2019
SIX NATIONS COMMUNITY PLAN
Tsęh Niyögwaḍriḥwihsaⁿhquʔ
**Original Text (Mohawk)**

Keniionkwa’nikone. Tho nìiowéné:kôn. 

**English Translation**

Group of people here! Listen well for a short while, as we pass the words that come after all other matters.

**Conclusion**

Onkwaia’tíson Tetshitewanonhwa ne Ojihsé:dahsia:ˀ 

**Next steps**

Ahsohehkwa:ˀ ehni:da:gye:ˀs 

**Acknowledgements**


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**Acknowledgements**

Our communities have been planning sustainably for thousands of years. From the time of creation, we have understood the responsibilities we have for the safety and wellbeing of each other and Mother Earth. Our teachings were given to us as a guide to overcome challenges and keep us focused on ensuring the safety and wellbeing of future generations. The Gayanehsra’go:wah (Great Law of Peace), brings our Nations together under the white pine or Tree of Peace, and teaches us that there is strength in working together for a better future. In the past, we carefully planned our communities to be self-governing, sustainable, and connected through healthy families and community relations.

The 2019 Update to the Six Nations Community Plan is built from the voices of community members that shared their vision of the future, their concerns of today and their solutions for going forward together. From youth to elders, Nya:weh for your time and your passion for the community. We hope this process continues as a way to engage in healthy dialogue about our continued progress as a community.

The creation of this plan involved participation from community departments, organizations and leadership to ensure that it reflected all the incredible work being done by so many departments and organizations. Nya:weh for your patience and constructive feedback, and for seeing the potential of the Community Plan as a powerful document to support the causes you champion.

Nya:weh to the Six Nations of the Grand River Development Corporation (SNGRDC) for financially supporting the administration of this update. SNGRDC recognized the value of community input and the time it takes to hear community voices. Nya:weh for the opportunity to fulfill these roles and empowering the Community Plan team to creatively accomplish this goal. Nya:weh to the expertise and enthusiasm of the Corporate Affairs team and the greater SNGRDC team for your support.

The SNGRDC Advisory Committee served as a planning review committee throughout the duration of the update. Nya:weh for sharing your intimate knowledge of the community and guiding us through the process.

Nya:weh Carla Robinson for your help in shaping the community plan narrative sections and your ability to tell beautiful stories!


Nya:weh Redwhip Design for this beautiful logo that captures the spirit of the Community Plan!

Nya:weh from the Community Plan Team to all who have made this possible and to all who will use it going forward.

ABOUT OUR LOGO

The outer circle represents community, people with raised arms connected. The people appear to be on different sides but remain connected - this represents that difference of opinion will always exist, but we find a way to come together.

A magnificent tree grows from our unity, with 4 triangles at its base to make sure we don’t forget our roots. Strong and healthy, the tree is complex, branching off in every direction to show the many parts of the community and our past, present and future.

The sprouting leaves illustrate our many collective ideas being nurtured into reality.

Finally, the river flows along the base of the tree to show that this plan belongs to the people of Six Nations who call the Grand River home, and remind us that Water is Life.

Nya:weh
The Six Nations Community Plan has evolved over the past two decades from a capital plan and infrastructure needs approach in 1996 to the present-day comprehensive Community Plan. The comprehensive approach took community planning beyond the scope of infrastructural needs to a more holistic and balanced approach to community planning that aimed to engage and empower community voices. After the needs assessment conducted in 2007, the first comprehensive Community Plan was endorsed by the Six Nations Elected Council (SNEC) in 2010 to be used by the departments under SNEC and other organizations that wished to participate. The 2010 Community Plan highlighted the concerns, opportunities and actions under seven priorities: Mother Earth, Community, Arts & Culture, Built Environment, Employment and Education, Economic Development and Wellbeing. The intention was to identify opportunities for collaboration and communicate the direction of the community and its organizations. Although the 2010 Community Plan was effective to communicate potential action of all departments, there was limited commitment from the broader community to make collaborative use of it.

Currently, the Six Nations Community Plan is part of the Six Nations of the Grand River Development Corporation (SNGRDC) portfolio. SNGRDC maintains that this plan is owned by the community and will continue to encourage a responsible Community Planning process within Six Nations. In 2018-19, the Community Plan underwent an update process that was intended to broaden the scope beyond departments and organizations to all community members, organizations and leadership bodies, resulting in this document.

OVERVIEW OF THE EIGHT COMMUNITY PRIORITIES

Through many conversations with community members, eight different community priorities have emerged. These eight priorities are completely interdependent upon one another but describing them separately allows us to strategically focus on specific challenges in the community while keeping our minds focused on the broader interconnections. The eight priorities of the plan are:

1. **Wellbeing**
2. **Culture**
3. **Employment & Education**
4. **Wealth & Economy**
5. **Mother Earth**
6. **Governance**
7. **Community**
8. **Built Environment**

Sitting at the top of the tree, Wellbeing is the overall goal of all that we do. Growth in all other priorities builds our wellbeing.

**WELLBEING**

The trunk of the tree, Culture is at our core. It is central to all that we do, and what makes us Haudenosaunee Six Nations.

**CULTURE**

These are the branches which shade and protect us on our path to self-sufficiency and sustainability. Our Employment, Education and Economy must be strongly connected to our core of culture to ensure they reflect who we are.

**EMPLOYMENT & EDUCATION**

**WEALTH & ECONOMY**

These are the roots that keep us strong. We need a healthy relationship with mother earth, strong and accountable leadership, a safe and connected community and an adequate built environment (such as housing and infrastructure) to keep us grounded in our pursuit of Wellbeing.

**MOTHER EARTH**

**GOVERNANCE**

**COMMUNITY**

**BUILT ENVIRONMENT**
This community plan is comprised of the community voices that came to the table to share their concerns and opportunities for change. It is not the singular “community voice” but one positive step toward building two-way communication and healthy dialogue within the community.

**SUMMARY OF OUR ENGAGEMENT STRATEGY**

The Community Plan Team engaged the community between April 2018 – March 2019. To structure the engagement period, we focused on each of the seven original priorities from the 2010 community plan for six to seven weeks at a time. This was to create different starting points of conversation and ensure key community issues were considered from a variety of perspectives. In general, the aim was to engage the community in safe, personal and intimate settings. Community members expressed that large, “town hall” style meetings lead to only the loudest voices being heard, and can be emotionally and physically unsafe. The following approaches created small, comfortable and personal engagement settings:

- **Family/Social Group Sessions** – families and social groups invited the community plan team into their homes to share a meal, feedback on vision, concerns and opportunities. These provided safe and familiar settings, where members could express different opinions and a welcoming environment for sharing. The opportunities for conversation centered around the community engagement connected to the different priorities of the community plan.

- **Organization Sessions** – organizations or businesses invited the community plan team to their workplace. Here, opinions from employees blended their perspectives as community members and as knowledge holders in their particular field. Conversation centered around how the organization connected to the different priorities of the community plan.

- **Priority Focus Groups** – 14 focus groups were hosted over 2018-19 – two for every priority, offering a lunch session and a dinner session to provide flexibility for people’s schedules. Here the conversation would focus around the details of one of the seven priorities, while also exploring how that priority interconnects with others.

- **Public Booths** – The Community Plan booth was set up in high-traffic community locations or events. Here, we could connect with a high number of community members and offer the chance for quick engagement. Community members could answer open-ended sticky note questions, record testimonials in a speakers’ corner booth or hang a leaf on the ‘lateral kindness tree’. If community members offered a verbal comment it was recorded in writing.

- **Co-facilitated engagements** – the Community Plan team partnered with several agencies through the year to support their events and integrate engagement opportunities.

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**BY THE NUMBERS**

- **428** People engaged in facilitated discussions including family dinners, organization sessions, youth events and priority focus groups
- **1130** People engaged at 34 booths throughout the community
- **249** People came through our Open Houses to provide comments on drafts

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**OTHER COMMUNITY ENGAGEMENT INITIATIVES THAT INFORMED THIS PROCESS**

Many different community engagement initiatives were previously held or were ongoing in the community. The Community Plan Team partnered with the agencies facilitating these engagements to share information without having to re-ask the same or similar questions to people that had already been engaged on. Redundant engagement can be exhaustive on community members who feel they are repeating themselves, and can drain energy and resources from organizations. The engagements we drew from included:

- Past community plan update efforts in 2016/17 – included booths, surveys, and input forms from organizations
- Lifelong Learning Taskforce – engaged students and educators around what a Six Nations community based education approach could and should look like
- Elders Journey – a year long engagement series directed by Health Services which engaged elders on a variety of topics
- Sparking the Fire – an engagement led by Youth Life Promotions to coordinate community efforts around youth engagement and life promotion
- Farm and Food Survey – survey facilitated by the Six Nations Farmers Association to gather community input on food security and agriculture
- Community department and organization input – many organizations/departments in the community have plans in place for what projects/programs they have implemented or will implement in the future.

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**MANAGING INFORMATION**

The Community Plan Team gathered information in many forms including sticky notes and “lateral kindness tree” leaves at booths, conversations and written comments. High level vision and context statements were compiled through a qualitative analysis to describe community sentiment towards the variety of community priorities. For specific concerns, challenges, solutions and actions, analysis focused on recurring themes to formulate the 34 community goals. This analysis matched community input with input from departments/organizations and illustrated many points of alignment between department/organization initiatives and community goals, while also highlighting some gaps where community members wanted to see growth.
IDENTIFYING RESPONSIBILITIES

In the Community Plan engagement, one word emerged again and again—responsibility. It was clear that working toward the vision is not just left to services and organizations but requires effort and commitment by all in the community. Below are just a few of the ways that we can all use the plan to share the responsibility:

Community Members
- Finding out more information on issues you are passionate about and creating positive change (see the Community Member Responsibility section of each goal page).
- Keeping track of community needs and priorities and holding yourself and others accountable to the constructive change outlined in the Community Plan.
- For youth to look ahead to what opportunities there will be in the future and making education/employment decisions based on that future.

Grassroots Groups
- Strengthening your advocacy by coordinating with partners on shared goals.
- Strengthening funding applications by identifying how you are working towards broad community goals.

Community Departments and Organizations
- Identifying partners on shared goals to nurture collaboration.
- Aligning strategic plans with broad community goals and timelines.
- Strengthening funding applications by identifying how you are working towards broad community goals.

Boards and Trusts
- Using the Community Plan as a decision-support tool (see the Assessing Decision Impact tool on page 11).

Local Businesses
- Identifying how your business can give back or improve practices to meet community goals.

Leadership
- Targeting action and advocacy toward goals that came from community voices.
- Communicating progress and change processes back to community members based on the indicators highlighted (see Measuring Progress section on each goal page).
- Building self-determination by championing our vision for the future in relationships with other Haudenosaunee nations and external partners.
- Using the Community Plan as a decision-support tool (see Assessing Decision Impacts tool on page 11).

External Partners
- Understanding the opportunities and challenges that we see as a community.
- Identifying opportunities for collaborative relationships based on shared goals.

ASSESSING DECISION IMPACTS

The Community Plan can help assess decisions or proposed projects. Work through the following questions to weigh decisions in light of the complex and interconnected impacts and benefits that community members have identified.

1. Describe the Decision or Project
What are the intended outcomes of the decision or project? Of the 34 goals in the Community Plan (see Overview of Community Priorities & Goals on pages 12-13), which three does your decision or project align with most closely?

2. Community Engagement
Describe the community engagement approach you have taken or will take to understand community members’ outlooks on the decision or project. The Community Plan can inform engagement by preparing you to address common themes identified in the Key Challenges and Concerns section within each goal page.

3. Identify Competing or Alternative Decisions or Projects
Are there alternative or existing ways that the intended outcomes of this decision or project can be achieved? Explore the Timeline section of each goal page to learn about ongoing or proposed projects.

4. Collaboration
Identify how you are collaborating with other community groups or organizations working toward the same broad goal. The Suggested Lead Partners section of each goal page may help you identify collaborators.

5. Anticipating Impacts
Describe the positive and negative impacts to each of the 8 priorities. Look through the 34 Goal Pages to think about how the decision or project impacts specific Goals, using the wheel to explore interconnections.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Positive Impacts</th>
<th>Negative Impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mother Earth</td>
<td></td>
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<tr>
<td>Culture</td>
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<td>Governance</td>
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<td>Community</td>
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<td>Built Environment</td>
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<tr>
<td>Employment &amp; Education</td>
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<tr>
<td>Wealth &amp; Economy</td>
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<tr>
<td>Wellbeing</td>
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</table>

6. Measuring Success
Identify how you could measure the impacts described above. Use the section Measuring Progress within the goal pages to identify potential measurable indicators. What would be the research demands to adequately measure success?

7. Stakeholders and Conflict Resolution
Identify how this decision may affect people, institutions, organizations, lives, future generations, children, values, concerns, wishes, and expectations. How might the impacts described above affect stakeholders differently? Who would be for and against the decision? Where could conflict among stakeholders emerge, and how can you mitigate and resolve conflicts?

8. Strategic Planning
Where does your decision or project fall in terms of short/medium/long term (see criteria under Timeline on page 15)? If it is in the long-term today, are there strategic actions you could take to make it a reality sooner?

9. Trends and Future State of Community
Describe key trends or changes within the community and broader society that could impact whether the desired outcomes will be realized. Identify the implications and consider the likelihood of their occurrence.

10. Reassessment of the Decision
Revisit the decision or proposed project. Write a short opinion advising whether the decision should proceed with the original approach, proceed with modifications, proceed to community engagement for further dialogue or not proceed at all.
OVERVIEW OF COMMUNITY PRIORITIES AND GOALS

Mother Earth
- Restore our relationship with Mother Earth through STEWARDSHIP of land & water (page 18)
- Develop a FOOD SYSTEM of sustainable production and equal access (page 20)
- Enhance WASTE MANAGEMENT and reduce the amount of waste we create (page 22)
- Adapt to CLIMATE CHANGE and reduce its impact (page 24)

Culture
- Celebrate our Haudenosaunee identity through CULTURE & TRADITION (page 28)
- Support contemporary and traditional ARTS (page 32)
- Strengthen the TOURISM sector to responsibly share our culture (page 34)

Governance
- Preserve and enhance our HAUDENOSAUNEE LANGUAGES (page 30)
- Pursue SELF-DETERMINATION in intergovernmental relationships (page 42)

Community
- Create an equitable system of JUSTICE & COMMUNITY STANDARDS (page 44)
- Recover LAND and care for it responsibly (page 46)

Built Environment
- Develop a complete community TRANSPORTATION system (page 68)

Employment & Education
- Promote engaged PARTICIPATION & COMMUNICATION among members (page 50)
- Develop a process of PLANNING & COLLABORATION to guide community change (page 52)
- Create PUBLIC/ SERVICE FACILITIES that fit our developing community (page 66)
- Develop our connection with off-reserve to strengthen RETENTION in employment and education (page 76)

Wealth & Economy
- Strive for ECONOMIC SELF-RELIANCE to support our autonomy (page 80)
- Nurture a community TRADE & BARTER ECONOMY (page 82)

Wellbeing
- Work together to ensure members’ BASIC NEEDS are met (page 86)
- Build up our people to be free from SUBSTANCE ABUSE (page 98)
The Community Plan outlines 34 broad community goals organized into the 8 community priorities. For each goal, a two-page spread contains six headings that describe that goal and how the community can work towards it. The six contained within each two-page spread are described below:

**POSITIVE CHANGE IMPACTS**

In this section, each goal is highlighted in the middle of an interconnected wheel. What is highlighted is how progress in a particular goal can have positive impacts outward to other specific goals or entire priority categories. Use the page numbers to navigate around the Community Plan and explore interconnections in greater detail. The interconnections came from input from community members and organizations.

**COMMUNITY MEMBER RESPONSIBILITIES**

Responsibility emerged as a central theme throughout the Community Plan engagement. Multiple community members voiced that too often, community members expect organizations and governments to meet all of their needs. While these agencies have key roles to play in meeting our goals, every community member also has a role to play in reaching our vision for a brighter future. The responsibilities highlighted came from input from community members and organizations.

**MEASURING PROGRESS**

Knowing how successful we are as a community on a particular goal, or how much work we need to do, is a key part of good planning. In the Community Plan engagement, community members and organizations described what success would look like for each goal. The points highlighted under the Measuring Progress section highlight what we can look at within the community to measure success on specific goals. Further Community Plan initiatives can refine these to be specific indicators that can be quantitatively measured or qualitatively judged through further community engagement and research.

**KEY CHALLENGES AND CONCERNS**

This section highlights the key challenges and concerns that community members or organizations voiced during engagement. These describe some of the root issues that will persist if action is not taken and/or some of the barriers that we will inevitably face as we try to move forward on a particular goal. Naming and understanding these key challenges and concerns is important to have realistic and informed discussions about moving forward.

**SUGGESTED LEAD PARTNERS**

Suggested Lead Partners are identified to highlight some organizations which can lead progress on a specific goal. This list is not exhaustive or exclusive - in fact, every goal is a responsibility of the entire Six Nations Community - this includes all organizations, Community members and local businesses. With that in mind however, certain organizations are suggested as lead partners for each goal according to the following criteria:

- Organizations which identified through engagement that they are taking action on one or more of the particular objectives identified under a goal
- Only public organizations are listed
- In each category there is “New and Emerging Organizations” to leave space for organizations which may emerge to meet a particular need
- Organizations are referred to by their umbrella organizations. Larger organizations (such as Health and Social Services) appear in more places for this reason

**TIMELINE**

The Community Plan is a visionary and ambitious document. The 34 goals are broad and not specifically achievable, so a timeline of specific objectives to reach goals is provided which emerged from engagement with community and organizations. This Community Plan does not include the ongoing, operational and maintenance actions that make the community run, or regular expansion that would be expected to accommodate growth. These actions are absolutely crucial to the functioning of the community, but it is not the place of a Community Plan to describe the ongoing operations of organizations – this expertise is within those organizations. Instead, the Community Plan lays an ambitious path of change toward the future based on objectives to address larger gaps and systemic themes. Objectives were organized into timeframes using the following criteria:

**Objectives in the Short Term (1-5yrs)**

- Modifications to existing projects, programs or facilities that are incremental;
- Standards that must be developed to lay out expectations for future objectives;
- New or updated studies; or,
- Have a predetermined timeline that puts them in this time range

**Objectives in the Medium Term (6-10 yrs)**

- Substantial new projects, programs or facilities that have momentum (i.e., funding allocated, land, designs, and/or exist in their infancy);
- Legislative changes outside the community’s immediate influence; or,
- Have a predetermined timeline that puts them in this time range

**Objectives in the Long Term (11-20 yrs)**

- Substantial new projects, programs or facilities that need to be created from scratch in 2019;
- Are based on community member behavioural change; or,
- Have a predetermined timeline that puts them in this time range

The time frames provided are not limiting or prescriptive—an objective highlighted in the long term today could occur next year if circumstances align. However, this approach is meant to encourage strategic and realistic development (see Assessing Decision Impacts on page 11 to see how the Timeline can be used as a strategic planning tool).

Additionally, each objective is assigned a progress marker to indicate the state of that action at the time of the 2019 update, as follows:

- **IN PROGRESS**
  - This objective is being addressed by organizations in the community and measurable progress is being made towards it.
- **PLANNING**
  - Preliminary work has been done (e.g. plans, drawings, feasibility studies), specific barriers may exist to progressing forward, typically a need for resources.
- **NOT STARTED**
  - This objective has been identified as a need or solution but no specific progress has been made.
Stewardship
Food System
Waste Management
Climate Change

Did you know?

• 22 acres of white corn was planted in the “Corn for the Community” program.
• The Six Nations Wildlife management office participates in 25 working group committees throughout the Grand River Watershed.
• Six Nations has recycled 4 million pounds of material since 2011. The landfill is closing in 2019 and a transfer station is being built.
• GIS Mapping is assisting with housing needs and property line disputes.
• Of the 46,500 acres of reserve land, approximately 94% is under Certificate of Possession, 50% is covered in Carolinian forest and 12% is significant wetlands.

A respectful relationship with Mother Earth is central to Haudenosaunee people and necessary for us to have healthy minds, bodies and spirits. We were given the teachings of the Ganǫhǫnyǫhk (Thanksgiving Address) so we could know how to respect all the different parts of Mother Earth. The teachings remind us that she is where we came from and that we are part of her creation. Our cycle of ceremonies also tells us how to relate to Mother Earth through the foods and medicines we grow and eat for sustenance throughout the year. Our teachings also give us the knowledge to be skilled agriculturists and hunters, and to have a connection to the earth through the animals we hunt and the foods we grow to feed ourselves and our community. Traditionally, every part of a plant or animal had a role in our tools, houses and clothing and so we did not produce waste.

Today, our community is coined “the lungs of Ontario” by our neighbours for the amount of healthy Carolinian forest and wetlands we have. Visible from space, our patch of green is a representation of how we value Mother Earth. However, our relationship with Mother Earth is at risk because of our current habits. Instead of a responsibility to nurture Mother Earth for future generations, our relationship has become based on individual possession and personal benefit. Producing food has become less of a priority in the community, and the way we practice it has changed toward short term economic gain. A growing culture of consumption is producing waste which litters our environment and impacts our Haudenosaunee ways of keeping balance with Mother Earth. But a deep respect for all creation is motivating us to change as we explore clean energy and innovative waste management solutions. We still hold respect for Mother Earth because we know our survival depends on her wellbeing and we want to find ways to make our actions match our principles. Our culture tells us how to celebrate and honour Mother Earth through ceremonies and acknowledgments that continue to remind us of our responsibilities. As more people return to these responsibilities, we are rebuilding our reciprocal relationship with Mother Earth.

As Haudenosaunee people we know we have a responsibility to be stewards of the land and keepers of Mother Earth. When we think of the coming faces, seven generations into the future, we must consider the impact of our actions today on the land. By centering Haudenosaunee best practices in a modern context, we will rebuild our relationship with Mother Earth. The more self-sufficient we are with our food, water and energy production, the more we will build our strength and self-determination. As more of us learn our languages and become more familiar with our ceremonies we can better identify and relate to the land and beings around us.

Our Vision for the future is that...

“Six Nations is a community with a strong and respectful relationship with Mother Earth. We protect Her to provide for us and future generations. We limit our impact and enhance the natural systems around us.”
Goal: Restore our relationship with Mother Earth through **STEWARDSHIP** of land and water.

**Positive Change Impacts**

**Food System** (page 20)
Maintaining the health of soil, forests and waters allows them to continue providing our food needs

**Culture & Tradition** (page 28)
Being better stewards allows us to live up to the identity we claim as protectors of the earth

**Education** (page 72)
Having more intact ecosystems will help us realise our goal of more land-based learning

**Infrastructure** (page 64)
When our water sources are cleaner we can reduce the complexity of our infrastructure, and with it the cost

**Recreation** (page 54)
When more natural spaces are maintained we have more opportunities to enjoy Mother Earth through outdoor activities

**Healthy Lifestyles** (page 94)
A healthier environment allows us to access the food, water and medicines we need to be well

**Economic Self-Reliance** (page 80)
Having more intact ecosystems will be an important part of supporting ourselves in perpetuity

**Key Challenges And Concerns**

- As a community, we are currently not upholding our responsibilities as Haudenosaunee stewards
- Our ability to conduct ceremonies and gather medicines depends on healthy ecosystems
- Consumerism in the community and society spurs on business development, bigger house construction resulting in disturbed ecosystems and reduced wildlife habitat
- Businesses are profiting from our water without giving anything back, while we can’t drink our own water
- We have no enforceable standards to hold people and businesses accountable for restoration when streams, wetlands, forests and fields are disturbed or damaged
- Fill and waste are coming in without concern for contamination

**Suggested Lead Partners**

- Kayanase
- SN Wildlife Mgmt.
- Schools
- Housing
- Community Planning
- Environment Office
- Justice

**Timeline**

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>STATUS IN 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop Haudenosaunee Environmental Standards</td>
<td>PLANNING</td>
</tr>
<tr>
<td>Expand mapping capacity to support members mapping land and assist services</td>
<td>ON TRACK</td>
</tr>
<tr>
<td>Conduct a comprehensive ecosystem health study</td>
<td>PLANNING</td>
</tr>
<tr>
<td>Develop and implement stewardship education campaign</td>
<td>ON TRACK</td>
</tr>
<tr>
<td>Assert our role as stewards beyond the territory</td>
<td>ON TRACK</td>
</tr>
<tr>
<td>Advocacy with municipalities in Haldimand Tract</td>
<td>ON TRACK</td>
</tr>
<tr>
<td>Develop tree replanting policy</td>
<td>PLANNING</td>
</tr>
<tr>
<td>Develop a Haudenosaunee Environmental Assessment</td>
<td>PLANNING</td>
</tr>
</tbody>
</table>

**Measuring Progress**

- Water quality, soil health, tree canopy and biodiversity indicators increase
- Greater portion of the territory is forested
- Plant and wildlife species are returned or strengthened in the forests and rivers

**Community Member Responsibilities**

- Live up to our Haudenosaunee identity as stewards
- Plant trees to recover any lost during house construction
- Have your property assessed for its environmental assets such as streams, wetlands, medicines, species at risk
- Have land surveyed properly to help address land and neighbour issues
- Plant non-invasive trees and shrubs on unused parts of your property
Goal: Develop a **FOOD SYSTEM** of sustainable production and equitable access.

Positive Change Impacts

- **Stewardship** (page 18) Tending to our crops and entering our forests to hunt nurtures relationships with mother earth
- **Culture & Tradition** (page 28) Building our skills of hunting and growing deepens understanding of our ceremonies, many of which are based on timing of planting and harvesting
- **Participatory Decision Making** (page 40) Gathering over healthy food to nourish our traditions of good minded consensus building
- **Healthy Lifestyles** (page 94) We can improve many chronic disease issues by building a food system based on traditional diets
- **Employment** (page 74) A growing food production sector can create jobs that are healthy, fulfilling, and that connect people with nature
- **Economic Self-Reliance** (page 80) Sustainable food production can economically sustain us in a way that is harmonious with the environment
- **Strong Families** (page 58) Greater food system knowledge supports families to take greater responsibility for their health
- **Public Facilities** (page 66) Integrating gardens and food forests into building designs can create public facilities that celebrate our skills as horticulturalists

Community Member Responsibilities

- Get your food from a local grower or hunter if possible
- Convert a portion of your lawn into a vegetable garden and compost, learn how to hunt and fish sustainably
- Learn the ceremonies that help us understand planting and harvesting
- Share a local, traditional meal with your family and neighbours
- Volunteer with food bank and other community food initiatives

Key Challenges And Concerns

- Fewer and fewer in the community with cultural knowledge of hunting and farming, lack of knowledge sharing
- Food and farming not seen as a reliable profession, losing interest from young people to learn
- Community is concerned about the use of pesticides and fertilizers by farmers without regulation
- Land being used for crops for short-term profit, particularly tobacco, not foods that nourish the community
- Health of forests and waters is compromised by development, impacting ability to provide fish and game
- Agricultural land is being consumed by development
- Number of community members accessing foodbank is increasing

Suggested Lead Partners

- Six Nations Farmers Association
- Schools
- Health Services
- Food Bank
- SN Wildlife Mgmt.
- SN Public Library

Timeline

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>STATUS IN 2019</th>
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<tbody>
<tr>
<td>Agricultural Land Care Standards and protection measures</td>
<td>Not Started</td>
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<tr>
<td>Build dedicated food bank</td>
<td>By 2020</td>
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<tr>
<td>Develop public knowledge on safe and sustainable hunting</td>
<td>Planning</td>
</tr>
<tr>
<td>Conduct Community Food Sovereignty Study and Mapping</td>
<td>Not Started</td>
</tr>
<tr>
<td>Expand Community Gardens</td>
<td>In progress</td>
</tr>
<tr>
<td>Build a multi-purpose Farm Resource Centre</td>
<td>Planning</td>
</tr>
<tr>
<td>Develop Agricultural Education and Training program</td>
<td>Not Started</td>
</tr>
<tr>
<td>Develop a community wild food share</td>
<td>Not Started</td>
</tr>
<tr>
<td>Create a Haudenosaunee seed library</td>
<td>Not Started</td>
</tr>
</tbody>
</table>

**Measuring Progress**

- More participation in growing and hunting
- More farmland in the community being used for community food instead of cash crops
- Community being self-reliant for food needs
- Families are food secure (sufficient nutritious, affordable and culturally appropriate foods)
- More homes with gardens
- More food spending happening within community

**Goal:** Healthy Lifestyles

- System based on traditional diets

**Decision Making**

- Gathering over healthy food to nourish our traditions of good minded consensus building

**Participatory**

- Supports families to take greater responsibility for their health

**Gathering**

- Integrating gardens and food forests into building designs can create public facilities that celebrate our skills as horticulturalists

**Employment**

- A growing food production sector can create jobs that are healthy, fulfilling, and that connect people with nature

**Economic Self-Reliance**

- Sustainable food production can economically sustain us in a way that is harmonious with the environment

**Strong Families**

- Greater food system knowledge supports families to take greater responsibility for their health

**Public Facilities**

- Integrating gardens and food forests into building designs can create public facilities that celebrate our skills as horticulturalists
Goal: Enhance \textit{WASTE MANAGEMENT} and reduce the amount of waste we create.

\textbf{Positive Change Impacts}

- **Stewardship** (page 18): Improved waste management will help us to restore a relationship with our Mother, the Earth
- **Culture & Tradition** (page 28): When the land we care for is free of waste we can take greater pride in our culture
- **Land** (page 46): When we manage our own waste responsibly we can push for better waste management throughout the Haldimand/Nanfan lands
- **Healthy Lifestyles** (page 94): An environment clean from litter, human waste and pollution can improve our health by reducing exposure that contributes to disease
- **Participation & Communication** (page 50): Community clean up initiatives build a spirit of participation and personal accountability
- **Infrastructure** (page 64): Improved individual and household waste management will reduce burden on waste infrastructure
- **Economic Self-Reliance** (page 80): We can use our knowledge of the environment to foster innovative waste management which can translate to economic opportunity
- **Education** (page 72): Waste Management education initiatives can decrease our ecological footprint

\textbf{Community Member Responsibilities}

- Sort waste and recycling into appropriate streams and dispose of them properly
- Start a home composter to divert your food scraps from the land fill, and use compost in your garden
- Make purchasing decisions to reduce waste and plastic packaging
- Organize and participate in community garbage clean-ups
- Grow and hunt more of your food to reduce wasteful packaging
- Carry a ‘feast bundle’ (reusable cutlery, plates and glassware) to community gatherings

\textbf{Measuring Progress}

- Clean public spaces, ditches, forests
- Less undesignated dumping sites
- Greater percentage of recycled goods
- Fewer bags of garbage entering the dump site
- Increased options supporting waste management at home and work (e.g., pick-ups, composters, etc.)

\textbf{Key Challenges And Concerns}

- Still easiest for community members and visitors to throw waste all over our Mother Earth instead of managing waste responsibly
- Loss in culture has meant a loss in understanding of our reciprocal responsibility to Mother Earth
- High cost of initiatives such as garbage pickup and waste facilities
- Messy yards, old and burnt out buildings, landowners uninterested or unable to keep them clean
- No standards to hold individuals or businesses accountable for properly disposing materials

\textbf{Suggested Lead Partners}

- Public Works
- Ontario Works
- GREAT/OSTTC
- Justice
- Community Planning
- New and emerging organizations

\textbf{Timeline}

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>STATUS IN 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct a community wide waste impact study</td>
<td>\textit{Not Started}</td>
</tr>
<tr>
<td>Community Re-Use Centre/Second Hand Store</td>
<td>\textit{Progressing}</td>
</tr>
<tr>
<td>Create user-friendly waste transfer station at old landfill site</td>
<td>\textit{Progressing}</td>
</tr>
<tr>
<td>Funding secured for construction to begin in 2019, landfill to be capped and new transfer station to be created at 4th line dump site. Will accept all types of waste to be sorted and shipped off-reserve.</td>
<td>\textit{Planning}</td>
</tr>
<tr>
<td>Develop Community Waste Education Initiative</td>
<td>\textit{Planning}</td>
</tr>
<tr>
<td>Public Works has developed informational handouts, expansion needed to include school and business outreach, inform community of impacts and strategies to reduce waste.</td>
<td>\textit{Planning}</td>
</tr>
<tr>
<td>Provide reliable and low-cost or free garbage and recycling curbside pick-up</td>
<td>\textit{Near Start}</td>
</tr>
<tr>
<td>Private business initiated in 2016 but was not sustained. Would require significant financial resources to not pass the cost on to community members.</td>
<td>\textit{Near Start}</td>
</tr>
<tr>
<td>Single-use plastic ban within the community</td>
<td>\textit{Near Start}</td>
</tr>
<tr>
<td>Action needs to be taken to curb our plastic use. Will require strong financial support to uphold this standard.</td>
<td>\textit{Near Start}</td>
</tr>
<tr>
<td>Create a community composting program</td>
<td>\textit{Near Start}</td>
</tr>
<tr>
<td>Opportunity to divert garbage through food scraps, can be returned to members, resources needed for facility, household disposal, and pick-up service.</td>
<td>\textit{Near Start}</td>
</tr>
<tr>
<td>Create a waste/recycling facility</td>
<td>\textit{Near Start}</td>
</tr>
<tr>
<td>The transfer station in short term solves landfill issue but does not live up to our expectations of stewardship as our waste becomes someone else’s problem. We need to be champions of innovative waste processing and develop capacity at home, can become economic venture to process waste from neighboring communities.</td>
<td>\textit{Near Start}</td>
</tr>
</tbody>
</table>
Goal: Adapt to **CLIMATE CHANGE** and reduce our impact.

**Positive Change Impacts**

- **Stewardship** (page 18)
  - As broader society takes notice of responsibility to Mother Earth, we can lead in our role as stewards

- **Culture & Tradition** (page 28)
  - Taking action on climate change will help protect our ceremonies which depend on weather and seasons

- **Self-Determination** (page 42)
  - Creating our own green energy can reduce our dependence on external governments and agencies

- **Healthy Lifestyles** (page 94)
  - Taking action today can mitigate health impacts of a changing climate such as respiratory challenges and disease spread

- **Employment** (page 74)
  - Leading in climate change can create employment opportunities while reducing our impact

- **Trade & Barter Economy** (page 82)
  - Strengthening our ability to supply for one another will make us more resilient in a changing climate

- **Built Environment** (page 60)
  - Planning for adaptation means houses, roads and buildings that can withstand more extreme weather

- **Safety & Emergency Services** (page 56)
  - When we take action on climate change today we reduce the impact of natural disasters in the future

**Community Member Responsibilities**

- Consider low-emission choices, everything from carpooling and changing some light bulbs to buying an electric car or building an eco-home
- Research flood zones before building new homes
- Plant trees on your property to store carbon and secure soil against erosion

**Measuring Progress**

- When environmental disasters happen, community and infrastructure are safe
- Less Green House Gas emissions
- Lower energy costs

**Key Challenges And Concerns**

- Our relationship with Mother Earth is changing as the climate changes around us. Knowledge of when to plant, hunt and harvest is changing
- Increased risk of environmental disasters, particularly flooding which damage our infrastructure and houses
- The problem of a changing climate is much bigger than our community, but we are still contributing the problem with our reliance on fossil fuels
- Our forests and wetlands play an important role in fighting climate change, but we are losing them to business and housing growth

**Suggested Lead Partners**

- **Wildlife Centre**
- **Lands & Membership**
- **Lands & Resources**
- **Kayanase**
- **Schools**
- **SN Fire/Emergency**
- **Six Nations of the Grand River Development Corporation**

**Timeline**

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>STATUS IN 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SHORT (2019-2024)</strong></td>
<td></td>
</tr>
<tr>
<td>Expand Carolinian stewardship programs outside our community</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Conduct community climate change study</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Integrate Climate Change into emergency plan</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Community Climate Change Education Initiative</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Develop Green Infrastructure Plan</td>
<td>Not started</td>
</tr>
<tr>
<td>Develop solar installation strategy</td>
<td>Not started</td>
</tr>
<tr>
<td>Create Gas Transition Plan</td>
<td>Not started</td>
</tr>
<tr>
<td>Community Solar Farm</td>
<td>Not started</td>
</tr>
<tr>
<td>Install electric vehicle charging stations</td>
<td>Not started</td>
</tr>
</tbody>
</table>

- As climate warms, Carolinian zone will move further north. Kayanase is already doing this with their ecosystem restoration program, role for us to fill as stewards of the Carolinian.
- Preliminary study conducted by Environment Office in 2018, sustained funding needed to understand impacts on the built environment.
- Emergency Plan (see Goal: Safety & Emergency Services) must prepare us for more frequent severe weather events.
- Action needed to inform community members about the risks of climate change and the role they can play.
- Develop program so that new infrastructure and development uses natural technology (e.g., wetlands, rain gardens, bioswales). Complete climate change study needed, funding will be required as these projects require more resources initially, but lower maintenance in the long run.
- SN Elected Council is adding solar panels to administrative buildings, starting with Fire Hall in 2019. Community would like to see this integrated into housing loan so new builds have some or all electricity.
- Gas stations play an important role in our economy, plan needed to support transition away from fossil fuel industry.
- There is an initiative to build a solar farm that will sustain the community with stable, green electricity, but need dedicated land.
- Need for investment to incentivize community members buying electric cars.
CULTURE: WHAT WE HEARD AROUND THE TABLE...

Where we have come from:

Our Haudenosaunee culture - including our six languages, teachings, ceremonies and arts - was given to us by Shogway-ahs'iih (Creator) to keep us safe and strong and enable us to communicate knowledge and emotion. It is our identity, the core of who we are and is what distinguishes us from other nations and communities. Our traditional languages did not have a specific word for the arts because our songs, dances and other artforms were engrained in us as ways of being, of expressing ourselves and of celebrating the beauty of our nations with one another.

Our history through colonialism is a story of external influences trying to remove our identity by detaching us from our culture and languages. Decades ago, leaders in culture and the arts fought this process of removal and started us on the path of revitalization and celebration that we are on today.

Where we are today:

We are a unique people with a lot to offer the world around us through our arts, sharing our language, and promoting our culture. While there is still so much room to grow before we all know and live our culture, we are in a resurgence. The richness and vastness of our various artists, musicians, dancers and filmmakers using our culture as a vessel for creative expression are a celebration of this change. Our people are embracing technology to tell our own stories in ways that challenge outside media. We have more and more people learning their languages through a variety of programs and immersion schools. This change is bringing the community through healing as individuals and families embrace their identity through arts, language and culture. Our growing tourism sector is empowering us to tell our own stories to other communities in celebration and education.

While we celebrate the continued resurgence in our culture, our journey is far from complete. Too often we forget the importance of arts, culture and language when making decisions about funding and program development. Without sustained resources dedicated to these areas we risk the loss of our culture and our Haudenosaunee identity for future generations.

How we will move into the future:

Our Ka'nikonhrí:io (Good Mind) teachings will be remembered in our daily lives as we continue to reconcile the culture and tradition of our past with the opportunities of a modern future. By bringing our teachings to the forefront of our everyday lives, we will instill pride in the generations to come. We will be rooted in the culture to be stronger, healthier people who feel comfortable and confident speaking our languages. Our arts and culture will continue to be a way we transmit knowledge to each other, to other communities, and to future generations.

Our Vision for the future is that...

“Six Nations is a thriving Haudenosaunee community where all six languages are spoken, and the community is vibrant with our arts. Our teachings empower us to preserve our identity for future generations and share it with the world.”

Did you know?

- Cultural learning spaces include three immersion schools (I.L. Thomas, Kawenní:io, Everlasting Tree School), one immersion day care, an Indigenous Knowledge Centre, a Haudenosaunee Resource Centre.
- 672 people have taken a language program since the Language Commission started.
- Gathering Place by the Grand was built in 2017 as a conference and event centre.
- We have 5 longhouses and 15 churches.
- Chiefswood park began revitalization in 2018.
- Six Nations Tourism had 26,855 visitors in 2018-19.
- Polytech offers a Bachelor of Arts in Onkwehon:we Languages.
Goal: Celebrate our Haudenosaunee identity through CULTURE & TRADITION.

Positive Change Impacts

- **Food System** (page 20) The way we hunt, grow and eat together is central to our culture and can build a more just and sustainable food system.

- **Culture** (page 26) Our teachings contain many solutions to today’s challenges when we take the time to understand them.

- **Employment** (page 74) Compensating those carrying our culture fairly for their skills can create new employment opportunities.

- **Trade & Barter Economy** (page 82) Building our tradition of celebrating the gifts of individuals, sharing skills and resources can build an alternative, reciprocal economy.

- **Unity** (page 28) Our culture is inclusive and tells us how we can create a governance system that works for all Haudenosaunee.

- **Respectful Relationships** (page 96) A strong sense of identity from knowing our culture will build our spirits and minds by knowing who we are.

- **Strong Families** (page 58) Strengthening our culture can nurture families and clans to support each other.

- **Housing** (page 62) Reflecting our culture more in the way we live can help solve housing challenges – families living together intentionally, sharing resources and knowledge.

Community Member Responsibilities

- Start with Ka’nikonhrí:io (Good Mind)
- Share the culture you know
- Maintain an open mind to the diversity of paths we travel in connecting with culture and identity
- Seek to learn more about your identity as Onkwehon:we
- Develop an understanding of the importance of Haudenosaunee guiding principles in today’s world

Key Challenges And Concerns

- Colonization has forced an external culture on us and hindered our own. Trying to keep up with modern world and work expectations can slowly distance us from our Haudenosaunee identity.
- Fewer in the community hold the knowledge of our principles and how they are meant to guide us.
- Legacy of cultural genocide has made those that know the culture protective of it; those seeking to reconnect with their identity can feel excluded or embarrassed instead of supported and loved.
- Some organizations are publicizing cultural values on paper but not living them.
- Funding often focuses on basic needs of housing, water, etc. If we neglect culture it will be lost with time. Then when basic needs of the community are satisfied there will be no culture left to make us who we are.

Measuring Progress

- Reconnecting with our past in modern ways
- More knowledge of the principles that guide us all
- Greater ability to connect with culture in workplaces
- Individuals feel secure in their identity
- Inclusivity for all Onkwehon:we who may be learning about their identity
- Increased traditional social celebrations and capacity for singers to share

Suggested Lead Partners

- Health Services
- Six Nations Tourism
- Polytech
- Governance
- Schools
- Deyohaha:ge (Indigenous Knowledge Centre)

Timeline

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>STATUS IN 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand and provide resources to initiatives sharing culture</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Review and modify organizations’ policies to support culture</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Develop a ceremonial speakers’ list and procedure</td>
<td>NOT STARTED</td>
</tr>
<tr>
<td>Develop a learners mentoring program</td>
<td>NOT STARTED</td>
</tr>
<tr>
<td>Family skill-building school or workshops</td>
<td>NOT STARTED</td>
</tr>
<tr>
<td>Create cultural advisory roles in all public organizations</td>
<td>NOT STARTED</td>
</tr>
<tr>
<td>Develop a research and knowledge mobilization strategy to support the revitalization of Haudenosaunee knowledge</td>
<td>PLANNING</td>
</tr>
<tr>
<td>Create a fund to support cultural knowledge holders</td>
<td>NOT STARTED</td>
</tr>
<tr>
<td>Construct an Indigenous Knowledge Centre Facility</td>
<td>NOT STARTED</td>
</tr>
</tbody>
</table>

- **SHORT** (2019-2024)
- **MEDIUM** (2025-2029)
- **LONG** (2030-2039)

- The Traditional Medicine Committee, Deyohaha:ge (Indigenous Knowledge Centre), are all providing these resources to the community.
- Integrating practices such as Ganohkwa:ga (Thanksgiving Address), permitting flexibility to allow for participation in ceremonies or learning language and culture – ‘cultural wellness’ days instead of sick days.
- Organizations looking to integrate more culture in meetings and events often seek speakers, but need clear list of who can provide this service, and how they should be respectfully compensated.
- Need a place to learn about traditional skills through land-based learning and to pair big brothers/big sisters with youth to share skills and culture.
- More and more organizations have this function, but not universal. Need to be well-paid and flexible positions so knowledge holders can attend to other cultural needs and events.
- Various efforts are being undertaken to recover and restore traditional knowledge, language and culture, but a strategy is needed to coordinate efforts and create strategic goals.
- Sharing gifts will always be our way, but modern reality is that people are working to be financially supported. The fund would be to support singers during bereavement, buy food for families, etc.
preserve and enhance our **HAUDENOSAUNEE LANGUAGES**.

### Positive Change Impacts

- **Stewardship** (page 18)
  - Learning our languages enables us to understand and relate to our environment

- **Culture & Tradition** (page 28)
  - Revitalizing our languages can preserve our identity and bring our teachings and ceremonies to life

- **Governance** (page 36)
  - As we strengthen our language, we can strengthen participation in the time-honored ways we come together and make decisions

- **Community Care** (page 90)
  - Providing more care in the language will help shape a system of care that reflects our values and identity

- **Participation & Communication** (page 50)
  - Greater fluency can expand our ability to have public communications in the languages

- **Built Environment** (page 60)
  - Celebrating our languages through our buildings, signs and roads will create a Built Environment that highlights our identity

- **Education** (page 72)
  - Centering Haudenosaunee language learning will build an education approach unique to us

- **Wealth & Economy** (page 78)
  - The words we use to describe what wealth means to us can shape our economic approach

### Community Member Responsibilities

- Take on the responsibility of learning your language
- Promote more language in policy and signage in your workplace
- If you know your language, teach it with respect and patience for those seeking to learn, offer it to families and other alternative learning environments to meet diverse needs

### Measuring Progress

- Languages reaching critical mass for survival
- Haudenosaunee languages spoken more as an ordinary means of communication
- Classes offered in all six languages
- More community services and signage provided in the languages
- More schools teaching Haudenosaunee first, English as secondary

### Key Challenges And Concerns

- Language schools struggle for support, stigma that graduates aren’t as successful in the modern world
- Language classes are becoming more available in community and surrounding schools, but often taught in a basic and repetitive way that does not nurture and build skills
- Lack of language skills among leaders in community organizations
- Language teachers often have to make sacrifices in pay
- Working to preserve six unique languages can be a challenge, but also an opportunity as it makes us diverse, there are commonalities, and we have a lot of momentum as a big community

### Suggested Lead Partners

- **Language Commission**
- **Schools**
- **Woodland Cultural Centre**
- **Polytech**
- **New/emerging orgs.**
- **Deyohaha:ge (Indigenous Knowledge Centre)**

### Timeline

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>STATUS IN 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create a language speaker monitoring program</td>
<td>In Progress</td>
</tr>
<tr>
<td>Explore new technologies to expand language</td>
<td>In Progress</td>
</tr>
<tr>
<td>Focus on adult learners and creating teachers</td>
<td>In Progress</td>
</tr>
<tr>
<td>Adapt existing language programs to be incremental</td>
<td>In Progress</td>
</tr>
<tr>
<td>Document and archive Haudenosaunee Languages for ongoing and future revitalization efforts</td>
<td>In Progress</td>
</tr>
<tr>
<td>Expand language next initiative</td>
<td>In Progress</td>
</tr>
<tr>
<td>Highlight language learner success stories</td>
<td>Highlighting</td>
</tr>
<tr>
<td>Enhance Language instruction of neighbouring high schools</td>
<td>Planning</td>
</tr>
<tr>
<td>On reserve language high school</td>
<td>Not Started</td>
</tr>
<tr>
<td>Require employees of public organizations to learn a language</td>
<td>Not Started</td>
</tr>
</tbody>
</table>

- **SHORT** (2019-2024)
- **MEDIUM** (2025-2030)
- **LONG** (2030-2039)
**Goal:** Support contemporary and traditional **ARTS**.

**Positive Change Impacts**

- **Stewardship** (page 18)  
  Our arts can celebrate stewardship and tell the story of our relationship with Mother Earth

- **Tourism** (page 34)  
  Supporting the arts gives us more chances to tell our stories; tourism is a platform that can support our creatives

- **Respectful Relationships** (page 42)  
  Art, film and music can all be used to tell stories in peaceful protest of the actions of external governments

- **Self-Determination** (page 54)  
  More art, music, film, drama and craft options create recreation alternatives focused on more than just sport

- **Employment & Education** (page 66)  
  The arts can be taught more broadly in schools to equip young artists to pursue it as employment

- **Local Economy** (page 84)  
  A thriving community arts industry will contribute to a local economy that is based in our culture

**Community Member Responsibilities**

- Our community is rich with talent in film, music and art; as much as you are able, support the work of local creators

- Nurture an artistic hobby within yourself or your children

- Provide classes in the community to share an artistic skill that you have

**Measuring Progress**

- More support for the arts in schools  
  - Thriving contemporary art, film and music ecosystem in the community
  - Using our art to tell our own stories instead of others telling it for us

**Key Challenges And Concerns**

- Broader issue in society of arts being devalued compared to ‘productive’ fields. Arts are not promoted as fields for young people to flourish in

- Within strict funding guidelines, arts are hard to justify because their positive impact on wellbeing and culture are not always tangible

- Our arts being appropriated by outsiders to make money, taking away from their original purposes of communicating and celebrating

- Lack of collaboration with artists from other Nations to create a thriving industry

- Tendency to push our young people into sports

**Suggested Lead Partners**

- Tourism Marketing Committee  
  - Woodland Cultural Centre  
  - Six Nations Tourism  
  - New and emerging organizations

**Timeline**

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>STATUS IN 2019</th>
</tr>
</thead>
</table>
| SHORT  
(2019-2024)  
Coordinate and promote efforts of local artists | Tourism Marketing Committee meeting to coordinate art and tourism initiatives in the community, participation is growing. |
| MEDIUM  
(2025-2029)  
Community Sign and Building Initiative to highlight art and language | Need a coordinated effort to integrate Haudenosaunee art into design of buildings, create positive community messaging signs based on art, Six Nations Tourism Building is having more signage developed in language. |
| MEDIUM  
(2025-2029)  
Create more community arts celebrations | Woodland Cultural Centre hosted the first Onkwehon:we Arts Festival in 2018. Expansion and/or alternatives in the community can create more access for members and support for local artists. |
| LONG  
(2030-2039)  
Develop sponsorships for students in the arts | Less funding opportunities for students pursuing arts, film, music dance, drama, etc. Bursary program to be developed to support our young people looking to these fields. |
| LONG  
(2030-2039)  
Build a multi-purpose Arts Centre | Build a multi-purpose centre to support arts, integrating music, film and dance studios, theatre. Possibility to integrate a full-time marketplace so local artisans can sell their work. Could be in partnership with education organizations to offer accredited classes. Currently, Gathering Place by the Grand emerging as a Performing Arts Centre and Six Nations Marketplace creating space for local artisans. Proposal created in 1980’s for “Arnie Jacobs Arts Centre” could form basis of new centre. |
Goal: Strengthen the TOURISM sector to responsibly share our culture.

Positive Change Impacts

**Stewardship** (page 18) Sharing the beautiful nature we have with others through eco-tourism will continue to promote stewardship

**Culture & Tradition** (page 26) Tourism is an opportunity to tell our own stories and authentically communicate who we are

**Self-Determination** (page 42) Sharing our story can foster understanding and support cooperative governance relationships

**Respectful Relationships** (page 96) We once hid who we were; when we take pride in our culture and share it with others it is part of our healing

**Retention** (page 76) Tourism can build understanding among our neighbours and ease transitions we might make for employment & education

**Local Economy** (page 84) Businesses in the community benefit from more visitors here spending money

**Transportation System** (page 68) Having more visitors in the community can offset costs of investments into public transit

**Safety & Emergency Services** (page 56) Integrating safety concerns into attractions that draw many visitors will protect the safety of our community

**Measuring Progress**

- More visitors coming to community, staying longer and supporting local economy
- More respectful encounters between community members and visitors
- Greater awareness of our culture in surrounding communities

**Key Challenges And Concerns**

- We have not always been open and free to sharing our culture. Not always easy for non-natives to navigate, often looking for some kind of protocol that doesn’t exist
- Tourism can be a concern if not done responsibly by turning our culture into a commodity, leading to cultural appropriation
- Lacking capacity for overnight stays, so tourists don’t stay long enough to enjoy all the options
- Lacking infrastructure such as parking and public washrooms for guests
- Many sites and parks have hours constrained to Monday to Friday 9-5 so people can’t explore when they are done work

**Suggested Lead Partners**

- Six Nations Tourism
- Woodland Cultural Centre
- Deyohaha:ge (Indigenous Knowledge Centre)
- Tourism Marketing Committee
- Kayanase
- New/emerging orgs

**Timeline**

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>STATUS IN 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>SHORT (2019-2024)</td>
<td>Coordinate diverse existing tourism initiatives and collaborate with neighbouring communities</td>
</tr>
<tr>
<td></td>
<td>Economic Impact Study of culture and tourism initiatives</td>
</tr>
<tr>
<td>MEDIUM (2025-2029)</td>
<td>Create Tourism Training Initiatives</td>
</tr>
<tr>
<td></td>
<td>Expand overnight capacity</td>
</tr>
<tr>
<td></td>
<td>Expand eco-tourism options</td>
</tr>
<tr>
<td>LONG (2030-2039)</td>
<td>Develop Pauline Johnson Walk</td>
</tr>
</tbody>
</table>

**Community Member Responsibilities**

- Take pride in the opportunity to share our community and culture with others through tourism
- Participate in tourism with your family – support local jobs while learning about your community
- Seek employment or education opportunities within the tourism sector
GOVERNANCE: WHAT WE HEARD AROUND THE TABLE...

Where we have come from:

The governance system of the Haudenosaunee Confederacy is the oldest participatory democracy in the world. Our Great Law was given to us to show us a system based on family, kinship, inclusivity and participation; it is a unique and orderly system designed to empower all people and ensure their concerns and solutions are reflected in decisions made by our leaders. Through the Two Row Wampum - based on peace, power and righteousness - our inherent sovereignty was celebrated in strong and mutually respectful treaty relationships with other nations. Unfortunately, these relationships came to be disrespected through colonialism and assimilation.

Where we are today:

Our Great Law still exists today: it is held in the hearts of the people. But the way we function day to day as a community in terms of how we relate to ourselves, each other and Mother Nature is not always reflective of our teachings. Our governance is fractured, and different decisions exclude different parts of the community which leads to unrest. Many community members feel cut off from meaningful participation in the governance of issues that affect them. Pressure from outside governance systems imposing decisions on Six Nations has led to a paternalistic relationship, instead of the nation to nation relationship agreed to through the Two Row Wampum. There has also been a loss of recognition of our sovereignty, treaties and territory by other governments which has led to a diminished land base that keeps many of our community members from being able to live in Six Nations. Despite these current realities, the deep passion we have for our community and culture is motivating us to overcome this challenge of governance. We are having difficult but important conversations in a process of change towards a system of governance that celebrates our incredible strength and reflects the entire community.

How we will move into the future:

As a community, we will adapt to the modern environment and challenges while resisting colonialization to uphold our nationhood. We will unite through healing and justice to work together to function under cohesive governance that best suits the community and addresses the needs of the people. As in our traditional way of governing, every person will have a role in governance and know how to carry out their responsibilities. We will strengthen and celebrate our treaty relationships so that we can reclaim and increase our land base to access the resources we need to support and have more of our people living at home.

Our Vision for the future is that...

“Six Nations is a unified community with a system of governance that is strong, participatory and accountable.”

Discussion

Governance is a unique priority in our community at this time. The solutions we need for the challenges we face as a community are not easily expressed in terms of simple actions and timelines. Rather, we need dialogue, compassion, understanding, patience and healing. For this reason, the 5 Goals identified under the Priority of Governance do not have a timeline of Objectives, but a Discussion section where we highlighted key themes that we heard throughout the community engagement.
Goal: Come together in **UNITY** through Governance.

### Positive Change Impacts

**Waste Management** *(page 22)*
Stronger governance can take a stand on inter-jurisdictional waste and pollution issues that affect us.

**Culture & Tradition** *(page 28)*
More unity means more people can access their Haudenosaunee identity through traditional systems.

**Empowerment** *(page 74)*
Unity in governance will reduce the incidence of conflicts that keep our people from work.

**Economic Self-Reliance** *(page 80)*
When we have clearer unity, we can make stronger collective investments.

**Planning & Collaboration** *(page 52)*
When we are not hindered by political differences we can more effectively share resources and collaborate on common goals.

**Infrastructure** *(page 64)*
Unified governance can more responsibly make challenging financial decisions for large scale infrastructure.

### Community Member Responsibilities

- Use good mind teachings and work toward solutions for good governance
- Gather as community members to elevate solutions-based discussions
- Advocate for accountability and transparency in governance

### Measuring Progress

- Community is fully represented under a cohesive and inclusive governance structure
- Diverse viewpoints are embraced
- More respectful and meaningful discussion around governance and in community at large

### Key Challenges And Concerns

- We speak like the two governance systems are rival sides of a conflict— not one community seeking to work together to balance the strengths and weaknesses of different approaches
- Elected council administers many of the services in our community but are seen as an external imposition
- The Haudenosaunee Confederacy Chiefs Council is the root of our culture and traditions but are perceived as lacking capacity and accountability to administer our modern needs
- External governments benefit from disunity and fuel conflict with targeted funding and development
- Organizations administered by the elected council get criticized when they are providing a good service to the community - governance disagreements often become barriers to those trying to make positive change in the community
- Many in our community do not know their position in the clan system, or are not officially represented if they do not have a matrilineal connection

### Discussion

With respect to the specific goal of **Unity**, community members voiced that we need to focus our attention on this issue as it is fundamental to us moving toward a brighter future as a community. Many community members voiced that they hold respect for both political bodies, and envision a solution rooted in our tradition that can administer our needs in the modern world— adapting to the 21st Century while resisting assimilation. The key themes that emerged on governance during engagement were that:

- **United:** a cohesive system must emerge that represents all in the community, including the diversity of our modern circumstances, so that we can start pushing collectively for a better community
- **Strong:** as a community that has faced hardship, our governance must push back against imbalanced external impositions in pursuit of mutually beneficial relationships based on our treaties
- **Accountable:** must be based on transparent decision-making processes and working for the benefit of all
- **Participatory:** our culture of participatory democracy was once a model for other nations— we need to return to all people having a voice in important community matters through their families and leaders

Community members shared that the most fundamental action needed is continued dialogue among all of us and specifically between the Haudenosaunee Confederacy Chiefs Council and the Six Nations Elected Council. An agreement must be reached that clearly outlines the roles and responsibilities based on the strengths of each council.
Community members feel leaders are reflecting narrow views and making decisions based on the short term.

In past engagements community members feel they were not listened to, damaging trust going forward.

“Town-hall” meetings hear only the loudest voices, members are concerned for physical and emotional safety.

Our ways of building consensus through dialogue have been damaged.

Community members do not feel they have a say in how new projects or programs are implemented, short funding cycles prevent community organizations from taking time to do this engagement.

Organizations facilitating engagement are faced with low participation and must make decisions anyways.

The quick pace of investment decisions does not align with the time it takes to discuss them.

Many organizations have boards to empower community, but many struggle to recruit, retain and function effectively.

Community members feel disempowered, that money and power will outweigh their voice.

Forms of democratic decision making (e.g., voting in elections) can be perceived as colonial impositions.

Goal: Strengthen community engagement in PARTICIPATORY DECISION MAKING.

Positive Change Impacts

- **Food System (page 20)**
  - Rekindling ways of gathering over food with family to discuss community issues can contribute to a holistic food system.

- **Culture & Tradition (page 28)**
  - Community Engagement approaches can be celebrations of our culture of communal decision-making through families and clans.

- **Unity (page 38)**
  - Leadership keeping community engaged and informed can bring together diverse views.

- **Mental Wellness (page 92)**
  - Healthier community engagement processes can include mental health supports to recognize the challenging and emotional nature of community issues.

- **Participation & Communication (page 50)**
  - Meaningful community engagement can build trust and participation of community members.

- **Retention (page 76)**
  - Increasing members’ ability to engage with governance can keep more of our people connected to home.

- **Built Environment (page 60)**
  - Sustained community engagement at early stages of development will allow smoother project implementation.

- **Economic Self-Reliance (page 80)**
  - Discussing collective investments through realistic and informed engagement can create understanding among community members.

Measuring Progress

- Community is informed, community is participating in decision-making.
- Community is engaged to gauge their interests at the early stages of potential developments.
- Greater number of participants in decision-making processes.

Key Challenges And Concerns

- Community members feel leaders are reflecting narrow views and making decisions based on the short term.
- In past engagements community members feel they were not listened to, damages trust going forward.
- “Town-hall” meetings hear only the loudest voices, members are concerned for physical and emotional safety.
- Our ways of building consensus through dialogue have been damaged.
- Community members do not feel they have a say in how new projects or programs are implemented, short funding cycles prevent community organizations from taking time to do this engagement.
- Organizations facilitating engagement are faced with low participation and must make decisions anyways.
- The quick pace of investment decisions does not align with the time it takes to discuss them.
- Many organizations have boards to empower community, but many struggle to recruit, retain and function effectively.
- Community members feel disempowered, that money and power will outweigh their voice.
- Forms of democratic decision making (e.g., voting in elections) can be perceived as colonial impositions.

Discussion

With respect to the specific goal of Participatory Decision Making, community members voiced that we need to engage community at early stages of developments to hear their interests, instead of asking permission after decisions are made. Organizations need consistent and transparent ways of hearing community input that the community agrees to, and mechanisms of follow through. Some particular recommended actions that emerged from the Community Plan conversation that will help us move toward the goal of Participatory Decision Making are:

- Require decision makers and leaders to take Community Engagement & Conflict Resolution training.
- Develop a strategy for clearly communicating the costs of projects to community members to create awareness around why all can’t happen at once.
- Move away from the large town hall settings – commit resources needed to have smaller groups, round-tables, family meetings, etc.
- Develop a sustained community engagement initiative – ongoing discussions where positives can be discussed, and issues can emerge organically, instead of only basing engagement around specific issues.
- Explore feasibility of alternative engagement approaches and share feasibility with community (door-to-door initiatives, online portals or apps, community mailouts).
- Develop a community-based board training and capacity building program.
- Develop standards of engagement and a process through which community members can appeal decisions made by leaders that did not meet those standards.
- Create standard expectations for leadership to attend community engagement events.
Goal: Pursue **SELF-DETERMINATION** in inter-government relationships.

**Positive Change Impacts**

- **Stewardship (page 18)**
  - Respect for our authority of our lands gives us opportunity to assert land care practices that reflect our principles

- **Culture & Tradition (page 28)**
  - Our culture describes our sovereign relationships with other governments through our treaties and wampums

- **Education (page 72)**
  - Pursuing self-determination empowers us to define education on our own terms to meet our needs

- **Unity (page 38)**
  - Our common goal of self-determination can bring us together as a community

- **Respectful Relationships (page 96)**
  - Self-determination creates space for lateral kindness by reducing the external impositions that strain our internal relationships

- **Economic Self-Reliance (page 80)**
  - When we are a self-determining community we can define our own economic priorities and reduce dependency

- **Built Environment (page 60)**
  - Determining our own future means a built environment that reflects our community and culture

- **Planning & Collaboration (page 52)**
  - Self-determination means we are setting our own vision and developing plans to reach that vision

**Community Member Responsibilities**

- Community members working together with good minds creates the collective we need to assert our rights and nationhood

**Measuring Progress**

- Relationships of mutual trust and understanding with other governments and Nations
- Government maintaining their fiduciary responsibilities but not having so much influence over how funds are used

**Key Challenges And Concerns**

- Lack of understanding and commitment to the original treaties that outline relationships of mutual respect
- Colonization continues to divide our community through siloed systems
- We are not creating strong relationships with other Indigenous Nations to build each other up
- Because we are so dependent on external governments we are subjected to short-term election cycles. We can lose programs and funding with the quick decisions of newly elected parties in distant legislatures
- External governments seem content to manage problems instead of creating mutually beneficial relationships
- Community is mixed about participating in external governments – these systems continue to dictate our future in harmful ways, but without self-determination we need to have our voice heard
- Cycle of dependency – we were made to rely on support which hinders our capacity to decide our own path
- Concern that external governments are degrading our nationhood to the equivalent of a municipality
- The Indian Act is unfair legislation which oppresses us - we want to be free from it, but the community and all nations need to come together and come up with a real alternative

**Discussion**

With respect to the specific goal of **Self-Determination** community members voiced that we need to be able to determine our own future with strength. We need to partake in Haudenosaunee Nation building through strong relationships with other communities and welcoming our people home to build strength. Some particular recommended actions that emerged from the Community Plan conversation that will help us move toward the goal of Self-Determination are:

- Support education initiatives for broader Canadian public to expand knowledge of our issues and treaties
- Training in negotiation for leaders that speak outside the community
- Continue to base advocacy on our original treaties
- Strengthen Community Planning as a community-led vision so that external governments can help us reach our goals instead of imposing their goals on us
- Organizing or supporting Haudenosaunee processes of inclusive nationhood and land in response to external government legislation
- Hold external governments accountable to their fiduciary responsibilities based on impacts to our human rights to food, shelter, water, culture, language and education, while resisting imposed laws and policies
- Clarify and build capacity in Consultation and Accommodation Process to be based on Free, Prior and Informed Consent
GOVERNANCE | Ogwayanehsra’

JUSTICE & COMMUNITY STANDARDS

Goal: Create an equitable system of JUSTICE & COMMUNITY STANDARDS.

Positive Change Impacts

- **Stewardship** (page 18) We can hold each other to high standards of stewardship and put collective responsibility before individual accumulation.
- **Culture & Tradition** (page 28) Building our approach to justice on our teachings of respect and responsibility can celebrate our culture.
- **Retirement** (page 76) We embrace our members who leave for work or school to keep them from being victimized by external justice systems.
- **Land** (page 46) Creating clear and agreed upon standards of how we care for our land enables us to use what we have wisely.
- **Community Care** (page 90) Setting our own standards of practice and care allows us to care for our community in the ways we know work.
- **Housing** (page 62) Standards of living and home construction can ensure access to dignified housing and reduce conflict among homeowners.

Key Challenges And Concerns

- Many of the things we seek to protect as a community (e.g., environment, safety, children, wellbeing, etc.) are not subject to any kind of standards within the community.
- Regulations or bylaws we do have are often transposed from outside and may not fit our unique community. Many based on the Canadian legal system – instead of being based on respect and responsibility they are based on organizations avoiding damages.
- Fear that restrictive standards will make us homogeneous and conform to the standard of municipalities.
- Our current system of individual land ownership and Certificates of Possession does not reflect our collective relationship with mother earth – individualized landowners or businesses are not accountable to community or environment.
- Canadian justice system is not working for our community, our members are over-represented in detention.
- We want to have our own systems of justice based on our culture of mediation and dialogue, but not all in the community may have the emotional capacity to engage in this way.

With respect to the specific goal of Justice & Community Standards community members voiced that we need systems of standards that are based on our culture of respect and responsibility. Implementing a system of community standards has challenges related to governance: the community needs to respect a governance system in order to respect the standards it creates. However, as Haudenosaunee people we have very high standards when it comes to community and the environment which we need to hold each other accountable to. Some particular recommended actions that emerged from the Community Plan conversation that will help us move toward the goal of Justice & Community Standards are:

- Develop Community-based justice program that upholds Haudenosaunee values based on peace, mediation and rehabilitation. Our approach should not punish those who are not meeting standards but uplift them and provide them with the support they need to meet the standards.
- Standards need to be developed that represent the responsibilities we all have to each other and to the land. Community must be engaged in the process to ensure concerns and opportunities are reflected, staff and resources must be dedicated to upholding standards. Particular standards community members voiced were:
  - Environmental standards for businesses and land owners and a Land Care Strategy
  - Agricultural Land care standards
  - Animal Control and wellbeing standard
  - Employment standards based on culture and employee wellbeing
  - Emergency preparedness standard for organizations and workplaces
  - Food safety standards
  - Landlord and Tenant Responsibility standards
  - Standards of membership that reflect our diversity while upholding culture
- Create a Justice and Mediation Centre so we can overtime rely more on our own mediation processes as opposed to external courts.

Community Member Responsibilities

- Use services of mediation and alternative dispute resolution
- Participate in decision making processes around what our community standards should be
- Uphold the expectations set by community through standards to protect and enhance what is important to us
Goal: Recover **LAND** and care for it responsibly.

**Positive Change Impacts**

- **Stewardship** (page 18) | Creating a plan to care for land responsibly and strategically will enable us to maintain ecosystems
- **Culture** (page 26) | Access to healthy land will allow us to facilitate more land-based language and culture learning opportunities
- **Self-Determination** (page 42) | Greater recognition of our land rights can form the basis of mutually respectful relationships with other governments
- **Substance Abuse** (page 98) | More land can create access to our own medicines and reduce substance dependency
- **Employment** (page 74) | More available land can nurture business development and with it employment opportunities
- **Public Facilities** (page 66) | Land availability will allow us to build the facilities needed to fit our community
- **Economic Self-Reliance** (page 80) | Access to land will further enable us to sustainably use resources to build our economic base

**Discussion**

With respect to the specific goal of Land the community members voiced that we need more of it, but also that it is our responsibility as Haudenosaunee people to use what we have to the highest standard. Some particular recommended actions that emerged from the Community Plan conversation that will help us move toward the goal of Land are:

- Push for greater recognition of rights in economic development outside the reserve
- Create a strategy for denser building of houses and facilities that reflects our community and culture, instead of just the standards of a municipality, so our development can have a lower footprint on the land
- Advocate with external governments for agreements based on our original treaties to share the land and use resources sustainably. We need to share our understanding of a healthy relationship with Mother Earth
- Advocate for land through consultation and accommodation agreements
- Develop our own land care plan and tenure system outside the Indian Act based on responsibility, not possession. Incorporate traditional understanding of land such as matrilineal responsibility, limit personal amounts to avoid monopolizing
- Continue to develop land-based programming for health and education, which requires advocacy and land agreements to secure available land

**Measuring Progress**

- More land recovered
- More agreements to share resources and have input into their sustainable use in the Haldimand and Nanfan territory
- A plan in place for how we maintain a responsible relationship with the land in our care

**Key Challenges And Concerns**

- The borders of our reserve are not sufficient for our needs of housing, services, facilities and environment as our community grows, and the cost of land is becoming unaffordable
- Neighbouring municipalities are encroaching on our territory with development
- We are not using the land we have responsibly—clearing forests and wetlands for houses and industry
- Without plan to use our land sustainably, development is uncoordinated, adjacent land uses are in conflict
- Building more densely can help us reduce our footprint, we do not want to simply replicate urbanization
- Currently, 94% of the land is under Certificate of Possession, landowners reject being told how to use their land. Further more, ‘possession’ does not reflect our relationship with mother earth based on responsibility
- As land is being bought up to grow the tobacco industry, price of land for housing, growing food, is going up
- We need clarity in how collective business opportunities relate to our land rights
- Disputes are arising between landowners about property lines, fences, septic placement, etc.

**Community Member Responsibilities**

- Take care of the land we currently have with a good mind
Community: Participation & Communication
Planning & Collaboration
Recreation
Safety & Emergency Services
Strong Families

Did you know?
- New police station built in 2011.
- Dajoh Youth and Elders Centre completed in 2016, including a new splash pad.
- Six Nations Leisure Guide has been published for four years running with an increase in content every edition.
- Aerial boom truck acquired in 2017, Fire Training academy established at Station #5.
- Two community ambulances are on 24/7 in addition to a support ambulance and first responder vehicle.
- Ganohkwasa Youth Lodge built in 2016.
- Community Safety signs put up in 2017 with messages in Haudenosaunee Languages.

Where we have come from:
Community is the invisible fabric that weaves us together. In the past, we gathered more as families, clans and friendship groups for sports, games, and to engage on matters that affect our nations. Kinship within the community kept it safe, stable, enjoyable and peaceful; people had relationships with one another that they had to respect.

Where we are today:
We have a wealth of celebrations and events to bring people together, and a lot of young people taking on leadership roles. We have a growing number of sports and recreation options, and our athletes are leaders in their disciplines. Our fire and emergency services have come a long way in recent years which protects our safety and gives us a chance to be helped by our fellow community members.

As we have grown to be the largest Indigenous community in Canada, we have also grown apart from one another. Disconnection and isolation allow more issues such as crime and drugs to enter our community and cause safety problems. A lack of mental, spiritual and emotional wellbeing causes safety challenges within the community. We hunger for more opportunities to come together to discuss matters, have fun, and celebrate Six Nations.

There is a gap in how we come together for planning and political engagement. We care strongly about our community, but we don’t always have the opportunity to communicate it clearly. Sometimes this leads to disruption and political fractures which can put safety at risk. Our organizations are working hard to better plan, communicate and coordinate with each other so our resources can be used more wisely.

How we will move into the future:
We will rebuild families and relationships to strengthen the fabric that makes up community. We will encourage and support people’s passion for their community and help them channel their ideas and energy to create positive change. As we provide more opportunities to heal as a community, and better plan our programs and services, safety will be less reactionary – instead it will be something we maintain and uphold through our responsibilities to each other.

Our Vision for the future is that...
“Six Nations is a safe place with strong families – participation and collaboration create a fabric that weaves us together to be a unique community.”
Goal: Promote engaged PARTICIPATION & COMMUNICATION among community members.

Positive Change Impacts

Waste Management (page 22) Communication around impacts of waste, and participation of our people will help us manage waste

Culture & Tradition (page 28) Participating and communicating with good minds can restore our culture of togetherness

Employment (page 74) Improved communication of available opportunities means more jobs filled by the right people

Basic Needs (page 86) When our people are struggling less to meet basic needs they have time to be engaged community members

Self-Determination (page 42) More active participation from community members builds confidence that we can change and challenges the cycle of dependency

Mental Wellness (page 92) While fear and anxiety can be barriers to participation, engaging in events and programs can ease loneliness over time

Planning & Collaboration (page 52) When our people communicate their vision for the future we can more easily collaborate on shared goals

Infrastructure (page 64) Greater communication around costs, timelines and impacts can increase community support and implementation success

Key Challenges And Concerns

• Limited opportunities to come together and celebrate success,
• Community members are not aware of all the programming available to them, particularly Youth
• Lack of uptake on advertisement and public communications
• Grassroots organizations have a difficult time recruiting and retaining volunteers
• Negativity and lateral violence between community members makes people not feel safe to participate
• Social Media and technology can connect us, but can be isolating if not balanced with human interaction

Suggested Lead Partners

• Governance
• New and emerging organizations
• Community Planning

Timeline

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>STATUS IN 2019</th>
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<tbody>
<tr>
<td>SHORT (2019-2024)</td>
<td></td>
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<tr>
<td>Develop a volunteer coordination database</td>
<td>NEAR STARTED</td>
</tr>
<tr>
<td>Develop a consistent and sustained youth engagement process</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Create community development info strategy</td>
<td>NEAR STARTED</td>
</tr>
<tr>
<td>Annual festival to celebrate success</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Hire communications staff within each community organization</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Build spaces to host small group discussions</td>
<td>PLANNING</td>
</tr>
<tr>
<td>Develop technology/social media education strategy</td>
<td>NEAR STARTED</td>
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<tr>
<td>Six Nations community app</td>
<td>NEAR STARTED</td>
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MEDIUM (2020-2029)

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>STATUS IN 2019</th>
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<tbody>
<tr>
<td>Annual festival to celebrate success</td>
<td>Community awareness week is focused on community achievement, but not always tied to our success on long-term goals.</td>
</tr>
<tr>
<td>Hire communications staff within each community organization</td>
<td>Some departments have communications specialists, but largely relying on a shared communications department which is overburdened with communicating all departmental initiatives.</td>
</tr>
<tr>
<td>Build spaces to host small group discussions</td>
<td>Social Services is considering building small spaces that community members can use at old school sites to host discussions.</td>
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LONG (2020-2029)

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>STATUS IN 2019</th>
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<tbody>
<tr>
<td>Six Nations community app</td>
<td>App for members to see event and programming information, local businesses can advertise. Kitsiks could be developed to communicate the information in public places for those without smart phone access.</td>
</tr>
</tbody>
</table>

Community Member Responsibilities

• Participate in events with good minds, patience and respect to community events
• Volunteer for events
• Start grassroots initiatives to tackle issues most important to you and your family
• Participate in decision making processes
Goal: Develop a process of **PLANNING & COLLABORATION** to guide community change.

**Positive Change Impacts**

- **Stewardship (page 18)** Properly planning land care can ensure responsibilities are upheld
- **Culture & Tradition (page 28)** By collaborating on a common plan for the future, we strengthen our culture of sharing resources
- **Participatory Decision Making (page 40)** An unbiased community plan empowers governance to work towards members’ priorities
- **Community Care (page 90)** Care organizations collaborating on the common goal of quality care shifts us away from competing for quantity of clients
- **Employment (page 74)** Creating a clear plan for our future means more young people can look ahead to future employment opportunities
- **Economic Self-Reliance (page 80)** A clear plan for the community can direct investment to meet the needs of the coming faces
- **Recreation (page 54)** Greater collaboration among organizations can ensure a continuum of recreation options are provided
- **Built Environment (page 60)** Collaboration can ensure public facilities and infrastructure are developed strategically to meet multiple needs

**Community Member Responsibilities**

- Taking initiative within personal and work roles to collaborate with others on community development initiatives
- Engage in decision-making processes around community development

**Measuring Progress**

- New projects and programs happening with consideration of interconnections with all priorities
- To have an unbiased community plan that is a reflection of the community voice
- Community planning function is well-resourced and facilitating successful collaboration

**Key Challenges And Concerns**

- Divided funding streams put organizations in ‘silos’ and can prohibit collaboration toward common goals, even lead to duplicated or competing programming. Arms length organizations can feel especially disconnected
- Short funding cycles prevent holistic project planning (i.e., coordinating stakeholders before development)
- Arms length organizations often receive information about projects or funding more slowly
- Collaboration always requires going above and beyond initially – often individuals burdened with multiple responsibilities don’t have time to think outside the box
- Plans are created but resources may be lacking for implementation, community can lose trust in the process
- Various application-based funding opportunities in the community require us to compete among each other

**Suggested Lead Partners**

- Governance
- Community Trust
- Economic Development Trust
- Public Works
- Community Planning
- Lands & Membership
- New and emerging organizations

**Timeline**

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>STATUS IN 2019</th>
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<tbody>
<tr>
<td>Coordinate community funding agencies</td>
<td>Preliminary talks between different trusts to coordinate funding and reduce duplication.</td>
</tr>
<tr>
<td>Establish continual community planning function</td>
<td>Community Plan update in 2019 brings new concerns and solutions, requires broad commitment to turn words into action, facilitate collaboration and monitor success and impact. Mechanisms needed for accountability among organizations to community plan Goals.</td>
</tr>
<tr>
<td>Develop community success monitoring program</td>
<td>“Monitoring success” indicators were identified through 2019 Community Plan update, but dedicated resources and staff required to further define and monitor these.</td>
</tr>
<tr>
<td>Create inter-departmental project management approach</td>
<td>System needed to notify community organizations of new projects or programs in planning stages to increase collaboration and reduce duplication. Must be based on a coordinated capital plan.</td>
</tr>
<tr>
<td>Execute comprehensive community needs study</td>
<td>Community Plan update in 2019 has identified needs, comprehensive data collection needed to quantify gaps (e.g., how many are food secure, how many are employed, etc.) Resources required to conduct new research, coordinate multi-sector studies and information-sharing.</td>
</tr>
<tr>
<td>Establish a long-term planning and infrastructure committee</td>
<td>Public works coordinating discussions on new developments, but connects to Self-Determination Goal - advocacy for longer funding commitments needed before real long-term planning can happen.</td>
</tr>
<tr>
<td>Create a Community Land Strategy</td>
<td>No specific action taken, strategy needed to coordinate development, less piecemeal approach. Will require greater unity in governance.</td>
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</tbody>
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**Goal:** Provide diverse **RECREATION** for all ages and abilities.

**Positive Change Impacts**

- **Stewardship** (page 18)
  - Parks and trails allow access to recreation while deepening our relationship with Mother Earth
- **Culture** (page 26)
  - Traditional skills, language, singing and dancing can be recreational ways to build our culture
- **Self-Determination** (page 42)
  - Lacrosse is a pillar of our recreation and is a chance to celebrate our nationhood
- **Healthy Lifestyles** (page 94)
  - Greater access to recreation for all abilities facilitates exercise for healthy lifestyles
- **Basic Needs** (page 86)
  - Affordable recreation options can meet needs of families struggling with costs of registration and equipment
- **Transportation System** (page 68)
  - Recreation in the form of trails, sidewalks, bike paths, can also meet our goals of accessible transportation
- **Strong Families** (page 58)
  - Family-oriented recreation creates opportunities for learning across generations and unifying families
- **Education** (page 72)
  - Greater access to sport, craft, and literacy build experiential learning

**Community Member Responsibilities**

- Participate in the excellent programs already provided
- Facilitate a program based around a skill or hobby you can share
- Respect existing trails and parks through safe and clean use
- Volunteer to coach and be a positive role-model

**Measuring Progress**

- **Key Challenges And Concerns**
  - Focus on physical activity is healthy, but need to expand view what is considered recreation, such as art, culture, music, literacy, etc.
  - Sport options can be overly competitive and exclude casual participation
  - Lack of community land for park or trail development; outdoor recreation options have been unsafe in the past
  - Lacrosse culture has become focused on ego and competition; lost connection to it as the creator’s game
  - Behaviour problems of youth and adults can make it hard for recreation facilitators to safely run activities
  - Cost of sport equipment and paying to use parks and facilities excludes some community members
  - Maintenance and check-ins of parks and equipment is not kept up, parks are subject to vandalism

**Suggested Lead Partners**

- Parks and Recreation Department
- Health Services
- Social Services
- Minor sports
- Six Nations Tourism
- Kayanase
- New/emerging orgs

**Timeline**

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>STATUS IN 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SHORT</strong> (2019-2024)</td>
<td></td>
</tr>
<tr>
<td>Expand youth, elder and family programming at Dajoh in diverse options</td>
<td>In Progress</td>
</tr>
<tr>
<td>Need for more Parks &amp; Recreation staff to facilitate, dedicated leads for different age categories based around age-appropriate healthy development, need for greater collaboration among different organizations providing recreation to reduce overlap. More emphasis needed on music, art, dance etc. options.</td>
<td></td>
</tr>
<tr>
<td>Provide diverse non-competitive recreation leagues</td>
<td>In Progress</td>
</tr>
<tr>
<td>Some co-ed casual sports leagues exist, more diversity needed in the sports offered and ages targeted.</td>
<td></td>
</tr>
<tr>
<td><strong>MEDIUM</strong> (2025-2029)</td>
<td></td>
</tr>
<tr>
<td>Develop structure to provide free or low-cost recreation for community members</td>
<td>In Progress</td>
</tr>
<tr>
<td>Facilities are very costly to maintain, but charging a fee can be a barrier to community members. Structures need to be developed to reduce that barrier. Community Partnership program in place for Chiefswood Park and Gathering Place by the Grand.</td>
<td></td>
</tr>
<tr>
<td>Build more play grounds and parks</td>
<td>In Progress</td>
</tr>
<tr>
<td>Two of the old school sites have been converted to parks, need more resources for monitoring and maintenance of existing parks, and to create more parks around the community on community land.</td>
<td></td>
</tr>
<tr>
<td><strong>LONG</strong> (2030-2039)</td>
<td></td>
</tr>
<tr>
<td>Develop Iroquois Lacrosse Association and standards</td>
<td>Planning</td>
</tr>
<tr>
<td>Action needed to root our game in our teachings as the creator’s game to promote healthy competition. We need leagues to be based on standards of good mind building up young players to be ambassadors of our culture and community. Assembly of First Nations initiated Indigenous Lacrosse Association which is being explored locally.</td>
<td></td>
</tr>
<tr>
<td>Develop community trail network</td>
<td>Planning</td>
</tr>
<tr>
<td>Tourism and Kayanase have plans to expand trail network but private landownership is a barrier. Could align with future transportation options of biking and walking trails.</td>
<td></td>
</tr>
<tr>
<td>Build a Six Nations Community Pool</td>
<td>Not Started</td>
</tr>
</tbody>
</table>
| Feasibility studies need to be completed to explore different options and locations.
Goal: Enhance community SAFETY & EMERGENCY SERVICES.

Positive Change Impacts

- **Climate Change** (page 24): Being prepared for emergency situations will help us adapt as the climate changes around us.
- **Culture & Tradition** (page 28): Caring in times of need and keeping each other safe is a reflection of our culture.
- **Education** (page 72): A holistic approach to safety can increase access to experiential and land-based learning (i.e., by mitigating liability barriers).
- **Local Economy** (page 84): Local businesses will experience less business delays when we are more resilient to local emergencies.
- **Strong Families** (page 58): Increased police, fire and ambulance services can keep families safe and together in times of crisis.
- **Built Environment** (page 60): All building projects can be planned to put safety considerations at the forefront.

Community Member Responsibilities

- Take safety and first aid training.
- Develop family emergency plans including checking on elderly/vulnerable neighbours and family members.
- Teach the importance of safety in our culture to children, based on love, peace and respect.
- Create a community safety watch based on love, peace and respect.
- Manage pets responsibly.

Measuring Progress

- An emergency management plan is in place, community is aware of it and roles are understood.
- In emergency situations, community members and property are kept safe and long-term trauma is mitigated.
- As healing and cultural connection increase, crime, violence and accidents decrease putting less demand on emergency services.
- Safe and controlled relationship with animals.

Key Challenges And Concerns

- Currently reactive instead of proactive to major emergencies.
- Emergency preparedness measures are not widely communicated or understood.
- Private businesses do not share information with EMS that would increase preparedness (such as layout, staffing, etc.).
- Intergenerational trauma can lead to violence.
- Lack of respect for standards meant to keep others safe (e.g., speed limits).
- Stray dogs are a concern for safety in the community.

Suggested Lead Partners

- Health Services
- Ganokhwasra
- Police Service
- Fire Department
- Paramedic Services
- Emergency Planning Committee
- New and emerging organizations.

Timeline

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>STATUS IN 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build a Sexual Assault and Healing Centre</td>
<td>PLANNING</td>
</tr>
<tr>
<td>Ganokhwasra has secured funding for a Sexual Assault and Healing Centre to be built. Staff needed for programming, and land to build.</td>
<td></td>
</tr>
<tr>
<td>Functional emergency plan for organizations and members</td>
<td>PLANNING</td>
</tr>
<tr>
<td>Plan being developed as a side in other roles, needs commitment from all organizations and dedicated coordinator/communication position.</td>
<td></td>
</tr>
<tr>
<td>Support programs for EMS front line workers</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Some piecemeal services provided, long-term commitment and resources required to best care for workers.</td>
<td></td>
</tr>
<tr>
<td>Acquire tanker capacity for Fire Department</td>
<td>PLANNING</td>
</tr>
<tr>
<td>Hydrants are insufficient as water main coverage is incomplete, and pressure is too low. Resources required for tanker capacity in short term.</td>
<td></td>
</tr>
<tr>
<td>Hire more full-time firefighters and administration</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Currently relying heavily on volunteers, resources required for full time hires. Existing training facility will support this growth in the long term.</td>
<td></td>
</tr>
<tr>
<td>Expand Police Service to meet needs of community</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>More officers needed to meet community safety needs.</td>
<td></td>
</tr>
<tr>
<td>Expand paramedic service to more complete, continuous community care</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Community paramedicine model (preventative community care) being added to existing service. Additional resources, new building and satellite station needed to house equipment.</td>
<td></td>
</tr>
<tr>
<td>Establish a Shars disposal program</td>
<td>PLANNING</td>
</tr>
<tr>
<td>Public disposal and collection system needed for sharps to promote personal responsibility for health and wellbeing.</td>
<td></td>
</tr>
<tr>
<td>Expand Animal Control Function and build new facility</td>
<td>PLANNING</td>
</tr>
<tr>
<td>Currently reacting to calls and offering some preventative services, staff and dedicated facility needed to offer holistic shelter and preventative care.</td>
<td></td>
</tr>
<tr>
<td>Enhance Fire Stations</td>
<td>PLANNING</td>
</tr>
<tr>
<td>Several new stations and upgrades to existing ones required to meet needs.</td>
<td></td>
</tr>
<tr>
<td>Complete hydrant coverage</td>
<td>PLANNING</td>
</tr>
<tr>
<td>Dependent on complete water main coverage. Resources required for complete coverage.</td>
<td></td>
</tr>
</tbody>
</table>
Goal: Build STRONG FAMILIES.

Positive Change Impacts

**Waste Management** (page 22) 
Stronger families can more easily take on responsibilities in managing our waste (e.g., recycling, cleaning yards, etc.).

**Culture & Tradition** (page 28) 
Family is the basis of our culture - we challenge individualistic society by celebrating family.

**Education** (page 72) 
Stronger families can participate more in the learning journey of their children and nurture success.

**Unity** (page 38) 
Stronger families show love despite disagreement - this can scale up to our community family showing unity despite differences.

**Community Care** (page 90) 
Healthier families can provide more care within, lessening the burden on community care resources.

**Basic Needs** (page 86) 
When families can support each other, they can help lift each other out of poverty as a unit.

**Safety & Emergency Services** (page 56) 
More respect within and among families can build safety and reduce domestic violence and sexual assault.

**Housing** (page 62) 
As we nurture communal housing, individuals living together as a family can maintain a household and support each others’ needs.

Measuring Progress

- Greater understanding of lineage and clan family where possible
- Strong and united family units
- More self-sustaining families free from external intervention into child welfare

Key Challenges And Concerns

- The effects of residential schools and generations that did not learn to parent affect families today, trauma is passed on in terms of abuse, domestic violence, neglect, sexual assault and parents not teaching life skills
- External interference into how we parent our children has disrupted our families
- Current punishment-based approach to parents involved in crime or substance abuse losing and gaining custody has impact on children - does not give stable, nurturing love that children need
- Families do not gather as much anymore
- By separating elders into isolated housing, we lose our best teachers

Suggested Lead Partners

- Health Services
- Birthing Centre
- Housing
- Ogwadeni:deo
- Social Services
- Ganohkwasa
- Justice
- Schools
- Birthing Centre

Timeline

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>STATUS IN 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SHORT</strong> (2019-2024)</td>
<td></td>
</tr>
<tr>
<td>Expand programs which wrap around young families</td>
<td>In progress</td>
</tr>
<tr>
<td>Build supportive transitional housing hubs</td>
<td>In progress</td>
</tr>
<tr>
<td>Expand Family Mediation services</td>
<td>In progress</td>
</tr>
<tr>
<td><strong>MEDIUM</strong> (2025-2029)</td>
<td></td>
</tr>
<tr>
<td>Continue to advocate for legislative change that reflects our approach to child welfare</td>
<td>In progress</td>
</tr>
<tr>
<td><strong>LONG</strong> (2030-2039)</td>
<td></td>
</tr>
<tr>
<td>Build Family Longhouses</td>
<td>Not started</td>
</tr>
<tr>
<td>Develop our own child welfare law</td>
<td>Not started</td>
</tr>
</tbody>
</table>

Community Member Responsibilities

- Understand your role in working towards your own wellbeing, spreading that to your immediate family and then beyond to community
- Organize events, picnics, celebrations or volunteer opportunities to bring your family together
BUILT ENVIRONMENT

Did you know?

• Five bridges have been rehabilitated or replaced since 2014.
• Siio provides internet access to 95% of the community.
• There are 304 residential units and 99 commercial units on the communal wastewater system.
• 2881 Housing units in 2016.
• 2018 federally funded schools were connected to waterlines.
• 95 home development on 4th line began in 2017 (20 elders’ units, 45 townhomes, 30 single family homes, five 3-bedroom townhomes complete in 2019).
• We have our own Natural Gas entity with 100% coverage of the community.

Where we have come from:

Like our cultural and governance systems, there is power in the way our communities were traditionally designed. Our Built Environment brought us together as families in our longhouses, which could expand to accommodate us as we grew. Surrounded by our sustenance in fields and gardens as well as our protective enclosures and strategic locations, our longhouses provided us safe and nurturing places to grow. We were not separated and learned to live together as families, nurture healthy relationships and manage our challenges internally. Our roads were simple and connected us to each other and to our lands. Through planning and respectful management, we had access to clean, safe and dependable water supplies.

Where we are today:

Even recently in the Grand River Territory we had access to clean water, but over time through development within and outside the community, our water sources have become unusable. Now, to have clean water we have to rely on expensive infrastructure projects. Drinkable water either comes through a pipe or in a plastic bottle and there is little relationship with it. However, we take great pride in our water treatment system and it is expanding to serve more and more in the community.

Physically, mentally and emotionally, many in our community are isolated while others struggle in overcrowded, unhealthy and unsafe conditions. The nature of our individualized homes also provides an atmosphere where violence and illness can fester. Our modern homes have also become reflective of the economic disparity in the community; some have much more while others can’t access their basic needs.

We have made incredible strides in our roads and bridges. This modern infrastructure is impressive and allows for greater comfort and ease but also creates a division between our built environment and Mother Earth; we pass by Mother Earth as we speed down our roads and need to clear more land around our homes and facilities. Our limited resources hinder our ability to keep infrastructure maintained to a standard we can all be proud of. Our community members with no vehicles or resources to pay for private transportation struggle to access their needs.

How we will move into the future:

We will integrate the natural and built environment to connect us more with Mother Nature and each other. As we develop our lands, we will work to make sure that all have access to safe and affordable housing and facilities and will do so in a way that cares for the land and strengthens connections between us. We will explore options so that all our members can have the ability to travel freely in and around our community. We will celebrate our culture through our built environment to remind us of who we are and where we came from.

Our Vision for the future is that...

“Six Nations is a complete community where all community members have access to a Built Environment (public facilities, housing, transportation, and infrastructure) that allows them to thrive in happiness and health.”
Goal: Have safe and comfortable **HOUSING** options for all.

Positive Change Impacts

**Stewardship** (page 26)
Alternative and environmentally-friendly house construction can highlight our responsibility to Mother Earth

**Culture & Tradition** (page 28)
Multiple families and generations supporting each other in longhouses was our way - we can adapt this to today’s needs

**Land** (page 46)
Expanding our land base allows us to create housing options to bring more people home

**Community Care** (page 90)
More communal housing can reduce reliance on services when care of young, old and disabled can be shared

**Safety & Emergency Services** (page 56)
Less families living in overcrowded or poorly built homes reduces emergencies

**Public Facilities** (page 66)
We can shift toward more public and communal buildings where appropriate instead of individualized living

**Employment & Education** (page 70)
When more of our people have secure housing, they can succeed in school, get and retain jobs

**Basic Needs** (page 86)
A more diverse and affordable supply of housing options increased access for those living with poverty

Measuring Progress

- Increased access to affordable housing
- Higher portion of members living on- vs. off-reserve
- More communal living options
- Greater variety of housing types and options (apartments, houses, different sizes, etc.)

Key Challenges And Concerns

- Housing availability and affordability, many families are living in overcrowded homes
- Homelessness in our community is hidden
- Poor quality housing is undignified, and members take risks like using heaters or gas ovens that are unsafe
- Change toward a consumerist culture, building bigger homes, less connected with neighbours and families
- Consequences for people not paying back loans; lack of repayment affects Housing’s ability to offer loans
- Renters can take advantage of landlords, and vice versa
- Lack of connection with off-reserve housing issues

Suggested Lead Partners

- Housing
- Public Works
- Social Services
- Health Services
- Community Planning
- Ontario Works
- New and emerging organizations

Timeline

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>STATUS IN 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop elders housing fund</td>
<td>PLANNING</td>
</tr>
<tr>
<td>Tailor housing loan program to facilitate alternative housing with lower footprint</td>
<td>NOT STARTED</td>
</tr>
<tr>
<td>Offer home &amp; yard maintenance education</td>
<td>PLANNING</td>
</tr>
<tr>
<td>Enhance Six Nations Housing Loan Program</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Address housing needs</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Create a renter and landlord bill of rights/responsibilities</td>
<td>NOT STARTED</td>
</tr>
<tr>
<td>Build emergency housing or homeless shelter</td>
<td>NOT STARTED</td>
</tr>
<tr>
<td>Encourage cooperative, communal, and higher-density housing options for new builds</td>
<td>NOT STARTED</td>
</tr>
</tbody>
</table>

**SHORT** (2019-2024)
- Sustained funding required to support elders in renovation to meet their needs as they age, and perform regular maintenance. Residential Rehabilitation and Assistance Program and senior relief fund through Ontario Works are available but limited and inconsistent.
- Currently we build in the most cost-effective way which is not always green, should work with people building homes to explore alternative options such as tiny homes, passive homes.
- Loan recipients could be provided training and be required to commit to standards of home and yard maintenance based on ability. Housing department planning to deliver a program to educate renters.

**MEDIUM** (2025-2029)
- Needed to reduce interest costs and keep money in the community. Housing Department is nearly self-sufficient from loan repayment and admin fees, eventual objective is to take role of banks with counter loan service.
- Need for smaller housing units for single people, elders, people living with disabilities. Next phase of Housing Department development in Ohsweken is 8 accessible bachelor style apartments.
- Recourse needed to uphold standards of respect and responsibility between landlords and tenants.

**LONG** (2030-2039)
- Community members in crisis or disaster currently are not supported.
- Some in community are looking to embrace traditional ways of living in modern contexts – modern longhouses or ‘clan-dos’, to share resources and bring families and generations together. Currently the housing and land policies do not promote this communal approach.

Community Member Responsibilities

- Practice Financial Planning to uphold loan commitments
- Consider alternative, shared living situations that build community
- Consider eco-friendly, smaller footprint housing options to use less resources
- Use skills to build, upkeep and expand your home to meet your needs
Goal: Supply **INFRASTRUCTURE** across our community.

### Positive Change Impacts

- **Waste Management** (page 22) 
  We can build infrastructure in ecological ways that reduce our impact on Mother Earth

- **Tourism** (page 34) 
  Improved infrastructure will increase our capacity to host others and share our culture

- **Land** (page 46) 
  Ensuring infrastructure development is efficient and environmentally sound will reduce our land needs

- **Wellbeing** (page 88) 
  Water is life – having access to clean water is a foundation of our people being well

- **Safety & Emergency Services** (page 56) 
  Widespread infrastructure will allow emergency services to have more consistent responses

- **Housing** (page 62) 
  Supplying infrastructure will allow us to create more housing and reduce well/septic land requirements

- **Local Economy** (page 84) 
  Investment in infrastructure nurtures local economic growth and business development

### Key Challenges And Concerns

- Lack of access to drinking water is impacting our health. Water main expansion is positive but accessing it is still expensive for families
- Cost of hydro puts burden on community and grid is not reliable
- Community departments rely on fibre optics which are outdated
- Lack of internet access limits community members awareness of initiatives and engagements offered
- Wastewater lagoon is at capacity leading to environmental concerns, septic truck is expensive and slow for homeowners
- Private landholders often reluctant to give land allowance for collective infrastructure projects

### Suggested Lead Partners

- **Public Works**
- **Six Nations Natural Gas**
- **Six Nations Fire and Emergency Services**
- **New and emerging organizations**
- **Community Planning**

### Timeline

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Increase electricity efficiency in public facilities</td>
<td>P, IN PROGRESS</td>
</tr>
<tr>
<td>Water treatment certification training within community</td>
<td>N/A, UNDER REVIEW</td>
</tr>
<tr>
<td>Expand wastewater system to accommodate short term need</td>
<td>N/A, UNDER REVIEW</td>
</tr>
<tr>
<td>Expand water mains to the entire community</td>
<td>N/A, UNDER REVIEW</td>
</tr>
<tr>
<td>Identify assistance program for hookup costs to water main</td>
<td>N/A, UNDER REVIEW</td>
</tr>
<tr>
<td>Enhance drainage in the community</td>
<td>N/A, UNDER REVIEW</td>
</tr>
<tr>
<td>Develop local power authority and sustainable generation</td>
<td>N/A, UNDER REVIEW</td>
</tr>
<tr>
<td>Build new Wastewater Treatment Plant and wastewater collection system</td>
<td>PLAN, UNDER REVIEW</td>
</tr>
</tbody>
</table>

### Measuring Progress

- Access to clean drinking water for all
- Reliable technology including internet
- Greater electricity reliability, reduced costs and reduced overall demand
- Clean and responsible wastewater (sewage) system accessible to all

### Community Member Responsibilities

- Where possible reduce personal impact of excess water usage, sewage creation, or inefficient hydro usage
- Be patient with change in long time frames associated with big infrastructure projects
**Goal:** Create **PUBLIC/SERVICE FACILITIES** that fit our developing community.

### Positive Change Impacts

- **Stewardship** (page 18): Our public facilities can integrate natural elements and gardens to provide habitat.
- **Tourism** (page 34): More public facilities can increase our capacity to host guests and share our culture.
- **Land** (page 46): Building more densely in a way that reflects our unique community (not copying urbanization) will reduce our land needs.
- **Respectful Relationships** (page 96): When our people take pride in public facilities they use them respectfully.
- **Participation & Communication** (page 50): Having diverse and accessible spaces for community to gather safely makes participation more accessible.
- **Employment & Education** (page 70): Public Construction fosters quality jobs and skills development.
- **Basic Needs** (page 86): More facilities that are accessible for public use enable those living with poverty to access amenities, programs and other supports.
- **Infrastructure** (page 64): Holistic planning for community facilities can allow us to develop infrastructure more strategically.

### Community Member Responsibilities

- Take responsibility for misuse and vandalism – hold each other accountable to treat our public facilities with respect
- Develop a community group to take initiative in creating the facilities we need—the arena or the skate park are great examples of public facilities being led by community initiative

### Measuring Progress

- Buildings are accessible for all community members
- New public facilities are built strategically with broad consideration for all priorities

### Key Challenges And Concerns

- Lack of accessibility of public buildings for elders or disabled
- Facilities are built on tight budgets where long-term safety, maintenance, infrastructure, environmental and design considerations are not always made.
- Lack of understanding among community members around the enormous cost and planning time required to build quality public facilities
- Fears that urbanization will degrade the uniqueness of our community if it is done without intention
- Public facilities are subjected to vandalism and misuse

### Suggested Lead Partners

- **Public Works**
- **Community Living**
- **New/emerging orgs.**
- **Six Nations Fire & Emergency Services**

### Timeline

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>SHORT</strong> (2019-2024)</td>
<td>Conduct accessibility inventory and for renovations</td>
</tr>
<tr>
<td>Inventory of accessibility deficiencies needed, design renovations and estimate costs. Engage elders and disabled community members.</td>
<td></td>
</tr>
<tr>
<td><strong>MEDIUM</strong> (2025-2030)</td>
<td>Make all public facilities accessible</td>
</tr>
<tr>
<td>Happening in piecemeal way but resources needed to meet needs identified in short term Inventory.</td>
<td></td>
</tr>
<tr>
<td><strong>LONG</strong> (2030-2050)</td>
<td>Create community engagement and planning strategy for public facility design and maintenance</td>
</tr>
<tr>
<td>Create strategy for community engagement in design to create ownership and pride. Among organizations that integrate Mother Earth and reflect Haudenosaunee culture and design. Engagement needs to involve infrastructure and safety organizations to ensure designs are realistic for maintenance, construction and emergency response.</td>
<td></td>
</tr>
<tr>
<td>Accessibility in private businesses</td>
<td></td>
</tr>
<tr>
<td>Many organizations are seeking new/expanded facilities. Collaboration can share resources effectively and centralize services for community access. Land care plan needed to strategically site new facilities.</td>
<td></td>
</tr>
</tbody>
</table>

### New Facilities Needed (See Details On Related Goal Page)

- Public Library and Archive Facility (Goal: Education)
- Animal Control Facility and Shelter (Goal: Safety & EMS)
- Elder Care Facilities (Goal: Community Care)
- Community Ambulance Facility (Goal: Safety & EMS)
- Sexual Assault and Healing Centre (Goal: Safety & EMS)
- Six Nations Community Pool (Goal: Recreation)
- Human Services Transitional Housing Hubs (Goal: Strong Families)
- Six Nations Fire & Emergency Services
- Urgent Care/Walk-in Clinic Space (Goal: Community Care)
- Mental Health and Addictions Facility (Goal: Mental Wellness)
- Arts Centre (Goal: Arts)
- Community Re-Use Centre (Goal: Waste Management)
- Justice & Mediation Centre (Goal: Justice & Community Standards)
- New playgrounds and park spaces (Goal: Recreation)
- Fire Stations (Goal: Safety & Emergency Services)
- Community Farm Resource Centre (Goal: Food System)
- Central Administration Building (multiple goals)
Goal: Develop a complete community TRANSPORTATION SYSTEM.

Positive Change Impacts

Climate Change (page 24) Lowering our reliance on individual vehicles can reduce our greenhouse gas emissions

Culture & Tradition (page 28) Having more shared transportation options such as walking paths or bus routes can strengthen our culture of being together

Employment & Education (page 70) Increasing access to transportation will reduce barriers to work and school

Local Economy (page 84) A stronger system of transit and roads will grow access to local business and keep more spending in the community

Self-Determination (page 42) Traveling to neighbouring communities more easily could strengthen our relationships with them

Community Care (page 90) More transportation options will enable our people to access care and preventative wellbeing

Participation & Communication (page 50) We can orient new buildings around transportation for well connected community development

Built Environment (page 60) A strengthened transportation system will allow greater participation in events and engagements

Community Member Responsibilities

- Support new transit options as they become available in the community (walking, biking, bus or other shared means)
- Carpool when possible
- Uphold safe rules of the road—awareness for those walking and biking

Measuring Progress

- Community members can access their needs throughout the community
- Roads are high-quality and maintained proactively
- Disabled and elderly are experiencing full mobility and have equal access to events, services
- Increased alternative transportation options (buses, sidewalks, trails, etc.)
- Decreased reliance on individual cars

Key Challenges And Concerns

- Families may not have access to a car or a license
- Roads are not safe to walk or bike on today
- Mobility is a barrier to safety – rural nature of our community can stop people from escaping abuse or violence
- Quality of roads is poor with potholes, but organizations responsible are limited in their ability to keep up with maintenance
- Local businesses do not adhere to limited heavy truck use which further degrades roads
- Parking at public facilities is crowded
- Concerns that public transit would be unsafe

Suggested Lead Partners

- Public Works
- GREAT/OSTTC
- Schools
- Health Services
- Social Services
- Community Planning
- New and emerging organizations

Timeline

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>STATUS IN 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>SHORT (2019-2024)</td>
<td></td>
</tr>
<tr>
<td>Conduct a Comprehensive Public Transit Study</td>
<td>Preliminary study was done in 2011 to gauge community interest, but no further action was taken. Discussion with Brantford around shared Transit is ongoing, electric bus pilot project being initiated. Updated study needs to include a broader view of transportation options such as walking and biking, examine feasibility and costs of different options.</td>
</tr>
<tr>
<td>Enhance road and bridge maintenance capacity</td>
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<tr>
<td>Expand Medical Transportation</td>
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<tr>
<td>MEDIUM (2020-2029)</td>
<td></td>
</tr>
<tr>
<td>Begin putting sidewalks and/or bike lanes into new road reconstruction projects</td>
<td>Comprehensive Public Transit Study needed first to gauge need, utility and feasibility. Significant resources will be required to ensure designs are safe, integrate natural features, and can be maintained.</td>
</tr>
<tr>
<td>LONG (2020-2039)</td>
<td></td>
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<tr>
<td>Create Public Transit network</td>
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</tbody>
</table>
Did you know?

• Education Facilities include 8 Schools (federal and immersion schools), 1 Immersion high school, 1 Alternative learning high school (STEAM program), 1 Nations Newstart Learning Centre, 4 Daycares (2 public, 1 private, 1 immersion), 2 Trades training facilities, 1 Midwifery Education Program, 1 Post Secondary Institution.

• SN Public Library is the largest First Nations library with over 40,000 items in collection and has partnerships with neighbouring libraries so membership with SNPL can be used to access resources in other libraries.

• Six Nations Polytechnic established the Brantford Campus in 2015.

• 2016-2017 Post Secondary Graduates included 253 College, 415 Undergraduate, 39 Master’s, 15 PhD.

• Grand River Employment and Training (GREAT) identified of 650 clients, 505 are currently employed.

EMPLOYMENT & EDUCATION: WHAT WE HEARD AROUND THE TABLE…

Where we have come from:

As Haudenosaunee people, education is a lifelong journey for us. From the womb until we pass onto the spirit world we learn to listen and think with a good mind. Traditionally, work in the community was based on developing our gifts, and so we all have a role which nurtured our self-esteem. Residential schools over several generations have hurt our relationship with education, as have curriculums and measuring tools based on western values and norms. Because of these and other factors, we have approached education with caution and a culture of education has been slow to build in the community.

Where we are today:

Every year, more and more of our people are graduating from schooling that prepares them for jobs which empower them. Still, our education system is unfairly compared to more well-funded systems and with a Western lens that tells us our ways are not good enough. We are making great strides in integrating Haudenosaunee language and culture into our education. Our young people have also expressed a need to be stimulated mentally, physically, emotionally and spiritually through experiential and holistic learning. They crave more meaningful and personalized education.

With regards to employment, today’s consumer-driven society distracts us from a sense of responsibility of working for the community as we pursue wealth and focus on “what you have” not “what you can give”. Many who choose to work in the community may not be compensated for the hard work that they do. Those who pursue higher education to help the community are often confronted with limited job options and pay, and may leave home for better opportunities. Despite these challenges, we have a growing local economy that employs many of our people and keeps them close to home.

How we will move into the future:

We will rebuild our community by focusing on the youth and coming faces. Education and employment are important tools that help us strive for self-sufficiency. Learning how to speak, have a good mind and healthy relationships lay a foundation of education as healing. An education system based on Haudenosaunee culture will lead to our people identifying and building their strengths so they can confidently contribute to the community through employment. When we invest in learning our culture and language, we are protecting who we are for future generations. Revitalizing our education and employment will strengthen the community by having more of our people at home.

Our Vision for the future is that…

“Six Nations is a community where all have access to holistic education that centres around our culture and prepares our people for employment opportunities in all fields.”
Goal: Develop a community-based holistic life-long EDUCATION approach.

Positive Change Impacts

Stewardship (page 18)
- Education can deepen our relationship with Mother Earth through land-based learning

Culture & Tradition (page 28)
- Schools can be environments to learn about our culture and other cultures to foster understanding

Employment (page 74)
- When we hold our youth to high standards of attendance and achievement they can develop the work ethic they need to join the labour force

Self-Determination (page 42)
- Teaching a curriculum that is determined by us, not imposed externally, builds our self-determination

Community Care (page 90)
- Our approach to education can embrace and support students’ wellbeing needs such as mental health supports, nutrition, etc.

Safety & Emergency Services (page 56)
- Safety and emergency preparedness depends on awareness - education initiatives can help protect the community

Public Facilities (page 66)
- Building quality learning environments including schools, libraries and parks will create public facilities that benefit the whole community

Basic Needs (page 86)
- Integrating more life skills and financial literacy into education will build more self-sustaining future generations to meet their own needs

Community Member Responsibilities

- Support the success of children and grand children in school, get involved with their education journey
- Participate in lifelong regardless of whatever your age

Measuring Progress

- Community-led education based on our culture
- Diverse learning environments for various needs
- Increased adult learning and training options
- Full family participation in child’s education
- Young people finishing school prepared for fields that interest them and that serve the community
- Strengthened literacy and numeracy outcomes
- Teachers are mainly our own community members

Key Challenges And Concerns

- Our students are not finishing with equal skills to neighbouring communities
- We are forced to teach according to marks and measurements as opposed to experiential learning
- Children with learning disabilities or special needs are not accommodated and recognized for their gifts
- Post-secondary education funding is not enough to meet the needs of our community
- Opportunities for adults to learn and enhance their skills are limited
- The public library is a resource for learning and skill-building, but the current facility is not meeting our needs
- Community archival facility needs repairs—our ability to learn about our past in our own terms is at risk
- Education is under-resourced: our schools receive less per student than off-reserve schools

Suggested Lead Partners

- Schools
- GRPSEO
- Lifelong Learning Education Taskforce
- Polytech
- SN Public Library
- Kawenni:io and Everlasting Tree
- New/Emerging Orgs

Timeline

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
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<tbody>
<tr>
<td>Expand alternative learning programs</td>
<td>New Start, SWAC and in-school programs offering support but greater commitment needed to wrap around all youth with autism and other special needs that is based on recognizing and strengthening their gifts.</td>
</tr>
<tr>
<td>Offer more skill-based learning in schools</td>
<td>Young people lacking basic skills of cooking, shop, gardening etc. needed to create healthy homes, integrating skills that reflect culture.</td>
</tr>
<tr>
<td>Build Kawenni:io Language School</td>
<td>Land and preliminary designs are prepared, resources required for construction. Scale of construction remains a challenge to determine how many community members will attend if new school is built.</td>
</tr>
<tr>
<td>Build a new Public Library and Archive facility</td>
<td>Designs are complete and infrastructure ready at site but substantial resources needed. Modern library will be a resource centre for community to learn and explore skills, as well as an archive facility to store archives, and offices for departments that rely on archive usage.</td>
</tr>
<tr>
<td>Create new multipurpose school in Ohsweken</td>
<td>Build new school to combine junior, elementary and daycare in Ohsweken and expand capacity in growth centre.</td>
</tr>
<tr>
<td>Provide land-based learning</td>
<td>Having more land-based learning options emerged as a priority through the Lifelong Learning community engagement. Currently provided through Everlasting Tree school and in a limited amount at other schools through trips.</td>
</tr>
<tr>
<td>Ensure Post-secondary funding is meeting needs of learners</td>
<td>Continued political advocacy required to ensure that our young people have access to skills, as well as an archive facility to store archives, and offices for departments that rely on archive usage.</td>
</tr>
<tr>
<td>Develop a Student Residence at Six Nations Polytechnic</td>
<td>Feasibility study completed for residence at Ohsweken campus so students from other communities can stay and learn.</td>
</tr>
<tr>
<td>Develop a Complete Six Nations Education Approach</td>
<td>New schools from 6-12 that integrate language, culture and ceremonies. Our own standards and curriculum will nurture gifts of young learners, and standards for educators of cultural knowledge, language, teaching ethic. Funding from federal government upholding their obligations must be sufficient to make transition properly.</td>
</tr>
</tbody>
</table>
Goal: Increase EMPLOYMENT opportunities and quality of work.

Positive Change Impacts

- Waste Management (page 22): Quality employment can be created in waste management where we can use our knowledge of the environment.
- Culture & Tradition (page 28): We can create unique and flexible employment opportunities for our people carrying language and culture and compensate them for their knowledge.
- Education (page 72): A holistic approach to employment can create alignment between the jobs of the future with the way we teach our youth today.
- Local Economy (page 84): Boosting our employment capacity will provide more skilled labour for local businesses.

Key Challenges And Concerns

- A lot of employment needs are not being met by our own community members.
- Policies guided by western values don’t always reflect our community or enable us to practice culture.
- Short funding cycles create unstable jobs and high turnover. Organizations expend more resources on training.
- Management is not always empowering, little succession planning to build capacity of young employees.
- Private industry is providing jobs but not held to standards of quality of employment.
- Employers struggle to recruit and retain employees due to sense of entitlement and poor work ethic.
- Youth are left mostly with service jobs where they aren’t always given opportunities to build their skills.

Suggested Lead Partners

- Ontario Works
- GREAT/OSSC
- GRPSEO
- Schools
- Human Resources Departments
- New and Emerging Organizations

Timeline

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Renew employment policies to be more supportive and empowering</td>
<td>NEAR TERM</td>
</tr>
<tr>
<td>Conduct community wide employment study</td>
<td>NEAR TERM</td>
</tr>
<tr>
<td>Promote creation of Health and Wellness initiatives</td>
<td>NEEDS DETERMINATION</td>
</tr>
<tr>
<td>Enhance coordination between employment needs and education</td>
<td>NEEDS DETERMINATION</td>
</tr>
<tr>
<td>Implement requirements for succession planning in public organizations</td>
<td>MEDIUM TERM</td>
</tr>
<tr>
<td>Long term forecasting between employment agencies and community</td>
<td>MEDIUM TERM</td>
</tr>
<tr>
<td>Coordination among businesses to support employment Goal</td>
<td>LONG TERM</td>
</tr>
<tr>
<td>Greater connection between community needs and employment</td>
<td>LONG TERM</td>
</tr>
</tbody>
</table>

Measuring Progress

- Increased jobs, work that is meaningful and stable
- Increased mentorship to build up younger staff
- Community members can be self-sufficient and responsible for their own wellbeing
- Community needs are being met by our own people
- Greater capacity for employment training programs
- Employees feel they can connect with culture
- More equality across employment types
- More alignment between peoples’ gifts/passions and their employment

Community Member Responsibilities

- Mentor young community members to fill future roles
- Make use of the available employment training, opportunities, services and funding
- For leaders of teams and organizations, empower employees to succeed and grow in their roles
- Consider the specialized needs of our community when deciding what fields to work in
- Take personal pride in your work as everything helps build a community

Community needs are being met by our own people for their own wellbeing. Community members can be self-sufficient and responsible.
Goal: Develop our connection with off-reserve to strengthen RETENTION in employment and education.

Positive Change Impacts

- **Stewardship** (page 26)
  - A stronger connection allows us to reconnect with the broader territory and neighbours within it.

- **Culture & Tradition** (page 28)
  - When we can leave for school and work with a deep understanding of our cultural identity, we can feel proud and secure.

- **Unity** (page 38)
  - When more of our people are home or have healthy connections with home, we can be stronger and more unified.

- **Community Care** (page 90)
  - Offering more care at home will keep more patients and health care workers in the community.

- **Safety & Emergency Services** (page 56)
  - A healthy connection means more of our members are safe when they face new risks off-reserve for school or work.

- **Built Environment** (page 60)
  - New public construction is an opportunity to employ our skilled labourers close to home.

- **Employment & Education** (page 70)
  - When we have a healthier connection, more of our people will be stay or return to the community for work or school.

- **Local Economy** (page 84)
  - When more of our people are employed at home, they can support local businesses as customers.

- **Retention**
  - A stronger connection allows us to reconnect with the broader territory and neighbours within it.

- **Stewardship**
  - When we have a healthier, more connected community, we can work towards cultural identity, pride, and security.

- **Unity**
  - When more of our people are home or have healthy connections with home, we can be stronger and more unified.

- **Community Care**
  - Offering more care at home will keep more patients and health care workers in the community.

- **Safety & Emergency Services**
  - A healthy connection means more of our members are safe when they face new risks off-reserve for school or work.

- **Built Environment**
  - New public construction is an opportunity to employ our skilled labourers close to home.

- **Employment & Education**
  - When we have a healthier connection, more of our people will be stay or return to the community for work or school.

- **Local Economy**
  - When more of our people are employed at home, they can support local businesses as customers.

Community Member Responsibilities

- Recognize the value of working for your community which may not always have high financial compensation.
- Work to create relationships between community members living on- and off-reserve.

Measuring Progress

- More connection between community and neighbouring school boards.
- More opportunities for members to work and learn in the community, increased proportion of membership staying home.
- Members who choose to leave the community for specialized employment & education have strong sense of self.
- Pay equity with neighbouring communities.
- People leaving for work/school feel secure in their identity and can manage culture shock.

Key Challenges And Concerns

- Community members pursuing specialized education finding better paying options elsewhere ("Brain Drain").
- We are paid less in this community for doing the same work as in other communities.
- Members leaving the community for work/school can lose connection with community and identity.
- Youth leaving for high school can experience culture shock and racism, not always academically prepared.
- Members without housing or transportation here end up leaving to urban centres.
- Lack of connection to members living outside the community, some feel stigmatized for their decision to leave.
- Small community will always be limited in the types of career opportunities available.

Suggested Lead Partners

- GREAT/OSTTC
- GRPSEO
- Schools
- Polytech
- Kawenní:io and Everlasting Tree
- Community Planning
- New/Emerging orgs

Timeline

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<tbody>
<tr>
<td>SHORT (2019-2024)</td>
<td></td>
</tr>
<tr>
<td>Create a recruitment and retention plan</td>
<td>NEAR STARTED</td>
</tr>
<tr>
<td>Requires coordination among Human Resources departments of many community organizations, businesses. Conduct exit interviews to develop understanding of why jobs are being left.</td>
<td></td>
</tr>
<tr>
<td>Create a salary grid for community organizations</td>
<td>NEAR STARTED</td>
</tr>
<tr>
<td>Departments of Elected Council are in preliminary stages of developing a grid that offers a competitive balance of salary and employee wellbeing.</td>
<td></td>
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<tr>
<td>MEDIUM (2025-2029)</td>
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<tr>
<td>Increase Indigenous cultural advisors in nearby high schools</td>
<td>NEAR STARTED</td>
</tr>
<tr>
<td>School board has a few Indigenous guidance counselors, but at least one needed in every school to support our students and take on initiatives to educate non-Indigenous students.</td>
<td></td>
</tr>
<tr>
<td>Strengthen a network with Indigenous support organizations in neighbouring communities</td>
<td>NEAR STARTED</td>
</tr>
<tr>
<td>Organizations such as Friendship Centres, Brant Native Housing, etc. have loose connections with services on-reserve, but a coordinating body needed to align efforts.</td>
<td></td>
</tr>
<tr>
<td>Create off-reserve engagement strategy</td>
<td>NEAR STARTED</td>
</tr>
<tr>
<td>Effort needed to engage off-reserve members in community matters, help them know they still have a voice, encourage them to reconnect with the community more.</td>
<td></td>
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<tr>
<td>LONG (2030-2039)</td>
<td></td>
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<tr>
<td>Create high school cultural transition program</td>
<td>NEAR STARTED</td>
</tr>
<tr>
<td>When community high school is built, create exchange programs so our youth can continue to share culture with others who are not from the community.</td>
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</tbody>
</table>
Did you know?

- The Economic Development Trust has invested $10.8M into community since 2016.
- Two Rivers Business Development offered $2.8M in business development loans in 2018.
- Over 300 individual businesses within the community.
- Six Nations Bingo launched a “play-on-demand” with 24-ball bingo for short term stays outside of regular scheduled Bingo which has increased revenue.
- Ontario Works assisted 132 singles and 401 families at the 2018 Christmas season.

Wealth & Economy: What we heard around the table...

Where we have come from:

The economies of the Six Nations were extensive and complex; we traded with our neighbouring nations and allies to support ourselves and build relationships. Traditionally, wealth was to provide for community and families, not simply to acquire possessions and financial fortune. Economy was woven into the community, it was a way of life, to meet the basic needs of all. Our economy was about thriving, not just surviving.

Where we are today:

We have a strong economy of small to large local businesses, but they are not necessarily accountable to the community or the environment. Rather than being focused on the wellbeing of the community, the economy is structured where many of us are simply working to make a dollar instead of having employment that gives us enough for their family and community. We have an extreme wealth gap in our community and many families struggle to meet their basic needs while others live in abundance. Colonization has also impacted our community in that fiscal dependencies on external governments keep us from realising our goal of self-determination. While efforts at collective investments can face challenges, we are slowly building our own revenue streams that allow us to challenge that cycle of dependency. There is a small alternative economy where we barter and trade as an alternative to the mainstream economy, and many are looking to rebuild this approach as it strengthens community bonds. Our people are extremely successful and creative in business development and have become leaders in industries throughout the world.

How we will move into the future:

Wealth to us is not measured in dollars, but in what we value – family, culture, the environment. Developing economically is one step among many in reaching this holistic idea of wealth. We want all of our members’ basic needs to be met so they can thrive. A healthy and diverse local economy of responsible businesses and organizations providing important services and meaningful employment is an important part of Six Nations being a healthy and vibrant community. As we continue to heal as a community and achieve internal harmony in governance, we can make more confident strides in building our economic self-sufficiency. A healthy alternative economy where we support each other through trade and barter will help us in supporting our members’ needs and creatively build a new economy based on our Haudenosaunee values.

Our Vision for the future is that...

“Six Nations is a community where we create the wealth needed to sustain all our people as healthy and flourishing through responsible business and economic development which reflects our Haudenosaunee values and community voice.”
Goal: Strive for **ECONOMIC SELF-RELIANCE** to support our autonomy.

Positive Change Impacts

- **Stewardship** (page 18)
  - We can make collective business investments that reflect our high standards of stewardship

- **Language** (page 30)
  - Self-reliance allows us to set our own priorities - the importance of language is often not understood by external funders

- **Retention** (page 76)
  - The more we can sustain ourselves economically, the more we can have quality working/learning at home

- **Self-Determination** (page 42)
  - Economic self-reliance enables us to set our own path, while holding governments to financial commitments

- **Community Care** (page 90)
  - Being free from the restrictions that are attached to external funding enable us to create care systems that work for our community

- **Local Economy** (page 84)
  - Businesses benefiting from our collective rights and resources can play a role in sustaining the collective

- **Planning & Collaboration** (page 52)
  - Relying on ourselves instead of external divided funding streams will nurture collaboration and long-term planning

- **Infrastructure** (page 64)
  - When we can sustain ourselves we can build infrastructure according to our needs (instead of according to available funds)

Community Member Responsibilities

- Participate in decision making processes for community economic development opportunities to ensure the developments that go through have widespread support

Measuring Progress

- Generating sufficient revenue to build the community that we want to see
- Using our resources to sustain ourselves
- Ensure external governments adhere to their financial commitments

Key Challenges And Concerns

- Our current financial need keeps us tied to priorities of external governments, but is not enough to meet our basic needs for health, infrastructure, social programs and so on
- Businesses and wealthy individuals in the community benefit from tax-free status and use our public infrastructure but have no responsibility to give back to the collective benefit
- Businesses and municipalities in the Haldimand tract generate revenue that does not come back to us
- Community has frustrations with the way collective wealth is spent; application-based approaches offer transparency but are based on internal competition instead of collaborative long-term planning, direct decisions made by governance can lack transparency, individual distributions does not target collective benefit

Suggested Lead Partners

- Six Nations of the Grand River Development Corporation
- Lands & Resources
- Governance
- New and emerging organizations

Timeline

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<th>OBJECTIVES</th>
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<tbody>
<tr>
<td>Create Social Wealth Assessment tool for Community Economic Development projects</td>
<td>NEXT START</td>
</tr>
<tr>
<td>Continue to expand community economic development initiatives</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Conduct a community contribution study</td>
<td>NEXT START</td>
</tr>
<tr>
<td>Conduct a study of alternatives for collective wealth spending</td>
<td>NEXT START</td>
</tr>
<tr>
<td>Conduct a community study on economic self-reliance</td>
<td>NEXT START</td>
</tr>
<tr>
<td>Create sustainable resource plan to benefit from Haldimand Tract/Nanfan land and resources</td>
<td>PLANNING</td>
</tr>
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</table>

**SHORT** (2019-2024)

- Six Nations of the Grand River Development Corporation is doing this work but often facing governance issues. Renew focus on localized projects that meet community goals in the short term until there is greater resolution in governance.

- Community has expressed mixed feelings about their willingness to contribute and/or have businesses contribute to improve the community, hesitation about taxation, transparency, governance. These issues need to be explored more in depth through engagement.

- Develop a clear picture of what our economic needs are and the different ways we can reach that goal as a community. Conduct community engagement to gauge which collective investment strategies best align with community values.

**LONG** (2025-2039)

- Metric needed to consistently assess community economic development options in terms of their social benefits and impacts as opposed to just profits and losses, outcomes will help inform community during decision-making stage in contentious developments.

- Six Nations of the Grand River Development Corporation Corporation documents what the revenue could be. Intimately tied to issues of governance, greater unity and understanding needed before a clear assertion can be made over resources in the territory that fully protects our rights.
Goal: Nurture a community TRADE & BARTER ECONOMY.

Positive Change Impacts

- **Waste Management** (page 22) Supplying our needs locally can reduce our use of plastic and packaging
- **Arts** (page 32) Our artists are too often undervalued – we can help ensure their needs are met in part through a trade & barter economy
- **Self-Determination** (page 42) Every time we exchange food, skills or knowledge we can reduce our dependency and strengthen our ability to determine our own future
- **Mental Wellness** (page 92) Stress and anxiety from modern workplace pressures can be lessened when we reframe our goals of work, success and wealth
- **Community Member Responsibilities**
  - Learn a new skill that will help our community directly, such as gardening, maintenance, language teaching, etc.
  - Offer up skills that you have to help a neighbour, ask for help in return

Employment (page 74) A Trade & Barter Economy supports positions that sustain our tradition of working to individuals’ gifts for the betterment of the whole

Basic Needs (page 86) We can reframe our understanding of wealth and poverty around having needs met and happiness, not just high income levels

Housing (page 62) Community coming together to share resources and skills in creating homes builds community and reduces costs

Participation & Communication (page 50) Nurturing a more responsible and circular economy can foster active participation

Suggested Lead Partners

- Six Nations of the Grand River Development Corporation
- GREAT/OSTTC
- Two Rivers Community Development
- New and emerging organizations

Suggested Lead Partners

Measuring Progress

- More knowledge of practical skills to sustain each other
- More goods and services obtained through reciprocal trade instead of financial transactions

Key Challenges And Concerns

- We have become too fixated on western ideals of wealth and consumerism, it keeps us always working at jobs for financial gain instead of working to sustain each other
- Community members learning less practical and traditional skills as they pursue modern fields to make more money
- As we spend less time caring for each other we are becoming more individualized which further erodes our language and culture
- Money is becoming the only way we value wealth and wellbeing – new businesses and projects are being evaluated in terms of costs and revenue, not the things that make us wealthy such as family, health, nature, etc.

Suggested Lead Partners

- Six Nations of the Grand River Development Corporation
- GREAT/OSTTC
- Two Rivers Community Development
- New and emerging organizations

Timetable

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<tr>
<td><strong>SHORT</strong> (2019-2024)</td>
<td></td>
</tr>
<tr>
<td>Develop Social Enterprise/Co-operative training program</td>
<td>STARTED Community seeking to learn more about business approaches that pursue positive social outcomes outside of profit.</td>
</tr>
<tr>
<td></td>
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</tr>
<tr>
<td>Create a community skills database</td>
<td>STARTED Develop a platform where community members can post skills they have or are looking for to coordinate the Trade &amp; Barter Economy.</td>
</tr>
<tr>
<td></td>
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</tr>
<tr>
<td>Integrate Trade &amp; Barter Economy considerations into the Community Farm Resource Centre</td>
<td>PLANARIES Programs to be offered will provide opportunities to share resources for food processing, storing and vending.</td>
</tr>
<tr>
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</tr>
<tr>
<td>Integrate “Maker’s Space” into new Public Library and Archive Facility</td>
<td>PLANARIES New facility to include space for people to explore new skills or hone existing ones, tools available to loan out.</td>
</tr>
<tr>
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<tr>
<td><strong>MEDIUM</strong> (2025-2029)</td>
<td></td>
</tr>
<tr>
<td>Integrate Trade &amp; Barter Economy considerations into new communal housing approaches</td>
<td>NOT STARTED Not yet started, creating match ups between families could help to cover a broader range of the responsibilities that make up a house, such as gardening, hunting, maintenance, culture, etc.</td>
</tr>
<tr>
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</tr>
<tr>
<td><strong>LONG</strong> (2030-2039)</td>
<td></td>
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</tbody>
</table>
 Goal: Promote LOCAL ECONOMY of responsible businesses and entrepreneurship

Positive Change Impacts

- **Food System** (page 20) More food needs can be met at home through local business providing nutritious and affordable food

- **Healthy Lifestyles** (page 94) Business development can shift us away from industries that have negative health impacts such as tobacco

- **Basic Needs** (page 86) Local business development can help support our shared infrastructure needs

- **Safety & Emergency Services** (page 56) Responsible business development must include the safety and emergency considerations of bringing customers into the community

- **Tourism** (page 34) Local business development in restaurants, lodging and culture will encourage more tourism

- **Employment** (page 74) Businesses create employment; business development can reflect the types of jobs that reflect our values

- **Infrastructure** (page 64) A more community-aligned local economy can help support our shared infrastructure needs

Community Member Responsibilities

- Support new and existing local businesses in the community
- If you run a local business, seek ways that it can align with the community values identified in the Community Plan and advocate for greater collaboration among businesses
- Start a small business that serves a community need you are passionate about
- Speak up about concerns you may have with local businesses

Key Challenges And Concerns

- Small stores can’t match the volume of stores in neighbouring communities, goods end up more expensive
- Leaving the community to shop is a social event, something that families look forward to
- Lack of support for local businesses, community members aren’t always willing to give new businesses a try
- Challenges to franchises around land ownership and financing, concerns with profits leaving community
- Local businesses can have a negative impact on environment, health, etc.—no standards for accountability
- Gas and cigarettes support our economy but community wants more businesses that align with our values
- Businesses are battling to compete internally instead of us working together to compete with outside business

OBJECTIVES STATUS IN 2019

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>STATUS IN 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct an updated Economic Retention (Leakage) study</td>
<td>Not started</td>
</tr>
<tr>
<td>Expand business loan services and align to Community Goals</td>
<td>Not started</td>
</tr>
<tr>
<td>Explore feasibility of bulk-buying</td>
<td>Not started</td>
</tr>
<tr>
<td>Environmental/Social Impact Studies for all businesses operating on reserve</td>
<td>Not started</td>
</tr>
<tr>
<td>Create a Six Nations Chamber of Commerce</td>
<td>Not started</td>
</tr>
<tr>
<td>Create Social Enterprise/Co-operative Incubator</td>
<td>Not started</td>
</tr>
<tr>
<td>Create Nation-to-Nation trade strategy</td>
<td>Not started</td>
</tr>
</tbody>
</table>

Measuring Progress

- Access to more mainstream conveniences within the community
- Making the community a place where people want to conduct business
- More community money retention (i.e., reduced leakage to surrounding communities)
- More businesses in the community that match community needs and values
- Local entrepreneurs have more access to capital

Suggested Lead Partners

- Six Nations of the Grand River Development Corporation
- Two Rivers Community Development
- New and emerging organizations
- Governance

Timeline

- **SHORT** (2019-2024) Funding required to do an updated comprehensive study. Leakage Study last completed in 2010 in partnership with Mississaugas of the Credit. Study to explore how local businesses can be prioritized by public organizations (e.g., using local contracts).
- **MEDIUM** (2025-2029) Greater coordination between businesses would allow community to compete outwardly more than inwardly. Standards of environmental responsibility and employment quality to be set through community engagement would hold member businesses accountable.
- **LONG** (2030-2039) Trade with other nations around Turtle Island to create strong bonds and build our economic resilience.
Goal: 
Work together to ensure members’ **BASIC NEEDS** are met.

**Positive Change Impacts**

- **Waste Management** *(page 22)*
  Families who have basic needs met have more time and financial resources to commit to waste management responsibilities

- **Culture** *(page 26)*
  Having basic needs met gives our people time and energy to challenge themselves to learn culture, language and arts

- **Participatory Decision Making** *(page 40)*
  When our people are not constantly working just to meet basic needs they can be more engaged in governance processes

- **Wellbeing** *(page 88)*
  Having our basic needs met empowers us to pursue physical, mental and emotional wellbeing

- **Education** *(page 72)*
  When families are not struggling to make ends meet they can better support their children’s success

- **Local Economy** *(page 84)*
  When more of our community has adequate income they can support local businesses

- **Housing** *(page 62)*
  When individuals and families have means they can better maintain homes/yards and loan commitments for long term housing quality

- **Safety & Emergency Services** *(page 56)*
  Families who are not struggling to meet needs can more easily be free from unsafe conditions, including hazardous buildings or abusive situations

**Key Challenges And Concerns**

- Many in the community suffering from poverty, unable to keep up with bills, housing costs, etc.
- Poverty can be invisible in our community as we live separated lives, stigma keeps families from seeking help
- We have projects and programs that address poverty in a piecemeal way, but not getting at the root causes
- Wealth inequality—a few are disproportionately benefiting from the collective at the expense of people and the environment while many struggle to meet their basic needs
- Lack of understanding within the community of budgeting skills, financial literacy
- Barriers to basic needs lead to many challenges—homelessness, unemployment, family instability, etc.

**Suggested Lead Partners**

- Ontario Works
- Schools
- GREAT / OSTTC
- Governance
- Health Services
- Housing
- Social Services
- New/emerging orgs

**Discussion**

- As Haudenosaunee people we have our own standard of what wealth means—including culture, natural resources, family units, community members working to build a strong community, sustenance, governance traditions. As Haudenosaunee we should not have our own people struggling to meet basic needs
- We have an opportunity to work together as a community to ensure all our members’ basic needs are met.
- Many of the Objectives outlined throughout this Community Plan wrap around our members to create space they need to meet their basic needs (e.g., housing, food, transportation, wellness, etc.). Some specific objectives which emerged from engagement to lift our people out of poverty are:

**Overview of Objectives**

**Measuring Progress**

- All community members have their basic needs met
- The wealth inequality in the community is narrowed
- Greater alignment between living expenses and wages

**Objective | Status in 2019**

**SHORT** *(2019-2024)*
- **Create a comprehensive basic needs plan**
- **Conduct research to develop a more comprehensive picture of poverty in the community and develop an appropriate human rights-based strategy to address it from a community perspective and understand causes and linkages to all other community priorities. Must include a living wage study and a research approach to measure and track basic needs.**

**MEDIUM** *(2025-2029)*
- **Develop a budgeting and financial literacy education initiative**
- **Need to create awareness around financial literacy and share in employment agencies, schools, through public library.**

**LONG** *(2030-2039)*
- **Develop our own community-based financial support system**
- **Need to create our own financial support system, we are currently reliant on external welfare programs and are not always able to wrap around community members and care in a way that reflects our culture. Part of a bigger change toward self-determined social support delivery.**
Did you know?

- Six Nations Health Services provides Good Food Box program and a Nutrition In The Schools program so that every child can start their day with a healthy balanced meal.
- Six Nations Food Bank serving around 900 individuals in the community.
- Regional Environmental Health officer working in community providing safe food handling.
- Youth Life Promotion hired nine workers in 2018 to support youth mental health.

WELLBEING: WHAT WE HEARD AROUND THE TABLE...

Where we have come from:

Well-being is like a protective cloak that holds and supports everything in our community. When we are well, we can live up to our responsibilities as Haudenosaunee people. Our Ka’nikonhriio (Good Mind) teachings have been the basis of our culture and wellness for centuries, allowing us to know ourselves and form healthy relationships with each other. Everything we did to sustain ourselves was done to keep us well. 500 years of contact, wars, colonialism, and the pressures of the modern world have damaged our unique protective tools that we need to keep ourselves healthy, happy and strong.

Where we are today:

Colonial history has led to much of the hurt and trauma our community experiences today. We are still recovering from residential schools whether as former school survivors or through intergenerational trauma. Our fractured internal politics and impacts from external impositions force us to be in reactionary mode; we struggle to take the time we need to heal and nurture our wellbeing as a community. Our physical health is impacted by our modern way of life in the way we nourish ourselves and exercise. While as a community we may be dealing with a lot of illness, we are on a healing journey. What unites us as a people keeps us caring. We help each other and support community members in crisis because as Haudenosaunee people our hearts motivate us. Hardworking community members are providing an incredible and growing array of services which enable us to pursue physical, mental, spiritual, emotional and family wellbeing right in our community.

How we will move into the future:

Well-being will grow as healthy individuals create healthy families, workplaces, schools, social and volunteer groups, clan families, church and other spiritual groups, sports organizations, businesses, and eventually an overall healthy community. All of the other Community Priorities work in interconnected ways to build our wellbeing:

- Through our relationship with Mother Earth we can enjoy a clean environment and a sustainable food system.
- A strong connection to our Culture through our teachings, language, culture and art will allow us to know ourselves and be spiritually and mentally strong. Our traditions, including our food, medicines, ceremonies and ways of working can be the foundation to keep us well in today’s modern world.
- Unity in Governance will allow us to stand up for our needs as a community and heal internally.
- A complete Community will be a safe place where strong families can participate and where we have a shared plan to achieve our vision.
- A safe and accessible Built Environment of clean water, access to housing, facilities and transportation provides the physical space that all need to be well.
- Holistic Employment & Education will empower all to learn the skills they need to succeed and take responsibility for their wellbeing and provide for their community.
- By planning and working together on our Wealth & Economy we generate the financial resources to support ourselves and ensure all our members have their basic needs met to be well.

Our Vision for the future is that...

“Six Nations is a community where all our people’s needs are met so they can enjoy physical, mental, emotional and spiritual wellbeing and flourish as Haudenosaunee.”
Goal: Develop COMMUNITY CARE systems that work for our people and our culture.

Positive Change Impacts

Stewardship (page 18) Land-based care that allows us to heal through connection with Mother Earth encourages us to keep ecosystems intact.

Self-Determination (page 42) Transitioning toward community-based care will encourage our people to pursue training and work in care fields.

Wellbeing (page 88) Providing space and consistency for people to heal in our own ways builds all forms of wellbeing.

Economic Self-Reliance (page 80) Some care services can be opportunities to generate revenue for the community.

Strong Families (page 54) Caring for those on healing journeys from the impact of intergenerational trauma will build strong families.

Housing (page 62) A more decentralized model of care can be nurtured through integrating care into communal housing.

Culture & Tradition (page 28) Implementing our Haudenosaunee Wellness Model in care will strengthen access to culture.

Employment & Education (page 70) Transitioning toward community-based care will encourage our people to pursue training and work in care fields.

Key Challenges And Concerns

- A lot of our care is telling people what they need to do, when what they really need are role models
- Care providers are subjected to prescriptive policies that can restrict their ability practice in a nurturing way
- Youth and elder care is limited with long wait lists, inadequate facilities and staff are overworked and underpaid
- A lot of non-community members providing care without knowledge of the community, culture and trauma
- Leaving the community for many care needs making transportation a barrier, and can face racism in hospitals
- We are very reliant on western medicine approaches when a balance with traditional approaches is needed
- Various care providers funded from different streams can hinder coordination and cause duplication of services

Suggested Lead Partners

- Health Services
- Social Services
- Ganohkwasra
- Birthing Centre
- Housing
- Ogwadendi:deo
- New/emerging orgs

Timeline

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>STATUS IN 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand and coordinate land-based healing programs</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Develop cultural safety training for all care providers</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Expand midwifery care</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Build more child care spaces</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Coordinate community care under the Haudenosaunee Wellness Model</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Create an urgent care/walk-in clinic</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Provide full Elder Care from assisted living to hospice care</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Expand care for youth and adults with special needs</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Integrate community care and communal housing options</td>
<td>NEW STARTER</td>
</tr>
<tr>
<td>Build a Traditional Wellness Centre</td>
<td>NEW STARTER</td>
</tr>
</tbody>
</table>

Community Member Responsibilities

- Participate in the amazing programs provided by organizations
- Nurture a network of care with your family and neighbours
- Access the Six Nations Leisure guide to work with organizations offering preventative care

Measuring Progress

- Harmonization of care between Western and Onkwehon:we medicine systems
- Increase proactive care as opposed to crisis response
- Increased care capacity in the community
- Tailored care for elders that celebrates their wisdom
- Access to childcare in safe and caring environments
- Care providers practicing with cultural safety
- More babies born in community care

Wellness Model in care will encourage our people to heal through connection with Mother Earth encourages us to keep ecosystems intact.

Land-based care that allows us to heal through connection with Mother Earth encourages us to keep ecosystems intact.

Providing space and consistency for people to heal in our own ways builds all forms of wellbeing.

Implementing our Haudenosaunee Wellness Model in care will strengthen access to culture.

Transitioning toward community-based care will encourage our people to pursue training and work in care fields.

Some care services can be opportunities to generate revenue for the community.

Caring for those on healing journeys from the impact of intergenerational trauma will build strong families.

A more decentralized model of care can be nurtured through integrating care into communal housing.

A lot of our care is telling people what they need to do, when what they really need are role models.

Care providers are subjected to prescriptive policies that can restrict their ability practice in a nurturing way.

Youth and elder care is limited with long wait lists, inadequate facilities and staff are overworked and underpaid.

A lot of non-community members providing care without knowledge of the community, culture and trauma.

Leaving the community for many care needs making transportation a barrier, and can face racism in hospitals.

We are very reliant on western medicine approaches when a balance with traditional approaches is needed.

Various care providers funded from different streams can hinder coordination and cause duplication of services.

Health Services
Ganohkwasra
Birthing Centre
Housing
Ogwadendi:deo
New/emerging orgs

In PROGRESS
In PROGRESS
In PROGRESS
In PROGRESS
In PROGRESS
In PROGRESS
In PROGRESS
In PROGRESS
NEW STARTER
NEW STARTER

Expand and coordinate land-based healing programs
Develop cultural safety training for all care providers
Expand midwifery care
Build more child care spaces
Coordinate community care under the Haudenosaunee Wellness Model
Create an urgent care/walk-in clinic
Provide full Elder Care from assisted living to hospice care
Expand care for youth and adults with special needs
Integrate community care and communal housing options
Build a Traditional Wellness Centre

Ganohkwasra, Health Service and Social Services offering programming, coordination and expansion required for more clients to access services.
Cultural safety training for care providers, from the community or not, to practice trauma-informed care with respect for culture, community.
Birthing Centre in need of more trained midwives, space, and transportation vehicles to support more babies born in the community.
More spaces needed for child care and early years, and expanding existing services with more staff to provide before and after school care.
Model has been developed but resources required to facilitate collaboration among services and provide trauma-informed care across the continuum of care, preventative intervention.
Dedicated space and resources are needed to provide an all-hours care centre with a variety of medical professionals available.
Need to provide dignified care for elders from assisted living to hospice care. Iroquois Lodge is at capacity and in desperate need of upgrades. Preliminary plans have been developed to upgrade current building or rebuild. Land and finances are limited, more trained staff needed.
Jay Silverheels in need of upgrades and expansion, Ronatohskats Community Living requiring staff and resources.
Care can be supported more by family. Care providers could integrate into shared housing to discuss wellbeing at the family level. Less intervention as children remain in stable unit while parents heal. Eases transition from “client/provider” to ongoing role modeling relationships.
Health Services providing various traditional approaches, but dedicated space to serve the community and train practitioners needed. Unique land requirements for access to medicines and land-based healing.
**Goal:** Build *MENTAL WELLNESS* within our people.

**Positive Change Impacts**

- **Stewardship** (page 18) Nurturing a relationship with Mother Earth can help build a strong mind
- **Culture** (page 26) Mental Health can be balanced when our understanding of health is rooted in our culture
- **Participatory Decision Making** (page 40) More mental wellness can foster participation in community engagements when members do not feel unsafe or hostile
- **Community Care** (page 90) Supporting mental wellness in ways that reflect our unique past and culture strengthens our system of community care
- **Basic Needs** (page 86) Mental wellness empowers individuals to make changes that can lift them from poverty
- **Safety & Emergency Services** (page 56) Mental wellness and stability can reduce violence or aggression that compromises safety
- **Built Environment** (page 60) Having access to a healthy built environment (housing, clean water, transportation) is a pillar of mental wellness
- **Education** (page 72) Providing mental health support in schools can build our children’s capacity to learn

**Measuring Progress**

- Increased awareness of the causes and effects of mental illness among all
- Greater participation in mental health programs such as mental health first aid
- Increased opportunities for community to connect with expressive arts (music, arts, drama, etc.)

**Key Challenges And Concerns**

- Concern that the mental health of the youth is becoming more of a problem
- The consumption of technology can increase loneliness and depression
- Lack of staff and resources committed to promoting mental wellness, particularly in schools
- Workplaces are demanding so much of overworked and underpaid staff, worsening stress, anxiety and depression, but lacking progressive policies needed to nurture mental wellness before burnout and crisis

**Suggested Lead Partners**

- Health Services
- Social Services
- Ganohkwasa
- Gane Yohs
- Ogwadenedeo
- New/emerging orgs

**Timeline**

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>STATUS IN 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SHORT</strong> (2019-2024)</td>
<td></td>
</tr>
<tr>
<td>Develop a mental health service coordination framework</td>
<td>In Progress</td>
</tr>
<tr>
<td>Expanding community training on mental health</td>
<td>In Progress</td>
</tr>
<tr>
<td>Increase more in-school mental health supports through counselors and elder supports</td>
<td>In Progress</td>
</tr>
<tr>
<td>Review employment policies to support mental wellness</td>
<td>Plans</td>
</tr>
<tr>
<td><strong>MEDIUM</strong> (2025-2029)</td>
<td></td>
</tr>
<tr>
<td>Create a 24-hour community based crisis response hotline</td>
<td>Plans</td>
</tr>
<tr>
<td>Develop a mental health worker role along program with Six Nations Police</td>
<td>Plans</td>
</tr>
<tr>
<td><strong>LONG</strong> (2030-2039)</td>
<td></td>
</tr>
<tr>
<td>Build mental health and addictions facility</td>
<td>Plans</td>
</tr>
</tbody>
</table>

**Community Member Responsibilities**

- Work to understand your own mental health needs – how do nutrition, exercise, work, culture and emotions interweave for your mental wellness?
- Develop an understanding about mental health needs, causes and treatments
- Take mental health first aid training such as ASSIST or safetalk
- Connect with cultural activities in contemporary or traditional arts to build mental wellness
WELLBEING | Adagaidę̲ hsraˀ

HEALTHY LIFESTYLES

Goal: Support **HEALTHY LIFESTYLES** of nutrition, exercise and disease prevention.

### Positive Change Impacts

**Food System** (page 20)
Improved physical health reduces barriers to participating in the food system in active ways (e.g., hunting, harvesting, cleaning).

**Culture & Tradition** (page 28)
Understanding our traditional diets improves our nutrition while connecting us to our culture.

**Employment & Education** (page 70)
Students and employees whose nutrition, sleep and exercise needs are met can have stronger focus and achievement.

**Basic Needs** (page 86)
Providing accessible nutrition and exercise options can give families the energy and wellness to meet their needs.

**Substance Abuse** (page 98)
Individuals who can access healthy lifestyles are less likely to turn to substances to manage pain.

**Participatory Decision Making** (page 40)
Having a good body builds a good mind and helps with making good decisions as a community.

**Safety & Emergency Services** (page 56)
Emphasizing preventative nutrition and exercise can reduce the burden on services of reacting to disease related emergencies.

**Transportation System** (page 64)
Integrating physical activity into daily life through movement (i.e., walking or biking) can support transportation initiatives.

### Key Challenges And Concerns

- More fast food options in our community and beyond, the options are usually unhealthy and wasteful
- Disease processes such as cancer and diabetes affect so many of us today, and many factors in our environment continue to make them worse
- Lacking understanding of healthy personal nutrition among community members
- Nutritious and/or traditional food can be difficult to access
- Physical and financial barriers exist to exercise through sport and recreation options

### Suggested Lead Partners

- Health Services
- Food Bank
- Parks & Recreation
- Community Living
- Gane Yohs (Public Health)
- New and Emerging Organizations

### Measuring Progress

- More community understanding of preventative health through nutrition and exercise
- Reduced instances of disease processes such as cancer and diabetes

### Community Member Responsibilities

- As much as you are able, take your health into your own hands through nutrition and exercise
- Create a healthy meal plan that works for you and your family
- Participate in exercise and recreation options currently provided

### Timeline

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>STATUS IN 2019</th>
</tr>
</thead>
</table>
| **SHORT** (2019-2024)
Expand community nutrition program | IN PROGRESS |
Health Services Nutrition program is providing meals in schools and Good Food Box, more human resources needed to grow and expand community understanding on how traditional food can build our nutrition, highlight role models and successes in traditional nutrition. |
| Integrate nutrition into Community Food Sovereignty Study and Mapping | NOT STARTED |
Community Food Security Study (see Goal: Food System) to be undertaken should include considerations as to how individuals are meeting their nutritional needs. |
| Workplace policies for healthy food | NOT STARTED |
Public workplaces can be developing policies and programs to offer healthy lunch options to staff, and creating expectations around healthy options when staff and public events are catered. |
| **MEDIUM** (2025-2029)
Integrate a community exercise facility into Dajògh or GPA | NOT STARTED |
Explore feasibility of a community exercise facility and indoor walking track to provide accessible and affordable options for members to engage with personal and group fitness. |
| **LONG** (2030-2039)
Meet disease care needs within the community | PLANNING |
Facility and human resources required to expand chronic disease care and diagnostic centre to provide a majority of care in our community. |
Goal: Cultivate **RESPECTFUL RELATIONSHIPS** with ourselves and others.

**Positive Change Impacts**

**Stewardship** (page 18)  
Our Thanksgiving Address teaches us how the interconnectedness of Mother Earth can inform our relationships

**Mental Wellness** (page 92)  
Strong human interconnections will help us build and maintain our mental wellness

**Unity** (page 38)  
When we respect each others' differences we can have the healthy dialogue needed to build unity in governance

**Trade & Barter Economy** (page 82)  
Nurturing respectful relationships facilitates the reciprocal economy; the pursuit of money alone individualizes us

**Participation & Communication** (page 50)  
When there is more respectful relationships, people can more safely participate in public events and communicate respectfully

**Public Facilities** (page 66)  
Individuals who respect themselves and others can use public facilities respectfully, reducing burdens of maintenance

**Culture & Tradition** (page 28)  
Using good mind principles to communicate with each other builds our culture

**Employment & Education** (page 70)  
As we build individuals' self-respect they can approach work and school with confidence and commitment

**Community Member Responsibilities**

- Challenge yourself to learn the Thanksgiving address
- Foster respectful relationships between yourself and others

**Measuring Progress**

- Community exhibiting lateral kindness
- Increased open dialogue about healing relationships as a community
- Greater participation in healing initiatives
- Dialogue about community concerns and opportunities is increasingly healthy
- More community members empowered to turn away from self-harm or suicide

**Key Challenges And Concerns**

- Grief in the community has left legacy of damaged relationships with self, family, community
- Lack of highlighting the success of role models in our community, lack of acceptance of failure
- Suicides are happening in our community. Still a significant stigma, and lack of understanding. People still think it only happens in situations of mental illness or substance abuse
- People are at different levels of understanding in their identity as Haudenosaunee people. Those learning, or who have diverse backgrounds are bullied
- We do not always live our cultural teachings of inclusivity in relation to those who may be of other marginalized communities such as other nationalities, two-spirit and LGBTQ+ people

**Suggested Lead Partners**

- Health Services
- Social Services
- Schools
- Breaking the Silence, Brightening the Spirit
- Ganohkwasra
- New/emerging orgs
- Hodinohsoni grief and loss talks
- Creative Pathways to healing
- Many different programs providing this. Examples include Creative Pathways to healing, Hodinohsoni grief and loss talks.

**Timeline**

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
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</thead>
<tbody>
<tr>
<td>Create a comprehensive life promotion framework</td>
<td>Plans</td>
</tr>
<tr>
<td>Create opportunities to nurture cultural understandings of grief, loss and emotion</td>
<td>In progress</td>
</tr>
<tr>
<td>Expand lateral kindness training to all organizations</td>
<td>In progress</td>
</tr>
<tr>
<td>Create a culturally based inclusivity initiative</td>
<td>Not started</td>
</tr>
<tr>
<td>Create culturally-based emotional intelligence programming in schools</td>
<td>In progress</td>
</tr>
<tr>
<td>Start a community forum to discuss failure, growth and success</td>
<td>Not started</td>
</tr>
<tr>
<td>Respectful Nation to Nation relationships</td>
<td>Not started</td>
</tr>
</tbody>
</table>

Need to coordinate efforts of all the various organizations working on life promotion to create a nurturing approach that embraces victims and their families for long-term support, as well as collect and share data. Breaking the Silence, Brightening the Spirit has coordinated initial conversations on the topic.

Many different programs providing this. Examples include Creative Pathways to healing, Hodinohsoni grief and loss talks.

Many organizations are offering training to explore the roots of lateral violence and build strategies for respectful communication such as Ganohkwasra and Social Services, needs to expand to all organizations.

Greater education and awareness needed to build understanding around two-spirit and LGBTQ+ issues. Must be rooted in our cultural teachings of freedom, understanding and inclusivity.

Happening informally on the level of some interested teachers, but need for sustained and supported effort to understand emotions and specialized positions to facilitate it.

A forum where community members can share about their success journeys, reduce stigma of failure, and develop a model of success that reflects our community. Can integrate into schools and youth groups.

Our original relationships with other nations are based on respect through our treaties and rights as Haudenosaunee people. Our leaders working under a cohesive governance system need to be role models in building relationships with each other and with governments based on good mind principles.
Goal: Build up our people to be free from SUBSTANCE ABUSE.

Positive Change Impacts

Stewardship (page 18) Turning to traditional medicines instead of substances builds a connection with Mother Earth

Culture & Tradition (page 28) Community members who are free from substance abuse have more capacity to engage with cultural initiatives

Education (page 72) More pregnant mothers who are not exposed to substance harm means more students free from effects of FASD

Basic Needs (page 86) Support for substance abuse frees individuals from costly addictions that perpetuate poverty

Land (page 46) Greater access to land will give us more opportunities to use our traditional medicines

Wellbeing (page 88) Many individuals using substances are coping with broader wellbeing issues of pain, trauma and mental illness

Safety & Emergency Services (page 56) Combating substance abuse alleviates the risks to safety through crime, harm to users and abuse of elders for prescriptions

Public Facilities (page 66) A harm reduction approach to substance abuse reduces the prevalence of paraphernalia found in public places

Measuring Progress

• Increased safety of community members with reduced harms and overdoses from drugs
• Community members who are healthy and not turning to substances to cope
• Greater understanding among community members of interconnections between substance abuse and trauma, mental and physical health
• More babies born free from exposure to substances

Key Challenges And Concerns

• Parents using substances and losing custody creates instability for children
• Pregnant mothers who are using may feel they cannot access services, leading to increased exposure in womb
• Community Safety is impacted through impaired driving, drug paraphernalia in public, criminal activity
• Greater incidence of chronic pain leading to increased dependence on prescription drugs and illicit substances
• Opioid crisis is affecting our community and leading to dangerous use, overdoses
• Over-prescription of drugs leading to dependence and threatened abuse by others looking to get drugs
• Bans stigmatize use and make it more likely to lead to unsafe use

Suggested Lead Partners

• Health Services
• Social Services
• Gane Yohs (Public Health)
• Six Nations Emergency Services
• New and emerging organizations

Timeline

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>STATUS IN 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build a Residential Treatment Centre and substance withdrawal program</td>
<td>PLANNING A safe place is needed for members to detoxify and receive substance abuse helppage Land and funding for treatment centre and holistic program has been secured by health services, trained practitioners needed.</td>
</tr>
<tr>
<td>Expand committed midwifery care to mothers using during pregnancy</td>
<td>IN PROGRESS Resources required to empower women using during pregnancy with a harm reduction approach to protect unborn babies. Pregnant mothers who are using do not typically access care, so increased staff and transportation resources are required to meet them.</td>
</tr>
<tr>
<td>Housing policies that address drug use</td>
<td>PLANNING Housing Department currently has policies that restrict drug use in rental housing, need to expand scope to provide more care and harm reduction approach to residents.</td>
</tr>
<tr>
<td>Implementation of Haudenosaunee Wellness model applied to chronic pain</td>
<td>PLANNING Connections project and Pain project have 12-week chronic pain and prescription drug use management program designed but resources required to implement them.</td>
</tr>
<tr>
<td>Create Community Standards for substance use based on safety</td>
<td>PLANNING Cannabis Law and Commission created in 2019 but governance issues create barrier in upholding expectations. Standards for all substances are needed to ensure that we are minimizing harms to users while taking a firm approach to drug dealers.</td>
</tr>
<tr>
<td>Develop outcomes-based strategy to coordinate substance abuse services</td>
<td>IN PROGRESS Currently many partners providing care, strategy needed to deliver trauma-informed harm reduction care modalities in holistic and coordinated way.</td>
</tr>
<tr>
<td>Create prescription monitoring process</td>
<td>NOT STARTED Greater oversight required to reduce dependency and limit amount of prescription drugs making it onto the black market. Will require personnel for monitoring and accountability.</td>
</tr>
<tr>
<td>Build mental health and addictions facility</td>
<td>IN PROGRESS Plan is in place for Residential Treatment Facility to support members in detox in short term but dedicated space is needed for Mental Health and Addictions team to provide long term and preventative support.</td>
</tr>
</tbody>
</table>

Community Member Responsibilities

• Have a discussion within your family about the risks of drugs and alcohol, the safety considerations for their use, and resources available in the community to support those struggling with substance abuse
• Consider the challenges that individuals have that lead them to substance abuse and support them with compassion
This comprehensive update to the Community Plan document is a positive step towards coming together in a process of planning and collaboration – but words on paper require sustained effort to be turned into action. Developing a consistent, inclusive and culturally based process of planning can allow us to make progress in some of the key challenges that we face as a community. Successful planning can be a powerful tool for change if it is central in the community, connected to leadership and reflective of our diversity.

Planning, and community change in general, are deeply political as it can involve challenging decisions that impact us today for the best interest of future generations. From the engagement that went into this update, the following considerations came forward to describe what a sustainable and self-determined planning process could be in our community. These four sections present considerations for a future of Community Planning according to their increased feasibility as our community comes together in unity through governance.

**SUSTAINED COMMUNITY ENGAGEMENT**

Ongoing, sustained and consistent engagement must be at the heart of our planning process, to uphold the principle that “Our People are our Planners”. Keeping community at the centre of community change builds up our tradition of making important decisions through the wisdom of the collective. Planning requires developing standards of community engagement that all leadership and community members can uphold. Standards can ensure the community is engaged in genuine two-way dialogue early in decision-making or project development.

**COORDINATING INFORMED AND COLLABORATIVE DECISION-MAKING**

A common theme that emerged from our engagement is that too often change is happening in silos. Planning must involve coordinating implementation of the Community Plan through collaboration with all departments, organizations and leadership. Time and resources are required to support coming together, sharing information and understanding strengths and challenges of different people and organizations. Community Planning can facilitate collaboration to find commonalities in strategic directions and projects and reduce duplication. Planning can become a central repository for research, new collaborative studies, transparent data management, and monitoring success through the indicators outlined in “Measuring Success” sections. All of this collaboration, information gathering, and communication can lead to more well-rounded and informed decision-making, building the section “Using the Plan as a tool for informed change-making” into a robust decision-impact assessment tool.

**DEVELOPING SHARED STANDARDS OF EACH OTHER**

In the longer term, planning can support the responsibility that we have to our land through standards around how we care for our land and how development happens in the community. As we develop a system of planning, it is an opportunity for us to hold each other accountable to our cultural understandings of respect and reciprocity. When we can agree as a community what our expectations are of each other in terms of safety, stewardship or education just to name a few, we can be leaders to other communities. With greater trust and cohesion in governance, we can eventually create rigorous environmental and land development standards so we can all be proud of how our community grows and leave behind a strong legacy of culturally-based sustainable practices for the future.

**FUNDING OUR FUTURE**

The Community Plan is visionary and ambitious—to reach our vision will require financial resources. However, our path to self-determination must involve greater economic self-reliance so that we can determine our own economic strategies to support long term community development. To do this, we need to imagine where we want to go in the future so that we can begin to understand the resources required. This Community Plan is one step in that direction of laying out our shared ambitions.

Presently there are several funding sources that are working to provide resources towards community needs and goals highlighted in the Community Plan including local trust money, government funding, development partnerships and grants. Unfortunately, these funding streams can often perpetuate the lack of collaboration described in the section above. Therefore, moving toward a sustainable planning process must involve a more self-determined approach to how financial resources are distributed. We can challenge the short-term, incremental, competition-based funding approaches that external funders subject us to by having the challenging conversations around prioritizing our goals based on a maximum positive impact across a range of priorities.
HOW WAS THE COMMUNITY ENGAGED IN THE COMMUNITY PLAN UPDATE PROCESS?

This Community Plan update is built on community voices, guided by the principle “our people are the planners”. Please see the section Making a Plan: Our Journey of Community Engagement (pages 8-9) for more information.

WHY IS CULTURE NOT THE MAIN PRIORITY?

The priorities of the Community Plan are not ranked in any particular order of importance. The approach to the Community Plan is to illustrate that there must be balance between all priorities in building our community. The priorities play different roles in moving us toward a bright future - see the diagram on page 6 for more information. Furthermore, culture is woven throughout the whole document. It is highlighted by the interconnection wheel, but also through every page as the information is built on the voices of community members bringing their cultural understanding of how we should collectively approach community concerns and opportunities.

DID YOU ENGAGE THE HAUDENOSAUNEE CONFEDERACY CHIEFS COUNCIL (HCCC)?

You will notice that the HCCC and the HCCC departments and services are not mentioned at this time within the Community Plan. The Community Plan team provided an informal presentation to the HCCC at a council meeting held on January 19th, 2019 at Soursprings longhouse. Our understanding of the outcome of that presentation was that the HCCC and associated departments appreciated the importance of having a Community Plan and identified its value within the community but were not prepared to engage on the Community Plan update at this time. It is our hope that future updates to this living document will have the much needed and highly important input from the HCCC and associated departments.

WHY IS THE SIX NATIONS COMMUNITY PLAN HOUSED AT THE SIX NATIONS DEVELOPMENT CORPORATION (SNGRDC)?

The Six Nations Community Plan was originally part of the economic development department portfolio, that department evolved to be a separate entity in 2015 (i.e., SNGRDC). SNGRDC centred the Community Plan as a guiding document and continues to support the important role that Community Planning has as a community function. SNGRDC financially supports the update and administration of the Community Plan and supports ongoing collaboration on the Community Plan as a collective document.

HOW ARE WE, AS A COMMUNITY, GOING TO PAY FOR ALL OF THIS?

The Community Plan is visionary and ambitious—to reach our vision will require financial resources. See the section Funding our Future on page 100 for more information about how this might be achieved. Presently there are several funding sources that are working to provide resources towards community needs and goals addressed in the Community Plan:

- Local trust money
- Government funding
- Economic and development partnerships.
- Government grants and funding sources.

IS THERE OPPORTUNITY FOR FUTURE ENGAGEMENT ON THE COMMUNITY PLAN?

Absolutely! As the Community Plan gains momentum throughout the community, it is our hope to continue community discussions on planning, concerns, opportunities for change and process development within the community to address community needs with a holistic community approach. Follow us on social media (@SNcommunityplan) to stay up to date on engagement opportunities.
For more information please contact us at:

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