfully redesigned with careful thought and love by our daycare staff, creating a modern, welcoming, and functional environment for children, families, and staff.





5-YEAR STRATEGIC PLAN

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 as leaders.

OUR VISION



OUR VISION

Reclaimed Anishinaabe
NATIONHOOD &
STRONG GOVERNANCE

Strong Economy
SELF SUFFICIENCY &
FINANCIAL CAPACITY

a SAFE community

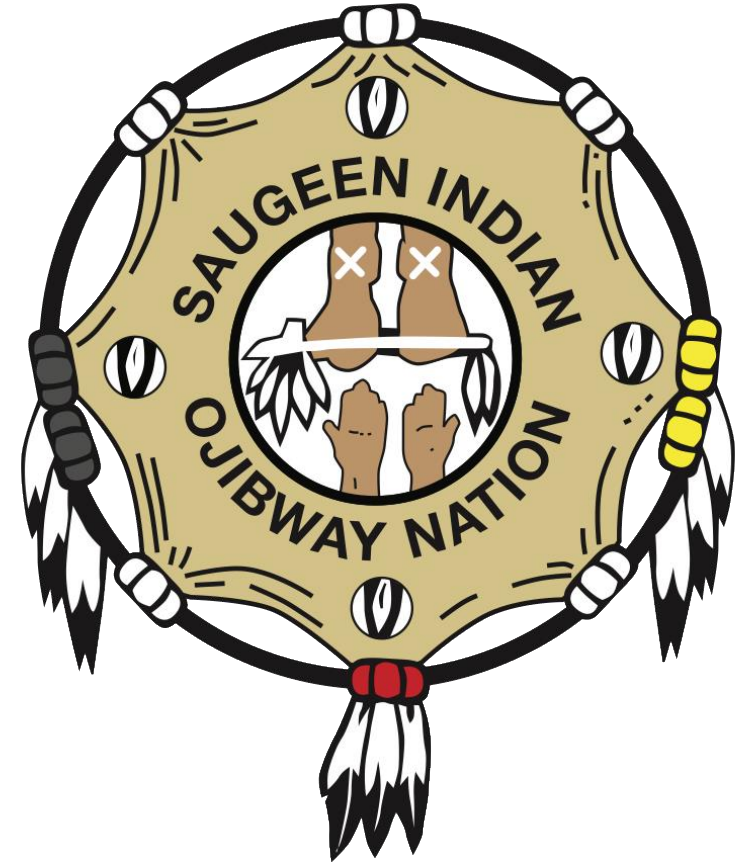
a HEALTHY
COMMUNITY

Language, Culture,
Teachings, Ceremonies
ARE STRONG

Infrastructure
THAT SUPPORTS THE COMMUNITY

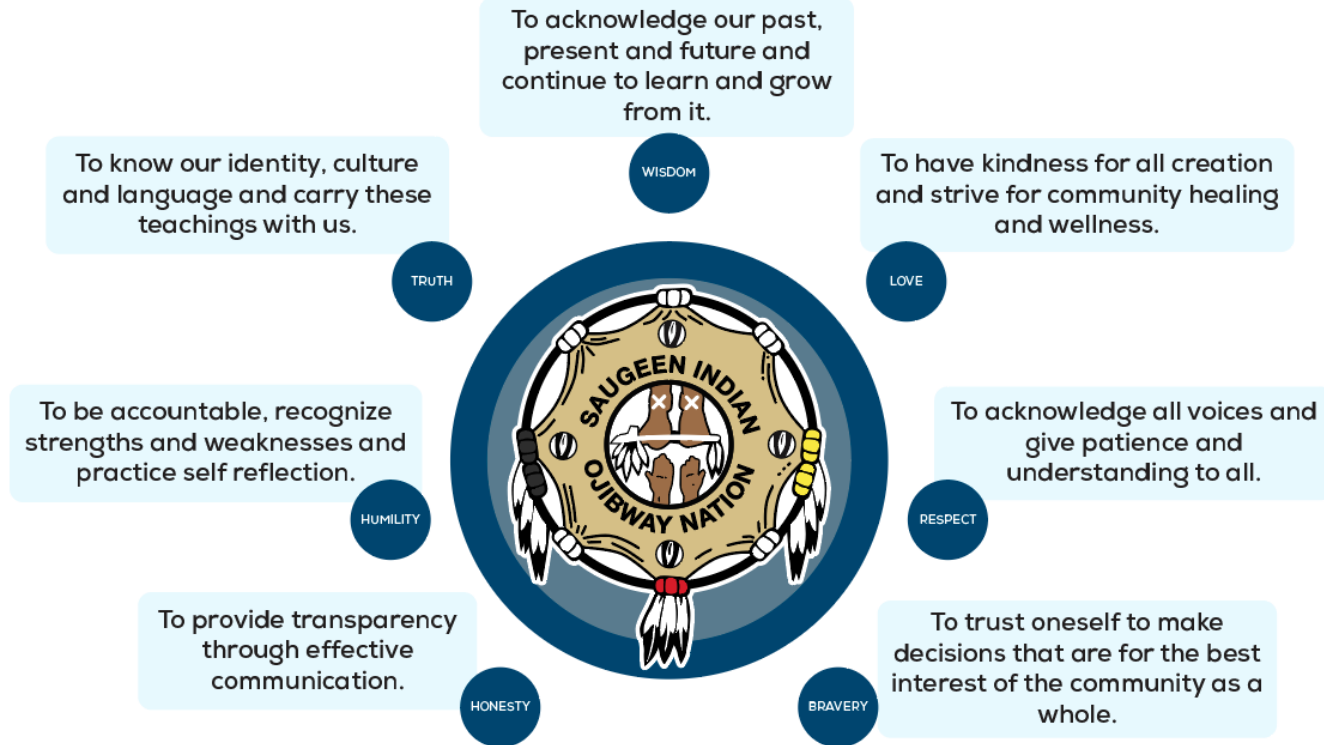
OUR MISSION

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.

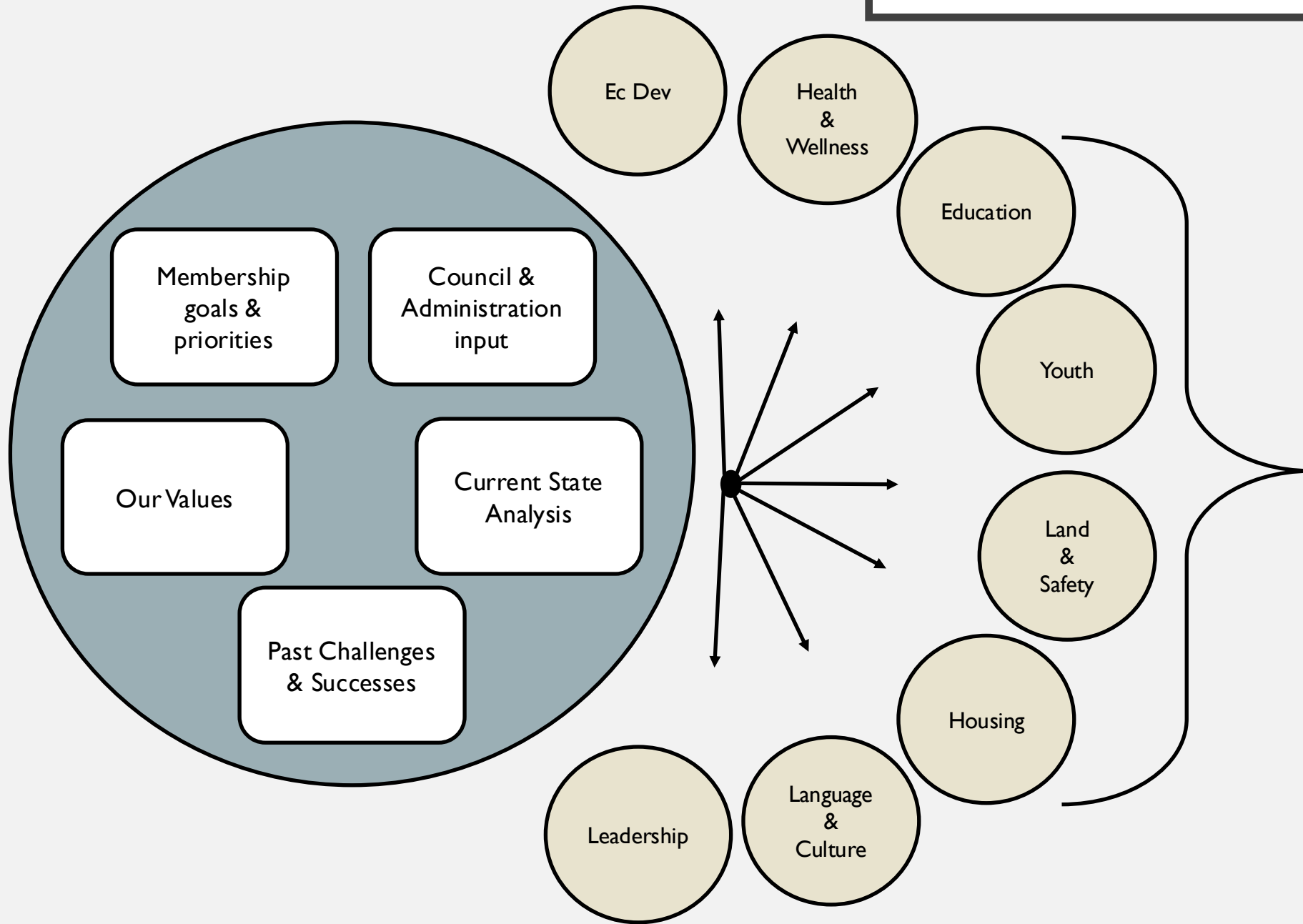


OUR VALUES

VALUES



STRATEGIC PRIORITIES & ACTIVITIES



STRATEGIC PRIORITIES 2025-2030

Economic Development

Health & Wellness

Education, Training & Employment

Jurisdiction, Land & Community Safety

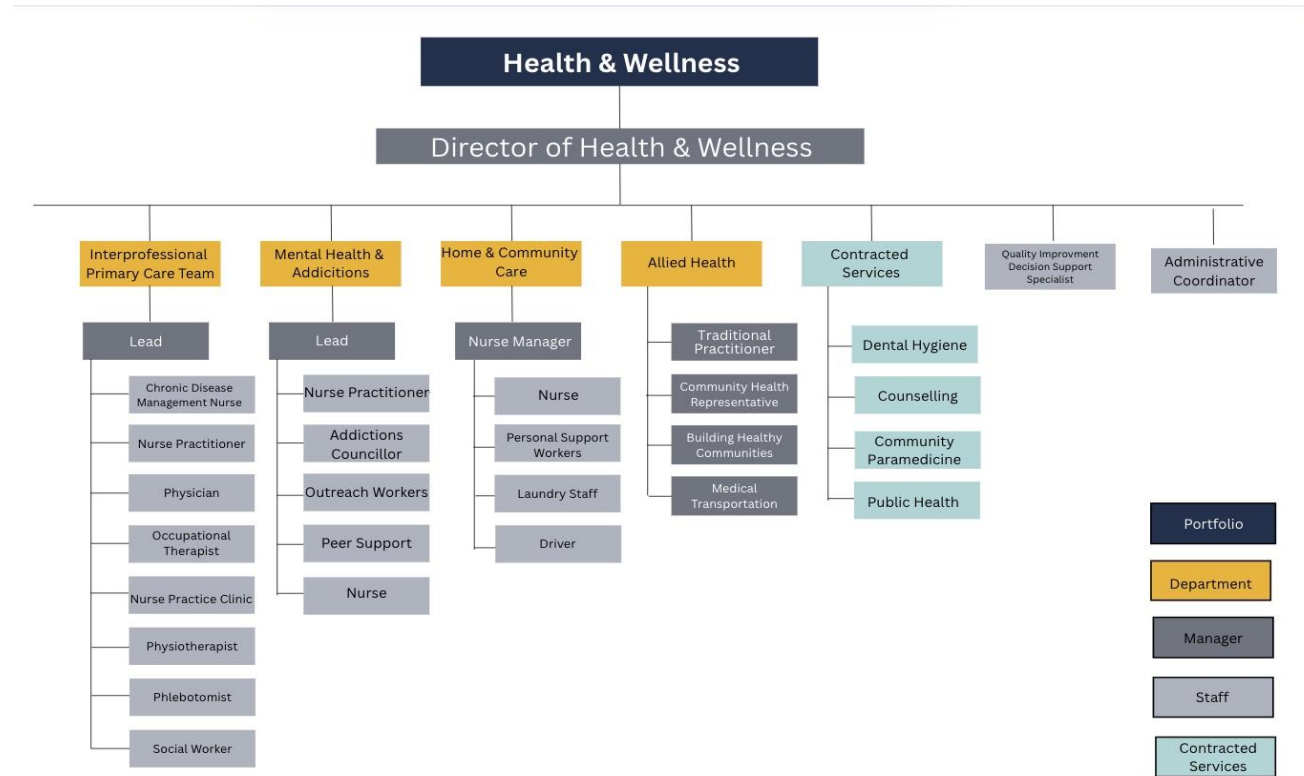
Housing & Infrastructure

Elders, Language & Culture

Leadership

Youth

HEALTH & WELLNESS



Please note: This organizational structure is still in implementation process changes to the organizational structure can be expected as on the ground implementation informs all portfolios and departments for proper alignment.



INTERPROFESSIONAL PRIMARY CARE TEAM

Interprofessional Primary Care Team

As an integrated service delivery provider, the Interprofessional Primary Care Team coordinates and empowers a holistic and person-centered multidisciplinary team approach to provide high quality, and evidence-based practices to meet the needs of the community. We believe our most important objective is to deliver exceptional holistic and integrative care, which is trauma-informed and culturally safe.

- MD, NP & Interprofessional health care providers had an average of 600 appointments total per month
- 9 Babies born and accessing care in community
- 85 children under 6 yrs old received Well Baby Checks and Immunizations and Spring Hampers
- 400 new patients have been added to our record system since March of 2025 for a total of 1000+ pts
- Diabetes Care & Cancer Screenings is the primary priority for 2026

Services provided include:

- Primary Care
- Same Day Access
- Nursing Clinic
- Chronic Disease Management
- Diabetic Foot Care
- Sexual Health Clinics Immunizations
- Phlebotomy (Labs)
- Occupational Therapy
- Mental Health Counselling

Staffing Structure:

- I MD – 2 days per week
- I NP – 4 days / week
- I RN – Diabetic Footcare nurse
- I Maternal Child Health Nurse
- I Occupational Therapist / Psychotherapist (OT)
- I Phlebologist
- I QIDSS (Quality Improvement Decision Support Specialist)
- I Health Director – New in 2026!
- I Traditional Healer – New in 2026!
- I Medical Office Assistant



MENTAL HEALTH & ADDICTIONS

The Saugeen First Nation (SFN) Wellness Centre delivers integrated, culturally safe health and social services with a focus on harm reduction, recovery support, youth wellness, and crisis intervention. Rooted in Indigenous health equity and community wellness, the Centre provides essential and ancillary services to address urgent mental health, addictions, housing stabilization, and youth needs for SFN members of all ages. Core services are anchored by a Nurse Practitioner (NP), Registered Nurse (RN), Registered Practical Nurse, and Outreach Case management team, ensuring continuity of care, coordination, and medical oversight. Core services provided consist of:

- **Mental Health and Overdose Crisis Response**
- **Sober Living Transitional Housing Support**
- **Medication Administration (On-Site & In-Home)**
- **Ancillary & Wraparound Services**
- **Youth Program**

Staffing Structure:

1 Nurse Practitioner
2 Nurses
3 Outreach Case Management Workers
1 NNADAP Worker
1 Youth Mental Health Worker – to be hired

In 2025 our team supported:

- 200 individuals with a total of 12,780 visits through Crisis Intervention- Mental Health
- 200 Individuals served with 100% retention, for a total of 20,933 visits for Addictions Treatment- Substance Use



HOME & COMMUNITY CARE

The Home and Community Care program assists those in need of our services within Saugeen, mainly working with Elders, but our services extend to any community member in need of assistance. Our goal is to provide support to our clients and their families involved in their care which will allow the clients to remain independent and, in their home, as long as possible.

We offer many client-centered services, encouraging family involvement to deliver the most optimal care. These services include assisted living/homemaking, laundry service, meal prep, personal care/bathing, toileting/peri-care, dressing, oral care, skin care, assistance with transferring and rehabilitation exercises.

Home and Community Care also loans out equipment to community members as needed; supplying items such as wheelchairs, walkers, commodes, crutches, raised toilet seats, bath chairs, bedrails, hospital beds and more.

Nursing services are available for teaching health services for clients, families and caregivers, monitoring for therapeutic intervention, nursing treatments and procedures. Nurses can assist with Case Management/Patient Navigation services including hospital discharge planning, initial assessments, consultations with physicians and family members, case conferences, and establishing linkages/liaison with health care professionals.

Home and Community Care has created a Hospice Like Space called "Niinigiwe" for community members requiring end-of-life care with PSW staff to provide care and assistance to clients and family members, with 24 hour on call access to Registered Nursing staff. This space is a one-unit space attached to the Elders facility. "Niinigiwe" is a comfortable, inviting, home-like space for family and friends to care for and support their loved one on their final journey. We have had several clients use this space on their final journey and this was a very positive experience for these clients and their family.

Programming for our Elders include Elders' fitness twice a week, a weekly shopping excursion, crafts, trips to Keady Market, Hanover Casino, lunch and learns on pertinent topics for Elders such as Estate Planning, Wills and Power of Attorney, etc. Transportation to these events is also included. The biggest event we hold annually is the Elders Christmas Gala. This is a formal dinner and entertainment event that serves over 200 Band members.

Currently we have 45 active care plans that our PSW's and nursing staff provide support for.

ALLIED HEALTH

Allied health professionals and programs play an important role in supporting the health of the community. They work alongside doctors, nurses, and other healthcare workers to offer care that helps prevent illness and provides ongoing support. Instead of just treating problems when they happen, allied health focuses on keeping people healthy in the long run through education, early help, and regular follow-up. Programs within the Health Centre that offer this are:

- Community Health Representative
- Indigenous Services Canada – Clinical Nurse Manager, RPN Nurse & Program Support Admin
- Healthy Babies, Healthy Children Programs – Weekly Baby Groups & Pre-natal Classes
- Diabetes Health programs – Monthly Cooking Classes
- Ageing Well Programs
- Harm Reduction Programs
- Mental Health and Addictions Programs

COMMUNITY & SOCIAL SERVICES



Please note: This organizational structure is still in implementation process changes to the organizational structure can be expected as on the ground implementation informs all portfolios and departments for proper alignment.



ONTARIO WORKS

The Ontario Work's vision is to achieve improved employment outcomes for Ontario Works participants by increasing individual employability with the goal of sustainable employment and increased financial independence.

Ontario Works discretionary benefits are one-time exceptional expenses, such as for adult dental or vision care, dentures, prosthetic devices, and emergency health needs, that an Ontario Works Administrator can approve based on the client's individual circumstances, these dollars are solely for OW clients.

Transitional Support Fund is a housing-related support fund that helps low-income individuals and families, especially those on-reserve, to secure, retain, or maintain accommodation by covering costs like rent and utility deposits, shelter or utility arrears, and costs for establishing a new residence.

Successes in the last year:

- Staff were available daily to deal with individual cases, new intakes & emergencies.
- Stable, accountable and dedicated staff to ensure Ontario Works is managed and delivered in accordance with regulations and policy directives
- Provide and maintain an open professional work environment dedicated to both staff and clients well being, immediate needs and confidentiality
- Substantial financial assistance has been provided to clients/ low-income families with emergency home repairs
- Moving forward with Employment Experience federally funded for clients to learn on the job training, Foodbank (2026), Rec Centre (2026), Maintenance 2026 Community Garden's (2026) using OW clients as staff to obtain working experience
- Educating clients about **ALL** services offered by Ontario Works and ensuring they are receiving the maximum benefits
- Continue positive relations with ODSP, the Ministry, Municipal Agencies, Colleges, Trades and Employment Agencies
- Strengthen program accountability in compliance related to the Eligibility Verification Process
- Used of vehicle to help address transportation barriers

WOMEN'S SHELTER

Since opening in 1997, Kabaeshiwim Respite Women's Shelter has provided a 24/7 safe haven for women and children fleeing violence or at risk of abuse. Open every day of the year, the shelter is always staffed to ensure safety, support, and healing. Beyond offering emergency shelter, we walk alongside women and families in their journey toward stability, empowerment, and community connection. Through strong partnerships and a holistic approach, we remain dedicated to ending violence and fostering healing within Saugeen First Nation and surrounding communities.

Services Offered

- Temporary residential shelter for Indigenous & non-Indigenous women and children
- Walk-in supports & outreach (safety planning, advocacy, connection to services)
- 1:1 counselling (in-person & virtual)
- Transportation assistance (Bruce & Grey Counties)
- Support with OW, ODSP, housing, legal aid, medical, CAS & employment applications

Capital Improvements

- Indigenous Healing & Wellness Room
- Purchased a Sauna for Wholistic Healing Approaches
- Purchased a Shed for Safe Storage for resident belongings
- Creating a Children's Therapeutic & Sensory Room

2025–2026 Highlights

- 70+ women and children provided safe shelter
- 450 crisis calls answered
- 320+ safety plans created with clients
- Partnered w/ Counselling Bruce County to offer clients therapeutic services
- Successfully expanded the shelter team through the recruitment and onboarding of new full-time staff.

Looking Forward

- Expanding shelter capacity to serve more women and children in need.
- Strengthening culturally safe, trauma-informed programming and healing opportunities.
- Enhancing community partnerships to improve access to supports and services.
- Continuing to invest in staff training and program development to provide the highest quality of care.



FOOD BANK

The Food Bank provides a much-needed emergency food service to Saugeen First Nation community members as well as fresh, local produce from our Community Garden. We provide perishable foods (milk, eggs, bread, fruit and veggies) on the 2nd and 4th week of each month, as well as non-perishable items, accessible once per month. Other services provided are food packages deliveries, toy drive, Christmas dinners (in collaboration with Queens Bar & Grill) & backpack giveaway (in collaboration with Education & United Way).

- Food bank access
 - Client Access: 951
 - Household total: 1695
 - Children in households: 166
- Toy Drive
 - 73 families
 - 166 children
- Christmas Dinners - 982 dinners
- Backpack Giveaway – 190 backpacks
- Annual Charity Golf Tournament: raised \$55,000 to go towards food purchases.

Quarterly staff from the food bank offers a free hot prepared lunch open to everyone. The foodbank also offers more than just perishable and nonperishable food, they get donations of pet food, Hygiene products such as shampoo/conditioner soap. The foodbank also received a huge donation from York Region Food Bank and other local stores food that can't be sold the packages are slightly worse for wear, Children really benefit from these donation or child friendly, prepared meals and snacks. Additionally Ontario Works clients are now able to access the foodbank twice a month instead of once.

A photograph of the James Mason Recreation & Cultural Centre, a large wooden building with a prominent gabled roof and a large glass section. The building is surrounded by greenery and a flagpole is visible in the foreground.

RECREATION

The James Mason Recreation & Cultural Centre is the heart of our community, serving as both a gymnasium and the communities largest and most frequently used event space for community meetings, cultural celebrations, workshops, sports tournaments, and other activities from youth to elders.

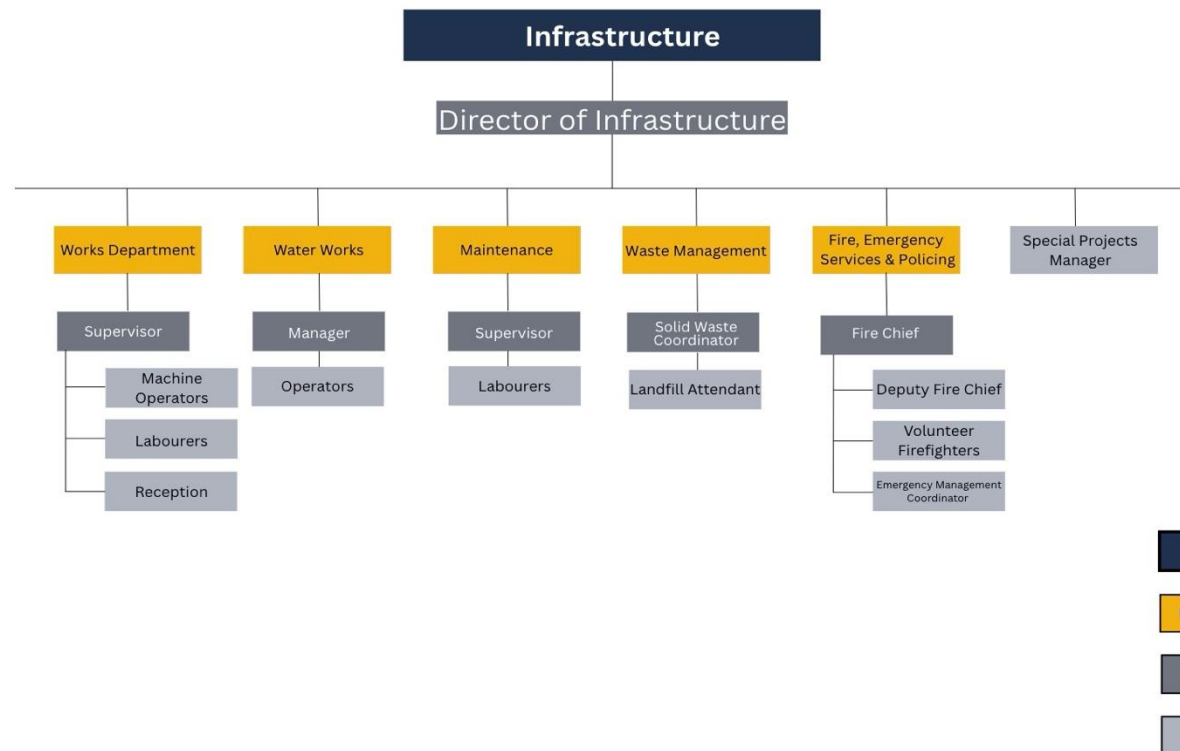
The Recreation Manager & staff have supported numerous events during 2025/2026, including:

- Supported families with hockey registration in partnership through the Saugeen Shores Minor Hockey Association
- Halloween family dance in October 2025, had an attendance of 147 people. All ages were on the dance floor and in costume.
- Volleyball league during the winter, is something that many young and older adults look forward to. In partnership with our community volunteer. It happens once a week with the yearend tourney in February/March. Last season we had an attendance of 35-40 people per night.
- Road hockey is another tournament that is community run and recreation and CARA help support these programs with equipment and snacks and drinks.
- CARA sponsored ice time for public skates and practice times for our Saugeen Stars teams before the annual Little NHL tournament, we will continue to support ice time this year.
- Saugeen Recreation has been a liaison of the Grey Bruce Minor Softball Association for our Jr Thunderbirds baseball. Assisting with getting teams together, coaching staff and new jerseys and hats for the teams. We were able to secure some funding from the Jays Care Grant to help with healthy snacks and drinks for the teams, and mileage help to ensure all youth had a ride to our away games. We also received online training and equipment for our Jr. teams.
- Saugeen Recreation supported the Saugeen Thunderbirds with their annual baseball tournament. Assisting with score keeping, use of the building, ensuring there were new bases and chalk for the tourney.

Upcoming Renovations:

Design Phase for the renovations have begun, with key priorities being structural repairs, addition of a fitness area, accessibility improvements, HVAC and ventilation upgrades, modern lighting and electrical systems, updated plumbing and washrooms, kitchen and storage improvements, and interior and exterior refreshes. Investing in these renovations will preserve the facility, improve its functionality and efficiency, and ensure it continues to serve as a vibrant, welcoming, and multifunctional community space for years to come.

INFRASTRUCTURE



Please note: This organizational structure is still in implementation process changes to the organizational structure can be expected as on the ground implementation informs all portfolios and departments for proper alignment.



PUBLIC WORKS DEPARTMENT

The Works Department is responsible for the construction, improvement, repair, and maintenance of all SFN roadways throughout the year, including snow removal and ditch maintenance. Road signage, street lighting and sidewalk maintenance is also within the scope of the Works Department.

Solid waste and recycling has historically been held within the Works Department mandate, however with the Landfill Feasibility Study now taking place, this work is now overseen by the Solid Waste Coordinator.

Other items that are to be focused on in the coming years is:

- Hiring of a fulltime Supervisor to oversee the day-to-day operations of the crew
- Applying for funding to support new assets and the replacement or maintenance of existing assets
- Capacity building & training in heavy machinery for the crew
- Asset acquisition
- Development of new roads for housing subdivisions
- Repair of existing roads

WATER WORKS

The Saugeen Water Works Department monitors the quality of drinking water for Saugeen First Nation. Under the Safe Drinking Water Act we are Licensed and Certified to operate and maintain community distribution and facility. We follow the reg. 170/03 under the Safe Drinking Water Act with its sampling requirements. We are a small crew, but we do what we can to help our community.

- We also monitor the distribution system, and its many appurtenances.
- Although we are not plumbers, we will give free advice. Waterworks also installs new water services or replacements.
- When called upon, beach sampling may be required, and although this is recreational this department has the means & equipment needed to check for e-coli levels.

Water Service Agreement

In 2026, Saugeen First Nation and the Town of Saugeen Shores approved a new Water Service Agreement, ensuring the continued provision of municipal water to the Nation. The agreement continues a long-standing relationship between the two communities and replaces a Memorandum of Agreement from 2006, which is set to expire on May 30, 2026. The new Water Service Agreement reflects updated standards, modern processes, and a shared focus on long-term planning and cooperation. The new agreement will take effect upon expiration of the 2006 Memorandum of Agreement.



MAINTENANCE

The Maintenance Department have a hard working and eager team that look after most of the band buildings inside and outside. Our department starts at 7:00 am Monday to Friday cleaning, removing garbage and recyclables for band workers to come into a fresh n tidy workplace. The crew check to make sure lights are all functioning, tighten any loose fixtures and make sure the facility is topped up with supplies. After the buildings are cleaned inside the crew will check outdoor garbage cans and any littler on the ground to be discarded.

In the summer months the crews are off daily cutting grass, weed whacking, pruning trees, trimming shrubs, hauling things to the dump or assisting various department with other tasks that they need assistance with.

In the winter months the crews are busy clearing walkways and some parking lots of snow and spreading salt for the safety of all.

All months of the year we deal with plumbing, heating, electrical, HVAC systems issues. We have seen a significant increase in worn out heating, cooling equipment or leaky roofs. It may be a simple fix or a complete unit replacement.

We have aging buildings that keep us running to make sure all is functional and something different to work on each day.

This year we encountered a wet spring with a lot of water – thus having a few buildings with leaky roofs and flooding basements / crawlspaces. The church on scotch had the entire roof shingled this spring.

Additionally, Raccoons, Skunks, and Squirrels have made there way into a few buildings that had removed.

WASTE MANAGEMENT

In 2020 Saugeen completed a landfill study to determine the future of solid waste management within the community. Based on previous input and feedback from members, strong concerns were raised regarding the environmental impact of the landfill on land and water. It was determined that the preferred alternative would be to close the landfill and construct a transfer station. This led us to contract Waste Management to begin collecting the solid waste and recyclables so that we could begin diverting the waste out of the community.

To advance our efforts to develop a transfer station, we applied and received funding to hire a Solid Waste Coordinator. The Solid Waste Coordinator acts as the project lead on behalf of the First Nations to efficiently manage solid waste projects. This role is responsible for creating an operational plan for the current landfill site, determining all alternatives and creating recommendations to the First Nations with a focus on securing funding from ISC to decommission our current landfill and construct a transfer station. They will be involved in managing staff and budgets related to waste projects within the community, and O&M activities surrounding solid waste, and waste diversion programs. The Solid Waste Coordinator is currently leading the following:

- Integrated Solid Waste Management Feasibility Study
- Extended Producer Responsibility (EPR) Program
- Waste Soil Site Remediation
- Construction and Demolition (C&D) Waste Management Strategy
- Landfill Operations and Waste Disposal Management
- Waste Management Contract Administration
- Funding and Grant Development

FIRE & EMERGENCY SERVICES

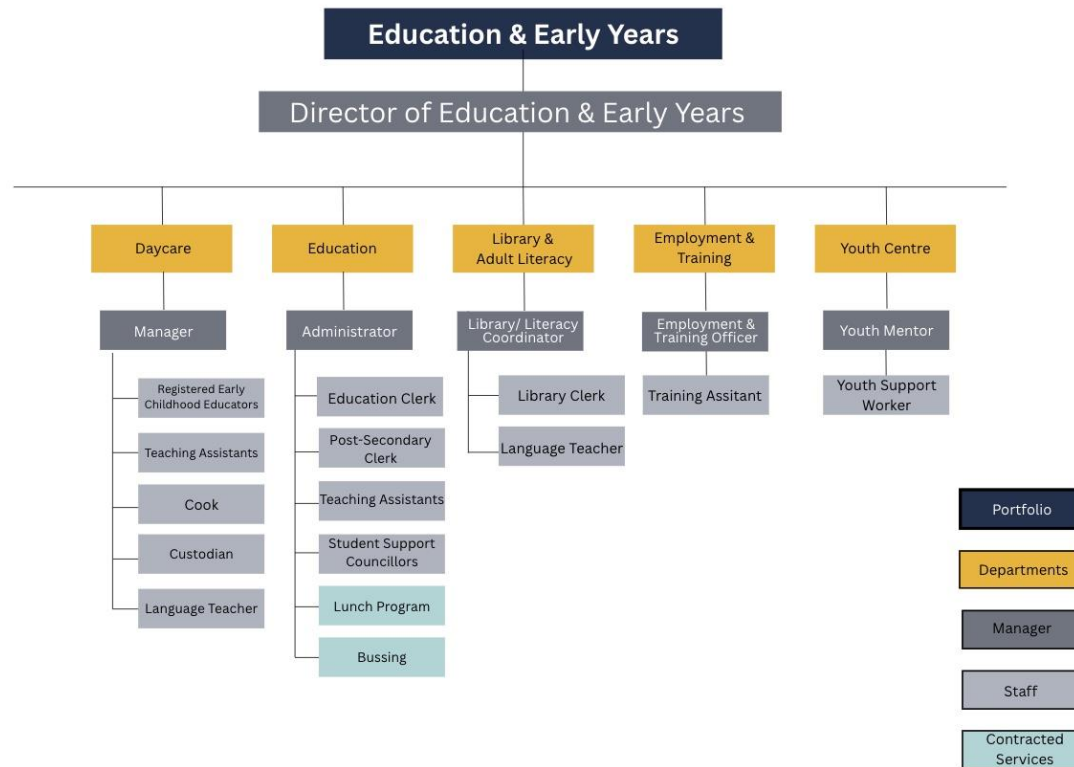
Saugeen Fire & Emergency Services is solely committed to protecting life, property and business from the impacts of fire, emergencies and natural disasters. Saugeen Fire & Emergency Services will assist with medical emergencies to the residents of Saugeen whenever it is called upon to do so. Fire Prevention is an important part of our Mission which is accomplished through fire prevention initiatives, education and emergency preparedness programs. The members of Saugeen Fire & Emergency Services will provide a safe, professional & rapid response to all emergency situations in our mandate. The firefighters will always show compassion for the patients of emergencies and will minimize any adverse effects on the environment resulting from responding to emergencies whenever possible.

Department Updates:

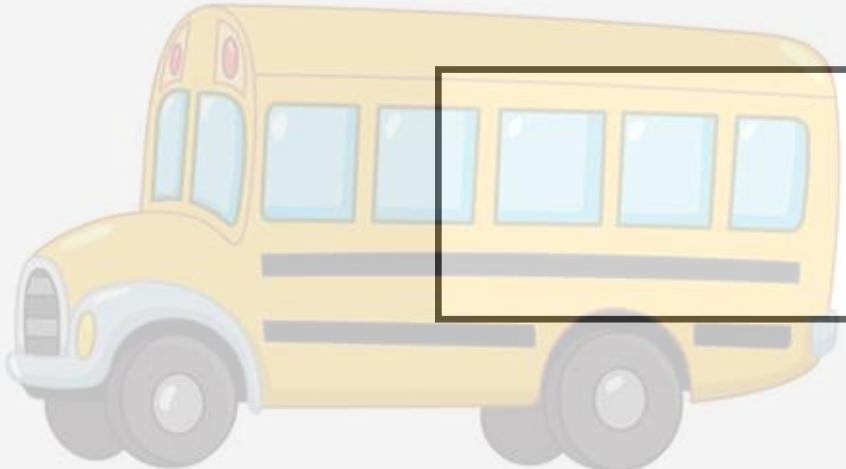
- Call volume 2025- 158 Calls and 12 community events attended
- Radio communication Infrastructure expansion complete
- Emergency notification software approved, will be rolled out in 2026
- Fire Safety Plan approved for all band buildings
- Received our new Pumper 2 along with a “Push-in” ceremony
- Active smoke alarm campaign, providing members with working smoke alarms through the year



EDUCATION & EARLY YEARS



Please note: This organizational structure is still in implementation process changes to the organizational structure can be expected as on the ground implementation informs all portfolios and departments for proper alignment.



EDUCATION

The Education Department aims to support our students throughout their educational journey. The majority of our funding comes from Indigenous Services Canada. Elementary and secondary student funding is determined by our nominal roll, a yearly listing of eligible students ordinarily living on reserve.

We support our nominal roll students with tuition, bussing, midday lunch, school related fees, assessments, and supplies. We provide academic support with Teaching Assistants and a math tutor. Annually, we organize the Remembrance Day ceremony, Education Awards and assist with the backpack giveaway.

- Supported 127 elementary students & 68 secondary students with tuition, and bussing.
- Supported 52 post-secondary students with tuition, mandatory fees, books, and living costs.
- Provided bussing to local schools via 4 daily bus routes. For the 2026-2027 school year we will be adding an additional bus route for students attending schools in Southampton and Port Elgin who require specialized transportation.
- Provided midday lunches to elementary students and meal assistance to secondary students with café cards.
- Post-Secondary Education and Student Advisor did in-school information sessions, participated in a number of career fairs and visited post-secondary students at their schools in the fall of 2025.



G'SHAWDAGAWIN DAYCARE

Aanii Kina Wiya!

Saugeen's G'Shawdagawin Day Care has some exciting things happening. Our early learning team is now under one roof once again, we continue to operate as a licenced childcare centre under the Ontario Ministry Of Education. We are licenced up to 42 children with the re-opening of our infant room.

After the renovations the team did a remarkable transition over to G'Shawdagawin from Binoojiinh Gamig Day Care in a short 3 weeks. The G'Shawdagawin has a full team of 10 that allows for each classroom with an assigned Registered Early Childhood Educator for each room.

Our goal is to hire one more RECE & a Full-time in-house Anishinaabemowin Teacher in the near future to enhance our journey towards becoming an Ojibway Immersion program. We are also planning to offer before & After school programming at the Binoojiinh Gamig site once the renovations are complete.

We have planned to partner with the Healthy Babies Healthy Children Program so they have a permanent site to work along side in the Child Development needs of our children in our community.

We hosted our very 1st Tiny Tot PowWow 2026 and it was a huge success, before the pow wow we also did a 2 Day "Parent Engagement" Nights, where parents came together to make regalia's for their little ones. This created a strong sense of belonging and our binoojiinhysag shone with so much pride and they all were so confident at this year's Saugeen Competition Pow Wow, now we must keep this tradition alive at G'Shawdagawin moving forward.

We still have a playground planned in the fall, with a land based learning approach, with mud kitchens, animal sculptures that represent our culture learning, a teepee that will be used for outdoor classroom.

The Team here at G'Shawdagawin are something that Saugeen should be very proud of as they are building up our future leaders and planting their seeds early so that they may walk their educational journey with not only school readiness but with Anishinaabe pride and FUN childhood memories.





LIBRARY, LANGUAGE & LITERACY

The Saugeen First Nation Public Library is an essential service to the community and open to the public. We offer current and culturally relevant collections and services. We welcome all community members and support their needs for access to information, personal empowerment, and self-affirmation. In partnerships with other SFN community programs, our public libraries contribute to our social and economic well-being by nurturing our spirits, preserving our traditions, culture, and language, as well as encouraging lifelong learning and literacy.

The Public Library offers both weekly and monthly programming and some of the other library services/utilities offered include telephone, computer, internet, photocopying, laminating, book and dvd lending, coffee station, and a community information board.

REGULARLY PARTNERS WITH:

- A.C.Y.P.S.
- Building Healthy Communities
- Family Well Being Program
- Local community Elders and Artisans (for workshops)

This year, the library underwent renovations to update the building and address safety concerns. Programming is set to resume and future planning is underway.

EMPLOYMENT & TRAINING

The Employment & Training Centre has received funding for renovations to improve service delivery, expand training capacity, and create a safer, more accessible, and welcoming environment. Upgrades will include flexible program spaces, larger classrooms, improved indoor-outdoor areas, enhanced safety and security, energy-efficient systems, building improvements, and barrier-free accessibility.

Services offered through the Employment & Training Centre are seasonal employment, temporary employment, youth work employment, summer student employment, Amphitheatre grounds crew, science and technology program, and woodshop programs. Lastly, many training opportunities are offered through Employment & Training for community members and employees, ranging from First Aid/CPR, WHMIS, fall arrest, confined spaces training, H.A.A.M.B. funding information, etc.

Activities/programs provided this past year include:

- Heavy Equipment Operators Information session during the snowstorm, we had 15 participants in attendance. Providing the participants with the registration process and answered questions pertaining to the training.
- Youth Beading Workshop with Presley Root. Youth were shown the correct way to arrange the beads to create a design on lanyards. Funded by ISC.
- Selection for the layout for the newly renovated building. Decluttering the training center, discarding furniture, desks and various to community.
- Firearms Course was offered to band membership in Saugeen and Nawash. 2-day training with Master Firearms Instructor to acquire their gun license to support our Hunting Rights.
- Attended the Saugeen Sparks Training Center Board Meeting, as a representative for the Saugeen band.
- Attended the Bruce Power TEEBO Meeting
- Completion of the 2026-27 ISC FNIYES Proposal. To support the Summer Students, Youth Placements, Science & Technology Program and Career Promotions.
- Youth Paint Night with Presley Root with youth participation to learn basic colour wheels to create the scenery of choice.
- Women In Steel Boot Camp, held at the Saugeen District Secondary School. With participation of SFN women. Who completed the basic hands-on experience in welding. Learning the proper PPE and equipment needed to weld different steel. In partnership with the Sparks Training Center.

YOUTH CENTRE

New Youth Centre Sign unveiling

In partnership with Strategic Way, the Aaron Roote Memorial Youth Centre updated the sign at the centre. Community member and Artist Emily Kewageshig designed the sign. Community was invited out to an unveiling and BBQ.

Landing Success Program

The Youth Centre partnered with BWDSB for a 3rd year in delivering the Landing Success program. The program provides students the opportunity to obtain a reach ahead credit during the summer months.

The Youth Centre has continued partnerships with:

- Healthy Babies program which operates twice a week
- Zaagidiwin Leadership Program which meets every Friday for youth programming

Upcoming programming for the school year will be supported by the Youth Life Promotions worker. Future planning includes hiring the Youth Mentor worker.



LANDS & RESOURCES



Please note: The Director of Lands and Resources is vacant, and this organizational structure is still in implementation process. Changes to the organizational structure can be expected as on the ground implementation informs all portfolios and departments for proper alignment.



LANDS & LEASING

The Lands & Leasing Office staff handle land management, and membership matters of Saugeen First Nation, including the Lands & Leasing Department and are entrusted with the responsibility to act as stewards of the land and provide protection of Saugeen lands and natural resources.

- Monitor Lands in Saugeen 29, Chiefs Point 28, Hunting Grounds 60A.
- Protection of Natural Resources
- Court and Legal Liaison
- Land Claims
- Environmental Management
- Species at Risk & Critical Habitats
- Easements and Rights of Way
- Assist with Estates
- External Reserve Boundaries
- Heritage and Cultural Sites
- Repatriation
- Lease rentals and Invoicing
- Building Permits
- Land Use Planning & Zoning Development
- Lands By-Laws
- Land Regime
- Harvesting Maps
- Nation Member Allotments
- Band Surveys
- Recreational, Commercial and Farmland Leasing
- Surveys, Mapping Request and Repository
- Territorial Lands
- Treaty Land and Resources Claims Research
- 911 Emergency databases & maps

SFN Land Regime

Saugeen First Nation has been operating under the RLEMP (Reserve Land and Environmental Management Program) since 2009. Prior to the RLEMP, Saugeen operated under RLAP the Reserve Land Administration Program. Looking to the future, Saugeen has applied to FNLMA (First Nation Lands Management Act) which would allow Saugeen to make its own decisions on Land Management Activities, Laws and Administration.

Geographic Information Systems

Geographic Information Systems (G.I.S) are a computerized means to consolidate and analyze spatially-referenced data. G.I.S is a powerful planning tool that helps implement governance and management of our traditional territories, formal land claims processes, traditional knowledge mapping, and manage resources on traditional lands. G.I.S plays a major role in Indigenous Community Planning on Saugeen First Nation. Inter-departmentally, G.I.S assists with requests related to project planning.



HOUSING

The Housing Department manages and supports housing initiatives across the community. Its key responsibilities include:

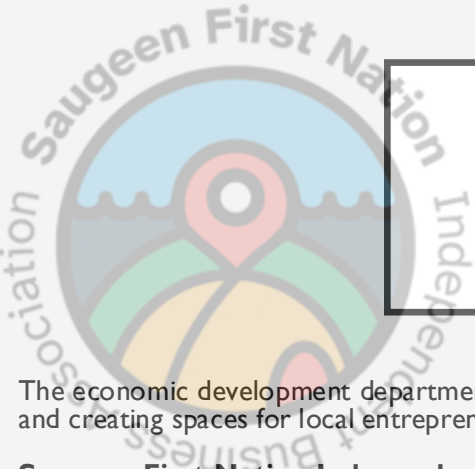
- Managing band-owned rental units, including day-to-day operations, repairs and maintenance, rent collection, and arrears.
- Collaborating with Habitat for Humanity to develop new housing opportunities and support critical repairs and maintenance for existing community housing.
- Preparing and submitting funding proposals for future housing projects and housing related infrastructure.
- Working with external consultants and lenders to design and implement housing finance programs.
- Coordinating with external contractors to maintain and repair both band-owned and privately owned housing units.
- Managing budgets and financials for construction projects and band-owned buildings.
- Reviewing housing policies, rental agreements, and mortgage contracts and recommending updates as needed.
- Partnering with researchers and consultants to assess and prioritize housing needs and development opportunities within Saugeen First Nation.
- Developing a Community Housing Strategy to support a cohesive, planned approach to community housing development.
- Helping community members navigate funding and financing options to repair, renovate, or add onto their homes.

PROJECT HIGHLIGHTS – 2025

- Five new rent-to-own homes are nearly completed in partnership with Habitat for Humanity, expanding affordable and accessible housing options for community members.
- Nine apartment units at the Weegwaus Complex are undergoing deep renovations to improve living conditions and increase rental availability. Four of the nine units are complete and occupied, and the remaining five are expected to be completed by the end of the summer.
- The Children’s Housing Fund has been secured to support additions or basement renovations in 11 privately owned homes, with a focus on addressing overcrowded conditions affecting children. Four of the 11 projects are either complete or underway.
- A shovel-ready townhouse development is being advanced for funding consideration. If funding is secured, 20 new rental units are expected to be constructed in 2026–2027.

CURRENT INITIATIVES

- Increasing departmental capacity through the addition of two employees dedicated to housing maintenance across the community.
- Reviewing policies and procedures within the Housing Department to ensure alignment with current needs and best practices.
- Supporting community consultation led by Together Design Lab, in partnership with the Housing Department, to advance housing resource coordination, systems mapping, and navigation work.
- Exploring new housing strategies, including diverse housing types and innovative financing approaches, to increase future housing supply in Saugeen First Nation.



ECONOMIC DEVELOPMENT

The economic development department's goal this previous year has been to build up the departmental capacity in order to expand programs and services for the community, as well as updating and creating spaces for local entrepreneurship to thrive. The department has had success in acquiring external funding sources in order to achieve those goals and include, but not limited to:

Saugeen First Nation Independent Business Association (SFNIBA)

- External funding source to continue to retain the SFNIBA Coordinator
- The Coordinator organizes business related workshops, special events, helps connect local business owners and entrepreneurs with our external networks, and organizes the community market nights during the summer season
- The Coordinator also helps with the new small business contribution fund intake process.
- The economic development department provides funding for the SFNIBA website and marketing/promotional materials, which the Coordinator updates content and gives out promotional materials

IESO Community Energy

- External funding source to hire a Community Energy Champion for the next three years. Funding provided to update Community Energy Plan and undertake a Solar Feasibility Study.
- The Energy Champion is assisting with updating the Community Energy Plan and the development of a Solar Feasibility Study so that we can continue towards more energy independence opportunities for the community
- The Energy Champion will continue to assist with networking and applications to funding programs in order to implement identified programs and projects in the updated Community Energy Plan
- The Energy Champion will organize workshops and other community engagement opportunities so that our members can learn more about our community centric energy projects. *(Note: energy projects outside of the community boundaries are outside of our scope of work)*

Tourism

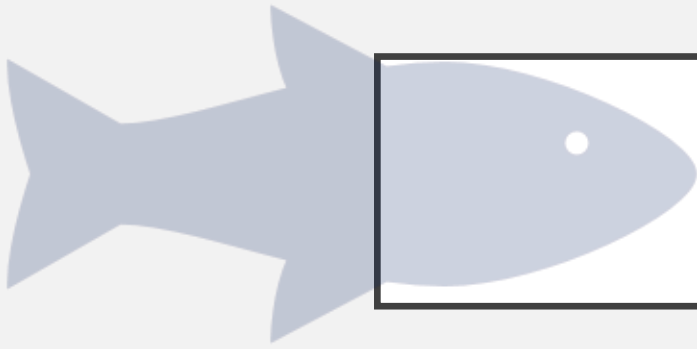
- The department successfully applied for multiple external funding opportunities which has led to the Community Trails Master Plan, the upcoming Saugeen Tourism Website & new Tourism Logo design, an economic research project into event pricing at our amphitheatre and gardens site. The department was also successful in acquiring external funding to hire a group of workers at the amphitheatre site for the roles of Brick & Stone Masons. The initial start was delayed due to provincial apprenticeship guidelines, but have since been resolved. This three year funding provides full wage subsidies, PPE & equipment, onsite materials, and travel/meal/accommodations to a training school in Mississauga, ON, from the funder.

Agriculture

- The department has successfully applied for funding to undertake a new research project into agricultural economic development opportunities for the community. The final research project report provided to the department is called the Saugeen First Nation Agriculture and Food Systems Strategic Plan
- The department has also been successful in acquiring more external funding in order to hire an Agricultural Coordinator and an Agricultural Consulting team to develop a site plan based on the SFN Agriculture and Food Systems Strategic Plan. Ideally, this plan and site plan will help the Garden Program and the economic development department expand and provide more food and employment opportunities for our community. We have yet to hire the Coordinator for this role.

Corporations

- The department was successful in acquiring external funding to be able to host a strategic planning session with the Board of Directors for the Chippewas of Saugeen Community General Partnership (CSCGP), also known as the Economic Development Corporation. The strategic planning session didn't produce a final report, however, the Board has the information and is preparing an update with funding requests to the Chief & Council in order to continue to work on identified community economic development opportunities
- The department has been helping the Driftwood Corporation (Fibre Optic Internet) with the implementation of SFN's SWIFT funding. This project has multiple moving parts as a management partnership has been reached with Bruce Telecom, a contractor (Avertex & Tundra) has been identified through an open RFP process, and an archeological team (Great Lakes Archeology) has also been hired. The work is underway and anticipated to be completed by December 31, 2026.



FISHERIES

The Fisheries Department was created in 1993 with the mandate to serve the people of Saugeen First Nation and deals with issues such as fisheries management, jurisdiction, enforcement, training, planning, and research. However, currently there are minimal fish to catch in our local waters, Saugeen First Nation has no fisherman left and the fisheries department's main task is participating in research. Although research is great, if we don't act soon there will be no Lake Whitefish left. Lake Whitefish is culturally significant, and we should do everything we can to ensure they don't disappear. Currently we are working on a project to create a dual-purpose aquaculture facility with one system for the purpose of enhancement of Lake Whitefish stocks in Lake Huron and the other system to produce Steelhead (Rainbow Trout).

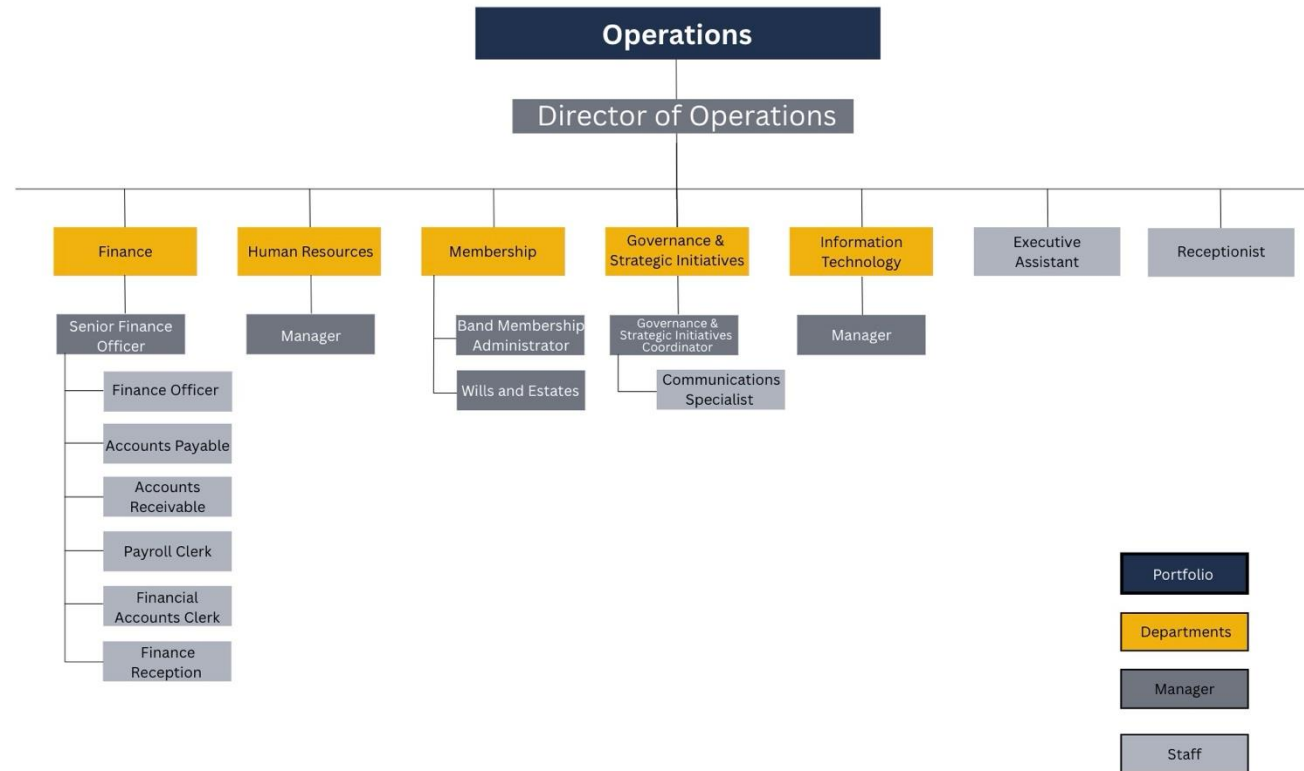
In 2025-2026 the project progressed, and we accomplished the following:

- Conducted a geotechnical and hydrological study
- Prepared site for construction and well drilling
- Secured a \$47,122 grant from NICFI to support the engineering work
- Secured a \$2.2 million grant through Fed Dev under their Community Economic Development & Diversification (CEDD) Fund

Next steps for the 2026-2027 fiscal year, we intend to continue to seek funding from the NICFI program and Fed Dev to complete the infrastructure required, the construction of the building envelop for the aquaculture facility and the procurement of the aquaculture equipment. Additional funding may be required to finish these portions of the project. Construction to start in July 2026 with an anticipated completion date of October 2026.

Other projects we have been involved in are the Together with Giigoonyag, a broad scale telemetry array (in partnership with Parks Canada, MNRF, & SON), BSM & telemetry array, drift testing & set up (Bruce Power), larval whitefish incubation using rivers n streams pilot project (Sault Tribe Band of Odawa Indians), and MNRF egg harvesting for captive Bloodstock, Saugeen strain of whitefish.

OPERATIONS



Please note: The Director of Operations is vacant, and this organizational structure is still in implementation process. Changes to the organizational structure can be expected as on the ground implementation informs all portfolios and departments for proper alignment.



MEMBERSHIP

The Membership Department and Indian Registry Administrator is responsible for discovering events affecting the Indian Registry System, such as births, deaths, marriages, transfers, divorces, age of majority, etc. The administrator is also responsible for obtaining/locating certified documents verifying these events, e.g. birth certificates, death certificate, marriage certificate, etc. as well as issuing Certificates of Indian Status (status cards) to members of Saugeen First Nation #29, as well as other First Nations. Here’s a brief overview of registered members as well as populations over the last several years.

Overview of Registered Members					
Year	Births	S-3	Transfer In's	Transfer Out	Deaths
2020	15	9	0	0	34
2021	22	25	7	1	23
2022	15	22	5	0	22
2023	13	31	2	1	25
2024	21	23	1	1	7
2025	20	7	1	2	23
2026	7	12	0	0	23
Had S-3 Legislation not come into place, we would not have gained 135 new members.					

Total # of Registered Members	
Year	Total
2020	1908
2021	1934
2022	1957
2023	1976
2024	2012
2025	2022
2026	2004



GOVERNANCE & STRATEGIC INITIATIVES

The Governance & Strategic Initiatives Manager works collaboratively with the Chief and Council and the Band Administrator to coordinate, lead, and manage Council's strategic planning, community engagement, governance initiatives, and organizational communications strategies. Other activities include the oversight of special projects, encouraging work between cross functional teams within the organization, confirming and securing funding, acting as a liaison between internal and external partners, and fostering collaboration and communication across the organization.

The Governance & Strategic Initiatives Manager:

- Compiles the SFN Annual Report
- Leading the 20-Year Capital Planning Study in collaboration with FNESL
- Leading the Asset Management Plan Project in collaboration with OFNTSC & Dillion
- Hosted and engaged community through various open houses, community meetings & focus groups with Communications Specialist
- In collaboration with our Communication Specialist, launched campaign to gain more members onto website and app to enhance communications to membership
- Creating enhanced internal communications and processes, developing BCR digital data base, compiling orientation packages and scheduling onboarding training for Chief & Council
- Supported various projects and departments such as Amphitheatre Restoration Project, Solid Waste Feasibility Study, Policing Feasibility Study, Ball Diamond & Pow Wow Ground Upgrades, Daycare Renovations, Recreation Centre Renovations, Housing Initiatives, Water Servicing Agreement, Fire & Emergency Initiatives

FINANCIAL OVERVIEW

Finance Department Overview:

The Finance Department is responsible for safeguarding the financial resources of Saugeen First Nation. The department supports SFN and its programs and services by providing day-to-day record keeping, preparing financial statements, processing payroll, assisting program managers with budgeting, forecasting and financial reporting to funders, etc.

Because the work we do is so important to the financial health of the First Nation, we have many checks and balances in place to verify the accuracy of our work and to protect the assets of SFN. These internal controls include: segregation of duties to reduce the opportunity for an employee to commit a fraudulent act; the use of passwords and user authentication to limit access; hand-counting cash and inventorying assets; issuing pre-number receipts for all payments received and keeping a log of the receipts issued; reconciling bank accounts on a monthly basis; requiring two authorized signatures on all cheques; limiting management authorization approval; and using physical controls such as locked doors and cabinets and keeping cash in the safe.

Current Focus:

In addition to the regular day-to-day work, the Finance Department will be focusing on completion of the annual audits, working with program managers to begin the process for the 2027-28 budgets, and reviewing and updating the Finance Policy, Personnel Policy, Information Management Policy, and Governance as it Relates Financial Administration Policy. Some of this work was originally planned for the previous year but was delayed due to vacancies in key administrative positions.

We are also continuing our work with First Nations Financial Management Board to become Financial Management System Certified. Certification will show that Saugeen First Nation is meeting the required levels of quality or excellence by doing what we say we will do in our Financial Administration Law. This certification can make it easier for SFN to borrow money on the same terms as other governments in Canada.

CONSOLIDATED BUDGET

	2024-25	2025-26
REVENUE BY SOURCE AND SIGNIFICANT CATEGORY		
Government transfers - Provincial	5,565,367	5,513,649
- Federal	12,163,956	12,010,400
Investment income	1,790,000	1,885,000
Rental income	337,800	355,400
Land Lease Revenue	5,112,210	5,112,210
Business operations - Gas Bar	6,287,000	6,446,000
- Dufferin Wind Farm	848,132	637,481
OFNLP/Rama	1,125,000	1,175,000
Service Fees	1,561,691	1,671,401
Medical Isotopes	500,000	500,000
NWMO Community Wellness Initiative	300,000	300,000
Other	1,844,006	3,352,343
	37,435,162	38,958,884
EXPENSES BY PROGRAM AND SIGNIFICANT CATEGORY		
Administration*	5,180,093	4,125,220
Chief and Council	1,125,060	1,212,974
Community and Social Services	5,921,909	5,377,310
Education, Employment and Training	5,754,209	6,549,522
Economic Development	7,115,498	7,758,071
Health	4,605,378	4,742,406
Housing and Maintenance	1,742,324	2,868,512
Lands and Natural Resources	496,072	504,615
Public Works, Parks, Recreation & Infrastructure	3,491,175	3,686,734
Interest Distribution	1,561,625	2,085,875
	36,993,343	38,911,239
SURPLUS (DEFICIT)	441,819	47,645

* - includes insurance and legal fees

Own Source Revenue for 2025-26

The budgets for 2025-26 included the following Band Funds/Own Source Revenue:

- Cottage Lease Revenue - \$5,112,210
- Service Fees - \$1,671,401
- OFNLP/Rama - \$1,175,000
- Honi/Bruce to Milton - \$1,085,000
- Dufferin Wind Farm - \$637,481 (including \$571,305 deferred from previous years)
- Medical Isotopes - \$500,000
- NWMO – Community Well-Being - \$300,000

Own Source Revenue Allocation

- Administration*- \$2,159,996
- Chief and Council - \$823,793
- Community and Social Services - \$444,245
- Education, Employment and Training - \$318,016
- Economic Development - \$120,317
- Health - \$160,000
- Housing and Maintenance - \$1,013,690
- Public Works, Parks, Recreation & Infrastructure - \$2,402,404
- Interest Distribution - \$1,585,875

TOTAL ALLOCATED: \$9,028,336

* - includes insurance and legal fees

OFNLP/Rama

Historically Rama has generated approximately \$1 million per year. Spending is broken down into five categories: community development, health, education, economic development, and cultural development.

For 2025-26, funding was expected to be \$1,175,000.

Programs receiving Rama funds included:

- Pow Wow
- Post Secondary Education
- Library
- Weeg and Elder's Facility renovations
- Emergency Health Fund
- Recreation Support Fund
- Food Bank

Honi/Bruce to Milton Corridor

Funding varies each year, due to demand/consumption and hydro rates.

10% of the revenue is set aside for future call backs and invested in short-term GICs, and the remaining funds were invested in longer-term GICs.

As of March 31, 2026, a total of \$10,923,701.78 had been received/was receivable by SFN as a result of the investment in the Bruce to Milton Corridor.

Between 2016-17 and 2025-26, \$4,040,075 of those funds had been used for interest distribution payments.

For 2025-26, the budgeted revenue was \$1,085,000 including interest earned on the GICs, with \$915,750 allocated to offset a portion of the interest distribution payments.



PROVINCIAL & FEDERAL FUNDING

In addition to Own Source Revenue, SFN also receives funding from the provincial and federal governments for a variety of programs

Most of the funds received from the federal government are part of the “New Fiscal Relationship Grant”, which has the most flexibility (i.e., can be reallocated and used in a manner consistent with SFN’s strategic plan, and unspent funds may be carried forward and retained after expiry of the agreement)

PROVINCIAL & FEDERAL FUNDING

The following programs received provincial funding:

- Day Cares
- Home & Community Care
- Women's Shelter
- ACYPS
- Family Well-Being
- Fisheries
- Literacy Program
- Primary Care Team
- Wellness Centre and Addictions Outreach
- Healthy Babies/Healthy Children
- Mental Health
- Traditional Healing
- HIV/AIDS Awareness
- Elders' Fitness

The following programs received federal funding:

- Education
- Housing
- Land Management
- Home & Community Care
- Brighter Futures
- NNADAP
- Day Cares
- Building Health Communities
- Community Health Reps
- Health Reception
- Diabetes
- Maternal Child Health
- FASD
- Pre-Natal Nutrition Program
- HIV/AIDS Awareness

Gas Bar

For 2025-26, we expected the Gas Bar would operate with a deficit. The budgeted revenue was \$6,446,000 but expenses were budgeted to be \$7,085,512 resulting in an anticipated deficit of \$639,512.

Legal Fee's – Land Claims

In 2025-26, legal fees were expected to total \$1,068,390, including fees specific to land claims:

- Treaty 72 Land Claim - \$125,000
- Aboriginal Title - \$243,000
- Eastern Boundary - \$200,000

These costs have been on-going for many years and are expected to continue until the land claims are settled. The expenses vary yearly depending upon the status of the legal proceedings.

Loans

In 2025-26, SFN had one outstanding loan: with CIBC (the Tecumseh mortgages are for the Red Road Café and were paid in full during the 2024-25 fiscal year.)

The CIBC loan was entered into to help offset cash flow issues resulting from land claim legal fees, and construction of the governance building and the ball diamonds. The balance at March 31, 2026 was \$3,536,981.

OTTAWA TRUST & GIC'S

Ottawa Trust

As of March 31, 2026, the following funds were held in trust by the federal government:

- \$311,692.53 – Band Capital
- \$11,324,636.52 – Band Revenue

Interest earned during the 2025-26 fiscal year totaled \$595,765.95

The last time funds were withdrawn from the trust was in 2015-16 (\$999,000)

GIC's

As of March 31, 2026, the following amounts were invested in GICs:

- Honi - \$7,807,234.20
- NWMO - \$695,686.99
- OPG - \$2,907,683.33
- Bursary Fund - \$139,961.50
- Police Building - \$16,573.23
- Revenue - \$162,996.68
- Housing - \$59,001.83

DRIFTWOOD COMMUNICATIONS

- Saugeen has an exciting new strategic partnership that will significantly enhance Driftwood Communications and expand high-speed fibre optic broadband infrastructure across Saugeen First Nation. This initiative is aimed at securing our communication services for the future and reinforcing our position as a competitive utility.
- Saugeen First Nation has successfully secured funding from the Government of Ontario that will allow us to advance Driftwood Communications. This funding will facilitate the installation of fibre optic broadband connectivity throughout our entire territory, including the Village, French Bay, Chief's Point, and Scotch Settlement. By investing in this infrastructure now, we are also preparing for anticipated growth and economic development opportunities in the future.
- To ensure ongoing maintenance and necessary upgrades of our band-owned utility, Council has approved a managed services partnership agreement. This partnership will entrust the management of Driftwood Communications to Bruce Telecom, a local third-party with the necessary expertise and resources in this competitive market.
- Construction of this utility has commenced with an anticipated completion date of December 2026.
- Please note, if you are currently a customer of Saugeen Driftwood, you will need to switch over your services to Bruce Telecom to ensure uninterrupted services.

ZAAG'IDIWIN NGODOODEGIZWIN DIBENDAAGIZWIN NAAKNIGEWIN

- On August 30, 2024, in parallel with the Chief & Council election, Saugeen held a ratification vote for the Zaag'idiwin (Unconditional Love) Child and Family Well-being law. Membership voted in favour of the law, with 328 out of 381 eligible voters in support.
- Through the passing of this law, Saugeen created a Child & Family Services Non-Profit Organization called *Zaag'idiwin Naaknigewin*, to begin building service models that will best serve our children, youth and families. When fully implemented, this agency will oversee and support our children, youth and families into the future.
- A number of child and family wellbeing programs that were previously under the Saugeen First Nation organization will be transferring over to this agency, these programs are ACYPS, Band Reps, and Customary Care.
- Zaag'idiwin Ngodoodegizwin Dibendaagizwin Naaknigewin will be in full effect this coming November 2025
- An updated management agreement between SFN & Zaag'idiwin is underway to ensure the two entities are complimenting each others' services, identifying any gaps, and ensuring proper accountability back to membership.
- For more information Zaag'idiwin Ngodoodegizwin Dibendaagizwin Naaknigewin, please contact Audra Root, Executive Director.



Q & A