

COMMUNITY SUMMARY REPORT

Prepared for:
Sagkeeng Anicinabe Nation

Community Assembly
November 2026

EXECUTIVE SUMMARY

This Community Summary Report provides an overview of the work, achievements, challenges and priorities currently underway in Sagkeeng Anicinabe Nation. Prepared on behalf of Chief and Council and departmental leadership, it supports transparency and accountability and recognizes the shared efforts of administration, staff, Elders, community partners and members who help the Nation grow and move forward.

Over the last quarter, Sagkeeng has continued to grow steadily, building on work already underway. The Nation has expanded services, addressed infrastructure and housing needs, widened educational and employment opportunities, supported health and wellness initiatives, advanced economic development, and strengthened community safety and governance systems. This progress reflects the Nation's commitment to improving quality of life while creating sustainable opportunities for future generations.

Chief and Council remain committed to meaningful engagement with membership, including at the grassroots level. Council members take part in local events, cultural gatherings and community meetings, and make time for one-on-one conversations with members, Elders and families where they live and gather. This direct dialogue, together with ongoing consultation on matters affecting the Nation, helps leadership hear community concerns first-hand. Guidance from Elders, Traditional Knowledge Keepers, youth and members, along with feedback gathered through program activities, workshops and departmental programming, is brought back to leadership to inform priorities, planning and service delivery.

As Sagkeeng moves through the remainder of 2026, work continues on significant initiatives in housing development, public safety and justice, health and prevention, education and workforce development, economic growth, environmental stewardship, infrastructure renewal and governance modernization. Planning is also underway to support families, Elders and members through the holiday season, and preparations are turning toward the April 2027 Sagkeeng Government election, so that members can take part in a well-organized, open and fair process.

Chief and Council also continue to build capacity where gaps in service delivery remain. Community needs are growing, at times faster than the resources and systems in place, and Council is working with administration and departments to strengthen the people, partnerships and processes required to respond. Priorities include community safety, transitional housing supports, community development planning and environmental safety, so that services are coordinated, accountable and responsive to the priorities members have shared.

This update reflects work across departments to support community priorities. Many of these efforts are still unfolding, and some will carry well into 2027 while real challenges lie ahead. Guided by Anicinabe values, community input and a shared vision for future generations, the Nation remains focused on building a strong and healthy community.

Miigwetch to all community members, Elders, youth, staff, volunteers, and partners whose dedication and contributions continue to strengthen Sagkeeng Anicinabe Nation. Together, we continue moving forward in the spirit of unity, resilience, accountability, and self-determination.

GOVERNANCE AND ADMINISTRATION:

Chief and Council continue to engage Sagkeeng citizens through inclusive, culturally grounded and community-based approaches. Over recent months, this engagement has informed discussions on Treaty Land Entitlement following the final vote, updates to the Aboriginal Title Claim, membership participation in regional meetings, natural resource projects, community safety and initiatives under the Niigaan Aki Program. Feedback received continues to guide leadership decisions, strengthen service coordination and help programs and departments respond to growing community needs.

Guided by the direction of Sagkeeng membership, engagement takes many forms: formal consultation by Nation teams and partners, community and requested meetings, home visits with members and Elders, general assemblies, cultural gatherings, workshops, departmental programming, surveys, virtual sessions, open houses, land-based activities and ongoing one-on-one dialogue. These formats give Elders, youth, families, harvesters, and on-reserve and off-reserve members, including those less comfortable speaking at large public meetings, practical ways to provide input.

Recent examples include engagement on Sagkeeng's Land Use Plan and Housing Strategy through facilitated table discussions, written submissions, surveys, virtual participation and separate opportunities for on-reserve, North Shore and off-reserve members. Environmental engagement has included Lake Sturgeon monitoring and management discussions, tagging and monitoring presentations with opportunities for community questions, and Elder involvement in sampling and knowledge-sharing along the Winnipeg River.

Engagement has also taken place through the Niigaan Aki Land Guardian Program and related stewardship activities; the Sagkeeng-Canadian Nuclear Labs (CNL) Open House and Whiteshell Laboratories information; Hydro-related discussions with Elders, youth, departments, and urban and virtual participants; Treaty Land Entitlement investment policy engagement; Traditional Rice and Manoomin Harvest activities at Lone Island; and Truth and Reconciliation events. Treaty Days and Council community activities have also provided informal opportunities for members, leadership, staff and external partners to build relationships and discuss priorities directly.

Elders and Traditional Knowledge Keepers play an important role by participating in meetings and land-based activities, advising programs and ensuring local knowledge, lived experience and traditional perspectives are reflected in planning and decision-making. Youth participation, environmental education, cultural programming and Land Guardian development further support knowledge transfer and future community capacity.

Information gathered through these activities is brought back to Chief and Council, administration and departments to guide policy development, program design, infrastructure and land-use planning, environmental stewardship, service delivery, and decisions affecting Sagkeeng's rights and long-term interests. Chief and Council remain committed to expanding inclusive and transparent engagement so members have practical, culturally appropriate ways to participate in the Nation's governance and future development.

Key efforts by leadership and administration in advancing the Nation's priorities include, but are not limited to, the following:

TREATY LAND ENTITLEMENT

Since the July Community Assembly, Sagkeeng has continued the transition from ratification of the TLE Settlement into implementation. Considerable work has been undertaken to administer per-capita distributions, assist members with outstanding applications, verify eligibility and membership information, address estate and deceased-member applications, and provide continuing assistance to members requiring supporting documentation. The TLE implementation team concluded much of its dedicated work in August, with outstanding member support continuing through Administration.

Work has also advanced on the long-term governance of settlement funds. Leadership reviewed the TLE Investment Policy in July, followed by a community engagement session in August that gathered feedback from a cross-section of members and will be considered before recommendations are finalized.

Following ratification and commencement of the implementation phase, Sagkeeng has been working with legal advisors at Cochrane Sinclair LLP to examine options for establishing an appropriate governance and oversight model for the Advisory Committee contemplated under the TLE arrangements. This work is intended to support transparent and accountable long-term administration of the settlement and clarify the governance structures required.

Chief and Council have also undertaken additional legal and financial accountability work associated with the settlement, including review of legal fees charged in relation to the TLE and steps concerning recovery of the Nation's TLE legal file. These matters remain part of Sagkeeng's broader responsibility to protect settlement proceeds, ensure transparency and accountability, and preserve the long-term benefit of the settlement for current and future generations.

LITIGATION, RESEARCH AND NEGOTIATIONS

Sagkeeng continues to advance research and negotiations to protect the Nation's rights, interests, and long-term economic opportunities.

Cows and Ploughs:

- Sagkeeng continues to advance its investigation of the agricultural benefits promised under Treaty 1. Since the July Community Assembly, preliminary legal and historical review has identified evidence that agricultural promises made to First Nations in Manitoba were often inadequately fulfilled or not fulfilled. Canada's Specific Claims Funding Unit has approved $16,000 in research funding to support further investigation of Sagkeeng's potential claim.

- The next phase requires Sagkeeng-specific historical research to establish what agricultural benefits were promised, what was provided, and whether Canada failed to meet its Treaty obligations to Sagkeeng. Potential historians have been identified, and legal counsel has recommended an expert to undertake this work. Once the historical research is completed, the evidence can be used to further assess and potentially prepare Sagkeeng's Specific Claim for submission.

Nuclear Energy:

- Whiteshell Decommissioning and Rights Protection:
  Sagkeeng has continued negotiating a Shared Decision-Making Process with Canadian Nuclear Laboratories (CNL) and Atomic Energy of Canada Limited (AECL) on the future decommissioning of Whiteshell Reactor-1 and the Low-Level Waste Trenches. Members should expect a meaningful role in reviewing options, impacts and accommodations. Leadership continues its work in defending the Nation's Treaty and Aboriginal rights through these discussions. Community engagement is ongoing to ensure that input from membership is heard and reflected as this work moves forward.

- Canadian Nuclear Safety Commission (CNSC) and Community Engagement:
  Sagkeeng is working with CNL on community information materials and a November Open House, while documenting the engagement process from Sagkeeng's own community perspective. The Nation is also preparing to participate in the upcoming CNSC process on renewal of the Whiteshell Laboratories license. Preparation meetings for the November Open House have been held with CNL, and Sagkeeng and CNL continue to meet regularly to coordinate this work.

Impact Benefit Agreements:

- Sagkeeng continues to advance resource-development discussions to protect Treaty and Aboriginal rights while pursuing meaningful economic benefits for the Nation. Current activity includes preliminary Impact and Benefits Agreement negotiations, engagement and consultations discussions regarding other proposed projects. These discussions remain at different stages and continue to focus on environmental protection, employment and training, contracting opportunities, and long-term benefits for Sagkeeng. Community engagement on these matters is ongoing, and Chief and Council intend to keep membership informed and to include members' input as discussions move forward and before any agreements are finalized.

1923 and 1926 Surrender Claim:

- Negotiations with Canada remain ongoing regarding the historic surrender of Fort Alexander Reserve lands and associated loss-of-use and compensation issues. Since the July Community Assembly, Sagkeeng has advanced its 2026-27 negotiation work plan and funding application to support continued negotiations with Canada. Administrative work is also underway to address outstanding historical negotiation-funding requirements and ensure the claim can continue moving forward through the Specific Claims process.

Aboriginal Title Claim:

- Sagkeeng is actively advancing its Aboriginal Title Claim and taking steps to ensure that our lands, rights and interests are protected while the claim proceeds. The revised claim was accepted for filing by the Court of King's Bench in July, representing a significant advancement of the Nation's longstanding assertion of Aboriginal Title.

- The Nation is completing legal steps to place Sagkeeng itself as the sole plaintiff in the proceeding and continues to firmly assert its interests whenever governments contemplate decisions affecting the lands covered by the claim.

- Sagkeeng's position remains clear: our connection to these lands is longstanding, our rights must be respected, and decisions affecting our traditional territory must not be made without Sagkeeng at the table.

INFRASTRUCTURE

Sagkeeng's growing programs, services, and community priorities continue to place increased demand on existing infrastructure. Since the July Community Assembly, Chief and Council and administration have continued to plan for practical improvements to housing, public safety facilities, administrative space, roads, utilities, water and wastewater systems, waste management, and community service systems. An updated 2026-27 First Nations Infrastructure Investment Plan has been shared with Indigenous Services Canada to capture the Nation's priority projects, and an application for housing-enabling infrastructure funding has been submitted. Much of the current work is planning, feasibility, and design, so that projects are better prepared for funding and construction. Of note:

- Housing remains a key priority for Chief and Council, with efforts focused on stabilizing housing needs through coordinated repairs, renovations, practical solutions and long-term infrastructure planning, including preparing land and servicing for future housing under the Land Use Plan and the housing-enabling infrastructure funding application. Outcomes are detailed in the Housing section of this report;

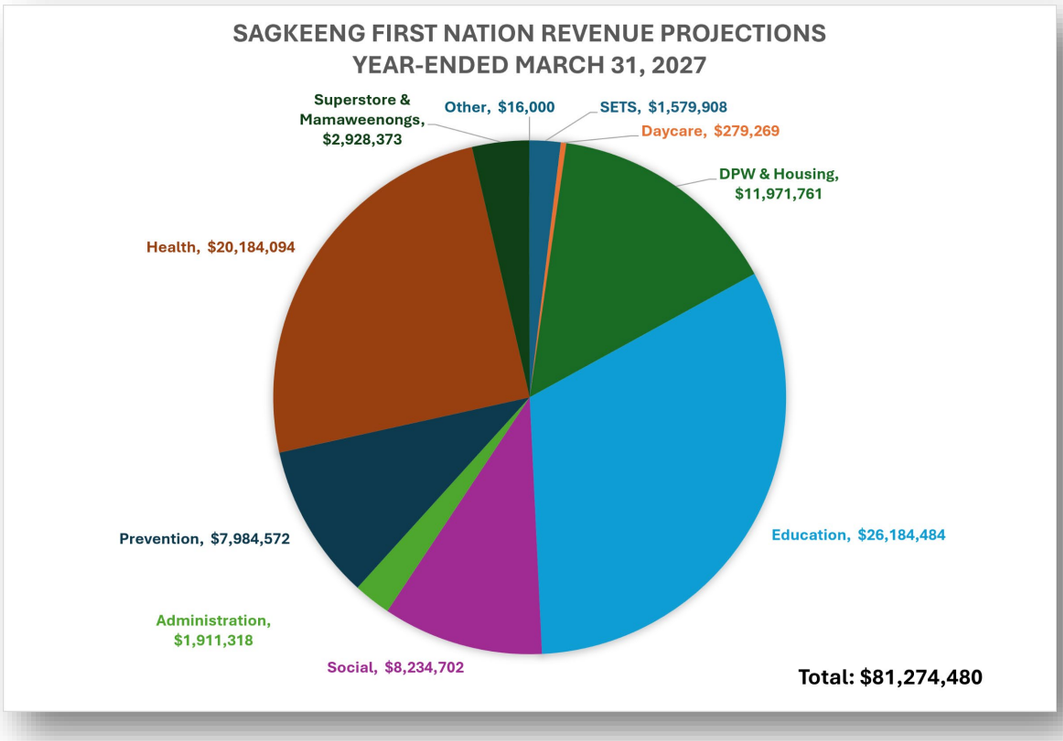
- Chief and Council continue early-stage planning for a future police detachment as policing services transition from the RCMP to the Manitoba First Nations Police Service. This work is advancing in coordination with regional policing services, departments and government partners, and construction timing will depend on funding commitments and the transition timeline.

Expanding program and administrative needs are increasing demand on existing office space and service infrastructure. Chief and Council are therefore exploring planning options for a new administration building to support coordinated service delivery, improved departmental operations, and the Nation's long-term governance and community development priorities. Land use planning with Urban Systems, including a working draft Land Use Plan, supports these infrastructure priorities. However, access to land has emerged as a major challenge, particularly for new housing and administrative infrastructure, so identifying development-ready land remains a key focus, with continued member engagement to ensure planning reflects community priorities and long-term growth.

DEPARTMENT OF FINANCE:

Sagkeeng remains focused on maintaining financial stability while strengthening accountability and transparency. Since July, the Nation has advanced its 2026/27 budget planning, continued strengthening financial oversight and reporting, and undertaken additional independent financial review work. The 2025/26 consolidated audit remains in progress following delays associated with auditor capacity, with federal funders being kept informed. Administration continues to prioritize completion of the audit, outstanding reporting requirements, sound

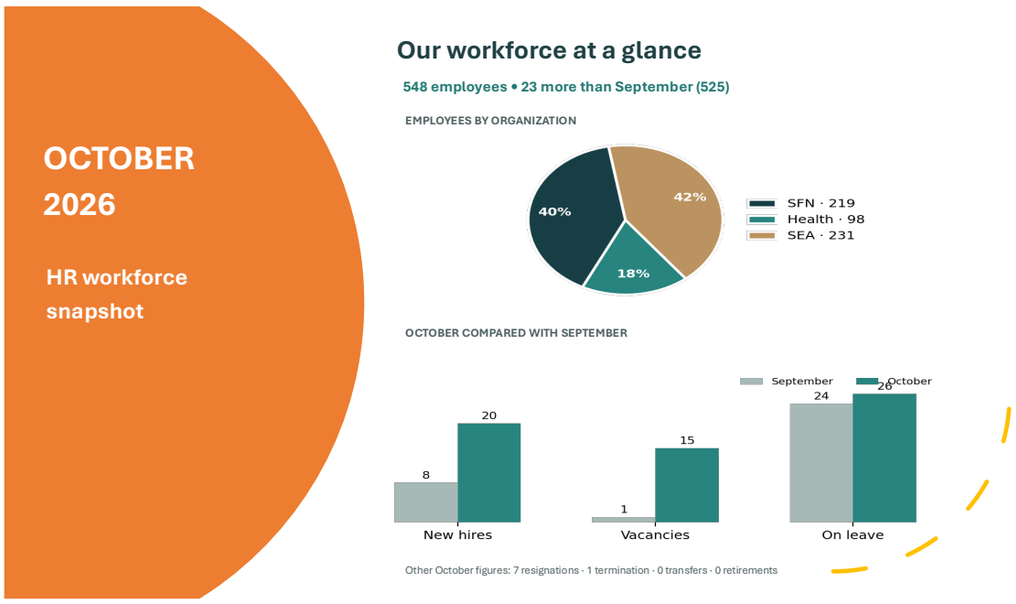
budget management and stronger financial controls to ensure Sagkeeng remains positioned to meet its obligations and invest responsibly in community priorities.



Sagkeeng First Nation is projecting approximately $81.27 million in total revenues for the year ending March 31, 2027. The chart illustrates how these revenues are distributed across major program and service areas, with the largest allocations associated with Education, Health, DPW & Housing, Social Services, and Prevention.

These revenues support the delivery of essential programs, services and infrastructure throughout the community. A significant portion of the funding received by Sagkeeng is program-specific or designated for purposes, meaning the total revenue figure should not be interpreted as funding that is freely available for general expenditures.

DEPARTMENT OF HUMAN RESOURCES:



As of October 2026, Sagkeeng Anicinabe Nation has 548 employees, 23 more than in September (525). October also saw 7 resignations and 1 termination, with no transfers or retirements.

Priority recruitment of Sagkeeng members is a core HR commitment. HR will create as many employment and advancement opportunities as possible for members, including management, leadership and professional roles, while ensuring every hire can safely and effectively perform the role. Where members do not yet meet requirements, HR will provide training, supervisory experience, mentorship, acting assignments and succession planning. Other priorities include policy and legislative compliance, HR systems and recordkeeping, benefits and pension administration, employee relations and management support, workforce planning and employee development, and leave and disability management.

Progress in 2026 includes standardized employment agreements across departments, structured interviews and candidate evaluations, improved communication between HR, management and departments, and enhanced onboarding, documentation and reporting. HR is also correcting compliance gaps, including inconsistent employee files and agreements, leave balances requiring verification, and historical pension eligibility and contribution review, to protect employee entitlements and reduce back-pay, contribution and legal exposure.

In November, HR will implement BambooHR, introduce the updated HR Policy Manual, support the reopening of Sagkeeng Tim Hortons, including onboarding 13 new employees, and deepen collaboration with Employment and Training programs to expand skills development and career opportunities for members. In December and January, HR will complete the transition of benefits and pension administration, provide ongoing policy manual training to departments, strengthen recruitment strategies for Sagkeeng members, and enhance reporting, workforce planning and data management. HR will also strengthen onboarding, performance evaluations, succession planning and retention to support the development of existing staff.

DEPARTMENT OF HOUSING:

Housing continues to advance new construction, renovations and CMHC-funded repair initiatives while undertaking a detailed reconciliation of project finances. Since July, Housing and Finance have been working to properly align multi-year project revenues and expenditures, address outstanding reporting requirements and strengthen the accuracy of Housing's financial information. Current priorities include advancing new construction, completing CMHC RRAP foundation repairs, addressing outstanding project work and positioning Sagkeeng to access future housing funding opportunities.

Housing Construction and Repairs Status (November 2026)

Housing Area	Current Status	Next Steps
CMHC Phase 13	3 homes completed.	Project completion/close-out.
CMHC Phase 14	4 homes substantially completed; landscaping and a water-pressure issue remain on certain units.	Complete outstanding site work and monitoring.
CMHC Phase 15	4 homes approximately 98% complete and at final-inspection stage.	Complete deficiencies and final inspections.
CMHC Phase 16	4 proposed RTM homes; loan approved and work plan required.	Finalize work plan and advance implementation.
2024/25 CSM43	5 housing units complete.	Project close-out and occupancy requirements underway.
2025/26 CMS77	10-unit initiative identified, with units at various stages of development.	Continue construction and utility connections.
CMHC RRAP	Foundation rehabilitation program targeting homes requiring structural and drainage improvements.	Continue foundation, crawlspace, drainage and heating improvements.
Emergency Repairs	Emergency housing repairs are handled as part of the Housing Department’s daily operations and remain ongoing.	Prioritize repairs based on urgency and available resources.
Condemned / Demolition List	53 properties were identified for demolition/assessment planning: 31 South Shore and 22 North Shore entries.	Continue assessments, utility coordination and demolition planning.
Housing Financial Review	Housing and Finance are reconciling multi-year project revenues and expenditures to improve the accuracy of financial reporting.	Complete reconciliation and strengthen project-level financial reporting.

Housing Committee: Formally established in June 2026, Sagkeeng’s Housing Committee is one of the Housing Department’s newest initiatives to support service delivery. Members were selected through an open Expression of Interest process made available to the community. The committee has a mandate to advise the Department of Housing and ultimately Sagkeeng Council on community planning, programs, policies, unit assignments, and overall housing need to help ensure decisions are fair, inclusive, culturally relevant, and accountable. The committee meets monthly.

The committee includes representatives from Sagkeeng’s male, female, youth, and elder population. A draft Terms of Reference has been prepared to set out

the committee's roles and responsibilities, how it meets, and its part in unit selection, tenant appeals, and review of the housing policy, so that decisions are fair, transparent, and consistent.

DEPARTMENT OF PUBLIC WORKS:

Public Works manages the day-to-day operation and maintenance of Sagkeeng's core community infrastructure, including roads, driveways, water and sewer systems, and waste management. To respond to public feedback and improved service delivery, Public Works has recently been separated from the Department of Housing and now operates as its own department. This change was made to streamline services, clarify responsibilities, and better manage workloads, so that each department can focus on its own priorities and respond more effectively to community needs. As part of this process, a new Director has been hired to lead the department as its reorganization evolves.

Public Works provides the following services to the community:

- Road maintenance, including paving and repairs, grading, snow removal, and sanding.
- Driveway maintenance, including repairs, culvert replacement, and snow removal.
- Water and sewer operations, including water treatment and distribution, gravity sewage systems, lift pumps, lagoons, and drainage ditches.
- Waste management, including oversight of the landfill and garbage collection.

Current Projects	**Upcoming Projects**
Re-gravelling driveways	Resurfacing and paving repairs to North Shore Road
Site preparation for new houses	Snow-season readiness, including implementation plans/schedules, a new truck, plow, and sander
Replacing damaged waterlines in the South Shore Town Site	Fire hydrant replacement in partnership and support of the Fire Department
Replacing water and holding tanks	Reconstruction of Prince Road
Landfill upgrades and cleaning	Staff Training and Development Planning

Public Works faces several challenges. Water and sewer systems are at or near capacity because of homes operating on a holding tank system, and the townsite has no stormwater system, which leads to recurring flooding.

Chief and Council have directed Public Works to move forward on a strategic plan for townsite water drainage, including road reconstruction; a plan for the South Shore landfill, either through restructuring or a feasibility study for a new landfill; a garbage collection and recycling program; and water and sewage

distribution upgrades, including expansion of water and sewer lines. The major components of this work have been captured in Sagkeeng's First Nations Infrastructure Investment Plan (FNIIP).

DEPARTMENT OF COMMUNITY JUSTICE:

The Community Justice portfolio represents one of Chief and Council's latest efforts to address growing concerns around public safety and the need for stronger community-based programs and supports. To lead this work, Sagkeeng has hired a community member as the new Director, who has already had an immediate impact in strengthening public safety support for the Nation. In a short time, the Director has helped move key safety priorities forward, including the transition to the Manitoba First Nations Police Service, improvements to the Safety Officer Program, and community safety and drug strategy planning. The Director has also focused on enhancing community enforcement in partnership with the RCMP, supporting a coordinated response to community concerns as the portfolio continues to develop.

Key efforts of the Department include:

Manitoba First Nations Police Service. The transition from RCMP policing services to the Manitoba First Nations Police Service (MFNPS) remains a key priority for Chief and Council. Sagkeeng has met with MFNPS executive leadership and is ready to build a detachment that meets MFNPS operational requirements while new officers are recruited and trained. Discussions continue with MFNPS, the Province of Manitoba, Public Safety Canada and Sagkeeng representatives, and internal planning has begun to define detachment requirements and the funding needed to support the transition.

Sagkeeng Drug Strategy: Delivered in partnership with the Departments of Health and Justice, the Drug Strategy provides a coordinated community response to the serious impacts of illegal drugs and substance use on individuals, families and community safety. Since July, work has moved beyond initial planning, with community members now in the newly developed Drug Strategy Coordinator and Community Safety and Enforcement Coordinator roles, supporting coordination across Community Justice, Health, public safety, prevention, wellness and other community services.

Current work focuses on prevention, treatment, wellness, harm reduction, and community safety and enforcement, while connecting affected members with supports. Aligned with Community Safety and Wellbeing planning, the strategy addresses drug-related concerns through accountability and healing rather than enforcement alone.

A draft Drug Strategy has been developed and awaits leadership direction. Work continues on the proposed Illegal Drugs By-law and its enforcement framework.

Community Safety and Well-Being Plan Project (CSWB): Sagkeeng is developing its CSWB in partnership with Manitoba Justice and the Canadian Centre for Safer Communities, with participation from the RCMP, Probation Services, Public Safety Canada, Sagkeeng departments, community service providers, Elders and community members.

The department is bringing together community priorities, services and partners to address public safety, prevention and wellness. Surveys, drop-in sessions, discussions and working group meetings have identified key safety concerns and priorities.

To date, the project has informed four priority areas, 12 goals and approximately 30 proposed actions. Engagement will continue, including further youth and off-reserve participation, as the plan is finalized and moves toward coordinated implementation.

Indigenous Justice Circle: Sagkeeng is working with the Southern Chiefs' Organization (SCO) to develop a Sentencing Circle Pilot Project and Community Justice Committee that increase community participation in sentencing and incorporate Sagkeeng knowledge, laws, cultural teachings and restorative approaches. Planning is underway, including the project framework and local capacity for implementation. This is a concrete step toward bringing justice processes closer to home and ensuring they reflect Sagkeeng's own laws, values and teachings.

Discussions are also being explored with Provincial Court representatives on an Indigenous Healing Pathway Court, which would complement the Sentencing Circle Pilot Project and further support culturally grounded, restorative justice.

Sagkeeng Safety Officer Program:

Sagkeeng continues to strengthen its community safety capacity through expansion and modernization of the First Nation Safety Officer Program. The program has grown to seven Safety Officers, including three new officers undertaking Level 1 training in November. Sagkeeng has also added two new vehicles to the FNSO fleet and is improving equipment and evidence-management processes to better support coordination with police and the courts. Work continues on training, staffing, compensation and sustainable funding to ensure the program can meet growing community safety needs.

CONSULTATION, ENVIRONMENT AND LAND MANAGEMENT DEPARTMENT.

Administration has reorganized Sagkeeng's consultation, land management, hydro relations, environmental stewardship, and Niigaan Aki Program functions into a coordinated portfolio, now implemented as one of the Nation's newest departments. Led by a Sagkeeng member who serves as Director, the department continues to develop its structure, programs and capacity. The portfolio provides a more coordinated approach to protecting Sagkeeng's Treaty and Aboriginal rights, managing lands and resources, responding to government and industry initiatives, and ensuring community interests are represented in matters affecting reserve lands and traditional territory.

Key Portfolio Areas:

1. Crown-Indigenous Consultation and Resource Development

The portfolio is actively monitoring and participating in consultations related to major projects and regulatory processes affecting Sagkeeng territory, including:

- Manitoba Hydro Winnipeg River Water License renewals. A short-term bridging budget has been prepared for discussion with Manitoba to support Sagkeeng's participation as consultation moves from the STEL process toward fuller renewal consultation on the Winnipeg River dams and Lake Winnipeg Regulation.
- Lake Winnipeg Regulation operations.
- Herbicide applications along Hydro transmission corridors.
- Geological Survey of Manitoba activities.
- Lake St. Martin Channel project review.

- Highway 1 twinning initiative. A draft consultation budget is under review.
- Ontario work permit applications within Treaty 3 territory.
- Moose management discussions.
- Grid Metals Falcon West Project and Impact Benefit Agreement negotiations.
- QMC Mineral exploration activities.
- Whiteshell Laboratories and Atomic Energy of Canada Limited initiatives. This includes resumed Shared Decision-Making discussions with CNL and AECL.
- Canadian Nuclear Safety Commission engagement processes. A proposed consultation budget is under review.

These activities ensure Sagkeeng is positioned to advocate for environmental protection, meaningful consultation, accommodation measures, economic participation opportunities, and protection of harvesting and land-use rights.

2. Environmental Stewardship and Niigan Aki Initiatives

Environmental programming continues to expand through community-based stewardship, monitoring, youth engagement, and environmental education activities, including work advanced in partnership with Canadian Nuclear Laboratories and Atomic Energy of Canada Limited where appropriate. Highlights include:

- Shoreline monitoring and environmental assessment work.
- Sturgeon tagging and conservation initiatives.
- Plant identification and traditional medicines documentation.
- Environmental science training and certification achievements.
- Community engagement events, including preparation of Niigan Aki materials for the November Open House with CNL.
- Planning for youth environmental camps.
- Development of monitoring systems including weather stations, trail cameras, erosion monitoring, and water initiatives.
- Exploration of grant opportunities through the National Guardians Network.

These initiatives support the long-term development of the Niigan Aki Land Guardian Program while promoting traditional knowledge, environmental awareness, and community involvement. Sagkeeng has an active competition for Niigaan Aki Manager to continue developing the program. Land Guardian onboarding sessions have been held with CNL and AECL, including sessions delivered jointly with Black River First Nation and Hollow Water First Nation. A Land Guardian has been hired, and further hiring is expected to continue.

3. Hydro Liaison and Member Services

The Hydro Liaison function has become an important service area focused on both infrastructure projects and member account support.

Key accomplishments include:

- Participation in Manitoba Hydro discussions concerning the PW75 Transmission Project and Summit Station developments.
- Advocacy for community employment, procurement, and training opportunities.
- Daily review and management of member hydro accounts, including follow-up with Manitoba Hydro on member billing inquiries.
- Coordination of payments and interventions to reduce disconnections.

- Monitoring hydro arrears and improving accountability processes.
- Strengthening relationships with Manitoba Hydro and Efficiency Manitoba.
- Site inspections and project monitoring activities at Pointe du Bois.

This work directly supports members while ensuring Sagkeeng remains informed and engaged in regional hydro developments. Active community engagements through the Hydro Liaison are ongoing. The Hydro Liaison and Consultation team have also been engaged in the Winnipeg River license renewal process, in which Manitoba Hydro has applied for renewal licenses for five generating stations and one-year Short Term Extension Licenses are being issued so that consultation can proceed before final renewal licenses are considered.

4. Lands Management and Land Use Planning

As part of the broader portfolio reorganization, dedicated staff continue to administer the land management function by supporting coordination, policy interpretation, land-related inquiries, land use planning, and internal planning requirements for community programs and infrastructure. Sagkeeng works with Urban Systems through biweekly planning meetings on infrastructure development and townsite site planning, in coordination with the Housing Department and Department of Public Works. Planning and coordination efforts with other departments are also ongoing. Recent work includes a fire hydrant inventory completed in November, identification of priority projects and possible development locations, and a working draft of the Land Use Plan.

Current priorities include:

Priority Area	**Current Activity**
Land Use Planning and Mapping	Supporting Sagkeeng's Land Use Plan with Urban Systems to complete land use mapping of current land uses, future development areas, infrastructure needs, environmental considerations, and community planning priorities. A working draft has been prepared, including a process for considering amendment requests, with requests circulated to Sagkeeng departments for review and comment.
Land Tenure and Common Band Lands	Working with Indigenous Services Canada on land tenure matters and Common Band Lands issues.
Land Inquiries and Disputes	Assisting Chief and Council with land-related inquiries, dispute assessments, and related decision-making support. The collaboration between the Lands Branch and Urban Systems has also been beneficial in navigating housing selections to support Sagkeeng leadership decision making processes.
Community Development Planning	Supporting land identification and internal planning requirements for community programs, infrastructure, and future development, including planning discussions on the landfill and with the Housing, Public Works, and Prevention departments.

Mapping and Technical Analysis	Collaborating with the University of Manitoba for Knowledge Exchange on mapping, LiDAR analysis, and land suitability assessments.
Regional Land Discussions	Participating in conservation, Crown land, and Treaty One Land Technical Advisory Committee discussions regarding Naawi-Oodena development.

Strategic Importance:

The portfolio serves as a central coordinating function between Chief and Council, government agencies, industry proponents, technical advisors, environmental programs, and community members. It provides a more integrated approach to addressing issues that affect Sagkeeng's lands, waters, resources, infrastructure, environmental interests, and Treaty rights.

Overall Assessment:

The portfolio has demonstrated significant activity and engagement across multiple sectors during the reporting period. Major priorities moving forward include:

- Advancing consultation and accommodation policy and files.
- Expanding environmental monitoring and land guardian activities.
- Improving hydro account management and reducing member disconnections.
- Strengthening land-use planning and land governance processes.
- Pursuing employment, training, and economic opportunities linked to resource and infrastructure development.
- Ensuring Sagkeeng's interests are represented in all projects affecting traditional territory and reserve lands.

Taken together, these priorities show the portfolio establishing a coordinated framework that supports rights protection, environmental stewardship, land management, community services, and strategic engagement with governments and industry on behalf of Sagkeeng Anicinabe Nation.

KATRINA RAE DAYCARE.

Katrina Rae Daycare continues to strengthen early learning and childcare services while Sagkeeng advances both immediate facility improvements and longer-term capital planning. The centre currently serves approximately 30 to 32 children, with approximately 14 children remaining on the waiting list, demonstrating continued demand for additional child-care spaces.

Recent work has included facility repairs, perimeter clearing and improvements that enhance the safety of the centre, support safer access, and prepare for future site work. Additional building issues have also been identified, including necessary roof work, with planning underway for longer-term repairs.

Sagkeeng is also examining longer-term opportunities to expand early-years infrastructure and coordinate Daycare and Head Start capital planning, including additional child-care spaces and enhanced programming areas. Current discussions are examining available First Nations and Inuit Early Learning and

Child Care (FNIELCC) and Early Learning and Child Care (ELCC) resources, Head Start capital funding, land and site options, and opportunities to leverage existing funding toward a larger future development.

In October, Katrina Rae Daycare also celebrated its 30-year milestone, recognizing three decades of service to Sagkeeng children and families. Sagkeeng recognizes and thanks the staff, past and present, along with families and community members, whose hard work and dedication have helped the centre grow and develop over the years.

SAGKEENG GAMING CENTRE:

Sagkeeng continues to administer the Gaming portfolio as an important community-owned operation that supports local services, employment, and community-based initiatives. Administration remains focused on strengthening daily operations, improving financial and operational controls, addressing staffing and security pressures, and ensuring the facility is maintained in a safe, accountable, and sustainable manner. The portfolio also continues to plan for facility improvements, staff development, licensing requirements, and community events that support the long-term stability and effectiveness of Sagkeeng Gaming.

Key Updates

Since July, Sagkeeng Gaming has continued to strengthen operations, staffing, security and facility planning. The VLT room continues to operate daily, and Sagkeeng received an offer for 14 additional VLT machines from Manitoba Liquor & Lotteries for consideration. Sagkeeng also celebrated the 25th anniversary of its VLT operations, recognizing an important milestone in the Nation's community-owned gaming operations.

Community participation remains strong, with 263 participants in the Treaty Days VLT Tournament and approximately 200 children participating in the Kids Cash Bingo. Gaming continues to support community activities and sponsorships while reviewing opportunities to enhance bingo and other programming. The Gaming Centre also remains a welcoming gathering place, with frequent bookings for community events, most of which are held at no charge, and murals are being painted in the old side hall to brighten the space for all who use it.

Work is also underway to strengthen security and financial accountability, including upgrades to camera coverage, formalized employment agreements for staff, security licensing and improvements to internal controls. Facility priorities continue to include flooring, lighting, doors, accessibility and safety improvements, along with general renovations and beautification of the Gaming Centre. Together, these efforts reflect a growing vision for the Gaming Centre as a safe, welcoming and well-maintained space that continues to improve for the benefit and use of the community.

SAGKEENG ARENA MULTIPLEX

The Arena Multiplex continues to serve as an important hub for recreation, sport and community activities. The facility played an important role in hosting the

Manitoba Indigenous Summer Games, which brought approximately 450 registered athletes to Sagkeeng and showcased new and improved recreational infrastructure. For families, Elders, youth and visitors alike, the Arena is a place to gather, stay active and connect, and it remains one of Sagkeeng's most valued, shared community spaces.

The 2026-27 winter ice season is now underway, with Sagkeeng Minor Hockey practices beginning in late September and league play starting in October. Winter bookings and tournaments are being coordinated, with additional tournament and provincial opportunities being explored.

Because the Arena is so heavily used, regular maintenance and continued investment are required to keep the aging facility safe and reliable. Recent work included repairs to the ice plant, replacement of two shower-room heaters and other safety improvements. Planning continues for roof repairs, additional heating upgrades, rink-board and flooring work, insulation, doors and other building improvements. Opportunities to improve energy efficiency and upgrade the Arena's aging Zamboni are also being assessed.

As use of the Multiplex continues to grow, Sagkeeng will continue examining capital investment, preventative maintenance and staffing requirements to ensure the facility remains safe, reliable and available for community recreation, sporting events and gatherings.

HEALTH DEPARTMENT:

The Health Department is one of Sagkeeng's largest and most comprehensive program areas, providing services in health, wellness, prevention, recovery, mental health, family support, and community-based care. Current priorities include major capital and program initiatives, funding and reporting obligations, wellness and prevention supports, and matters requiring ongoing leadership review and direction.

The Health Centre has 14 vacancies across Home and Community Care, Jordan's Principle, Maternal Child Health, Public Health, Supported Housing and Head Start, and recruitment and retention remain a priority. Preparation is underway for the Accreditation site visit in November 2026, and growth across six satellite locations is increasing pressure on office and clinical space.

Priority Area	Current Status / Actions
Recovery Transition Home	ISC funding of $1,625,569 has been confirmed over 2024–25 and 2025–26. The implementation plan has been submitted, ODK Engineering has been engaged, and leadership documentation is required to confirm the proposed site beside Supported Housing. ODK Engineering is acting as project manager, construction is expected to begin this fall, and Chief and Council approval is needed for the upcoming contracts.
Jordan's Principle	Sagkeeng must re-apply for building funding under the 2026–27 Group Request due to updated ISC procedures. Staff will attend ISC's April 20–22 information session to support the submission and confirm eligibility requirements. Land-based activities, respite, physiotherapy, occupational

	therapy and speech-language services continue while adapting to changing ISC requirements.
Sagkeeng Drug Strategy	The draft strategy is complete and requires final leadership direction. Work continues on the proposed Illegal Drugs By-law and its enforcement framework. Community members have taken on the newly developed Drug Strategy Coordinator and Community Safety and Enforcement Coordinator roles, and office space has been prepared at the Health Centre. The strategy is being advanced in partnership with Community Justice and aligns with Community Safety and Wellbeing planning.
Wellness and Community Supports	Recruitment is underway for a Youth Mental Health Support Worker. Supports include harm reduction, wellness programming, detox and addictions support, Traditional Healer planning, MMIWG2S+ programming, and crisis response. Core Wellness encounters (excluding seasonal Homeless Shelter activity) rose about 44 percent, from 537 to 773, between the January–April and April–July 2026 reporting periods. Key pressures include aftercare, treatment and detox wait times, housing and homelessness, crisis response, and staffing and program resources.
Facility and Infrastructure Updates	Splash Pad construction has resumed. NDC was contracted to complete the change room and washroom structures at both Splash Pad sites. Project delays have required additional management and resources including project scope changes.
Program and Service Highlights	Home and Community Care continues Elder and client wellness programming and accessibility supports. Public Health continues immunization, screening, diabetes education and HIV follow-up, with pressures from nursing shortages and limited office space. Medical Transportation has approval for four new vehicles and has introduced two-way radios, completed driver safety training and increased staffing capacity. Supported Housing is reporting improvements in residents' medication adherence and health management.
Expansion of Services	Planning continues for an in-community phlebotomy laboratory and expanded clinical supports, which would improve local access to care but add pressure to existing space. Funding is also being sought for an LPN in the Maternal Child Health Program due to population growth and increasing prenatal needs.
Cultural and Community Activities	Health collaborated with Administration, Education and Prevention on the Wild Rice Camp and partnered with Moon Voices on an Orange Shirt Day storytelling circle involving Elders and youth.

Areas Requiring Council Support	Advancing the NDC contract and ODK scope change for the Splash Pads, approving upcoming Recovery Transition Home contracts, and advocating for an additional LPN, Public Health outreach positions dedicated to harm reduction, and funding toward a new Health Centre building.

ECONOMIC DEVELOPMENT:

Sagkeeng continues to advance economic development, partnership, infrastructure and business initiatives that build long-term community benefit. The table below summarizes each initiative, its funding or partner information, and its current status or next action.

Key items:

Initiative	Funding / Partner Information	Current Status / Action
Tim Hortons	Sagkeeng established a limited partnership structure and a Manitoba corporation as the general partner to facilitate acquisition and operation of the business.	The corporate sale closing documents have been completed, and the franchise agreement was signed off by Sagkeeng in September. Management and support staff have been hired, planning for the restaurant's re-opening has experienced some delays but is ongoing, with the end of the calendar year now targeted.
Sagkeeng Nation Development Corporation	Received $109,885 through Indigenous Services Canada – Lands and Economic Development Services Program (ISC-LEDSP).	Strategic planning, CEO job description review, and final reporting have been completed/submitted to ISC. A strategic plan is in place, and the job posting for an Executive Director has been developed and is awaiting approval to post.
Joint Venture with Sigfusson Northern	Partnership file.	No activity reported at this time.
Rodren Drilling Revenue Sharing Agreement	Revenue sharing agreement.	Drilling work at the Clover site has been completed, with no further activity at this time.

Shoreline Protection	Project Approval Request (PAR) in place; ODK acting as project manager.	Project planning and management are ongoing. Sites remain under remediation through the summer and fall.
Business Directory	Shared with Tanco, Hydro, and Bird Construction.	Member businesses continue to be added.
Platinum Drilling	Memorandum of Understanding (MOU) in place.	Contract for drilling work for 55 North in the Lynn Lake area. No activity at this time; opportunities are being explored.
Tanco	Draft Resource Benefit Agreement (RBA) discussions.	Working groups are established for environment, employment and training, business and contracting, and finance and legal. A financial term sheet was tabled September 2, 2026, with a response pending, and the IBA is targeted for completion in October/November 2026. Tanco has agreed to help hire an implementation Coordinator and to develop a small safety-inspection business.
Sagkeeng Rock Quarry Inc.	Connected to aggregate supply for shoreline protection. Sagkeeng-owned entity. FPEGF funding under discussion includes a $250,000 Business Contribution Fund, a $300,000 interest-free commercial loan and a $23,496 interest-bearing loan, alongside a $70,277 SRQI contribution.	Business plan revised, funding application drafted, and discussions needed on a potential sole-source rock supply contract. Discussions with FPEGF continue contribution funding and loans, with further revisions to the growth plan and financials underway. The General Manager position has been posted, with initial discussions held with one candidate and a hiring decision pending. Aggregate has been supplied for the Hybrid project and paving projects in the community.
Bird Construction	NDA signed.	Potential working relationship under discussion; draft partnering agreement pending. The Alliance Agreement has

		been reviewed by legal counsel, and suggested revisions were sent to Bird on July 30, with a response awaited.
Falcon West	Grid Metals; $250,000.	Discussions have been initiated on an agreement for Falcon West. A negotiating protocol is in place, and term sheets have been drafted, with a response from Grid Metals awaited.
Cottage Lots	Province of Manitoba.	Manitoba contacted Sagkeeng about resuming discussions on potential joint development of cottage lots in the Lac du Bonnet area.
Major Projects: Twinning of Highway 1	Manitoba Infrastructure tenders.	Manitoba Infrastructure plans two tenders for clearing and site work, to be posted. Partnership discussions with Shoal Lake 40 have been initiated.

Sagkeeng's economic development activities continue to reflect a strategic focus on creating long-term community benefits through partnerships, business development, employment, training, infrastructure, and resource-related opportunities. While several initiatives remain under review or in active negotiation, these efforts demonstrate the Nation's commitment to building economic capacity, strengthening Sagkeeng-owned entities, supporting member businesses, and ensuring that future development opportunities are aligned with community priorities, accountability, and sustainable growth.

EMPLOYMENT AND INCOME ASSISTANCE:

Sagkeeng Employment and Income Assistance (EIA) continues to provide essential income and social supports to community members. In August 2026, the department served 910 clients, including 212 clients under the health category, 8 clients in Special Care Room and Board, and 60 children out of parental homes, most of whom are being cared for by grandparents. The department also supported 53 CMHC housing clients and receives 7 to 10 new applicants each week.

Caseload numbers have dropped in part because clients working on the Beautification teams move to Employment Insurance once they complete their hours and typically return to EIA after their benefits end. Disability Impact Assessment forms are completed by doctors or nurse practitioners and sent to ISC for approval on a weekly basis, and ISC has approved couches as a new

special needs item. Weekly purchase orders continue to help clients who are homeless or need groceries.

The Pre-Employment Supports Program works closely with SETS to place clients in training, including essential skills, job readiness, First Aid/CPR, WHMIS, chainsaw and brush saw safety, and heavy equipment operator training. A land-based workshop on language, culture and Sagkeeng history was offered August 24-28, 2026. Treaty Days in July were a success, with food scrambles, prize draws and donations from local businesses.

Safety remains the department's main concern. A camera system was installed in July 2026, and a support person has been assisting at the office since July on afternoons and issue days. EIA continues to identify the need for a security system to protect staff and clients, as clients sometimes arrive at the office in distress. As safety concerns for staff have increased, community members are respectfully asked to treat staff with courtesy and patience when accessing services. Staff are here to help, and a respectful environment allows the department to serve everyone safely and effectively.

SAGKEENG EDUCATION AUTHORITY:

The Sagkeeng Education Authority (SEA) is one of Sagkeeng's largest and most comprehensive program portfolios, alongside the Department of Health, supporting learners and families from early years through adult and post-secondary education.

SEA delivers education through the Elementary, Junior High, High School, Alternative Education and Adult Education settings, alongside post-secondary, special education resource, language, culture, heritage, land-based, transportation and student wellness supports. Its mandate is academic success and lifelong learning rooted in Anishinaabe language, culture and self-determination. October enrolment includes 210 elementary, 162 junior high and 180 high school students, with 37 learners in Alternative Education and 34 registered in Adult Education. The approved 2026-27 operating budget for Education is approximately $29.3 million.

Recent accomplishments include 17 Adult Education graduates in 2026, compared with 14 in 2025 and nine in 2024, and 14 students enrolled in the practical nursing program (detailed in the SETS section below). Successful ricing and medicine camps, Orange Shirt Day activities and early land-based programming have strengthened cultural learning, and six Ojibwe booklets have been created. Two buildings have been purchased for use as Culture and Heritage Centres, with delivery expected in January 2027 once site servicing is complete. The Language Nest was approved in October, with an interim site being explored while recruitment of a Language Coordinator and Worker continues. At the high school, 25 new computers were ordered, water filters were installed, and students elected a student Chief and Council.

SEA continues to address several priorities, including attendance, standardized literacy and numeracy assessment, and limited space for Alternative Education. Urgent facility needs include electrical and mechanical repairs at the Elementary School, and the completion of the high school land-based education building is expected to use most of this year's SEA capital allocation. With many staff approaching retirement age, succession planning and the in-house B.Ed. program are important to ensuring a sufficient number of certified teachers.

SEA is also exploring the Sagkeeng Applied Trades Institute (SATI) as a possible local trades training pathway, as a step toward a future Sagkeeng College. Chief and Council have been asked to authorize a staged feasibility study and business plan. SATI is a proposal only and is not yet approved or funded.

SAGKEENG EMPLOYMENT AND TRAINING SERVICES (SETS):

Sagkeeng Employment and Training Services (SETS) delivers critical services that help community members build skills, find and keep work, and access the supports they need to participate fully in the community and the workforce. Through training sponsorships, employment assistance, work-experience partnerships, career supports, help obtaining identification, and support for member-owned businesses, SETS removes barriers and opens pathways to long-term independence and opportunity for Sagkeeng members.

SETS follows a strategic plan that guides its programming and priorities, with a strong focus on building and maintaining relationships and partnerships. By working closely with training institutions, community organizations, employers and other First Nations, SETS expands the opportunities available to members and strengthens the pathways between training and meaningful employment.

As part of its Practical Nursing program, all 14 students have completed year one, and year two began September 8, 2026, with completion expected June 4, 2027. The New Business Program also currently supports two Sagkeeng member-owned businesses.

During the reporting period, SETS sponsored 16 individuals in courses of one year or less, provided employment assistance to three individuals (such as bus passes, work attire and background checks), and helped six clients with resumes and cover letters. A Birth Certificate Clinic held with SEED Winnipeg at Kookum’s Lodge assisted 23 individuals. SETS also placed one individual through a partnership with SEA and one through the Social EIA Pre-Employment program and continues to work with a wide network of training partners and institutions.

Short-term plans include a possible home appliance maintenance and repair course, landfill training in coordination with Public Works, short workshops for urban members such as First Aid/CPR and Non-Violent Crisis Intervention, and a proposed Drinking Water Internship Program with Water First that would require the participation of six to eight other First Nation communities. Longer-term, SETS is exploring a housekeeping company named Sage & Cedar, beginning with two program graduates, and is looking at additional funding sources to expand programming.

OGIMAA KINEWAK – PREVENTION DEPARTMENT:

As one of the Nation’s newest departments, Ogimaa Kinewak has undergone a series of transitions while establishing its structure and team. Comprised of four key program areas including the Prevention Team, Kookum’s Lodge, the Youth Recreation Centre and First Nation Representative Services, leadership has focused on strengthening operational capacity and accountability to improve service delivery.

For 2026/27, approximately $7.98 million in projected revenue is identified in support of prevention, family preservation and community-based services for children and families.

Departmental priorities include expanding family, youth, life-skills and land-based programming while strengthening partnerships with other community departments. A Youth Conference, tentatively scheduled for April 12–16, 2027 is currently being planned.

To sustain this growth, the department is advancing planning for the space, transportation and staffing capacity required to deliver services effectively. A site review for a future FNCFS Prevention facility was completed in September, and interim office space options are under review. Chief and Council and administration remain committed to supporting this work to ensure Sagkeeng families, youth and Elders have the supports they need.

CONCLUSION:

This Community Summary Report reflects the significant work underway across Sagkeeng Anicinabe Nation to strengthen governance, improve services, respond to community needs and plan for long-term growth. While challenges remain in a few program and departmental areas, the report demonstrates meaningful progress through new leadership structures, improved administrative processes, stronger partnerships and continued member engagement, and it highlights the role of Employment and Income Assistance, the Education Authority and Employment and Training Services in supporting members from early learning through to the workforce.

This progress is driven by the dedication of staff across every department, who continue to respond to growing community needs with professionalism and care, often under demanding conditions and limited resources.

Guided by community feedback, Chief and Council, administration, partners and members will continue to advance the Nation’s strategic priorities with accountability, collaboration and culturally grounded leadership, building a resilient foundation for future generations.