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BRUCE
county

Bruce County
Saugeen Anishnaabek
Reconciliation Pathway
and Action Plan

June 2024







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Photos credited to Caley Patrick Nadjiwon Doran, Chippewas of Nawash Unceded First Nation

The graphic ‘wave’ that appears on the cover and throughout the report recognizes the importance of water within Anishnaabe cultural landscapes and the interplay between land, air, water, plants and animals





Commitment

Bruce County acknowledges the Saugeen Anishnaabek on whose ancestral, traditional and treaty lands and territories we, our residents and municipal governments are located – Saugeen Anishnaabekiing. We respectfully recognize that the Saugeen Anishnaabek have traditionally used and exercised responsibilities as stewards in relationship with the lands, waters, and animals which all residents and visitors to Bruce County can value and enjoy.

We recognize the distinct history, language, culture, and ways of being and knowing of the Saugeen Anishnaabek. We also recognize the Inherent, Treaty, Aboriginal, Indigenous, and human rights of Saugeen Anishnaabek that are upheld by Canada's *Constitution Act, 1982* and the *United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)*.

We acknowledge with regret the history of colonialism in Canada, including how this has been expressed and manifested in Bruce County because of historic policies and injustices, and we are committed to addressing the harms and legacies of this within our spheres of influence.

In all that we do as a responsible and responsive governing body, Bruce County is committed to meaningful inclusion of Saugeen Anishnaabek world views and knowledge systems, and to honoring the unique and enduring spiritual relationships that Saugeen Anishnaabek have with the lands, waters, animals, and all life in Bruce County. We are committed to taking responsibility on behalf of Bruce County for leadership in our shared reconciliation journey, offering our friendship, and acting in the spirit of reconciliation, reciprocity, good will, and integrity.

Bruce County Strategic Plan 2023-2026

“Bruce County is committed to a meaningful truth and reconciliation process with Indigenous people and communities. We are actively engaged in advancing an Indigenous Reconciliation Planning Initiative. This initiative strives to promote a deeper understanding through education and training while developing and committing to an actionable plan, informed by collaboration, empowered through partnership. Our goal is to foster reconciliation and strengthen the relationships within our communities.”





Warden's Message

Today, many organizations and people are seeking ways to embrace and actively implement reconciliation. Bruce County is among those embarking on a journey of reconciliation. We are committed to reconciliation, as outlined by the Truth and Reconciliation Commission as “an ongoing process of establishing and maintaining respectful relationships.”

When we began our reconciliation journey, we came to understand that truth comes before action, and that reconciliation is not the destination, but about building long-term, meaningful, and sustainable relationships founded on mutual respect.

Bruce County is fully committed to doing the challenging work required for reconciliation. As an important first step in this journey, I'm proud to present the Bruce County Saugeen Anishnaabek Reconciliation Pathway and Action Plan. This represents the outcomes of learning and education involving Bruce County leaders and staff as well as engagement and collaboration. The Saugeen Anishnaabek Reconciliation Pathway builds upon many years of relationships with the First Nations of Saukiing Anishnaabekiing (i.e., the territory upon which Bruce County sits) - the Chippewas of Nawash Unceded First Nation and Saugeen First Nation, known collectively as the Saugeen Ojibway Nation.

We are committed to continuing our journey of truth and reconciliation in a spirit of mutual respect and recognition and invite all County residents and visitors to join us as we strive to be proud of the legacy we are building together.



CAO's Message

On behalf of Bruce County, I welcome you to view and embrace the Saugeen Anishnaabek Reconciliation Pathway and Action Plan. We are committed to transparency and collaboration with Saugeen Anishnaabek.

In our 2023-2026 Strategic Plan, Bruce County outlined shared values and principles that guide our decisions and actions: Service Excellence, a Welcoming Community, Good Governance, Environmental Stewardship, and Financial Sustainability. These same values and principles are infused throughout the Saugeen Anishnaabek Reconciliation Pathway and Action Plan.

We have set four key goals for the coming years: build and strengthen our relationships with Saugeen Anishnaabek; increase knowledge, understanding and celebration of Saugeen Anishnaabek culture and heritage; honour sacred relationships with the land, waters, and animals; and provide equitable access to services through inclusiveness.

The Saugeen Anishnaabek Reconciliation Pathway provides a vision and guiding principles around which we have built our first action plan. We view these documents as evergreen and will continue to build on them as our understanding and our capacity for meaningful and respectful relationships with Saugeen Anishnaabek grows.

As an organization, Bruce County is tremendously excited about the possibilities for the next steps in our journey. This means continuing to learn and grow our knowledge, cultural awareness and understanding of distinct Indigenous histories and cultures, rights and responsibilities, and community aspirations, while responding to the significant opportunities that lie ahead.

The work that we outline here will not be possible without ongoing engagement with, support and endorsement from, and relationship-building with First Nations neighbours and partners. We are committed to deepening and extending our relationships with the Chippewas of Nawash Unceded First Nation and Saugeen First Nation, known collectively as the Saugeen Ojibway Nation, working collaboratively on a government-to-government basis.

So together, let us reach towards meaningful truth and reconciliation. We know that our journey of reconciliation will at times be challenging, but through sustained dedication and commitment, we know it will be made easier because we are moving forward together.





Introduction

Bruce County is on a journey towards reconciliation with the Saugeen Anishnaabek on whose ancestral, traditional and treaty territories and lands we are located. The Truth and Reconciliation Commission highlighted the meaning and significance of reconciliation which we endorse and embrace for ourselves: **“reconciliation is an ongoing process of establishing and maintaining respectful relationships.”** The Truth and Reconciliation Commission noted that a critical part of the reconciliation process involves **“repairing damaged trust by making apologies, providing individual and collective reparations, and following through with concrete actions that demonstrate real societal change.”**¹

Reconciliation therefore is not time-bound - it is about people working together respectfully to build and maintain relationships, to acknowledge the past and take action to make reparations that have lasting, societal-wide impacts.

This Saugeen Anishnaabek Reconciliation Pathway is first and foremost focused on what Bruce County can and will do to address the past and build and maintain mutually respectful relationships with Saugeen Anishnaabek for the future. The reconciliation pathway and action plan will be implemented in a spirit of friendship and collaboration and as a living document.

While the Saugeen Anishnaabek Reconciliation Pathway establishes, as one of its key strategic goals, building and strengthening relationships with Saugeen Anishnaabek, it is also designed for implementation in Bruce County spaces including public places and workplaces, and by Bruce County leaders and employees. It therefore has application in many landscapes, including where planning is done, decisions are made, and where programs and services are delivered to all Bruce County residents.

The Pathway provides Bruce County with a structured and strategic approach to advance reconciliation with Saugeen Anishnaabek and pursue our relationships on a government-to-government basis. It represents our commitment to act. It creates a common space to allow for truths to be shared, heard, and learned from, fostering a journey that deepens relationships through mutual respect, friendship, and collaboration.

¹ Truth and Reconciliation Commission of Canada. 2015. Honouring the Truth, Reconciling for the Future: Summary of the Final Report of the Truth and Reconciliation Commission of Canada, p.16. https://ehprnh2mwo3.exactdn.com/wp-content/uploads/2021/01/Executive_Summary_English_Web.pdf.

Our Reconciliation Journey

Actions Now

Since release of the Truth and Reconciliation Commission's Report and Calls to Action in 2015, Bruce County has been actively working to achieve a range of community outcomes supporting reconciliation. This has involved efforts to create spaces where truth can be shared and illuminated, and Indigenous histories and perspectives learned about and understood. While this has helped to increase capacity within the County, and among leaders and employees, to engage in reconciliation processes, it is now time for the next stage in our reconciliation journey to begin, by mapping out the steps to be taken to advance us towards our vision and strategic goals for reconciliation.

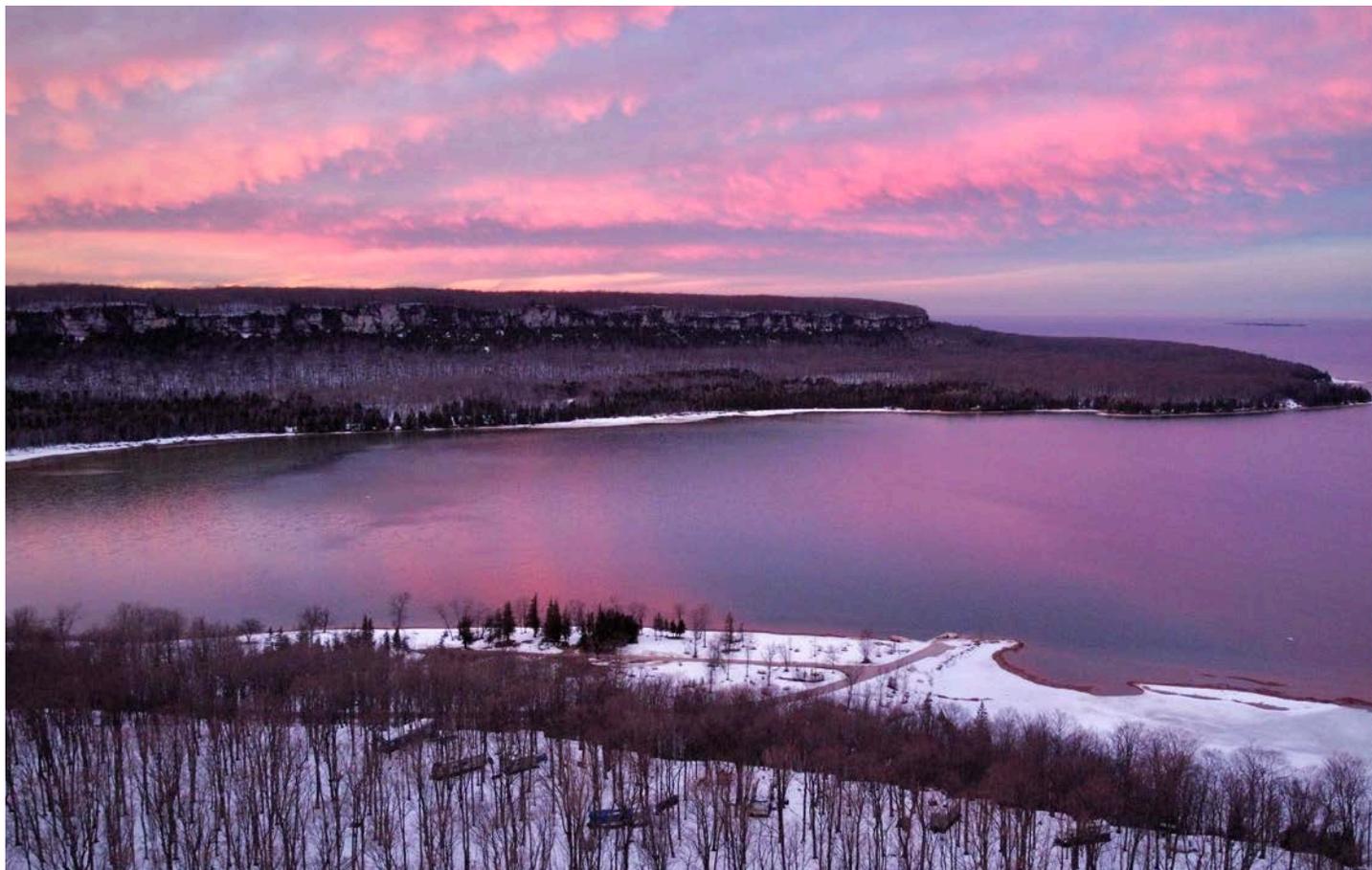
By putting forward this Saugeen Anishnaabek Reconciliation Pathway and Action Plan, we recognize the need to better connect various County initiatives that contribute to reconciliation and place them within a framework that is buttressed with greater and more meaningful commitment and intention towards Saugeen Anishnaabek. In this regard, Bruce County's Strategic Plan is pertinent.

Bruce County's Strategic Plan is based on four strategic goals. These are intended to guide County decision-making, priority setting and investment over the next few years.

While we recognize there is much work to further our reconciliation journey, there are initiatives being taken by Bruce County that will make our County more respectful and responsive to Indigenous peoples and communities. These will also continue to move us towards our goals for strengthened relationships, truth telling and reconciling the past to move forward in the future. For example, we will continue to act by:



- Ensuring all County staff receive cultural awareness training and opportunities to deepen their knowledge and understanding of Saugeen Anishnaabek peoples, culture, rights and relationships, and our shared history.
- Implementing the Bruce County Archaeological Management Plan.
- Continuing to work on repatriation of Saugeen Anishnaabek cultural heritage and belongings.



Reconciliation Planning Process

Bruce County began its reconciliation journey following release of the Truth and Reconciliation Commission's Calls to Action. However, our work gained structure and focus in the fall of 2021 with a decision to have all leaders and employees participate in Indigenous cultural awareness training.

Formal planning then began on a Bruce County approach to reconciliation. A framework was developed following internal engagement of Bruce County leaders and employees. Discussions were held on what reconciliation means to Bruce County, and what areas of action are most promising for the County to pursue.

All these steps helped Bruce County to build a solid internal foundation and framework for ongoing learning, planning

and eventual implementation of Bruce County's approach to reconciliation. Our Saugeen Anishnaabek Reconciliation Pathway and Action Plan allow us to now build on the work that has been done to date within Bruce County with Saugeen Anishnaabek, and to set the foundation for further success.

The Saugeen Anishnaabek Reconciliation Pathway is a living document. It establishes an overarching guide for more specific actions. The Action Plan outlines commitments and the pathways that will be taken within the next few years in support of our stated vision and strategic goals. It will be refreshed in the years to come and will identify commitments and actions that Bruce County political and administrative structures will take. The Saugeen Anishnaabek Action Plan, and all subsequent action plans, will be monitored with outcomes reported on by Bruce County Council annually.



Foundations for Saugeen Anishnaabek Reconciliation and Action

Vision

Our vision is for lasting and harmonious relationships with Saugeen Anishnaabek, fostered by mutual respect and understanding. Saugeen Anishnaabek culture, knowledge systems, worldviews, and perspectives are valued and acknowledged, and fully woven into the fabric of life in Bruce County.

Commitment and Guiding Principles

Bruce County is committed to taking action to achieve our vision through a continuing reconciliation journey involving concrete actions and accountability for those. We believe that reconciliation also involves commitment and leadership, opportunities to establish and rebuild relationships based on trust and mutual respect, transparency, and accountability for action, as well as the investment of resources.

In implementing this Saugeen Anishnaabek Reconciliation Pathway, Bruce County will be guided in our actions by the following principles:

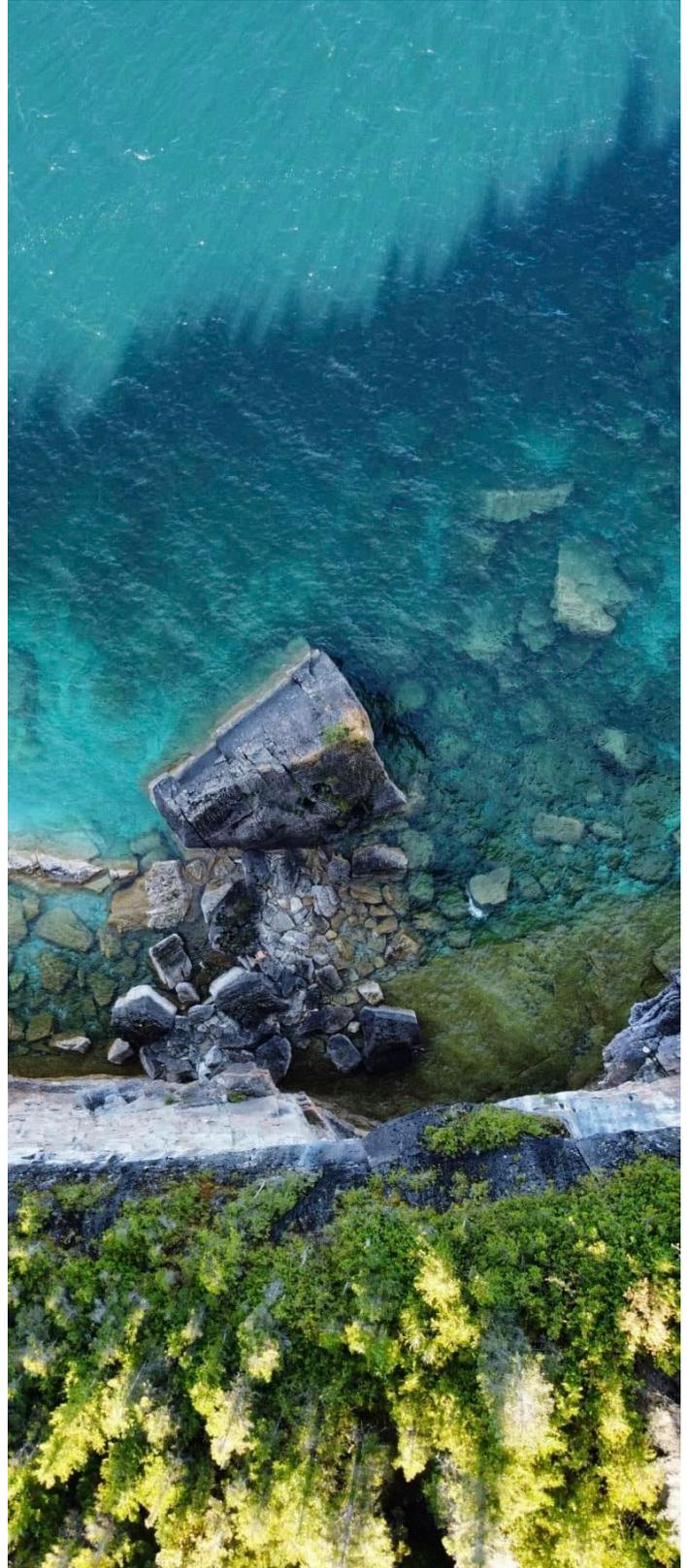
- **Truth** – Bruce County will be open to and welcoming of the truth, learning from the past, acknowledging it, and incorporating what is learned into County programs, services, policies, and initiatives with humility.
- **Respect** - Bruce County will be guided by respectful approaches to restoring and building relationships with Saugeen Anishnaabek for the future.
- **Recognition** – Bruce County will recognize and be respectful of Chippewas of Nawash Unceded First Nation and Saugeen First Nation, known collectively as the Saugeen Ojibway Nation, and their distinct rights, titles and interests, culture, language, history, and experiences, as well as the unique and sacred relationship of First Nations people to the lands, waters, and animals.
- **Responsibility** – Bruce County is for everybody; stewardship is a shared responsibility. Bruce County will be guided by Anishnaabe knowledge, worldviews, and expertise in design, implementation and evaluation of County programs, services, policies, and initiatives.

- **Collaborative Relationships** – Bruce County will consult and work in collaboration with Saugeen Anishnaabek especially on matters that impact their rights, interests, and priorities. We will communicate openly and transparently about our actions.

Reconciliation Strategic Goals

Bruce County is embracing the following as long term strategic goals for Saugeen Anishnaabek reconciliation. Our actions will be organized around these goals.

- **Goal #1 – Build and strengthen relationships.**
Restore and repair relationships that have been weakened or damaged over time, and build new, mutually beneficial, and sustainable relationships with Saugeen Anishnaabek for the future.
- **Goal #2 - Increase knowledge, understanding and celebration of Saugeen Anishnaabek history, heritage and culture.**
Enhance knowledge, awareness, understanding and celebration of Saugeen Anishnaabek culture, language, history, experiences, spiritualities and worldviews through intentional learning and action.
- **Goal #3 - Honour Saugeen Anishnaabek relationships with the land, waters, and animals.**
Honour and respect First Nations peoples' profoundly spiritual relationships with lands, waters, and animals (i.e., "all relations").
- **Goal #4 - Provide equitable access to services.**
Include Saugeen Anishnaabek perspectives and representatives in County planning and decision-making processes, and develop and provide programs and services that are responsive, inclusive and accessible.



Implementation

Saugeen Anishnaabek Action Plans

The Saugeen Anishnaabek Reconciliation Pathway sits within an overarching vision and commitment to reconciliation, and new and renewed relationships with Saugeen Anishnaabek. The main initiatives and activities that will be taken by Bruce County in relationship with Saugeen Anishnaabek will be set out in action plans, which will be refreshed and renewed over time. These will identify specific initiatives and activities of Bruce County to make progress in our reconciliation journey, working in collaboration and partnership with Saugeen Anishnaabek.

The **Saugeen Anishnaabek Action Plan** that is included as part of this Reconciliation Pathway establishes how our four strategic goals for Saugeen Anishnaabek reconciliation will be pursued through specific commitments. These represent the first set of actions we will take towards meeting our goals. Components of the Action Plan are described as follows:

- **Strategic Goals** are long term goals and desired outcomes. They identify why action is being taken through the Saugeen Anishnaabek Reconciliation Pathway.
- **Commitments** reflect the objectives that we will fulfil to achieve strategic goals through the Action Plan. They reflect “what” Bruce County is doing on its reconciliation journey with Saugeen Anishnaabek.
- **Planned Actions** are more specific. They are indicative of the directions and actions that will be undertaken to support fulfilment of commitments and achievement of stated goals. They provide answers to the question of “how” Bruce County plans to go about working towards its goals and commitments to Saugeen Anishnaabek.

Relationships

In implementing this Saugeen Anishnaabek Reconciliation Pathway and Action Plan, Bruce County will work with Chippewas of Nawash Unceded First Nation and Saugeen First Nation, known collectively as Saugeen Ojibway Nation, on a government-to-government basis.

Bruce County is committed to pursuing and embracing its relationships and exploring reconciliation pathways with Indigenous peoples as well as Indigenous organizations. These relationships will appropriately reflect the distinct rights, histories, and priorities of Indigenous peoples. Ongoing relationship building and collaborative partnerships are where new intersections can be anticipated to occur in Bruce County’s distinctions-based approach to reconciliation and action.



Reconciliation Journey



Accountability and Reporting

To promote responsibility and accountability for our commitments and actions set out in the Saugeen Anishnaabek Reconciliation Pathway, Bruce County will develop and institute a monitoring and reporting system including the following tracking tools and reporting mechanisms.

- Inclusion of reporting on Saugeen Anishnaabek Action Plan implementation as part of the Strategic Plan implementation **dashboard** maintained by Bruce County. This will provide point-in-time information on progress towards our goals, objectives, and action commitments. It will also highlight upcoming and recently completed actions, events, and milestones, as well as achievements to be marked and celebrated. The dashboard will be maintained on internal Bruce County systems used daily by leaders and employees, and will be adapted for public sharing, consistent with existing dashboard and reporting tools established for the Bruce County Strategic Plan.
- An annual **Saugeen Anishnaabek Reconciliation Pathway and Action Plan Report** from Bruce County Council identifying completed activities, celebrating achievements, and describing progress towards our vision, strategic goals, and commitments. This will also be linked with reporting on the Bruce County Strategic Plan's vision, goals, and objectives. Our objective is to release the annual reporting on National Indigenous Peoples Day on June 21 of each year.
- Annual **leadership / joint meetings** with Chippewas of Nawash Unceded First Nation, Saugeen First Nation, and Saugeen Ojibway Nation.

Action Plan Review, Renewal and Refresh

While the vision, commitments and principles will guide Bruce County in its relationships with Saugeen Anishnaabek, the strategic goals which we aim to achieve in the next few years will need to be reviewed and refreshed from time to time, as may the commitments and actions identified to achieve them.

To promote the Saugeen Anishnaabek Reconciliation Pathway as a living document, it will be reviewed at the commencement of each new Council's term of office, and the Action Plan will also be reviewed to identify initiatives that are planned by Bruce County and can be expected in the coming term. Additionally, at an operational level, the Action Plan will be reviewed annually from a budgetary perspective, providing insights to County budgetary deliberations and direction to internal corporate and departmental planning processes.

In the spirit of ensuring an ongoing and enduring relationship with Saugeen Anishnaabek, we will continue to renew and refresh our Action Plans.





**GOAL 1:
BUILD AND STRENGTHEN RELATIONSHIPS**

Our Commitment is to ...	Our Pathways are to ...
<p>1 Restore and repair relationships weakened or damaged over time, and build new, mutually respectful, and sustainable relationships with Saugeen Anishnaabek for the future.</p>	<p>Continue to build relationships with Saugeen Anishnaabek at all levels of the Bruce County organization through engagement, participation, and inclusion in our reconciliation journey.</p> <hr/> <p>Establish meeting forums such as guiding circles for active learning, network building, sharing, and exchanging information, and holding space for respectful dialogue and discussion.</p>
<p>2 Conduct relationships consistent with the principles set out in the Saugeen Anishnaabek Reconciliation Pathway and protocols that we will establish in collaboration with Saugeen Anishnaabek.</p>	<p>Obtain and increase understanding of consultation protocols, preferences, and practices of Chippewas of Nawash Unceded First Nation, Saugeen First Nation, and Saugeen Ojibway Nation. Develop new relationship and cultural protocols, as appropriate.</p>
<p>3 Action UNDRIP through formal recognition of the Declaration as an instrument that can further guide Bruce County-Saugeen Anishnaabek relationships and actions.</p>	<p>Further explore how Bruce County can meaningfully action UNDRIP by first educating ourselves about UNDRIP and identifying appropriate ways to publicly share our commitments to UNDRIP implementation.</p> <hr/> <p>Engage Chippewas of Nawash Unceded First Nation, Saugeen First Nation, and Saugeen Ojibway Nation in meaningful discussion about UNDRIP and how it can be actioned in Bruce County.</p>
<p>4 Include Saugeen Anishnaabek and First Nation representatives in Bruce County planning and decision-making processes.</p>	<p>Consult with Chippewas of Nawash Unceded First Nation, Saugeen First Nation, and Saugeen Ojibway Nation on major Bruce County-led projects, initiatives, or decisions with potential to impact Indigenous rights, titles, and interests.</p> <hr/> <p>Develop a protocol that addresses standards for Saugeen Anishnaabek consultation and engagement, including with respect to the right to free, prior, and informed consent.</p> <hr/> <p>Identify ways Bruce County can support Saugeen Anishnaabek capacity for participation in Bruce County-led strategies, plans, and processes.</p>



GOAL 1: BUILD AND STRENGTHEN RELATIONSHIPS

Our Commitment is to ...	Our Pathways are to ...
<p>5 Ensure Bruce County internal structure, organization and procedures are aligned with implementation of the Saugeen Anishnaabek Reconciliation Pathway and this Action Plan.</p>	<p>Pursue Positive Aboriginal Relations certification (PAR) through the Canadian Council of Aboriginal Business.</p> <hr/> <p>Build internal organizational capacity to conduct and sustain mutually respectful relationships with Saugeen Anishnaabek and streamline Action Plan implementation and reconciliation activities.</p> <hr/> <p>Establish internal processes and systems that support monitoring and evaluation of progress on Saugeen Anishnaabek Reconciliation Pathway and Action Plan goals and commitments, and report publicly every year on implementation.</p>
<p>6 Engage in discussions around alignment of the Bruce County Cultural Action Plan with the Saugeen Anishnaabek Reconciliation Pathway.</p>	<p>Find ways to align all Cultural Action Plan strategic directions with the Saugeen Anishnaabek Reconciliation Pathway and this Action Plan including by:</p> <ul style="list-style-type: none"> • Ensuring opportunities for Saugeen Anishnaabek input in cultural planning initiatives, and • Co-developing resources that communicate Saugeen Anishnaabek culture and heritage in programming.
<p>7 Promote reconciliation through our spheres of influence in intergovernmental contexts.</p>	<p>Explore best practices for Bruce County to demonstrate allyship in intergovernmental contexts and forums, and ways we can support Saugeen Anishnaabek priorities.</p>



**GOAL 2:
INCREASE KNOWLEDGE, UNDERSTANDING AND CELEBRATION OF
SAUGEEN ANISHNAABEK HISTORY, HERITAGE AND CULTURE**

Our Commitment is to ...

1 Enhance knowledge, awareness and understanding of Saugeen Anishnaabek culture, language and heritage, history, spirituality, and world views through intentional learning.

2 Utilize the Bruce County Museum & Cultural Centre to promote reconciliation through truth-telling about Bruce County's historical relationship with Saugeen Anishnaabek.

3 Implement the Bruce County Repatriation Framework.

Our Pathways are to ...

Continue to deliver cultural awareness training and opportunities to deepen cultural competency of leaders, employees, and volunteers.

Provide learning opportunities for Bruce County residents and visitors to increase knowledge and understanding of Saugeen Anishnaabek culture, language, history, treaties, and experiences of historical injustices, intergenerational trauma, and anti-Indigenous racism.

Review cultural awareness training with Chippewas of Nawash Unceded First Nation, Saugeen First Nation, and Saugeen Ojibway Nation at regular intervals, and invite input and feedback on training approaches, content, and potential enhancements.

Work with Chippewas of Nawash Unceded First Nation, Saugeen First Nation, and Saugeen Ojibway Nation to apply a First Nations lens and include Saugeen Anishnaabek perspectives in all Museum programs and initiatives.

Implement the Bruce County Repatriation Framework and Guideline by establishing processes for the return and direct transfer to Saugeen Anishnaabek of cultural property including artefacts, collections and ancestral human remains.



**GOAL 2:
INCREASE KNOWLEDGE, UNDERSTANDING AND CELEBRATION OF
SAUGEEN ANISHNAABEK HISTORY, HERITAGE AND CULTURE**

Our Commitment is to ...

- 4** Celebrate Saugeen Anishnaabek culture, language, and heritage within the County.

Our Pathways are to ...

Work with Chippewas of Nawash Unceded First Nation, Saugeen First Nation, and Saugeen Ojibway Nation to support Saugeen Anishnaabek heritage, cultural and arts events including by offering appropriate funding, spaces, and in-kind contributions wherever possible.

Plan and host County-led events that contribute to increased knowledge and awareness of Saugeen Anishnaabek history, culture, language, heritage, and arts including for example Treaty Recognition Week.

Create more diverse promotional materials that reflect Saugeen Anishnaabek ancestral and contemporary presence in Bruce County.

Include Saugeen Anishnaabek arts, creative representations and cultural expressions in Bruce County offices, buildings, and workplaces.

Establish an advisory committee with Chippewas of Nawash Unceded First Nation, Saugeen First Nation, and Saugeen Ojibway Nation and County Council representation to activate work on creating a Downie-Wenjack Legacy Space that will help build a safe and welcoming place for conversations about Indigenous history and reconciliation in Bruce County.

Continue to celebrate and observe national days of recognition and honouring of Indigenous peoples.



GOAL 3: HONOUR SAUGEEN ANISHNAABEK RELATIONSHIPS WITH THE LAND, WATERS, AND ANIMALS

Our Commitment is to ...

- 1** Honour and respect Saugeen Anishnaabek profoundly spiritual relationships with lands, waters, and animals (i.e., “all relations”) as well as ancestral and contemporary use and occupancy of lands and waters.
- 2** Increase knowledge and understanding of Saugeen Anishnaabek ancestral and contemporary relationships with lands and waters, and stewardship responsibilities.
- 3** Support access to land and spaces, and land repatriation.
- 4** Ensure Bruce County planning processes for lands, waters and the environment are respectful of Saugeen Anishnaabek rights, titles and interests and incorporate Anishnaabe worldviews and stewardship responsibilities.

Our Pathways are to ...

- Develop and implement a Bruce County Signage and Naming Policy.
- Develop and distribute widely a Bruce County Saugeen Anishnaabek Places Map.
- Develop an appropriate, respectful, and accessible Bruce County Land Acknowledgement and associated policy guiding usage.
- Educate the public, including residents and visitors, about Saugeen Anishnaabek ancestral and contemporary occupancy and use of lands and waters, cultural presence, as well as displacement and dispossession from traditional and ancestral lands within Bruce County.
- Increase access to availability of Bruce County-held lands for cultural practices and community programming, as well as permanent-use purposes such as Saugeen Anishnaabek cultural, social, or economic development projects, or establishment of cultural, heritage, social, spiritual, and ceremonial spaces.
- Implement the Bruce County Trails Master Plan including through co-development with Chippewas of Nawash Unceded First Nation, Saugeen First Nation, and Saugeen Ojibway Nation of new trails, and inclusion of Indigenous interpretive aids and signs.
- Build working relationships in forest and species management and introduce Indigenous management practices through ongoing engagement with Saugeen Anishnaabek Elders and knowledge holders/ sharers and implementation of the Forest Management Plan.
- Work with Chippewas of Nawash Unceded First Nation, Saugeen First Nation, and Saugeen Ojibway Nation to identify employment and business opportunities related to trail design, construction, and maintenance.



GOAL 4: PROVIDE EQUITABLE ACCESS TO SERVICES

Our Commitment is to ...	Our Pathways are to ...
<p>1 Include Saugeen Anishnaabek knowledge, worldviews and priorities in department-level program and service planning and related processes.</p>	<p>Increase and sustain outreach, networking, and contacts between Bruce County departments and Saugeen Anishnaabek knowledge holders and subject matter experts.</p> <hr/> <p>Ensure that program and planning processes are responsive to Saugeen Anishnaabek peoples' needs, and inclusive of Anishnaabe worldviews and culture by:</p> <ul style="list-style-type: none"> • establishing processes that encourage and facilitate Saugeen Anishnaabek participation in the planning, development and implementation of Bruce County programs and services, and • incorporating Anishnaabe cultural approaches, worldviews, and knowledge systems wherever possible. <hr/> <p>Establish processes with neighbouring counties to promote consistency, predictability and transparency in approach, and coordinate consultation and engagement with Chippewas of Nawash Unceded First Nation, Saugeen First Nation, and Saugeen Ojibway Nation where possible.</p>
<p>2 Develop and provide programs and services that are inclusive, relevant, accessible, and responsive to Saugeen Anishnaabek needs and priorities.</p>	<p>Review program, service and facility accessibility barriers and inequities experienced by Saugeen Anishnaabek members/citizens and identify solutions to make these more accessible and culturally safe, and where appropriate, trauma-informed.</p> <hr/> <p>Establish advisory groups that are inclusive of Saugeen Anishnaabek to support Bruce County departments on program and service planning, design, delivery, review, monitoring, and evaluation.</p> <hr/> <p>Develop appropriate ways of measuring the impacts of Bruce County programs and services on Saugeen Anishnaabek and First Nation community wellbeing.</p> <hr/> <p>Establish spaces within Bruce County facilities for Saugeen Anishnaabek to conduct ceremonies and to gather.</p>



GOAL 4: PROVIDE EQUITABLE ACCESS TO SERVICES

Our Commitment is to ...

- 3** Increase Saugeen Anishnaabek representation in the Bruce County workforce and in Bruce County workplaces.

Our Pathways are to ...

Be proactive and intentional in volunteer and employee recruitment, hiring and employment practices, including through active outreach with Chippewas of Nawash Unceded First Nation, Saugeen First Nation, and Saugeen Ojibway Nation training and employment departments and organizations.

Seek out joint training opportunities with Chippewas of Nawash Unceded First Nation, Saugeen First Nation and their departments and agencies (e.g., in emergency preparedness and response).



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