

SIX NATIONS OF THE GRAND RIVER'S


Annual General Assembly (2023)



Introduction

- There has not been an Annual General Assembly or report back to community in many years:
 - A report on activities over the term of the 58th council
 - A report on how our administrative branch of the organization has served the community over these past few years
 - Provide a snapshot of future plans and infrastructure projects
- **“The Haldimand Tract”** is a Friendship walk planned to bring awareness of who Six Nations is, our history, the legitimacy of our court case, and to help restore relations and gain support from those living along the tract – planned for September 22-24, 2023.

Introduction

- Q&A period after the presentation. Chief & Council and Executive Team also available for questions from community members after the presentation as well.
 - One of the purposes of this evening is to celebrate the accomplishments of SNGR and provide community with information of what our services provide. If there are personal concerns or complaints that need to be raised during the evening, please use the “Hear the Matters” form provided in your event material and submit to the Registration table.
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Presentation Agenda

- AGA schedule
- Chief & Council Updates
- Executive Team Updates
- Department Updates
- Infrastructure Updates
- Q&A

AGA Schedule

4:00PM-4:30PM: Entertainment & Opening Address

4:30PM-6:00PM: Main Presentation & Q&A

4:30PM-6:00PM: Kids' Activities Room

5:30PM-6:30PM: Catered Food

6:00PM-6:30PM: Entertainment

6:30PM-7:45PM: SNGR Info Booths & GIS Presentations

7:45PM-8:15PM: Social Dance & Draw for Door Prizes

8:15PM-9:00PM: Drone Show

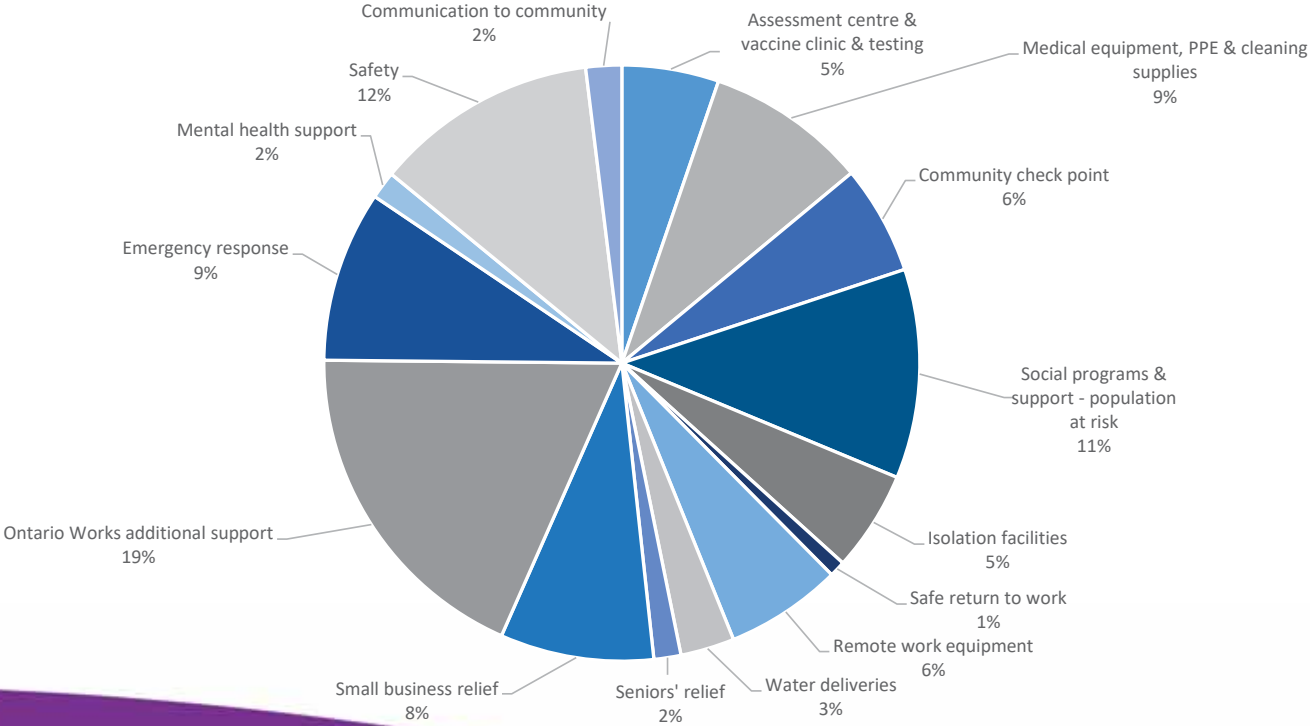
Chief & Council Updates – Pandemic

- Emergency Control Group – SNGR response framework and vaccine advocacy throughout the pandemic
- Passed the *Cannabis Control Law* during the pandemic to ensure health and safety
- New Mother Earth department through Environmental Task Force
- Duty to Consult through CAP team continuously addressed
- Increased profile of Six Nations through attendance at several tables and meetings – strong message that SNGR is not a municipality but a Nation:
 - AMO
 - IC
 - COO/AFN
 - Others
- Supported Residential School Survivors, and advocated for federal and provincial commitments to establish a survivor-led Survivors' Secretariat



Chief & Council Updates – Pandemic

- How we spent the COVID-funds:



Chief & Council Updates – Pandemic

- How we spent the COVID-funds:

COVID FUNDS FY 2021 to FY 2023

Funds received	27,785,957	100%
Funds spent	24,416,856	88%
Balance	3,369,101	12%

BREAKDOWN OF EXPENDITURES

Assessment centre & vaccine clinic & testing	1,284,456
Medical equipment, PPE & cleaning supplies	2,132,544
Community check point	1,444,519
Social programs & support - population at risk	2,772,441
Isolation facilities	1,327,574
Safe return to work	210,895
Remote work equipment	1,543,272
Water deliveries	715,155
Seniors' relief	358,398
Small business relief	2,035,460
Ontario Works additional support	4,526,022
Emergency response	2,266,855
Mental health support	364,077
Safety	2,960,036
Communication to community	475,153
TOTAL EXPENDITURE	24,416,856

Chief & Council Updates – Post-Pandemic

- Support the restructuring of SNGR
 - Administration:
 - To create efficiencies in services and supports to community
 - Bring wage parity to 900+ staff
 - Governance:
 - Kentyohkwa: Begin to change the way that Council conducts business to better service the departments and community
- Motion to extend the Indian Day School application deadline
- Engaged in significant political outreach to federal and provincial governments; attendance at AMO
- Engaged with municipalities on the Haldimand Tract and continued to pressure the governments to “fix” the consultation rules and requirements
- Promote creative solutions to the excise tax injustice to the federal government
- Community Celebrations
 - Community Healing Event
 - Restoring Bread & Cheese to its original format
 - Support to Six Nations Athletes, including a watch party & homecoming events for Brandon Montour

Chief & Council Updates – The Future

- Build Six Nations-led solutions to support community safety, security and supports
- Continue to explore own source revenue (i.e., Gaming) to address infrastructure gaps (KG School, Roads, Social Housing, Emergency Housing)
- Development & Implementation of new Governance training for future Chief & Councils
- Continue to explore changes to our governance structure through Kentyohkwa



Chief & Council Updates – Friendship Walk



**W HALDIMAND
H I TRACT**

Our Shared History
Along the Grand River

FRIENDSHIP WALK & SOCIAL GATHERING
September 22 - 24, 2023



PLATINUM SPONSOR



HOSTED BY



Chief & Council Updates – Friendship Walk



Building Friendships & Allyship

Chief & Council Updates – Friendship Walk

Sharing Our Joint History

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Executive Team Updates

- Roles & Who We Are
- SNGR Restructuring
- Portfolios
- Projects that are in-process

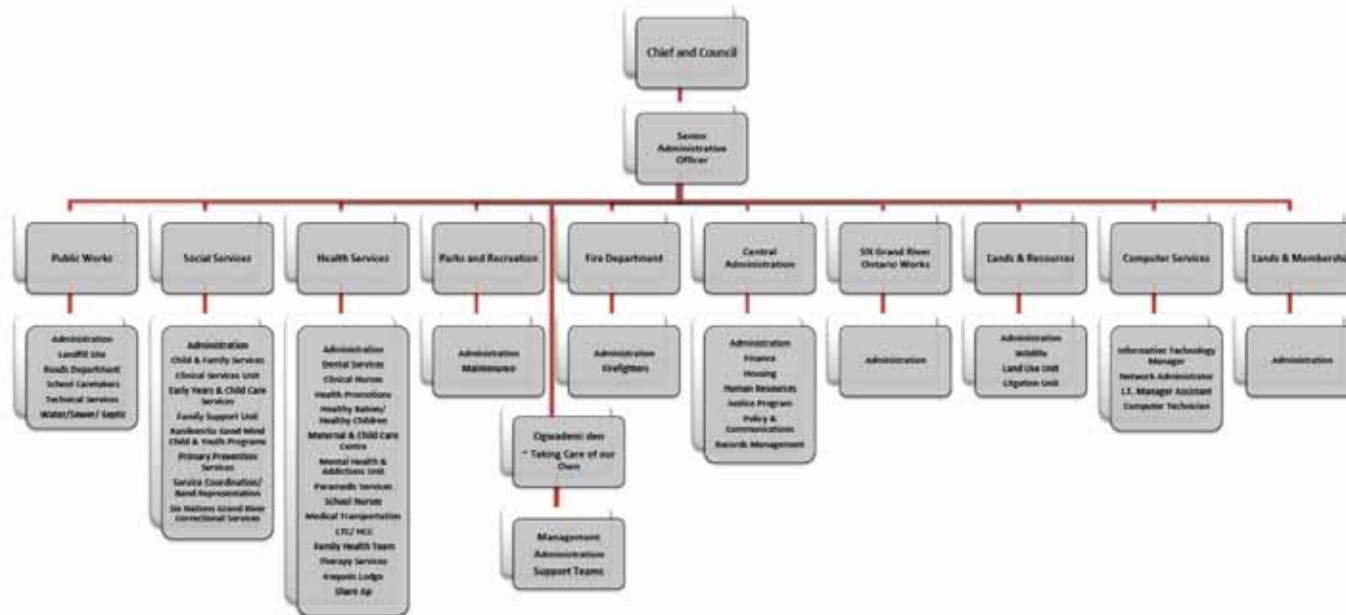


Executive Team Updates

- Introduction & Purpose of Executive Roles:
 - Chief Executive Officer
 - Executive Director of Nation Building
 - Executive Director of Service Excellence
 - Executive Director of Planning, Performance & Evaluation

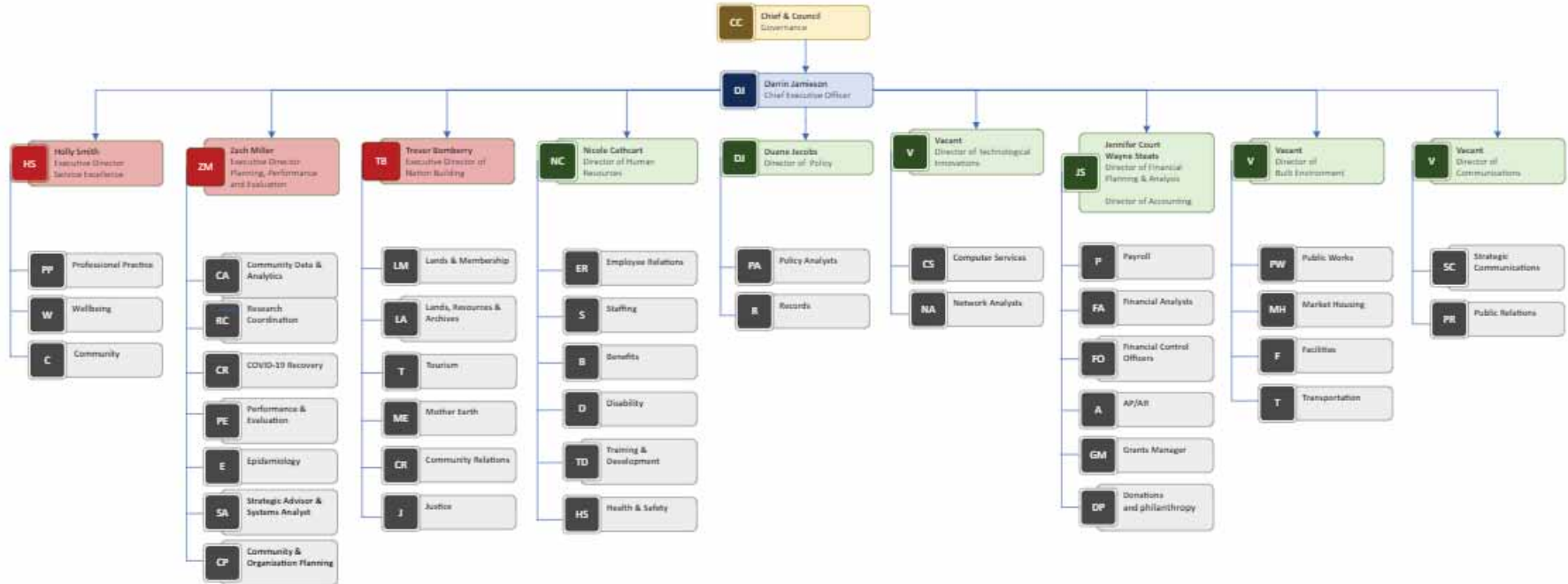
Executive Team Updates

- SNGR Organization – Prior State



Executive Team Updates

- SNGR Organization – Future State



Executive Team Updates

- SNGR Organization – Our Vision:



Executive Team Updates

- SNGR Organization – Employees Profile:

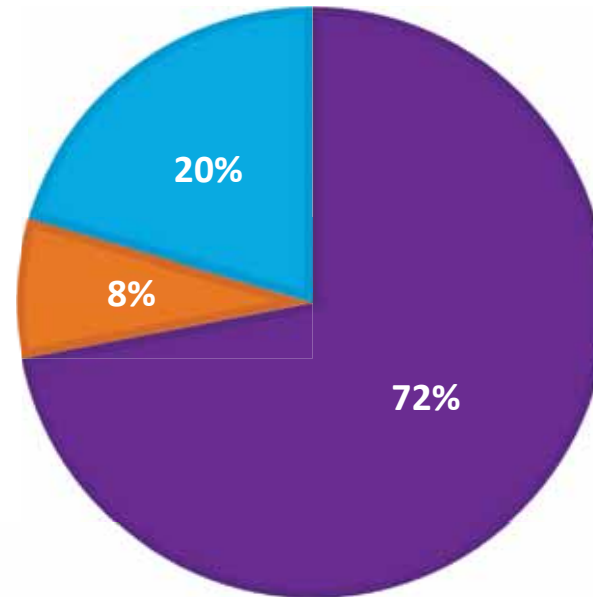
■ SN Band Members ■ Indigenous (Non Band Members) ■ Non-Status

SN Band Members: 705

Indigenous (Non-Band Members): 75

Non-Status: 200

Total Staff: 980



Executive Team Updates



Phase 2 of the organizational review was to complete a Compensation Review (also with the assistance of Korn Ferry).



Minimum living wage of \$40,000 instituted and all staff to be moved the 50th percentile of peer group salaries paid externally – retention and recruitment greatly impacted



HR and payroll has been the key resource to make this happen



New HRMS – UKG to be implemented for the next few months and ready by the new fiscal – greater efficiency and performance management supported staff progression

Executive Team Updates

- Executive Director of Nation Building
 - Justice
 - Lands & Membership
 - Lands & Resources
 - Mother Earth
 - Yeriwahronkas (They Hear the Matters)



Executive Team Updates

- Executive Director of Service Excellence
 - **Community** (Emergency Services, Parks & Recreation, Ontario Works, Social/Strong Families)
 - **Professional Practice Office**
 - **Wellbeing** (Health Services)



Executive Team Updates

- Executive Director of Planning, Performance & Evaluation
 - Community Data & Analytics
 - Epidemiology
 - COVID-19 Recovery
 - Strategic Advice & Systems Analysis
 - Community & Organization Planning
 - Research Coordination
 - Performance & Evaluation

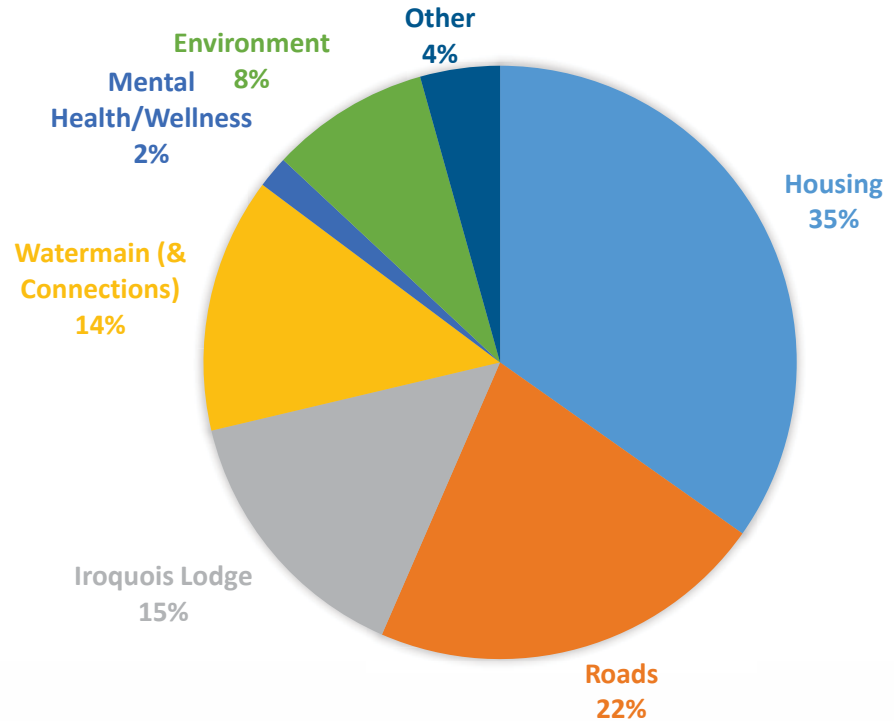


Executive Team Updates

- Current Projects
 - Evaluation of services in response to the 2019 Community Plan and 2022 Community Survey priorities:
 - Housing
 - Roads
 - Waterline expansion
 - Mental Health/Wellness
 - New Iroquois Lodge
 - Environment
 - Flooding/Drainage
 - Residency

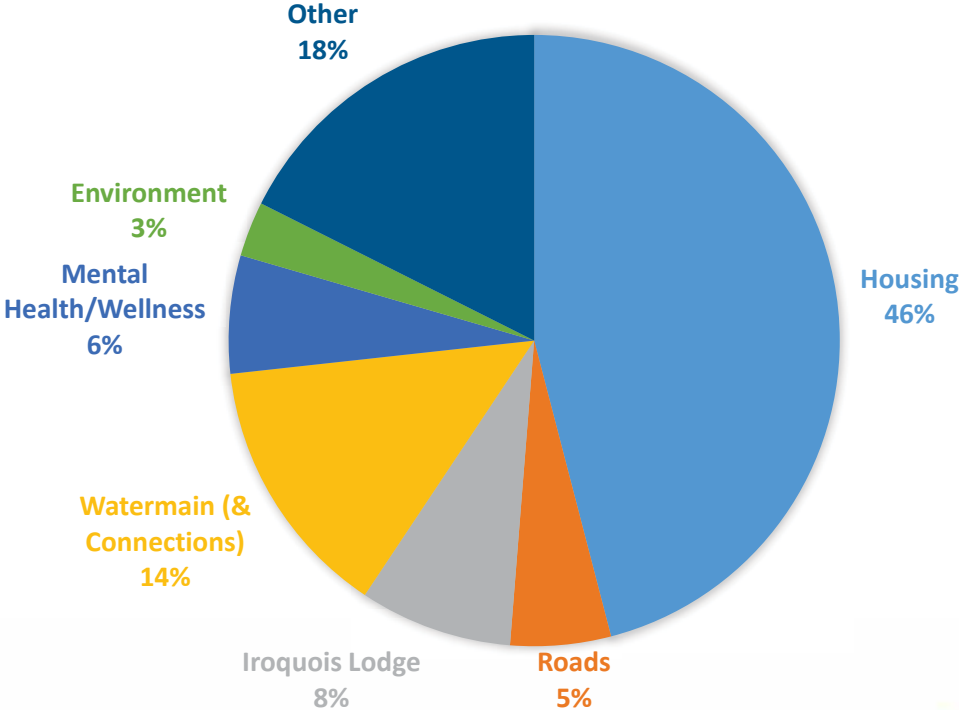
Executive Team Updates

Community Priorities: May 2022 survey



CEO Team Updates

Community Investments:



Executive Team Updates

- Housing has been a major priority – new housing made available this term
- A Road Management plan was developed and associated costs have been incorporated into a 10-year improvement plan
- Waterline phases have been designed. Water connections to the homes was supported by Jordan's Principle funds for families with children
- Waterline phases can be accelerated through a Canada Infrastructure bank loan

Executive Team Updates

- Ways SNGR is addressing our Mental Health & Substance Use Crisis:
 - Our Mental Wellness Team is working together to address this in the following ways:
 - The **Crisis Hub** is expanding by adding more Mobile Crisis Rapid Response (MCRRT), which enables the crisis hub to respond promptly and effectively to crises, offering immediate support, intervention, and resources to individuals in need
 - The **Outreach Team** is expanding and will be operating a mobile harm reduction program in the fall, providing connection, access to referrals and overdose training and response, especially to community members who do not have access to services
 - The **Drug Strategy Group** will be conducting a strategic planning forum with services providers in the fall. They will explore the future of addictions medicine in Six Nations, establish a system for identifying early signs of substance use among youth and adults, and develop aftercare programs to support individuals post-treatment

Executive Team Updates

- Community Standards (Collaboration between Justice, CEO Office & C&C)
 - Community Engagement Standards (CES) to provide guidance on the level of engagement needed for both external parties and to address internal needs
 - Environmental and illegal dumping standards – to follow CES guidelines
 - Residency by-law working group – proposed changes to be shared with community and will follow the CES guidelines
 - Child Welfare legislative review to develop our own standards and develop a transitional plan that work for Six Nations' families

Executive Team Updates

- Long Term Planning – 10-year financial plan matched to GIS and service mapping
- Infrastructure Task Force (ITF) in place to support this work and provide a mechanism to vet projects to determine “Best Use” of remaining unoccupied band lands - a more formal process for set asides
- Connectivity and Broadband Task Force – community partners to address the lack of reliable internet in the community
- Environmental Task Force – interdepartmental group to identify, monitor and curb impacts – new standards under development – need for compliance and enforcement measures also under development
- Think Tank Inter-agency meetings tied to long-term needs planning, and community investment frameworks – human capital sharing and expertise needed
- Life-Long Learning Task Force – feasibility study has identified need for programming and school facilities – integrated into the work of the ITF

Executive Team Updates

Community Priority	Priority Rating	Investment (\$)	Percentage of Dedicated Funds
Housing	35%	\$198,893,125.00	46%
Watermain & Connections	14%	\$60,228,126.00	14%
Iroquois Lodge	15%	\$35,000,000.00	8%
Mental Health/Wellness	2%	\$27,000,000.00	6%
Roads	22%	\$23,009,638.00	5%
Environment	9%	\$12,577,892.54	3%
Other	3%	\$76,160,000.00	18%
TOTAL	100%	\$432,868,781.53	100%

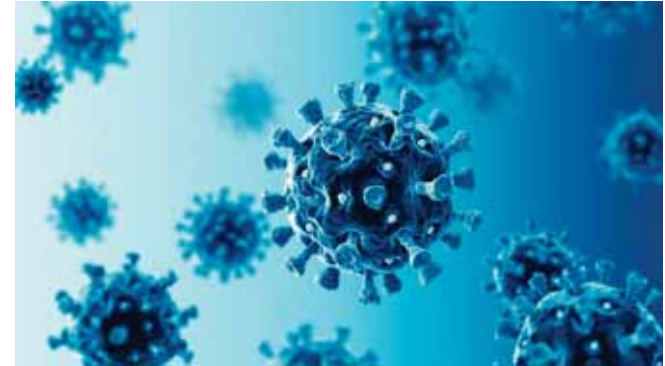
Department Updates – Pre-Pandemic

- Pre-Pandemic Operations Data
 - Data is limited, due to past tracking of services
 - It is known there were waitlists for high-demand services
 - Services delivered primarily in-person, with limited flexibility in alternate delivery methods
 - Services began to move remote and/or hybrid in March 2020 due to the COVID-19 pandemic

Department Updates – Pandemic

- Pandemic Operations Data

- Many services moved remote or hybrid in delivery at the start of the pandemic, with essential services continuing to deliver in-person.
- Services gradually shifted to hybrid or in-person with the arrival of COVID-19 vaccines and better understanding COVID-19 prevention methods.
- **2019-2020:** Estimated at 80,000-90,000 points of service
- **2020-2021:** Estimated at 50,000-60,000 points of service
- **2021-2022:** Approx +80,000 points of service
- **2022-2023:** Estimated at more than 120,000 points of service

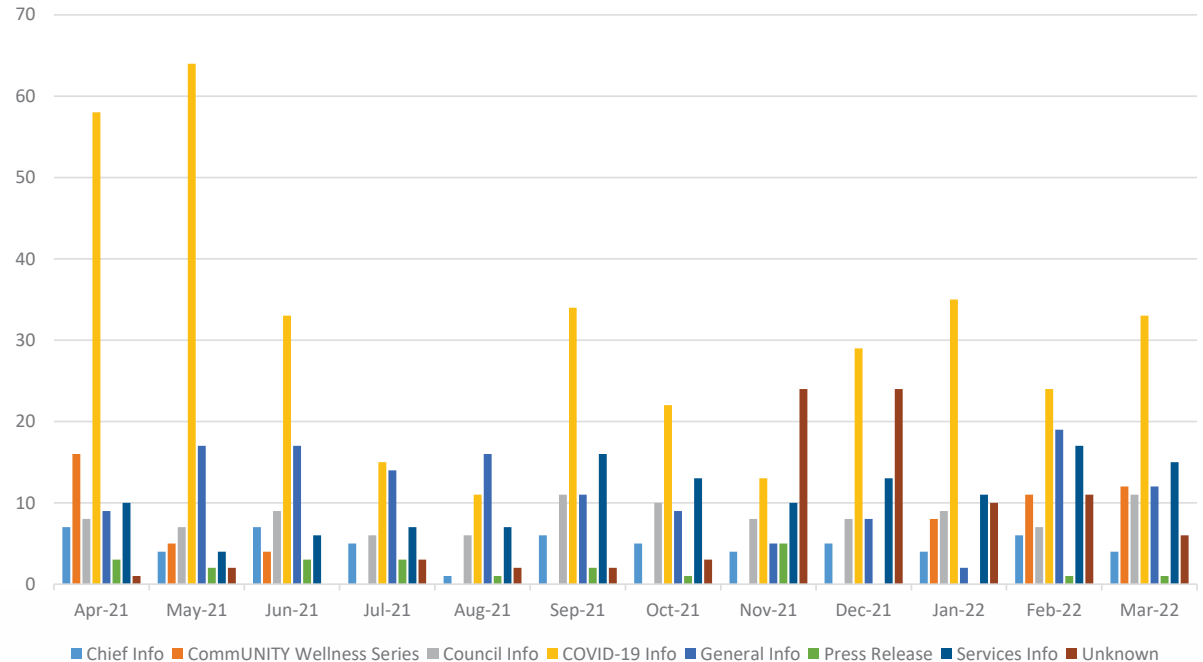


Department Updates – Pandemic

Social Media for 2021-2022:

- 58 posts for the Chief
- 56 posts for the CommUNITY Wellness Series
- 100 posts for Council
- 371 posts related to COVID-19 information
- 139 posts of General information for community
- 22 Press Releases (not including those specific to COVID-19)
- 129 posts related to SNGR Services
- 88 posts of unknown category
- 963 total posts for the year

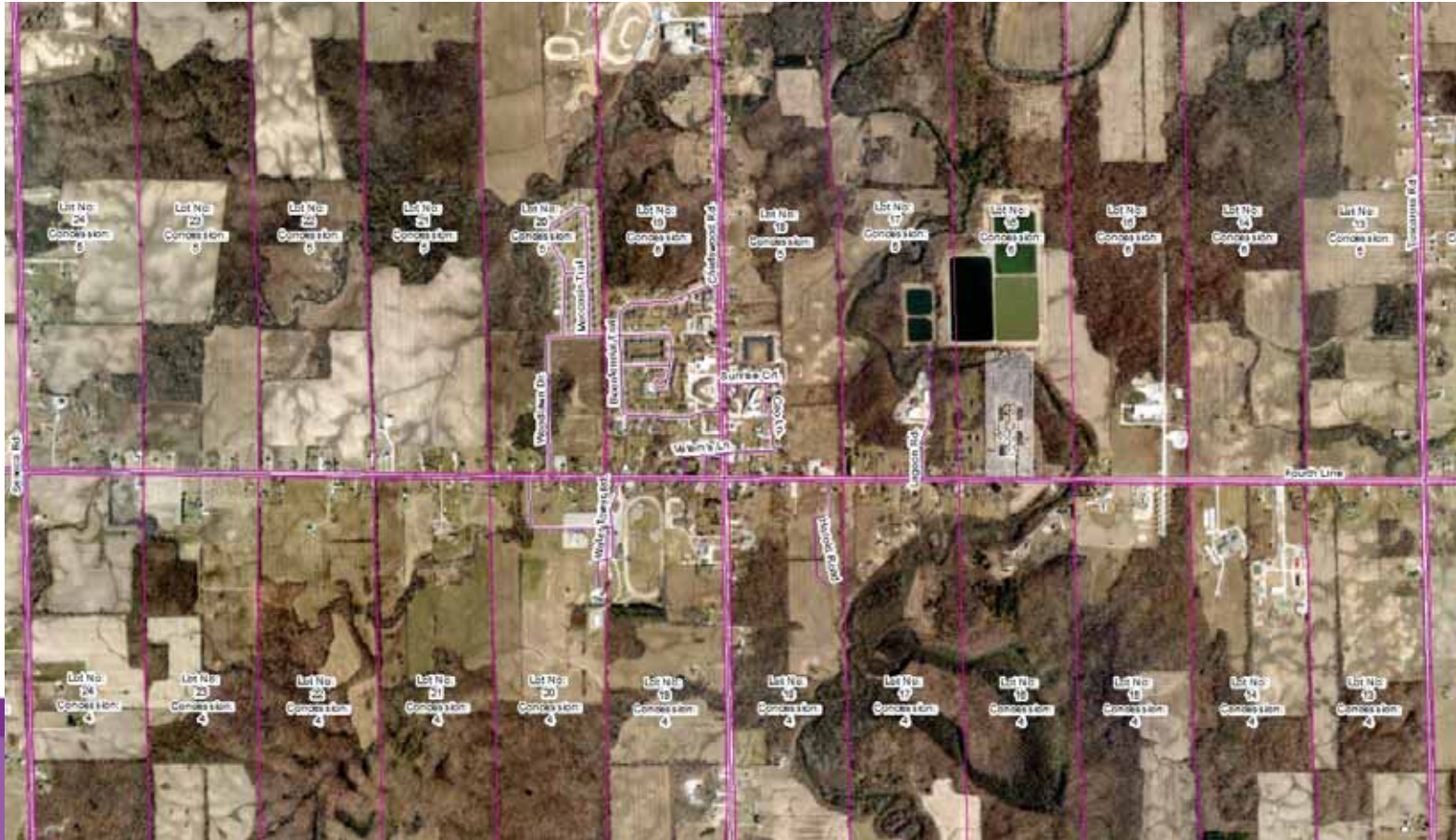
SNGR Facebook Stats



Department Updates – Post-Pandemic

- Post-Pandemic Operations Data
 - **2023-2024:**
 - No COVID-19 Public Health restrictions and masking optional for staff
 - Services primarily being offered in-person once again
 - Those staff working hybrid is primarily due to physical office space constraints
 - Rental Facilities, such as the Community Hall, back in use
 - Health, Social and our other departments are continuing to support community members & their families who were impacted by COVID-19
 - COVID-19 Recovery is in-process
 - A need to conduct an evaluation of our COVID-19 Response

Infrastructure Updates – Past



Infrastructure Updates – Current

Housing's "Current Asset Holdings"

Unit Size	Current Holdings	Rental Range	Waitlist	Avg Wait Time
1-Bed Units	21	\$357-\$539	114	7-10 Years
2-Bed Units	50	\$319-\$484	45	5-8 Years
3-Bed Units	54	\$423-\$800	68	7-10 Years
1-Bed Elders	69	\$370-\$500	24	2-4 Years
2-Bed Elders	25	\$335-\$600		
Home Ownership	12	N/A	448	N/A
TOTAL	231		699	

Infrastructure Updates – Current

Housing’s “Projects In-Progress”

Current Build Projects	Unit Size	# of Units	Monthly Rental Cost/Unit	Purpose	Funding Source	Est. Building Cost	Building Cost/Unit
Moccasin Trail Duplexes 23-5 (A-D)	2-Bed	4	\$600/month	To address housing waitlist	ISC - \$516,000 CMHC - \$643,025 SNGR - \$90,975	\$1,250,000	\$312,500
Onondaga 1, 49 Harold Road (F-J)	2x1 – Bed 2x2 – Bed 1x3 – Bed	5	\$500- \$800/month	To address housing waitlist	ISC - \$500,000 SNDC Trust - \$1,066,034.06	\$1,555,304.06	\$313,261

Infrastructure Updates – Current

Health Service's current infrastructure/supportive housing:

Asset	Purpose	Tenant Cost	Eligibility & Term	Funding Source
Crisis Hub – 1546 Chiefswood Road (1 Unit)	To provide supports for those in mental crisis	None	Anyone experiencing crisis	Federal, Ontario West
Egowadiyah'dagenha (Land Based Healing Centre), 727 3 rd Line Road	Adult addiction and treatment centre (day program)	None	Adults with addiction	Indigenous Healing & Wellness Strategy
Supportive Housing – 1626 Chiefswood Road (16 Units)	High risk of homelessness dealing with mental health and/or addiction	\$1200/month	Six Nations band members, actively participating in wellness journey, and completing a police records check with SNPD	Ministry of Health and clients

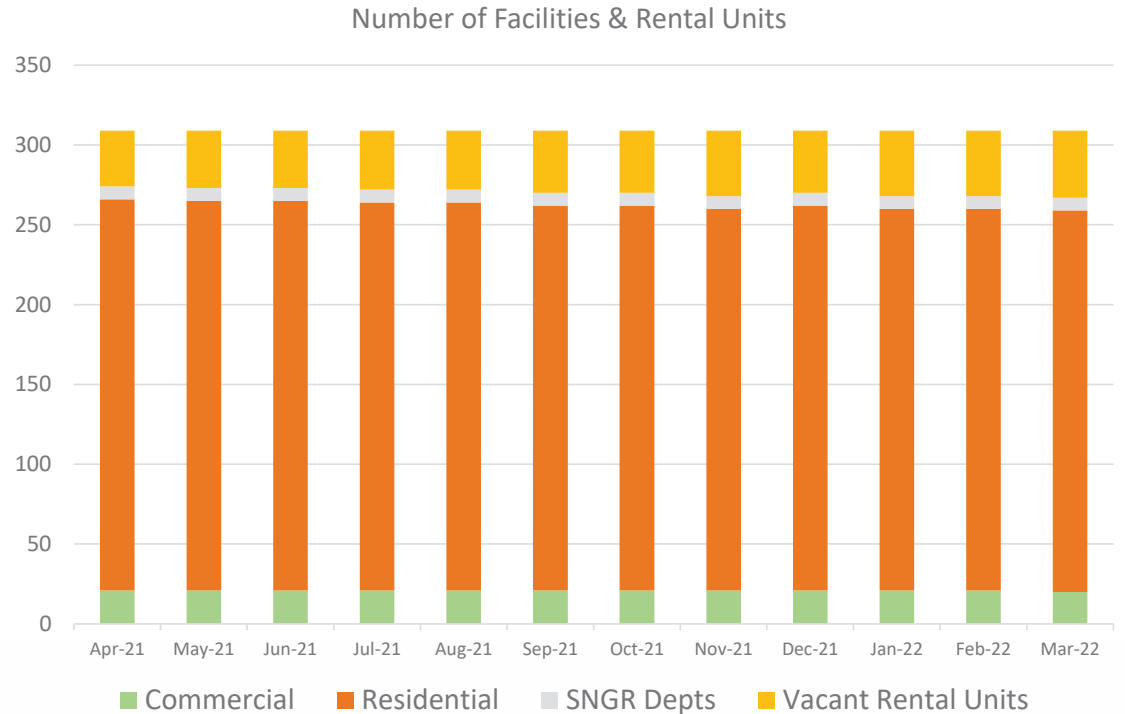
Infrastructure Updates – Current

Social Service’s current infrastructure/shelter projects:

Description	# of Units	Client’s Accommodated	Target Group
“Aunties House”, 1745 Chiefswood Road	- 2 OGD/Protection Placements - 3 Prevention Placements	Children at-risk of apprehension and those youth in-care	Short-term emergency communal living (less than 3 months)
25 Bicentennial Trail – Detached House	- 3 family units, based on size of family	Family Well Being clients	Longer-term communal living (6 months)
Travel Trailer	- 1 unit	Variable, depending on more permanent housing needs	Emergency shelter

Infrastructure Updates – Current

Type of Monetary Supports	Number
Housing Loans	35
Renovation Loans	8
Supplemental RRAP Loans	0
Accessibility Loans	0
Lender Loan	0
Special Provision Grants	0
Enhanced Grants	21
Total	64



Lands & Membership Updates

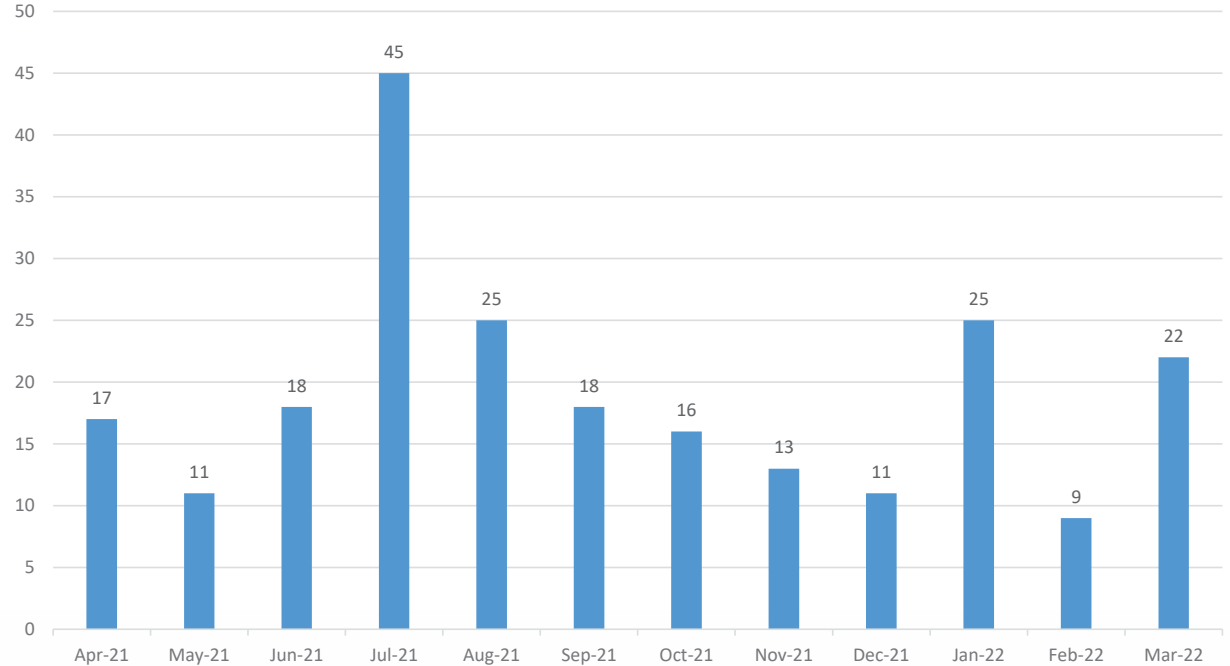


434 Certificates of Possession Issues to Community Members.



59 Survey Plans registered for community members.

Number of Land Transfers (2021-2022)



Infrastructure Updates – Future



Infrastructure Updates – Future

Housing's Future Developments:

In Development	Unit Size	# of Units	Rental Cost/Unit	Purpose	Funding Source	Est. Building Cost	Building Cost/Unit
Onondaga 2, 49 Harold Road (A-E)	2x1 – Bed 2x2 – Bed 1x3 – Bed	5	\$500- \$800/month	To address housing waitlist	Confirmed: ISC - \$1,290,000 SNDC Trust - \$432,934 SNGR - \$6,066	\$1,729,000	\$345,800
54 – Unit Elders Building, 50 Harold Road	Housing: 20x2 – Bed Elders, 8x3 – Bed Elders Social: 24x2 Bed Elders	54	\$600- \$800/month	Housing: To provide semi-assisted living for elders Social: To provide safe space for elders to care for children	Development Costs: ISC - \$651,000 Construction Costs – Unknown	\$14,250,000	\$263,889
3 – Building Complex, Martin Property	106x1 – Bed 37x2 – Bed 45x3 – Bed	188	\$500- \$800/month	To address housing waitlist	Unconfirmed RCFI - \$30,574,800 SNGR - \$1,609,200	\$32,184,000 (\$10,728,000/ Building)	\$171,191
33 Serviced Properties, Phase 2 – Harold Road	1/3 acre lots	33	Estimated: \$10,000/lot	To provide serviced land for community members to build	Unknown	Unknown	OFNLP (recoverable)

Infrastructure Updates – Future

Health Service's future wellbeing infrastructure projects:

Asset	Purpose	Tenant Cost	Eligibility & Term	Funding Source
E yagwado:goth – Partnership with Social Services, 4 th Line	Treatment, specialized services, complex medical needs, respite/relief support	None	Children and families at-risk of family breakdown due to the stress of children with medical or developmental disabilities.	CHRT Capital, Jordan's Principle \$17.3 million
Iroquois Lodge Redevelopment – Location is end of Sunrise Court (64 Beds)	Residential accommodations with healthcare	Basic room (2 residents in shared room) - \$1986.82; Private Room - \$2599.41	Eligibility is for residents unable to safely reside by themselves and if Iroquois Lodge can provide the proper supports.	MLTC, Fundraising
Hospice – 4 th Line close to police station (5 – 8 beds)	Providing care for the sick or terminally ill	None	Terminal care	Ontario Health, Fundraising

Infrastructure Updates – Future

Social Service's future infrastructure projects:

Description	# of Units	Client's Accommodated	Target Group
Harold Road	12 Unit Housing	Must have a Band Rep and referral from any Protection Society	Single Family
E yagwado:goth, set aside Lot 23-10, 4 th Line Road	4 Unit	Treatment, specialized services, complex medical needs, respite/relief support	Supportive housing for children and families at-risk of family breakdown due to the stress of children with medical or developmental disabilities
Family Well Being, Harold Road	16 Units	Prevent children being placed in foster homes, due to family homes not being able to meet Foster Care standards	Seniors caring for children/youth customary care, or temporary care

Infrastructure Updates – Future

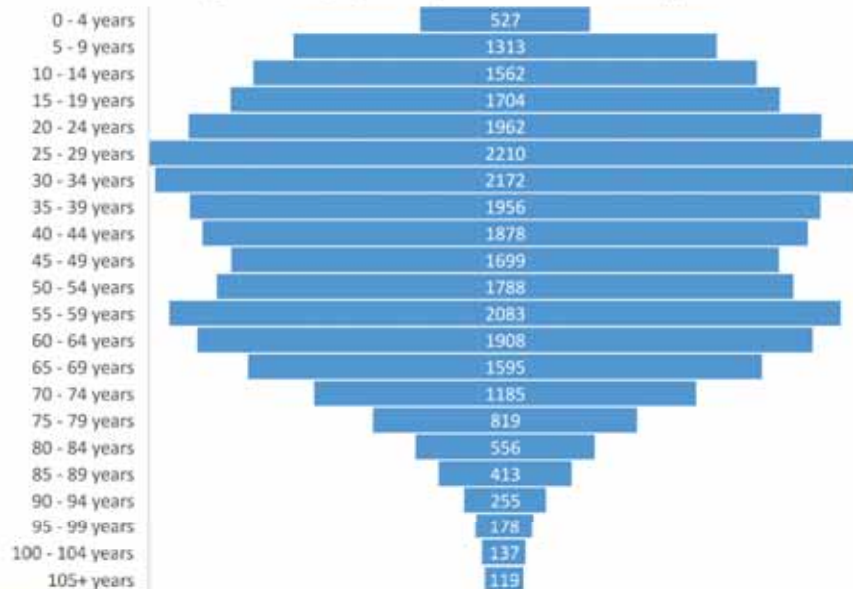
Social Service’s future infrastructure projects (Continued):

Description	# of Units	Client’s Accommodated	Target Group
Youth Residences – Lot 23-10, 4 th Line Road	N/A	Safe housing for young adults needing housing	Youth aging out of the Society, those who were involved with the Society, or those youth seeking voluntary service agreements; also, adoption breakdowns

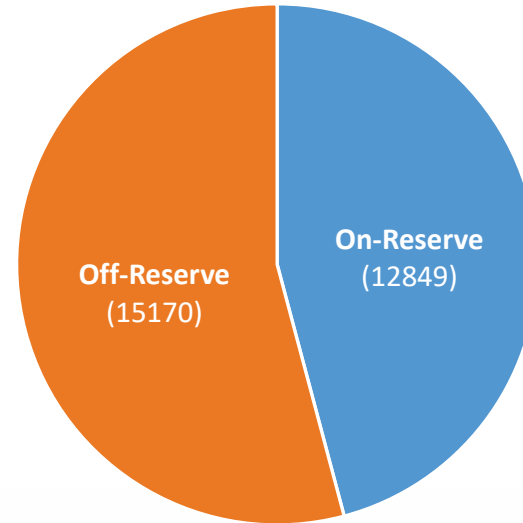
Lands & Membership - current

Our Population:

Age Demographics (Total Membership)

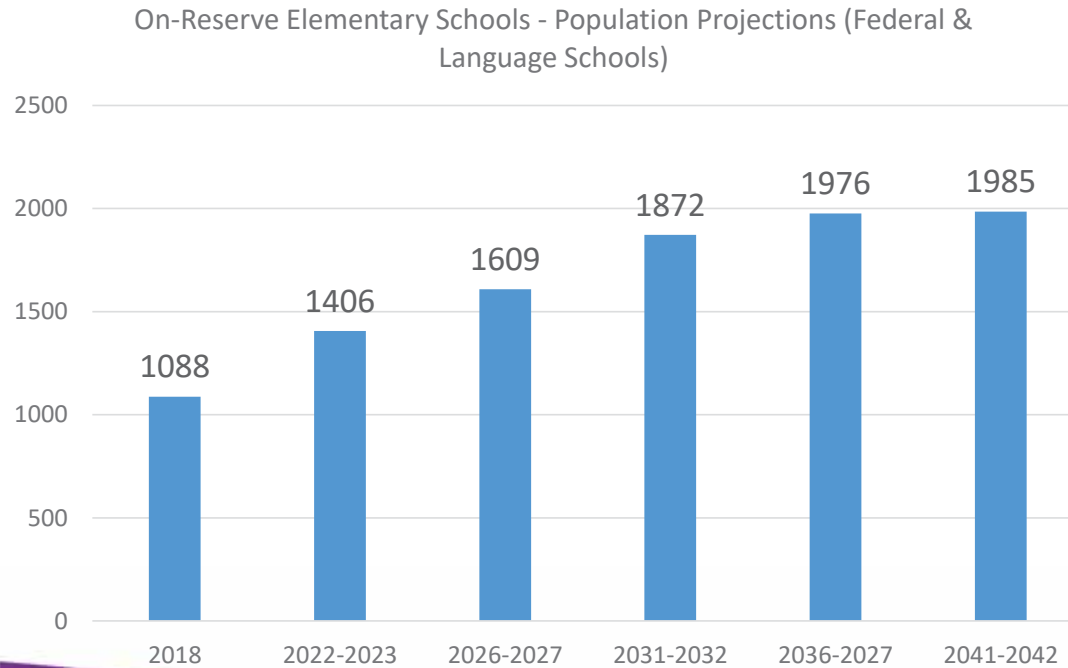


Location of Members



Infrastructure Updates – Future

Population Projections:



Infrastructure Updates – Future

Lifelong Learning – School Facilities planned to meet the projected growth



Concluding Statements

- In the next 20 years the population will grow by 40% and this is a conservative estimate.
- It is also expected that most of our membership will prefer to live on-reserve
- The cost to provide services will continue to grow at this rate + inflationary cost impacts
- In order to re-position the community to be sustainable, closing the infrastructure gap is essential in providing clean drinking water, quality housing, and reliable services.
- The upcoming court case and ensuing settlements will serve to bring new resources for community investment opportunities
- We have strived to develop a succession and investment plan that serves to improve the overall quality of life for our people
- Healing, mental health, and restoring confidence is critical to preserving the strength of our current generations in supporting the faces to come.

How we Connect with the Community

- Social Media Platforms



Six.Nations.Grand.River



sixnationsofthegrandriver6627



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- SNGR App



- Mailouts (SNGR Leisure Guide, important news, etc)
- External Communications: Radio Stations, Newspapers and through community organizations

Share with us other ways you would like to be communicated with through the AGA Feedback Form!