

Goal	Commitment	Pathway	Department(s)	Year	2025 Q1 Milestones	Status	2024 Status Update
1. Build and Strengthen Relationships	1.1 Restore and repair relationships weakened or damaged over time, and build new, mutually respectful, and sustainable relationships with Saugeen Anishnaabek for the future.	1.1.1 Continue to build relationships with Saugeen Anishnaabek at all levels of the Bruce County organization through engagement, participation, and inclusion in our reconciliation journey.	All Departments	Ongoing	CAO corresponding with First Nation Administrators and connecting them with County staff as items arise. Connections have included: Paramedic Services, County Road Study & Nawash Service Agreement for Winter Maintenance, Emergency Management Planning; Weather Event Impacts, and Early Years Indigenous Educator Recruitment as sample items.	On Track	This is an ongoing exercise with the attention of the CAO to ensure SMT and SON are engaged on emerging items of alignment. Work to establish Quarterly joining governance structure.
1. Build and Strengthen Relationships	1.1 Restore and repair relationships weakened or damaged over time, and build new, mutually respectful, and sustainable relationships with Saugeen Anishnaabek for the future.	1.1.2 Establish meeting forums such as guiding circles for active learning, network building, sharing, and exchanging information, and holding space for respectful dialogue and discussion.	Government Relations	2024	Development of the framework for Engagement Circle with SFN and Nawash	Off Track	Internal work has been completed to establish the framework for a joint governance structure between SFN, Nawash, and Bruce County. Currently working to incorporate feedback and to establish the structure. And will support an number of contingent items throughout the workplan.
1. Build and Strengthen Relationships	1.2 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.	1.2.1 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.	SA Advisory Council	2024	Exploration with SON consultant an approach to increasing organizational understanding how to align Bruce County governance structures with SON	On Track	Work has started on developing a draft land acknowledgement protocol that the SON Engagement Circle can provide feedback on. In addition, there is an initial plan with a SON consultant governance training.
1. Build and Strengthen Relationships	1.3 Action UNDRIP through formal recognition of the Declaration as an instrument that can further guide Bruce County-Saugeen Anishnaabek relationships and actions.	1.3.1 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.	Government Relations	2024	To start in 2026	Off Track	Work on the formal recognition of UNDRIP has not yet started. This work is pending the establishment of the SON Engagement Circle, as well as other items within this Pathway.
1. Build and Strengthen Relationships	1.3 Action UNDRIP through formal recognition of the Declaration as an instrument that can further guide Bruce County-Saugeen Anishnaabek relationships and actions.	1.3.2 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.	SA Advisory Council	2025	Established meeting between joint Chiefs, Warden and Deputy Warden to continue discussion on government to government relationship and planning for a 2025 Joint Council meeting.	On Track	Planned 2025 item

1. Build and Strengthen Relationships	1.4 Include Saugeen Anishnaabek and First Nation representatives in Bruce County planning and decision-making processes.	1.4.1 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.	SA Advisory Council	Ongoing	Established meeting between joint Chiefs, Warden and Deputy Warden to continue discussion on government to government relationship and planning for a 2025 Joint Council meeting. Work in progress, draft Engagement Circle developed and discussions with the two First Nations and SON EO.	Off Track	This item has been delayed as we work to develop and consult on the approach to the SON Engagement Circles. We anticipated that the workplan for 2025 will bring this item back on track. And will support a number of contingent items throughout the workplan.
1. Build and Strengthen Relationships	1.4 Include Saugeen Anishnaabek and First Nation representatives in Bruce County planning and decision-making processes.	1.4.2 Develop a protocol that addresses standards for Saugeen Anishnaabek consultation and engagement, including with respect to the right to free, prior, and informed consent.	SA Advisory Council	2025	Established meeting between joint Chiefs, Warden and Deputy Warden to continue discussion on government to government relationship and planning for a 2025 Joint Council meeting. Work in progress, draft Engagement Circle developed and discussions with the two First Nations and SON EO.	On Track	Planned 2025 Item
1. Build and Strengthen Relationships	1.4 Include Saugeen Anishnaabek and First Nation representatives in Bruce County planning and decision-making processes.	1.4.3 Identify ways Bruce County can support Saugeen Anishnaabek capacity for participation in Bruce County-led strategies, plans, and processes.	SA Advisory Council	2025	Established meeting between joint Chiefs, Warden and Deputy Warden to continue discussion on government to government relationship and planning for a 2025 Joint Council meeting. Work in progress, draft Engagement Circle developed and discussions with the two First Nations and SON EO.	On Track	Planned 2025 Item
1. Build and Strengthen Relationships	1.5 Ensure Bruce County internal structure, organization and procedures are aligned with implementation of the Saugeen Anishnaabek Reconciliation Pathway and this Action Plan.	1.5.1 Pursue Positive Aboriginal Relations certification (PAR) through the Canadian Council of Aboriginal Business.	Community Development Office	2026	N/A	On Track	Relationship development with CCAB has begun, anticipated to have workplan for mid 2025
1. Build and Strengthen Relationships	1.5 Ensure Bruce County internal structure, organization and procedures are aligned with implementation of the Saugeen Anishnaabek Reconciliation Pathway and this Action Plan.	1.5.2 Build internal organizational capacity to conduct and sustain mutually respectful relationships with Saugeen Anishnaabek and streamline Action Plan implementation and reconciliation activities.	OOCOA	Ongoing	Government Relations Department has been assigned relational and administrative stewardship to provide foundational support to ensure sustainable action and progress on the plan. The CAO will continue to provide strategy oversight.	On Track	This item has been delayed as we work to develop and consult on the approach to the SON Engagement Circles. We anticipated that the workplan for 2025 will bring this item back on track. And will support a number of contingent items throughout the workplan.
1. Build and Strengthen Relationships	1.5 Ensure Bruce County internal structure, organization and procedures are aligned with implementation of the Saugeen Anishnaabek Reconciliation Pathway and this Action Plan.	1.5.3 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.	Government Relations	2024	Development of Quarterly tracking system to outline progress, identify at risk initiatives, implement corrective action plans, and report to the Senior Management Team, and Council on progress.	On Track	The quarterly monitoring approach was implemented for Q1 of 2025. ClearPoint dashboard and reporting will be established in Q2.

1. Build and Strengthen Relationships	1.6 Engage in discussions around alignment of the Bruce County Cultural Action Plan with the Saugeen Anishnaabek Reconciliation Pathway.	1.6.1 Find ways to align all Cultural Action Plan strategic directions with the Saugeen Anishnaabek Reconciliation Pathway and this Action Plan including by: • Ensuring opportunities for Saugeen Anishnaabek input in cultural planning initiatives, and • Co-developing resources that communicate Saugeen Anishnaabek culture and heritage in programming.	OOCOA	2025	The CAP Steering Committee updated the CAP to reference the Saugeen Anishnaabek Reconciliation Pathway through the 2024 Cultural Action Plan Community Update.	On Track	Established the Cultural Action Plan Committee in 2024. Develop the CAP workplan outlined in the milestones Committee anticipates to be on tract in with commitments to Council
1. Build and Strengthen Relationships	1.7 Promote reconciliation through our spheres of influence in intergovernmental contexts.	1.7.1 Explore best practices for Bruce County to demonstrate allyship in intergovernmental contexts and forums, and ways we can support Saugeen Anishnaabek priorities.	OOCOA/Government Relations	Ongoing	Government Relations Department has been assigned relational and administrative stewardship to provide foundational support to ensure sustainable action and progress on the plan. The CAO will continue to provide strategy oversight.	On Track	Planned 2025 item
2. Increase Knowledge, Understanding and Celebration of Saugeen Anishnaabek History, Heritage and Culture	2.1 Enhance knowledge, awareness and understanding of Saugeen Anishnaabek culture, language and heritage, history, spirituality, and world views through intentional learning.	2.1.1 Continue to deliver cultural awareness training and opportunities to deepen cultural competency of leaders, employees, and volunteers.	HR	Ongoing	The November 2024 "The Path" cohort completed the course in April 2025. Next cohort being rolled out April 15, 2025.	Complete	The Path training has become an organizational standard. It is now part of ongoing Human Resource Department Processes.
2. Increase Knowledge, Understanding and Celebration of Saugeen Anishnaabek History, Heritage and Culture	2.1 Enhance knowledge, awareness and understanding of Saugeen Anishnaabek culture, language and heritage, history, spirituality, and world views through intentional learning.	2.1.2 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.	Museum	Ongoing	Continue collaboration with Reconciliation Committee (SON Community Members) to localize content for the Residential School Exhibition	On Track	Programming confirmed through 2025 budget approval, and outlined in workplan. All Indigenous programming and exhibitions were completed in 2024 as planned.
2. Increase Knowledge, Understanding and Celebration of Saugeen Anishnaabek History, Heritage and Culture	2.1 Enhance knowledge, awareness and understanding of Saugeen Anishnaabek culture, language and heritage, history, spirituality, and world views through intentional learning.	2.1.3 Review cultural awareness training with Chippewas of Nawash Unceded First Nation, Saugeen Ojibway Nation, and Saugeen Ojibway Nation at regular intervals, and invite input and feedback on training approaches, content, and potential enhancements.	SA Advisory Council	Ongoing	Completed collaborated with local SON community member to plan for localized cultural awareness history sessions	On Track	Pre Planning for these sessions was completed in 2024 and Q1 2025. Dates have been scheduled.
2. Increase Knowledge, Understanding and Celebration of Saugeen Anishnaabek History, Heritage and Culture	2.2 Utilize the Bruce County Museum & Cultural Centre to promote reconciliation through truth-telling about Bruce County's historical relationship with Saugeen Anishnaabek.	2.2.1 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.	Museum	Ongoing	Ongoing planning and development of exhibitions and programs	On Track	Reconciliation committee established that is comprised of members of SON, SFN, and Nawash to guide the three year Reconciliation exhibition. Regular engagement of community members.

2. Increase Knowledge, Understanding and Celebration of Saugeen Anishnaabek History, Heritage and Culture	2.3 Implement the Bruce County Repatriation Framework.	2.3.1 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.	Museum	Ongoing	1. Secure Loan Extension Feb 2026 with OHT (Ontario Heritage Trust) on behalf of SON EO 2. Initiate loan process with TMHC (Timmins Martel) for cultural material (Collingwood Chert) for display in Anishnaabwe Endaat on behalf of SON EO	On Track	Planning for initiatives underway and on track for the workplan outlined for 2025 and 2026
2. Increase Knowledge, Understanding and Celebration of Saugeen Anishnaabek History, Heritage and Culture	2.4 Celebrate Saugeen Anishnaabek culture, language, and heritage within the County.	2.4.1 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.	Museum	Ongoing	Hosted SON EO Arch Monitors training session.	On Track	The Museum has integrated SA perspectives into its ongoing process of exhibit curation.
2. Increase Knowledge, Understanding and Celebration of Saugeen Anishnaabek History, Heritage and Culture	2.4 Celebrate Saugeen Anishnaabek culture, language, and heritage within the County.	2.4.2 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.	Museum	Ongoing	Not applicable	On Track	The Museum has integrated SA perspectives into its ongoing process of exhibit curation.
2. Increase Knowledge, Understanding and Celebration of Saugeen Anishnaabek History, Heritage and Culture	2.4 Celebrate Saugeen Anishnaabek culture, language, and heritage within the County.	2.4.3 Create more diverse promotional materials that reflect Saugeen Anishnaabek ancestral and contemporary presence in Bruce County.	Government Relations	Ongoing	Explore opportunities as they emerge. Formal work plan to start in 2026	On Track	Social media, media releases, and communications material have been updated to reflect SA rights in Bruce County, and to acknowledge our government-to-government relationship with SON
2. Increase Knowledge, Understanding and Celebration of Saugeen Anishnaabek History, Heritage and Culture	2.4 Celebrate Saugeen Anishnaabek culture, language, and heritage within the County.	2.4.4 Include Saugeen Anishnaabek arts, creative representations and cultural expressions in Bruce County offices, buildings, and workplaces.	Museum	Ongoing	Completion of Indigenous mural at the Penetangore Hub	On Track	Planning of installation at the Penetangore Hub that will happen in Q1 2025
2. Increase Knowledge, Understanding and Celebration of Saugeen Anishnaabek History, Heritage and Culture	2.4 Celebrate Saugeen Anishnaabek culture, language, and heritage within the County.	2.4.5 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.	SA Advisory Council	2025	Reviewed timing of relaunch of this initiative with Downey Wenjack Foundation.	On Track	Planned 2025 Item

2. Increase Knowledge, Understanding and Celebration of Saugeen Anishnaabek History, Heritage and Culture	2.4 Celebrate Saugeen Anishnaabek culture, language, and heritage within the County.	2.4.6 Continue to celebrate and observe national days of recognition and honoring of Indigenous peoples.	OOCOA/Government Relations	Ongoing	Protocol reviewed by the Senior Management Team for Feedback.	On Track	The Government Relations Department has created a protocol to celebrate and observe national days of recognition and honoring of Indigenous peoples.
3. Honour Saugeen Anishnaabek Relationships with the Land, Waters, and Animals	3.1 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.	3.1.1 Develop and implement a Bruce County Signage and Naming Policy.	OOCOA	2025	Starting in Q2 2025	Not Started	Starting in Q2 2025
3. Honour Saugeen Anishnaabek Relationships with the Land, Waters, and Animals	3.1 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.	3.1.2 Develop and distribute widely a Bruce County Saugeen Anishnaabek Places Map.	Community Development Office	2025	Meet with RAP lead to better understand the deliverables for the project	At Risk	Planned 2025 Item
3. Honour Saugeen Anishnaabek Relationships with the Land, Waters, and Animals	3.1 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.	3.1.3 Develop an appropriate, respectful, and accessible Bruce County Land Acknowledgement and associated policy guiding usage.	Government Relations	2025	A draft land acknowledgement protocol has been developed through the Government Relations Department.	On Track	Planned 2025 Item
3. Honour Saugeen Anishnaabek Relationships with the Land, Waters, and Animals	3.2 Increase knowledge and understanding of Saugeen Anishnaabek ancestral and contemporary relationships with lands and waters, and stewardship responsibilities.	3.2.1 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.	Museum	2025	Hosted meeting with SON EO, SFN Education Dept, Parks Canada and GBCDBS for Biinaagami Water map project.	On Track	The Museum has integrated SA perspectives into its ongoing process of exhibit curation.
3. Honour Saugeen Anishnaabek Relationships with the Land, Waters, and Animals	3.3 Support access to land and spaces, and land repatriation.	3.3.1 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.	TES	2025	Conduct review and update of Transportation and Environmental Services key strategic planning documents and commitments.	Off Track	Pending work being completed in 2025 regarding the strategic plan, to support incorporation of the commitments made in the SA Pathway and Action Plan

3. Honour Saugeen Anishnaabek Relationships with the Land, Waters, and Animals	3.4 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.	3.4.1 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.	TES	2025	Conduct review and update of Transportation and Environmental Services key strategic planning documents and commitments.	Off Track	Pending work being completed in 2025 regarding the strategic plan, to support incorporation of the commitments made in the SA Pathway and Action Plan
3. Honour Saugeen Anishnaabek Relationships with the Land, Waters, and Animals	3.4 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.	3.4.2 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.	TES	2025	Conduct review and update of Transportation and Environmental Services key strategic planning documents and commitments.	Off Track	Pending work being completed in 2025 regarding the strategic plan, to support incorporation of the commitments made in the SA Pathway and Action Plan
3. Honour Saugeen Anishnaabek Relationships with the Land, Waters, and Animals	3.4 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.	3.4.3 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.	TES	2025	Conduct review and update of Transportation and Environmental Services key strategic planning documents and commitments.	Off Track	Pending work being completed in 2025 regarding the strategic plan, to support incorporation of the commitments made in the SA Pathway and Action Plan
4. Provide Equitable Access to Services	4.1 Include Saugeen Anishnaabek knowledge, worldviews and priorities in department-level program and service planning and related processes.	4.1.1 Increase and sustain outreach, networking, and contacts between Bruce County departments and Saugeen Anishnaabek knowledge holders and subject matter experts.	Government Relations	2025	Coordination of engagement on an as need basis, pending the establishment of the SA Engagement Circle	Not Started	Planned 2026 item
4. Provide Equitable Access to Services	4.1 Include Saugeen Anishnaabek knowledge, worldviews and priorities in department-level program and service planning and related processes.	4.1.2 Ensure that program and planning processes are responsive to Saugeen Anishnaabek peoples' needs, and inclusive of Anishnaabe worldviews and culture by: • 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.	Human Services	2026	Starting 2025 Q2	On Track	Attended and gained understanding of evaluation processes that are aligned with traditional Indigenous knowledge and worldviews.
4. Provide Equitable Access to Services	4.1 Include Saugeen Anishnaabek knowledge, worldviews and priorities in department-level program and service planning and related processes.	4.1.3 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.	OOC/O Government Relations	2026	Pending internal work to establish Bruce County's protocols and joining governance structure with SON	On Track	Planned 2026 item

4. Provide Equitable Access to Services	4.2 Develop and provide programs and services that are inclusive, relevant, accessible, and responsive to Saugeen Anishnaabek needs and priorities.	4.2.1 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.	Human Services	2026	Starting 2026	Not Started	Starting 2026
4. Provide Equitable Access to Services	4.2 Develop and provide programs and services that are inclusive, relevant, accessible, and responsive to Saugeen Anishnaabek needs and priorities.	4.2.2 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.	OOCOA	2025	Work in progress, draft Engagement Circle developed and discussions with the two First Nations and SON EO.	On Track	Planned 2025 Item
4. Provide Equitable Access to Services	4.2 Develop and provide programs and services that are inclusive, relevant, accessible, and responsive to Saugeen Anishnaabek needs and priorities.	4.2.3 Develop appropriate ways of measuring the impacts of Bruce County programs and services on Saugeen Anishnaabek and First Nation community wellbeing.	Government Relations	2026	Pending internal work to establish Bruce County's protocols and joining governance structure with SON	Not Started	Starting 2026
4. Provide Equitable Access to Services	4.2 Develop and provide programs and services that are inclusive, relevant, accessible, and responsive to Saugeen Anishnaabek needs and priorities.	4.2.4 Establish spaces within Bruce County facilities for Saugeen Anishnaabek to conduct ceremonies and to gather.	OOCOA	2025	Audit of County meeting spaces for internal/external use.	On Track	Planned 2025 Item
4. Provide Equitable Access to Services	4.3 Increase Saugeen Anishnaabek representation in the Bruce County workforce and in Bruce County workplaces.	4.3.1 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.	HR	Ongoing	2025 Q2 Action	On Track	Planned 2025 Item
4. Provide Equitable Access to Services	4.3 Increase Saugeen Anishnaabek representation in the Bruce County workforce and in Bruce County workplaces.	4.3.2 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).	Paramedic Services	Ongoing	SFN joins our quarterly CEMC meetings with other Municipal CEMCs.	On Track	SFN joins our quarterly CEMC meetings with other Municipal CEMCs.