



**SIX NATIONS of
the GRAND RIVER**

STRATEGIC PLAN 2025-30



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MESSAGE from the 59th ELECTED CHIEF

It is with great pride that I introduce the **Six Nations of the Grand River Elected Council's (SNGREC) 2025-2030 Strategic Plan**. On behalf of SNGREC, I extend deepest gratitude to everyone who contributed their time, thoughts, and energy to this process. Your voices have helped guide this plan, and your continued support will ensure it is brought to life.

As we look ahead, the Six Nations of the Grand River Elected Council recognizes essential areas that must guide our work. We must continue to foster an economy that breaks the cycle of fiscal dependency – toward self-determination and self-sufficiency – by asserting our authority and responsibility to govern Six Nations affairs.



This strategic plan is SNGREC's commitment to good governance, to the well-being of our people, to protect our lands and language, to advance our inherent rights, and to strengthen our Nation's ability to chart its own path. The world around us continues to change, and our governance, our services, and our relationships must evolve with it. However, our foundation — our teachings, our values, and our inherent rights – must remain strong and unwavering.

Through this plan, SNGREC continues to uphold our responsibilities to our membership and the faces yet to come. Moving forward, we will prioritize our work based on the following pillars:

- Strengthen our governance and optimize operations;
- Inspire our community;
- Honour our land, culture and languages;
- Build the infrastructure and an economy our community deserves; and
- Advance our rights, sovereignty, and Nation-to-Nation relationships.

Together, SNGREC and the Administration teams of Six Nations of the Grand River will continue to strive to build a healthier, unified, and self-determined community – one that reflects the wisdom of our Haudenosaunee ways of knowing and being – and the goal of a better future for all.

Sherri-Lyn Hill

Chief, Six Nations of the Grand River Elected Council



PREAMBLE

SNGREC made a conscious and collaborative decision to build this foundational document. This 2025-2030 Strategic Plan was designed to guide the balance of the work and decisions of the 59th Six Nations of the Grand River Elected Council (SNGREC). The five-year term was intentional.

This strategic plan provides a view of the work and aspirations of the 59th Elected Council but also, it provides a starting point and potential pathway for the 60th SNGREC.

The 59th SNGREC established a series of committees with specific mandates – it's recognized these may change over time. What remains steadfast, however, is the foundational work needed to advance and advocate for the Six Nations community, regardless of what committees exist or who is on SNGREC.

All members of the 59th Six Nations of the Grand River Elected Council have accepted the responsibility and obligation to support the pillars, goals, and deliverables as set out in this 2025-2030 strategic plan.



STRUCTURE of the STRATEGIC PLAN

This plan was informed by the voice of the Six Nations community as expressed in the Six Nations Community Plan, emerging issues, and the growing needs and complexities of Six Nations of the Grand River.

There are **five (5) pillars** which define the overarching themes of focused areas of work:

- **Optimize** governance and operations
- **Inspire** community
- **Honour** land, languages & culture
- **Strengthen** infrastructure & economy
- **Advance** advocacy & rights

Each **pillar** sets out **goals** (what SNGREC intends to achieve), **objectives** (information that demonstrates how goals will be achieved) and **deliverables** (results of work undertaken).

A summary of the pillars and focus areas can be found in **Section 10**.

Details related to goals, objectives, and deliverables (by pillar) are set out in **Section 11**.





EXECUTIVE SUMMARY

The **2025-2030 Six Nations of the Grand River Elected Council (SNGREC) Strategic Plan** — a leadership roadmap that defines the priorities, commitments, and direction of the Elected Chief and Council for the next five years – reflects the collective vision of elected leadership to strengthen governance, protect rights, and build a sustainable future for the people of Six Nations.

Rooted in **Six Nations Haudenosaunee values and traditions**, this plan expresses how the Elected Council will lead — through policy, advocacy, and accountable decision-making. It provides a strategic framework that aligns with, but is distinct from, departmental operations. While not an Administrative plan, it sets the overall direction that departments and staff will use to align their work and budgets with Elected Council's priorities.

Developed through workshops, reflection, and engagement with internal partners, this plan renews SNGREC's commitment to serve with integrity, transparency, and unity. It builds on the foundations of past leadership while preparing for the next generation of progress.

The plan is organized around **five Strategic Pillars** that represent SNGREC's core leadership priorities:

- 1. Optimize Governance & Operations** – Strengthen accountability, structure, and decision-making.
- 2. Inspire Our Community** – Promote wellness, learning, and safety grounded in our values.
- 3. Honour Our Land, Language, and Culture** – Protect and revitalize what sustains **our people**.
- 4. Strengthen Our Infrastructure & Economy** – Lead investments that support growth and sustainability.
- 5. Advance Our Advocacy & Rights** – Assert sovereignty and defend our inherent and residual rights.

This Strategic Plan is a declaration of leadership and unity — a commitment by the Elected Chief and Council to govern with vision, uphold Six Nations' Haudenosaunee values, and ensure that the path we walk today builds a stronger Nation for the faces yet to come.

VISION, MISSION and VALUES



VISION STATEMENT

"With the knowledge, and guidance of our Haudenosaunee values, our people will enjoy a healthy, unified, content, safe and self-sustaining diverse community".

MISSION STATEMENT

"As Haudenosaunee, we will inspire our community to unite, honour our land, languages, and civilization. We will optimize governance, build capacity to advance our inherent rights, and strengthen infrastructure and economy to build a sustainable future for the faces yet to come."

VALUES

The following values guide the leadership, decision-making, and relationships of the **Six Nations of the Grand River Elected Council**. They reflect the teachings of our ancestors, the responsibilities we hold today, and our collective commitment to the faces yet to come.



Unity

We lead together — embracing collaboration, respect, and shared purpose to strengthen our people and our governance.



Respect

We honour all voices, uphold dignity in our interactions, and recognize the diverse experiences and perspectives within our community.



Responsibility

We carry our duties to our people, our lands, and the faces yet to come with integrity and care, ensuring decisions reflect our collective well-being.



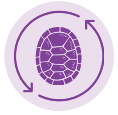
Integrity

We lead with honesty and fairness, remaining accountable for our actions and transparent in our decisions.



Peace

We uphold peace within ourselves, our community, and our relationships with others — guided by balance, patience, and mutual understanding.



Reciprocity

We recognize that all things are connected and act in ways that give back to the community, the land, and those who support us.



Courage

We make decisions rooted in what is right not what is easy — standing firm in the protection of our people, our rights, and our future.



Healing

We acknowledge our shared history and commit to collective healing — building trust, confidence, and hope within our Nation.



Innovation

We seek creative and forward-looking solutions that strengthen our Nation, using modern tools and approaches grounded in traditional values.



Accountability

We act with openness and humility, ensuring that our decisions, resources, and responsibilities are managed with transparency and care.



Sustainability

We protect and preserve our lands, waters, culture, and resources to ensure that the faces yet to come live in a thriving and self-sustaining Nation.



Cultural Continuity

We uphold our languages, ceremonies, and teachings as the foundation of who we are — ensuring they remain strong and visible in all that we do.

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INTRODUCTION

The **Six Nations of the Grand River Elected Council Strategic Plan (2025–2030)** sets out a clear framework to guide the collective work and decision-making of Elected Chief and Council over the next five years. It represents Elected Council's shared priorities and long-term direction as the governing body elected to serve the people of Six Nations.

This plan defines the political and strategic priorities that will shape how leadership governs, advocates, and collaborates on behalf of the community. While departments and Administration will draw on this plan for alignment, it remains designed to strengthen governance, focus advocacy, and ensure consistent direction across all Elected Council departments and committees.

The Strategic Plan provides a foundation for accountability and consistency in leadership. It enables Elected Council to make decisions grounded in shared values, clear goals, and measurable outcomes — ensuring that progress is both intentional and transparent. By organizing Elected Council's priorities under five strategic pillars, the plan creates a unified structure for ongoing governance, planning, and engagement.

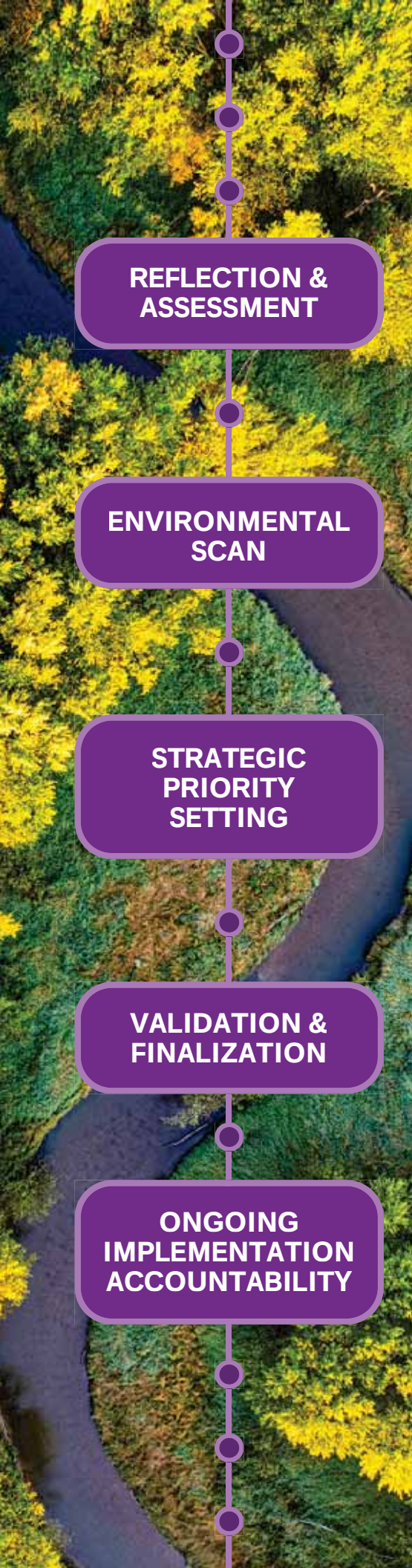
This document also reinforces Elected Council's commitment to continuity and stability in governance. It builds upon the 2019 Community Plan, connecting current leadership priorities with the broader vision for the Nation.

Ultimately, this plan is a living document — one that will evolve as the needs and opportunities of Six Nations evolve. It is designed to guide Elected Council's leadership, strengthen its collective impact, and uphold the principles of responsible, values-based governance for the benefit of all community members and the faces yet to come.

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PROCESS

The development of the **Six Nations of the Grand River Elected Council Strategic Plan (2025–2030)** was guided by a reflective and collaborative process that placed Elected Council's collective experience, priorities, and responsibilities at the center. The process focused on creating a unified direction for Chief and Council that builds on lessons from the first year in office and aligns with the broader vision of the Six Nations community as expressed in the 2019 Community Plan.



REFLECTION & ASSESSMENT

The process began with a comprehensive review of Elected Council's first year in office. Elected Council reflected on its accomplishments, governance practices, and the challenges faced in advancing priorities across multiple committees. This assessment helped identify key themes such as decision-making efficiency, advocacy needs, and opportunities for stronger coordination across departments and committees.

ENVIRONMENTAL SCAN

An environmental scan was conducted to consider the broader factors influencing Elected Council's work — including political relationships, economic trends, social dynamics, technological advancements, legal developments, and environmental conditions. This analysis provided valuable insight into the external landscape shaping Six Nations' governance and advocacy efforts.

STRATEGIC PRIORITY SETTING

Building on the reflection and scan, Elected Council convened for a series of in-depth strategic planning sessions to define a renewed vision and mission for the organization. Through open dialogue and consensus-building, Elected Council identified five strategic pillars that represent its long-term leadership priorities. These pillars were developed to ensure that Elected Council's efforts remain coordinated, measurable, and aligned with the needs and aspirations of the community.

VALIDATION & FINALIZATION

After establishing the vision, mission, and pillars, Elected Council worked collectively to refine the **goals, objectives, and deliverables** under each pillar. A validation process ensured that all priorities were clearly defined, achievable, and reflective of Elected Council's collective mandate. The finalized plan was then approved by Elected Council as its official strategic framework for the next five years.

ONGOING IMPLEMENTATION ACCOUNTABILITY

This plan will serve as a living document — reviewed/updated as needed to track progress, measure outcomes, and adapt to emerging opportunities and challenges. Through transparent reporting and continued dialogue, Elected Council will ensure the plan remains relevant, actionable, and accountable to the people of Six Nations.



HISTORY of SIX NATIONS of the GRAND RIVER

The **Six Nations of the Grand River** is the most populous First Nation in Canada, home to members of all six Nations of the **Haudenosaunee Confederacy** - the Mohawk, Oneida, Onondaga, Cayuga, Seneca and Tuscarora. Together, our Nations form a political and cultural alliance rooted in the principles of peace, power and righteousness as established under the **Great Law of Peace** (Kaianere'ko:wa).

Following the American Revolution, the Six Nations people, who had been allies of the British Crown, were displaced from their traditional territories in what is now upstate New York. **The Haldimand Treaty** of 1784 promised a tract of land consisting of approximately 950,000 acres within their Beaver Hunting Grounds along the Grand River, to the Six Nations in appreciation of their allegiance to the King and for the loss of their settlements in the American States.

Six Nations were to take possession of and settle upon the banks of the river, commonly called Ouse or Grand River. The settlements were to be Six Miles deep on each side of the Grand River from its mouth to its source, which Six Nations and their posterity are to enjoy in perpetuity.

Although the Haldimand Treaty of 1784 was unequivocally promised to Six Nations, over time, much of this land was lost through unlawful surrenders, leases, and encroachments that were never properly authorized by the Haudenosaunee. Despite these injustices, the people of Six Nations have maintained their strong connection to the land, their languages, and their inherent rights as a sovereign people. Ongoing advocacy for **land rights, treaty recognition, and jurisdictional respect** continues to be a defining part of the Nation's modern governance and political work.

Today, Six Nations of the Grand River remains a vibrant and diverse community of over 30,000 members, living on and off reserve. The Six Nations community recognizes the leadership landscape that includes both the **Elected Council** and the Haudenosaunee Confederacy Chiefs Council.

The Elected Council, established in 1924, carries a mandate to deliver essential programs and services, represent the community's interests with all levels of government, and advocate for the well-being of all Six Nations members. Elected Council's work is complex, spanning local governance, intergovernmental relations, and economic and social development, while remaining accountable to the community it serves.

This Strategic Plan builds on generations of leadership, resilience, and determination. It reaffirms the Nation's collective commitment to self-determination, unity, and the protection of rights, lands, and culture for the **faces yet to come**.



MEET THE 59TH COUNCIL

The **Elected Council of the Six Nations of the Grand River** serves as the political leadership body entrusted with advancing the Nation's collective interests, protecting its inherent rights, and guiding the community's long-term direction. Together, Elected Chief and Council provide leadership grounded in the values of unity, accountability, and respect. Each Councillor brings unique experience, insight, and dedication to the collective responsibility of governance — ensuring that decisions reflect the needs, aspirations, and priorities of all community members.

To carry out this work effectively, Elected Council operates through a structured **committee system** that enables focused leadership and collaboration across key areas such as governance, lands, economy, education, well-being, and infrastructure. Committees allow Councillors to engage deeply in policy discussions, review issues, and provide recommendations to the full Elected Council for decision. This structure strengthens the Nation's governance by ensuring that all areas of community life receive consistent attention and oversight. It also reinforces Elected Council's commitment to **responsible, accountable, and community-driven leadership** — ensuring that progress is achieved through cooperation, respect, and shared purpose.

CHIEF SHERRI-LYN HILL
Ex-officio Member of all Committees

COUNCILLOR DAYLE BOMBERRY

Chair: Built Environment, Climate Adaptation, Lands & Membership Committee;

Co-Chair: Community Committee, Finance Committee

COUNCILLOR KERRY BOMBERRY

Co-Chair: Built Environment, Climate Adaptation, Lands & Membership Committee;

Member: Community Committee

COUNCILLOR GREG FRAZER

Chair: Unity Building, External Government Relations & Justice Committee;

Co-Chair: Data Governance Committee;

Member: Lands & Resources, Wealth & Economy Committee



COUNCILLOR LESLEY GREENE

Member: Built Environment, Climate Adaptation, Lands & Membership Committee, Well-Being Committee, Unity Building and External Government Relations & Justice

COUNCILLOR DEAN HILL

Chair: Data Governance Committee, Community Committee;

Member: Lands and Resources, Wealth & Economy Committee, Unity Building, External Relations & Justice Committee

COUNCILLOR CYNTHIA JAMIESON

Chair: Lands, Resources, Wealth & Economy Committee;

Co-Chair: Unity Building, External Government Relations & Justice Committee;

Member: Finance Committee

COUNCILLOR HAZEL JOHNSON

Member: Well-Being Committee, Built Environment, Climate Adaptation, Lands & Membership Committee

COUNCILLOR AMOS KEY JR.

Chair: Well-Being Committee and Education, Language & Culture Committee;

Co-Chair: Education, Language & Culture;

Member: Finance Committee, Data Governance

COUNCILLOR HELEN MILLER

Member: Built Environment, Climate Adaptation, Lands & Membership Committee, Lands and Resources, Wealth & Economy Committee

COUNCILLOR AUDREY POWLESS-BOMBERRY

Chair: Education, Language & Culture Committee;

Member: Well-Being Committee

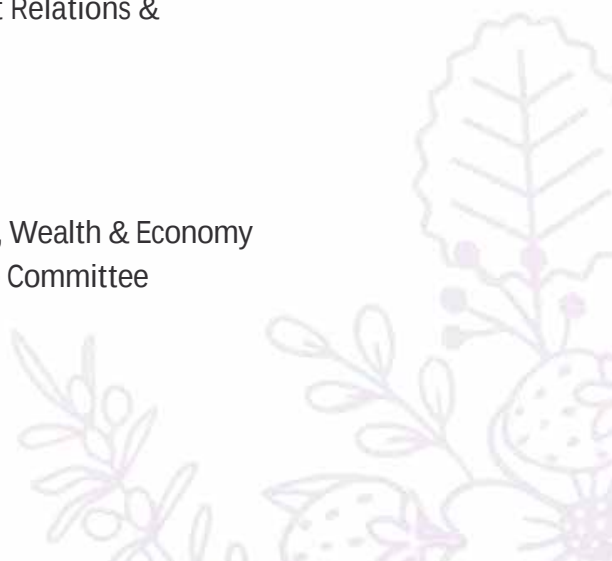
COUNCILLOR MELBA THOMAS

Member: Community Committee, Unity Building, External Government Relations & Justice Committee, Well-Being Committee

COUNCILLOR ALAINA VANEVRY

Chair: Finance Committee;

Member: Education, Language and Culture Committee, Lands, Resources, Wealth & Economy Committee, Built Environment, Climate Adaptation, Lands & Membership Committee



STANDING COMMITTEES



UNITY BUILDING, EXTERNAL GOVERNMENT RELATIONS AND JUSTICE COMMITTEE

Focus Area: Government-to-Government Relationships, Political Advocacy, Justice, and Nation-Building Priorities



LANDS, RESOURCES, WEALTH AND ECONOMY COMMITTEE

Focus Area: Land Management, Resource Development, Economic Growth, and Community Wealth Generation



COMMUNITY COMMITTEE

Focus Area: Social Development, Recreation, Community Services, and Partnerships with Community Organizations



BUILT ENVIRONMENT, CLIMATE ADAPTATION, LANDS AND MEMBERSHIP COMMITTEE

Focus Area: Housing, Infrastructure, Public Works, Membership, and Environmental Stewardship



EDUCATION, LANGUAGE AND CULTURE COMMITTEE

Focus Area: Education Governance, Language Revitalization, and Cultural Preservation



WELL-BEING COMMITTEE

Focus Area: Well-being, Primary Care, Health, Mental Wellness, Longterm Care, Emergency Services and Social Supports for Community Members



DATA GOVERNANCE COMMITTEE

Focus Area: Data Systems and Security, Digital Tools, Information Technology, and Responsible Data Management Guided by Nation Principles



FINANCE COMMITTEE

Focus Area: General Financial Management

FULL COUNCIL PARTICIPATION



POLITICAL LIAISON

Focus Area: Governance and Intergovernmental Discussions



GENERAL COUNCIL

Focus Area: General Council, Political Liaison and General Finance



GENERAL FINANCE

Focus Area: General Financial Management



STRATEGIC PILLARS

Strategic Pillars are the core, overarching themes that define the key areas of focus for SNGREC. These pillars provide a structured framework to guide the organization over the next five years, aligning its high-level mission with actionable goals. Each pillar represents a broad priority area, outlining the essential steps and objectives required for success while fostering collaboration and innovation.



OPTIMIZE GOVERNANCE & OPERATIONS

Optimize how we govern and serve through responsive leadership, modern tools, and community-first processes that reflect our shared priorities.

Focus Areas:

- Council Effectiveness
- Digital Systems & Technology
- Data Governance
- Policy & Legal Development
- Support & Collaboration with Staff



INSPIRE SIX NATIONS

Inspire unity, healing, and strength by investing in health, safety, education, and services grounded in Six Nations Haudenosaunee values.

Focus Areas:

- Health & Wellness
- Education
- Crisis Response
- Community Safety
- Supporting Community



HONOUR OUR LAND, LANGUAGES & CULTURE

Honour our land, languages, and culture by protecting what sustains us and carrying our teachings forward for the faces yet to come.

Focus Areas:

- Environmental Stewardship & Land Protection
- Cultural Revitalization & Language
- Traditional Knowledge & Teachings
- Sustainable Resource Management



STRENGTHEN INFRASTRUCTURE & ECONOMY

Strengthen the foundations of our Nation by building future-ready infrastructure and growing our economy in ways that reflect our values and support our people.

Focus Areas:

- Infrastructure & Capital Planning
- Housing Development
- Economic Development & Revenue Generation
- Transportation & Connectivity



ADVANCE OUR ADVOCACY & RIGHTS

Advance our rights and advocate for change by asserting Six Nations jurisdiction, strengthening Nation-to-Nation relationships, and protecting our treaties.

Focus Areas:

- Jurisdictional Recognition & Government Relations
- Sovereignty & Inherent and Residual Rights
- Treaty Implementation & Historical Redress
- Legal & Jurisdictional Advocacy



GOALS



STRATEGIC PRIORITY AREA 1 OPTIMIZE GOVERNANCE & OPERATIONS

Goal 1: Elected Council Effectiveness

Strengthen Elected Council’s structure, decision-making processes, and long-term planning through clearly identified goals, clear roles, standardized protocols, and coordinated administrative support.

Objective A:

Governance Protocols & Committee Structure

Define clear roles and decision-making processes for Elected Council and commit to a consistent, purpose-driven committee structure that supports strategic priorities.

Deliverables:

- Elected Council Governance Policy
- Standardized Committee Structure Framework with Approved Mandates and Terms of Reference

Objective B:

Finance Committee & Budget Alignment

Establish a Finance Committee with defined roles and reporting responsibilities to oversee the financial health, ensure sound financial management, and to maintain the fiscal integrity.

Deliverables:

- Finance Committee Mandate & Terms of Reference
- Budget Insight Framework
- Comprehensive Financial Plan

Objective C:

Elected Council Support Positions

Identify and prioritize key staff roles required to effectively support Elected Council functions, including governance coordination, communication, and strategic execution.

Deliverables:

- Elected Council Support Staffing Plan and Position Descriptions

Goal 2: Digital System and Technology

Modernize Elected Council operations with secure, accessible, and integrated digital tools and infrastructure that improve coordination, protect data, and support day-to-day operations and effective governance.

Objective A: Cybersecurity

Strengthen Council’s digital security by developing clear policies and implementing secure systems and tools to safeguard documents, communications, and sensitive data.

Deliverables:

- Cybersecurity and Data Protection Policy
- System Implementation Plan



Goal 3: Data Governance

Advance strategic data practices that uphold Ownership, Control, Access and Possession (OCAP) principles, centralize information, ensure data is accessible to all users, and enable informed decision-making aligned with community priorities.

**Objective A:
Identify and Enable
Strategic Data Use**

Conduct a Nation-wide assessment to define priority data needs and ensure high-quality data is accessible to support governance, service delivery, strategic decision-making and advocacy.

Deliverables:

- Data Needs Assessment
- Strategic Data Dashboards and Business Case Templates

**Objective B:
Develop OCAP-
Aligned Data Policies**

Implement data governance policies aligned with OCAP® principles and relevant legislation (e.g., PHIPA, PIPEDA).

Deliverables:

- Data Governance Policy



Goal 4: Policy and Legal Development

Build capacity to develop and align Nation-made laws and policies that reflect community values, strategic goals, and legal responsibilities.

Objective A: Develop Community Standards

Advance laws and policies grounded in **community values** to guide internal governance and land use.

Deliverables:

- Nation-Made Laws & Policy Registry
- Internal Legal Working Group
- Community Resources

Objective B: Monitor & Respond to External Legislation

Track provincial and federal legislation (e.g., Bills C-5, C-15, C-27) and assess impacts on Nation governance and operations.

Deliverables:

- Legislative Monitoring System
- Impact Analysis Memos
- Advocacy Briefs for Elected Council Use

Goal 5: Support and Collaboration with Staff

Promote strong Elected Council–Administration relations through mutual respect, shared planning, sustainable staffing, prioritizing in-person discussions, and providing necessary training to meet community priorities.

Objective A:

Advocate for Adequate Resourcing & Staffing

Champion Administrative capacity needs through informed budget decisions, funding advocacy, and prioritization of strategic initiatives for all departments.

Deliverables:

- Elected Council Briefing Note Protocols to Include Resource Implications and Annual Strategic Budget Review

Objective B:

Foster Respect & Recognition

Demonstrate appreciation for staff contributions and uphold a positive working relationship between Elected Council and Administration.

Deliverables:

- Annual Elected Council-Administration Appreciation
- Gathering and Recognition Practices Incorporated into Council Protocols
- Quarterly conversations between SNGREC and Senior Leadership to Build Positive Relationships



STRATEGIC PRIORITY AREA 2

INSPIRE COMMUNITY

Goal 1: Health and Wellness

Promote holistic health by securing sustainable funding, advancing self-determined health systems, and investing in infrastructure and workforce retention rooted in Six Nation's community needs & values.

Objective A:

Advance Health System Transformation and Preparedness

Explore the possibility of establishing a Six Nations Integrated Health System as a pathway toward the long-term transition to a community-led health system.

Deliverables:

- Health System Transformation Strategy
- Readiness Timeline for Six Nations Health System

Objective B:

Secure Sustainable Health Funding

Collaborate with government and funding partners to ensure long-term, adequate, and flexible funding for community-driven health services and infrastructure.

Deliverables:

- Annual Health Funding Advocacy Brief
- Budget Alignment Review with Well-Being Department

Objective C:

Improve Recruitment & Retention Through Advocacy

Support advocacy efforts that address health workforce pay parity and build a long-term strategy to retain skilled health professionals.

Deliverables:

- Advocacy for Wage Parity
- Compensation Analysis
- Recruitment and Retention Strategy

Objective D: Advance Health Infrastructure Development

Support the planning and advocacy of community-driven health infrastructure initiatives that enhance access to culturally appropriate, high-quality care.

Deliverables:

- Improved Health Infrastructure
- Council Engagement in Project Planning Processes

Goal 2: Education

Advocate for and support the community's long-term vision for education by securing funding, resources, and partnerships to strengthen capacity, curriculum, and lifelong learning opportunities.

Objective A:

Explore the Education Process and Promote Community Engagement

Advance self-determination in education by encouraging community Governance rooted in Six Nations Haudenosaunee values, language and culture, while ensuring that community voices guide planning, curriculum development, and system accountability.

Deliverables:

- Support a Request for Proposal (RFP) process to conduct a 360° review of current education systems (working groups, assessments, evaluations and reports) to establish a recommended transformation strategy to meet the community vision
- Encourage & Support Community Engagement throughout RFP process.
- Assist in Engagement Strategy with Provincial and Federal Partners

Objective B:

Secure Sustainable & Predictable Education Funding

Advocate for long-term planning, needs-based education funding that reflects local demographics/accelerator, inflation/indexing, and infrastructure costs.

Deliverables:

- Advocate for Assessment and Evaluation of the Six Nations Federal School System
- Support RFP process to examine and recommend a Six Nations Education Funding Formula with Capital & Staffing Needs
- Support Six Nations Education Transformation Strategy

Objective C:

Build Infrastructure, Workforce & Administrative Capacity

Based on RFP recommendations, advocate for increased infrastructure to support required Six Nations staffing resources, including proposal writers, curriculum experts, and culturally grounded educators.

Deliverables:

- Support Community Vision for Accountability Framework/Body
- Support Infrastructure and Staffing Needs Brief; Submit to Indigenous Services Canada
- Six Nations Education Recruitment Strategy



Goal 3: Crisis Response

Strengthen community resilience through emergency readiness, improved infrastructure, strong partnerships, and informing the community to protect all generations in times of crisis.

Objective A:

Advocate for
Critical Infrastructure &
Operational Capacity

Support planning and advocacy for infrastructure and **innovative** systems that enhance emergency readiness.

Deliverables:

- Infrastructure & Resource Needs Advocacy Brief
- Council Engagement in Regional Emergency Planning Tables
- Communications to Community

Objective B:

Foster Intergovern-
mental & Strategic
Partnerships

Strengthen relationships with government emergency authorities, other First Nations and private service providers to improve coordination, and expand access to resources.

Deliverables:

- Partnership Agreements with Emergency Response Agencies
- Advocacy for First Nation Emergency Services Funding Streams
- Participation in Regional & National Emergency Forums



Goal 4: Community Safety

Champion community-led safety and justice by advancing culturally grounded frontline services, restorative practices, and holistic prevention programs that support recovery, treatment, and healing.

Objective A:

Support Community-Led Services

Strengthen Six Nations Frontline Services by advancing local jurisdiction and promoting community-led models grounded in Six Nations Haudenosaunee values and public safety priorities.

Deliverables:

- Advocacy Briefs for Federal/Provincial Safety Funding
- MOU Development with Justice and Safety Partners
- Community Emergency Plan (Updated)

Objective B:

Strengthen Inter-governmental & Frontline Partnerships

Enhance relationships with government partners, community safety services, and frontline agencies to improve collaboration, expand funding access, and deliver integrated supports.

Deliverables:

- Safety and Justice Advocacy Package
- Council Engagement in Public Safety Tables
- Emergency & Enforcement Collaboration Protocol



Goal 5: Supporting Community

Promote community wellbeing through shared indicators, wraparound supports, and inclusive spaces that foster connection, healing, and belonging across all stages of life.

Objective A:

Create Haudenosaunee Index of Well-Being

Establish a community-specific measurement framework rooted in community values and social determinants of health to guide planning, evaluation, and investment.

Deliverables:

- Haudenosaunee Index of Well-Being Framework
- Community Engagement Sessions
- Annual Evaluation Report

Objective B:

Strengthen Coordinated, Inclusive, and Lifespan Supports

Advocate for funding to improve service delivery across departments by promoting enhanced coordination, addressing service gaps, and ensuring wraparound supports for all life stages including youth, adults, and seniors through mentorship, transition programs, and culturally grounded caregiver resources.

Deliverables:

- Advocacy for Cross-Departmental Service Delivery through Integrated Case Management Initiatives
- Advocacy for Elders and Caregivers Engagement Initiatives
- Advocate for Mental Health Crisis Service Advocacy Dossier

Objective C: Expand Social Infrastructure & Safe Spaces

Support investment in spaces and initiatives that promote healing, belonging, and connection — including cultural gathering places, recreation facilities, wellness hubs, and community-led social enterprises.

Deliverables:

- Community Infrastructure Needs Assessment
- Feasibility Study for Multi-Use Wellness and Gathering Space
- Social Enterprise Support Framework



STRATEGIC PRIORITY AREA 3

HONOUR OUR LAND, LANGUAGES & CULTURE

Goal 1: Environmental Stewardship and Land Protection

Protect and honour the land through community-led standards, education, and enforcement that uphold our responsibilities to the Creator and Mother Earth. Guided by the principle of collective responsibility, strengthen our connection to all that sustains us and ensure its protection for the future.

Objective A: Advocate & Explore Land Use Standards

Advocate for and explore land use standards and permitting processes that reflect community values, manage growth, and protect the territory.

Deliverables:

- Community Approved Land Use Standards

Objective B:

Strengthen Environmental Oversight and CP Accountability

Expand enforcement capacity and regulatory oversight to address illegal dumping, pollution, and land misuse – particularly on CP (Certificate of Possession) lands – to protect community health and uphold shared environmental standards.

Deliverables:

- Environmental Protection Plan
- Enforcement Officer Role and Training Outline



Goal 2: Cultural Revitalization and Language

Support the revitalization of a strong Six Nations identity by fostering languages, protecting sacred spaces, and sustaining cultural teachings across generations, while advocating and leading by example.

Objective A: Support Language Programs

Programs that support language learners of all ages and stages, with a focus on immersion, bilingualism, intergenerational transmission, and broad community accessibility.

Deliverables:

- Language Program Needs & Resource Assessment
- Immersion Program Expansion Plan

Objective B: Support Language Learners & Educators

Advocate for stable, long-term investment in language learners, teachers, and immersion programming.

Deliverables:

- Language Educator Support Strategy

Goal 3: Traditional Knowledge and Teachings

Ensure Six Nations governance is guided by traditional teachings and values, leading by example in all decisions and actions.

Objective A: Lead with Teachings and Tradition

Uphold and lead by example to ensure Six Nations Haudenosaunee values and teachings are embedded in Elected Council proceedings.

Deliverables:

- Traditional Knowledge Embedding Policy
- Cultural Opening & Closing Protocol for Council & Public Gatherings
- Increased Capacity Across the Organization



Goal 4: Sustainable Resource Management

Steward of the land, waste, and energy systems through Nation-led strategies that ensure sustainability, equity, and economic reinvestment.

Objective A:

Establish a Community Benefit Policy

Ensure that all major developments on Six Nations land generate social, cultural, environmental, or economic value for the community.

Deliverables:

- Community Benefit Policy Framework
- Evaluation Criteria Based on Community Values

Objective B:

Strengthen Long-Term Resource Management Capacity

Advocate for the resources needed to ensure community systems have the staffing, infrastructure, and policy frameworks to sustainably manage land, waste, water, and energy into the future.

Deliverables:

- Investment Needs Analysis
- Multi Year Infrastructure Investment Roadmap
- Policy and Community Standard Review for Environmental Compliance



STRATEGIC PRIORITY AREA 4

STRENGTHEN INFRASTRUCTURE & ECONOMY

Goal 1: Infrastructure and Capital Planning

Advance Nation-led infrastructure that integrates sustainability, climate resilience, collaborative work and long-term accountability through strong, planning and community values.

Objective A:

Advocate for Funding to Support the Development of a Community Capital Plan

Create a capital infrastructure plan aligned with population growth, housing demand, environmental risks, and long-term service needs.

Deliverables:

- Population and Infrastructure Needs Assessment
- Updated Community Plan with Capital Priorities & Timelines

Objective B:

Advocate for Funding to Support Six Nations Green Policy

Advocate for funding to ensure all infrastructure investments align with sustainability, environmental protection, and climate adaptation goals.

Deliverables:

- Climate Resilience Infrastructure Checklist
- Integrated Capital-Climate Adaptation Plan

Objective C:

Upgrade Core Infrastructure

Advocate for funding to address the capital deficit by upgrading critical infrastructure systems (e.g., water, roads, public buildings) to ensure sustainability and safety.

Deliverables:

- Infrastructure audits (water, waste, energy, roads)
- Infrastructure upgrade and replacement schedules
- Coordinated capital funding sources



Goal 2: Housing Development

Create a staged housing strategy that meets all community needs, promotes affordability and maintenance, and supports dignity, family well-being, and generational responsibility.

Objective A:

Establish Comprehensive Housing Strategy

Develop a Nation-led housing strategy that addresses the full spectrum of housing needs, emergency, transitional, low-income, market, and homeownership.

Deliverables:

- Comprehensive Housing Strategy
- Community Housing Needs Assessment & Demand Forecast
- Governance Model for Housing Authority

Objective B:

Improve Access and Affordability

Revise eligibility, rent structures, and housing loan policies to reflect true community needs and promote ownership.

Deliverables:

- Housing Eligibility and Affordability Policy
- Income Assessment and Verification Framework
- Rental Rate and Subsidy Structure

Objective C:

Expand Housing Supply, Models, and Funding Access

Increase housing supply by leveraging government programs and partnerships, and advocating for transitional, rent-to-own, and cooperative models to support Seniors, large families, and low-income households.

Deliverables:

- Transitional and Alternative Housing Feasibility Study
- Rent-to-Own and Cooperative Housing Program Options
- Modular and Mobile Housing Pilot Plan



Goal 3: Economic Development and Revenue Generation

Support economic growth through values-based planning, increased funding access, and diverse revenue streams that build long-term prosperity.

Objective A: Ensure Alignment and Accountability

Support economic development initiatives & partners by strengthening collaborative frameworks, improving oversight, enhancing accountability measures to ensure initiatives align with community values, responding to SNGR priorities, resulting in equitable community benefit & reinvestment.

Deliverables:

- Data to Support the Renegotiation of the Six Nations of the Grand River Economic Development Corporation Agreement
- Policy Guidance on Revenue Reinvestment
- Accountability Tools & Reporting Protocols

Objective B: Diversify & Expand Own-Source Revenue

Identify and leverage opportunities to monetize Nation-owned services, assets, and infrastructure, while exploring opportunities in priority sectors to expand own-source revenue and reinvest in community needs.

Deliverables:

- Feasibility Studies and Business Cases
- Service Monetization Strategy
- Tourism and Training Revenue Pilots

Objective C: Develop Food Sustainability and Agricultural Development Strategy

Support the design and implement a long-term, community-driven Economic Development Strategy that reflects Six Nations' Haudenosaunee values, priorities, and rights.

Deliverables:

- Nation Wide Economic Development Strategy
- Develop Goals and Targets
- Food Sustainability and Agriculture Plan



Goal 4: Transportation and Connectivity

Strengthen transportation and digital access to support safe, inclusive, and connected communities aligned with health, safety, and holistic well-being.

Objective A:

Continue to Improve and Maintain Community Transportation Infrastructure

Continue to advocate funding for expanding and maintaining roadways, bridges, and transportation routes to ensure safe and equitable access across the territory.

Deliverables:

- Transportation Asset Condition assessments
- Transportation Infrastructure Maintenance Plan
- Annual Maintenance Budgets

Objective B:

Develop a Community Transportation Strategy

Continue to support in an advocacy role the creation of a coordinated transportation system to serve residents and improve access to health, education, and employment.

Deliverables:

- Community Transportation Strategy
- Shuttle and Ride-Share Pilot Plan
- Service Gap & Mobility Needs Assessment
- Regional Transit Partnerships

Objective C:

Expand Broadband & Digital Connectivity

Support ongoing efforts to improve reliable telecommunications across all homes and facilities and address remaining connectivity gaps (“black holes”).

Deliverables:

- Broadband Infrastructure Expansion Plan
- Telecommunications Equity
- Funding Applications for Federal and Provincial Digital Grants



STRATEGIC PRIORITY AREA 5

ADVANCE ADVOCACY & RIGHTS

Goal 1: Jurisdictional Recognition & Government Relations

Champion respectful government-to-government partnerships that recognize Six Nations' inherent jurisdiction and uphold its values and decision-making authority.

Objective A:

Advance Recognition of Six Nations' Jurisdiction

Advocate for recognition of Six Nations' inherent authority and decision-making jurisdiction by federal, provincial, and municipal governments.

Deliverables:

- Advocacy Briefs on Jurisdiction Under Haldimand and Relevant Treaties
- Formal Submissions Responding to Legislative Changes (e.g., Bill 5)
- Government-to-Government Dialogue Frameworks

Objective B:

Formalize Government-to-Government Relationships

Develop and adopt bilateral and trilateral agreements that respect Six Nations' inherent authority and jurisdiction and formalize political relationships with all levels of government — traditional, municipal, provincial, and federal.

Deliverables:

- Bilateral and **Trilateral** Agreement Templates
- Strategy for Direct Negotiations
- Negotiation Mandates for Key Files (e.g., Land Claims, Taxation, Infrastructure)



Goal 2: Sovereignty and Inherent Rights

Uphold and exercise Six Nations' sovereign right to govern by embedding jurisdiction into local systems, reinforcing Six Nations' authority, and advancing community-led governance rooted in self-determination.

Objective A:

Assert Nation-Led Governance and Jurisdiction

Advance Six Nations' sovereign and inherent rights authority across all areas of governance, regulation, and decision-making.

Deliverables:

- Develop Frameworks for Six Nations Autonomy
- Support for Land-Use Decisions Based on Community Values

Objective B:

Reinforce Six Nations' Authority

Promote recognition of Six Nations' inherent rights and governance across all levels of government in planning, environmental oversight, and development decisions, with administrative support from the CAP team.

Deliverables:

- Development of Six Nations Protocols
- Consultation and Accommodation Policy Updates
- Advocacy Materials Affirming Recognition of Sovereign Rights



Goal 3: Treaty Implementation and Historical Redress

Pursue justice, truth, and redress for treaty obligations by addressing land dispossession and advancing historical research that strengthens and reinforces Six Nations' identity and cultural resilience.

Objective A: **Advance Treaty Justice and Land Redress**

Support litigation and political action that address treaty violations and land dispossession, including Haldimand Tract and pre-Confederation claims.

Deliverables:

- Timeline of Land Litigation and Land Rights Claims (1995–Present)
- Advocacy and Legal Briefs on Land Restitution
- Elected Council Direction on Claim Strategy and Scope



Goal 4: Legal and Jurisdictional Advocacy

Build capacity to protect rights and advance self-determination through inclusive, values-driven advocacy.

Objective A: Build Legal Capacity

Grow legal expertise to monitor legislation, prepare advocacy, and lead litigation aligned with community priorities.

Deliverables:

- Council-Endorsed Capacity Building Roadmap
- Budget Allocation Plan for Legal Staff or Resourcing
- Partnership Development with Advisory Networks or Neighbouring Nations

Objective B:

Litigation Preparation and Resourcing

Be prepared for litigation by coordinating with legal team, guiding strategy, forecasting costs, securing resources, and engaging in community-backed advocacy, while maintaining a presence throughout proceedings.

Deliverables:

- Litigation Briefing Protocols for Council Participation
- Budget Forecast for Active Legal Files (e.g. Caledonia through 2026)
- Timeline Tracker and Coordination Tools for Pending and Emerging Cases

Objective C:

Advance a Nation-Based Justice System

Explore establishment of Six Nations judicial system, such as Day Courts, that reflect community norms.

Deliverables:

- Feasibility Study on Community Justice Systems
- Advisory Relationships with other Haudenosaunee Nations
- Draft Day Court Models Rooted in Traditional Governance

Objective D:

Enact Laws and Enforcement Mechanisms Locally

Enable local controls over permitting, community standards, CP oversight, and land governance through Nation legislation.

Deliverables:

- Draft Local Laws for Land Governance
- Enforcement Protocols for Permitting Compliance
- Oversight Framework Tied to Council Policy Directives



LOOKING FORWARD STATEMENT

The **Six Nations of the Grand River Elected Council Strategic Plan (2025–2030)** marks a continued commitment to strong leadership, accountability, and community progress. It reflects a unified vision for how Council will govern, advocate, and serve the people of Six Nations — guided by shared Haudenosaunee values, cultural teachings, and the responsibilities we hold.

As we move forward, this plan will serve as a living framework — one that adapts to new opportunities, challenges, and realities while remaining rooted in the Nation's long-term goals of self-determination and sovereignty. SNGREC will continue to review and renew this plan annually, ensuring that it remains responsive to community priorities and aligned with the evolving needs of our people.

The work ahead requires collaboration, transparency, and perseverance. Together — SNGREC, staff, and community — we will continue to strengthen our governance, protect our lands and languages, grow our economy, and advance our rights. With each step, we move closer to the vision of a strong, healthy, and self-sustaining Six Nations of the Grand River for the faces yet to come.



ACKNOWLEDGEMENTS

The Six Nations of the Grand River Elected Council extends its sincere appreciation to all those who contributed to the development of this Strategic Plan (2025–2030).

This plan represents the collective effort and dedication of the Chief, Elected Council Members, Chief's Office, and Executive Leadership Team, who worked together to define a clear and unified path forward for the Nation. Through open dialogue, reflection, and collaboration, this group identified the priorities, goals, and commitments that will guide the work of the Elected Council's next two years.

Shared leadership and vision ensure this plan reflects the values, responsibilities, and aspirations of the Six Nations of the Grand River, and that it remains grounded in accountability, transparency, and service to the community.

This Strategic Plan stands as a testament to SNGREC's collective commitment to good governance and to the ongoing pursuit of a strong, healthy, and self-sustaining future for our people.



GLOSSARY OF TERMS

This section defines key terms used throughout the **Six Nations of the Grand River Elected Council Strategic Plan (2025–2030)**. These definitions ensure a shared understanding of how the plan is structured, how progress will be measured, and how Council carries out its governance responsibilities.

STRATEGIC PLANNING COMPONENTS:

Vision

A clear, aspirational statement that describes the future Six Nations strives to achieve. The vision expresses the community's long-term direction, rooted in its values, identity, and responsibilities to the faces yet to come.

Mission

A statement of purpose that defines the role of Chief and Council — what they do, who they serve, and how they will collectively work to fulfill the Nation's vision.

Values

The guiding principles and beliefs that shape leadership, decision-making, and relationships. Values reflect Six Nations' Haudenosaunee cultural teachings and worldview, and define how Council leads in service to the community.

Strategic Pillars

The core themes that organize this plan. Each pillar represents a major area of leadership focus that connects the Nation's vision and mission to tangible goals and actions.

Goals

High-level outcomes that describe what Council intends to achieve within each strategic pillar. Goals provide a clear sense of direction and purpose over the five-year term of the plan.

Objectives

Specific results or milestones that demonstrate how each goal will be achieved. Objectives are measurable, action-oriented, and grounded in Council's strategic direction.

Deliverables

Evidence showing progress towards meeting an objective — such as reports, frameworks, policies, or advocacy briefs — that mark progress toward achieving an objective. Deliverables support accountability and provide evidence of results.

Monitoring and Implementation

The ongoing process of reviewing, measuring, and reporting on the plan's progress to ensure it remains relevant, achievable, and accountable to the community.

GOVERNANCE AND NATION SPECIFIC TERMS

Accountability

The responsibility of Chief and Council to act with integrity, report on decisions, and communicate to the community they serve.

Advocacy

Actions taken by Chief and Council to represent and advance the Nation's rights, priorities, and interests through political engagement, negotiation, and partnership.

Chief and Council

The elected leadership of the Six Nations of the Grand River, responsible for decision-making, governance, and advocacy on behalf of the community.

Committee

A working group of Council members and administrative leadership responsible for overseeing specific areas of governance, policy, or community development. Committees review issues, and bring forward recommendations to the full Council.

Community Well-Being

A holistic understanding of health that includes the physical, emotional, mental, spiritual, and cultural well-being of the community — grounded in Six Nations' Haudenosaunee values and responsibilities to one another.

Department

An administrative team within the Six Nations organization responsible for delivering programs, services, and operations that support community needs and Council priorities.

Governance

The system and process by which decisions are made, authority is exercised, and accountability is maintained. At Six Nations, governance reflects both traditional Haudenosaunee teachings and modern systems of elected leadership.

Inherent Rights

The original rights of the Six Nations people that stem from their existence as a sovereign Nation — including the right to self-govern, manage lands, and protect cultural and spiritual practices.

Jurisdiction

The recognized authority of Six Nations to govern its own affairs, lands, and people, in accordance with its own laws, customs, and principles.

Nation to Nation Relationship

A political relationship between Six Nations and other governments, based on mutual respect, treaty recognition, and the principle of self-determination.

OCAP Principles

The principles of **Ownership, Control, Access, and Possession**, which affirm Six Nations' right to govern how its data is collected, used, and managed in accordance with Nation sovereignty and community consent.

Self Determination

The right and responsibility of Six Nations to make its own decisions, define its own future, and exercise control over its governance, lands, and resources.

Sustainability

The practice of making decisions that meet the needs of the present while preserving environmental, cultural, social, and economic balance for the faces yet to come.

Transparency

The open communication of decisions, priorities, and processes by Chief and Council to build trust, understanding, and engage the community.

Well-Being

A community-based measurement framework being developed by Six Nations to evaluate progress based on local definitions of wellbeing, including health, culture, environment, and social connection.



STRATEGIC PLAN 2025-2030

Created by Dable Advisory & Consulting Services