



2019
**SIX NATIONS
COMMUNITY PLAN**
Tsəh Niyogwadrihwihsa'nhq'



WORDS BEFORE ALL ELSE

Our Ganq̄honyq̄hk (Thanksgiving Address) is said at the beginning and end of each day, or when there is a gathering of people. As we gather here to plan a bright future for our community, these words prepare our minds to have gratitude for what is, so we may consider what can be.

Kanien'kehá:ka (Mohawk)	Gayoḡhó:nq̄' (Cayuga)	English
Kentióhkwa! Sewatonhonhsí:iost ken'nikarihwésha ne káti ohén:ton karihwatéhkwén enkawennohétston.	Swagwe:gq̄h, Swadahq̄hsi:yohs nigaihwa:kah	Group of people here! Listen well for a short while, as we pass the words that come before all other matters.
Teiethinohwerá:ton ne Onkweshón:'a	Dędwadatnq̄honyq̄h ne:' Q̄gwehsq̄'ah.	We greet/thank the people
Teiethinohwerá:ton ne Ionkhi'nisténha tsi Ionhontsá:te	Dędwano hq̄:nyq̄h ne' Etino ha' Ohwej'ade'	We greet/thank our mother earth.
Teiethinohwerá:ton ne Kahnekarónnion	Dędwano hq̄:nyq̄h ne' Ohnegaq̄:nyq̄'	We greet/thank the waters all about.
Teiethinohwerá:ton ne Ononhkwa'shón:'a	Dędwano hq̄:nyq̄h Ha'deyowęno hra:ge: Onq̄hgwatra' hni'	We greet/thank the medicines.
Teiethinohwerá:ton ne Kaienthóhsera , Tionhnhékwen	Dędwano hq̄:nyq̄h ne' Gyq̄nhęhęq̄h	We greet/thank the harvest, the life sustainers.
Teiethinohwerá:ton ne Kahihshón:'a	Dędwano hq̄:nyq̄h ne' Wa h yaniq̄:ta'	We greet/thank the fruits.
Teiethinohwerá:ton ne Okwire'shón:'a	Dędwano hq̄:nyq̄h ne' Odehadq̄:ni:	We greet/thank the trees.
Teiethinohwerá:ton ne Ionkhihsothó:kón Ratiwé:ras	Dęyętinq̄honyq̄h ne' Etihsó:t Hadiwęnq̄dagye's	We greet/thank our grandfathers the thunder beings.
Teiethinohwerá:ton ne Kaié:ri Nikawerá:ke	Dędwano hq̄:nyq̄h ne' Deyowawęnye:?	We greet/thank the four winds
Tęshıtewanonhwerá:ton ne Shonkwahtsı:'a Tiohkehnékha Karáhkwa	Dęsedwanq̄honyq̄h ne' Sedwahj'ia:?' Eđehka:' gahgwa:gye's	We greet/thank him our elder brother the sun.
Teiethinohwerá:ton ne Ionkhihsótha Ahsontenhnékha Karáhkwa	Dęyętinq̄honyq̄h ne' Etihsó:t Ahsóhehka:' ehni'da:gye's	We greet/thank our grandmother the moon.
Teiethinohwerá:ton ne Iotsistohkwarónnion	Dęyętinq̄honyq̄h ne' Ojihsq̄dahsia:?'	We greet/thank the stars all about.
Tęshıtewanonhwerá:ton ne Shonkwaia'tison	Dęsedwanq̄honyq̄h ne:' Shq̄gway'adihs'q̄h	We greet/thank him our creator.
Ó:nen ká:ti tho nió:re ia'tetewawenniháhrho. Tóka' thé:nen saionkwa'nikónhrhen, í:se ki' né: ó:nen sasewakwatakohá:ton.	Da:netoh nagatgwe:ni' i'geh agayagędahk Ganq̄honyq̄hk	Now, then, that is how far we have gone with our words. If there is anything that we have forgotten to mention, now, then, you could fix it or add to it.
Ó:nen wetewarihwahnhótón:ko nón:wa wenhniserá:te. Eh káti' niohtónhak ne onkwa'nikón:ra. Tho niowén:nake.	Danetoh	Now we opened the day. Therefore, let our minds be that way (appreciative). Those are all the words

**Mohawk translation from <https://kanienkeha.net/blogs/ohenton-karihwatehkwen/> and Cayuga translation from <https://onlc.ca/wp-content/uploads/2017/05/Cayuga-language-Work-Book.pdf>

TABLE OF CONTENTS

Introduction to the 2019 Community Plan Update	
Acknowledgements	4
About our Logo	4
Planning for Change: An Introduction to Community Planning	5
History of the Community Plan	7
Making a Plan: Our Journey of Community Engagement	8
Creating Change With The Community Plan	10
Community Plan Priorities and Goal Pages	
Overview of Community Priorities and Goals	12
How to use the Community Plan Goal Pages	14
Mother Earth Etingha' Ohwejade'	16
Stewardship	18
Food System	20
Waste Management	22
Climate Change	24
Culture Tseq̄h Niyq̄gwaiho'dę:	26
Culture & Tradition	28
Haudenosaunee Languages	30
Arts	32
Tourism	34
Governance Q̄gwayanehsra'	36
Unity	38
Participatory Decision Making	40
Self-Determination	42
Justice & Community Standards	44
Land	46
Community Q̄gwa:na:da'	48
Participation & Communication	50
Planning & Collaboration	52
Recreation	54
Safety & Emergency Services	56
Strong Families	58
Built Environment Dę' Q̄gwahsrq̄yahno'	60
Housing	62
Infrastructure	64
Public/Service Facilities	66
Transportation System	68
Employment & Education Adadr̄honyani:?, Gaiho'dęhsra' hni'	70
Education	72
Employment	74
Connection	76
Wealth & Economy Otga:nq̄nihsra', tseq̄h hni' Na'dewatwihsdąhsnyeha'	78
Economic-Self Reliance	80
Trade & Barter Economy	82
Local Economy	84
Basic Needs	86
Wellbeing Adagaidęhsra'	88
Community Care	90
Mental Wellness	92
Healthy Lifestyles	94
Respectful Relationships	96
Substance Abuse	98
Going Forward: A Future of Community Planning	100
Frequently Asked Questions	102





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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.

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Nya:weh for sharing your intimate knowledge of the community and guiding us through the process.

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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

PLANNING FOR CHANGE: AN INTRODUCTION TO COMMUNITY PLANNING

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.



** Information gathered from *Global Solutions for the Six Nations of the Grand River (2015)* and *Six Nations Community Profile (2018)*

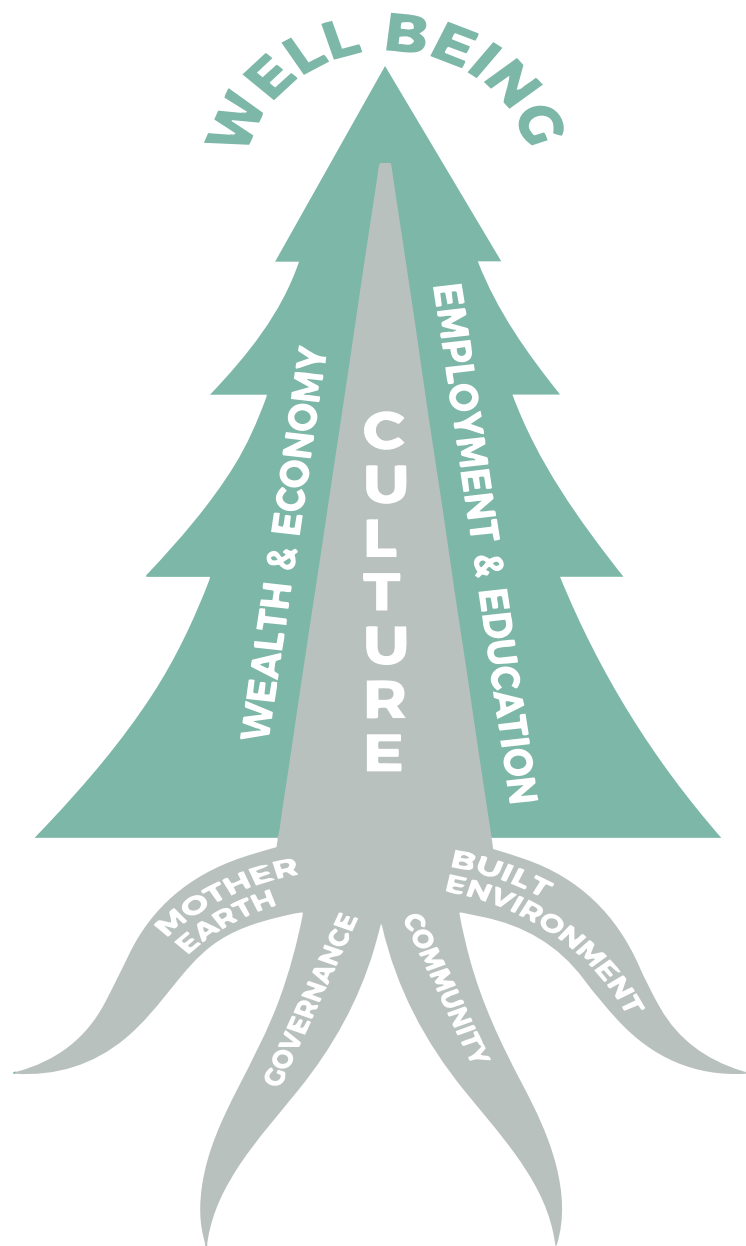
Together, we have maintained our knowledge of planning a healthy community even through the pressures of colonial influence on our processes. As we revitalize our culture and our languages, we return to the wisdom of our past while walking forward toward a modern future. There is a unique power when we come together to share knowledge and determine a path that reflects our values and principles as Haudenosaunee people. Through healthy dialogue, we are able to come to one mind over concerns and identify opportunities for change needed. As we continue to plan our community, everyone has a role to play, wisdom to share and a responsibility to help create a strong and healthy community. Creating our own plan is a step towards self-determination, where we are setting our own long-term goals, The Six Nations Community Plan 2019 update reflects the knowledge from the past being brought to the present to plan for the future. This community plan is a guiding document formed by community voices as a road map toward a healthy, happy, thriving future for the coming faces of tomorrow.



PLANNING FOR CHANGE: AN INTRODUCTION TO COMMUNITY PLANNING

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:



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

HISTORY OF THE SIX NATIONS COMMUNITY PLAN

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.



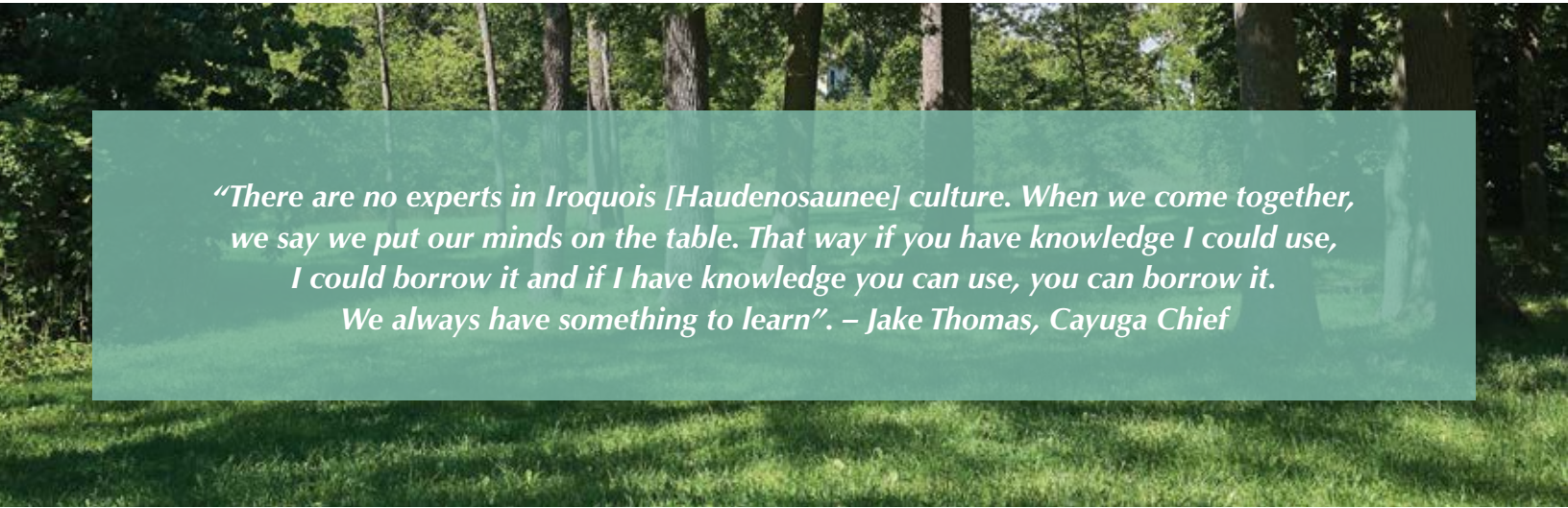


MAKING A PLAN: OUR JOURNEY OF COMMUNITY ENGAGEMENT



GATHERING THE COMMUNITY VOICE – “OUR PEOPLE ARE THE PLANNERS”

As the Community Plan Team embarked on the journey of community engagement we recognized the power and wisdom to solve today’s challenges and envision a bright future are within the community – and so this phrase emerged to guide our work – **our people are the planners**.



“There are no experts in Iroquois [Haudenosaunee] culture. When we come together, we say we put our minds on the table. That way if you have knowledge I could use, I could borrow it and if I have knowledge you can use, you can borrow it. We always have something to learn”. – Jake Thomas, Cayuga Chief

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 share differences of opinion with the comfort of knowing that they could be debated but respected.
- **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.

BY THE NUMBERS



People engaged in facilitated discussions including **family dinners, organization sessions, youth events and priority focus groups**



People engaged at **34 booths throughout the community**



People came through our **Open Houses** to provide comments on drafts

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.

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.





The Six Nations Community Plan is a road map to the future that we can all use to contribute to building a self-determined future. This section outlines first how every part of the community has a responsibility to action the plan, and second how the plan can be used to create informed change.

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.

Priority	Mother Earth	Culture	Governance	Community	Built Environment	Employment & Education	Wealth & Economy	Wellbeing
Positive Impacts								
Negative Impacts								

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.





Mother Earth
Etingha' Ohwejade'
(page 16)

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-
-
- 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 our impact (page 24)



Culture
Tsəh Niyogwaiho'də:
(page 26)

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-
-
- Celebrate our Haudenosaunee Identity through **CULTURE & TRADITION** (page 28)
-
-
- Preserve and enhance our **HAUDENOSAUNEE LANGUAGES** (page 30)
-
-
- Support contemporary and traditional **ARTS** (page 32)
-
-
- Strengthen the **TOURISM** sector to responsibly share our culture (page 34)



Governance
Qgwayanehsra'
(page 36)

-
-
-
- Come together in **UNITY** through governance (page 38)
-
-
- Strengthen community engagement in **PARTICIPATORY DECISION MAKING** (page 40)
-
-
- Pursue **SELF-DETERMINATION** in intergovernment relationships (page 42)
-
-
- Create an equitable system of **JUSTICE & COMMUNITY STANDARDS** (page 44)
-
-
- Recover **LAND** and care for it responsibly (page 46)



Community
Qgwa:na:da'
(page 48)

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-
-
- Promote engaged **PARTICIPATION & COMMUNICATION** among members (page 50)
-
-
- Develop a process of **PLANNING & COLLABORATION** to guide community change (page 52)
-
-
- Provide diverse **RECREATION** for all ages and abilities (page 54)
-
-
- Enhance community **SAFETY & EMERGENCY SERVICES** (page 56)
-
-
- Build **STRONG FAMILIES** (page 58)



Built Environment
De' Qgwahsronyahno'
(page 60)

-
-
-
- Have safe and comfortable **HOUSING** options for all (page 62)
-
-
- Supply **INFRASTRUCTURE** across our community (page 64)
-
-
- Create **PUBLIC/ SERVICE FACILITIES** that fit our developing community (page 66)
-
-
- Develop a complete community **TRANSPORTATION** system (page 68)



Employment & Education
Adadrihonyani:?,
Gaiho'dəhsra' hni'
(page 70)

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-
-
- Develop a community-based holistic lifelong **EDUCATION** approach (page 72)
-
-
- Increase **EMPLOYMENT** opportunities and quality of work (page 74)
-
-
- Develop our connection with off-reserve to strengthen **RETENTION** in employment and education (page 76)



Wealth & Economy
Otga:nənihsra', tsəh hni'
Na'dewatwihsdəhsnyeha'
(page 78)

-
-
-
- Strive for **ECONOMIC SELF-RELIANCE** to support our autonomy (page 80)
-
-
- Nurture a community **TRADE & BARTER ECONOMY** (page 82)
-
-
- Promote a thriving **LOCAL ECONOMY** of responsible businesses and entrepreneurship (page 84)
-
-
- Work together to ensure members' **BASIC NEEDS** are met (page 86)



Wellbeing
Adagaidəhsra'
(page 88)

-
-
-
- Develop **COMMUNITY CARE** systems that work for our people and our culture (page 90)
-
-
- Build **MENTAL WELLNESS** within our people (page 92)
-
-
- Support **HEALTHY LIFESTYLES** of nutrition, exercise and disease prevention (page 94)
-
-
- Cultivate **RESPECTFUL RELATIONSHIPS** with ourselves and others (page 96)
-
-
- Build up our people to be free from **SUBSTANCE ABUSE** (page 98)



HOW TO USE THE COMMUNITY PLAN GOAL PAGES



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:

	This objective is being addressed by organizations in the community and measurable progress is being made towards it.
	Preliminary work has been done (e.g. plans, drawings, feasibility studies), specific barriers may exist to progressing forward, typically a need for resources.
	This objective has been identified as a need or solution but no specific progress has been made.





MOTHER EARTH

Etingha' Ohwejade'

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.

MOTHER EARTH: WHAT WE HEARD AROUND THE TABLE...

Where we have come from:

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 Ganq̄onyq̄hk (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 agriculturalists 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.

Where we are today:

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.

How we will move into the future:

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

Justice & Community Standards (page 44)
When we live up to our responsibility as stewards, we can rely less on regulation and enforcement and more on personal accountability

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



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

Economic Self-Reliance (page 80)
Being better stewards of our resources will be an important part of supporting ourselves in perpetuity

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

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

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

Measuring Progress

- Water quality, soil health, tree canopy and biodiversity indicators increase
- Greater portion of the territory is forested
- Community can safely eat food and use medicines from forests and rivers
- Plant and wildlife species are returned or strengthened in the forests and rivers

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
- Lands & Membership
- Schools
- Community Planning
- SN Wildlife Mgmt.
- Environment Office
- Housing
- Justice

Timeline

	OBJECTIVES	STATUS IN 2019
SHORT (2019-2024)	Develop Haudenosaunee Environmental Standards	PLANNING Justice team developing standards, need staff and resources to hold community members accountable. (see Goal: Justice & Community Standards). Need ground standards in cultural teachings.
	Expand mapping capacity to support members mapping land and assist services	IN PROGRESS Lands & Membership department has GIS (Geographic Information Systems) capacity, but more training and technology needed to help members map property. Mapping services to expand to emergency and human services, expand to entire territory and be publicly available.
	Conduct a comprehensive ecosystem health study	PLANNING Wildlife Management. Office is undertaking some species/habitat assessments and Ohneganohs group is conducting a water study. Need sustained commitment to develop long term understanding.
	Develop and implement stewardship education campaign	IN PROGRESS Kayanase is working with developments in surrounding communities to plant indigenous species and restore Carolinian forest.
	Assert our role as stewards beyond the territory	IN PROGRESS Need for greater ecological literacy among community members. Align these with traditional knowledge of Mother Earth and integrate into school curriculum. Kayanase, Library and Schools are starting this work.
MEDIUM (2025-2029)	Advocacy with municipalities in Haldimand Tract	IN PROGRESS Wildlife Management Office advocates for better water treatment and standards along the Grand River through the Conservation Authority.
	Develop tree replanting policy	PLANNING SN Elected Council resolved that new public projects will have 3-to-1 replacement policy. Study needed to determine appropriate replanting processes, and integrate into housing and private development.
LONG (2030-2039)	Develop a Haudenosaunee Environmental Assessment	PLANNING SN Elected Council has resolved that an Environmental Assessment process is mandatory before land is purchased. Community based process needed for all development on and off-reserve to ensure our standards are being met.



Goal: Develop a **FOOD SYSTEM** of sustainable production and equitable access.

Positive Change Impacts



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

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

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
- Our Sustenance
- Health Services
- Food Bank
- SN Wildlife Mgmt.
- SN Public Library

Timeline

	OBJECTIVES	STATUS IN 2019
SHORT (2019-2024)	Agricultural Land Care Standards and protection measures	NOT STARTED Standards that would hold farmers and growers accountable in terms of pesticide and fertilizer use and community food standards, while also implementing land care standards to protect farmland. Inventory needed to take stock of our agricultural assets.
	Build dedicated food bank	IN PROGRESS Land and funding secured for new food bank with expanded storage and programming, construction to begin in 2019.
	Develop public knowledge on safe and sustainable hunting	PLANNING Various groups in the community are promoting traditional hunting practices, wildlife office providing crown land maps.
	Conduct Community Food Sovereignty Study and Mapping	NOT STARTED New study to gauge community food security from a lens of our culture and community (i.e. food sovereignty), food source mapping, traditional food consumption. Study would inform future programming to enhance food security.
MEDIUM (2025-2029)	Expand Community Gardens	IN PROGRESS Existing community garden program through Health Services running programming from Ohsweken site; land, staff and resources needed to expand and offer more accessible locations around the community.
	Build a multi-purpose Farm Resource Centre	PLANNING SN Farmers Association has plans for a centre to combine tool-sharing, bulk-buying, training, processing and selling to build local food economy.
	Develop Agricultural Education and Training program	NOT STARTED Training needed to illustrate to young people the opportunities of a farming career and offer training to develop necessary skills.
LONG (2030-2039)	Develop a community wild food share	NOT STARTED Support hunters and fishers who feed to share bounty with community members in need. Integrate skill building and culture development.
	Create a Haudenosaunee seed library	NOT STARTED Repository needed we can preserve and enhance the diversity of our sustenance. Project can be based in new Public Library and Archive Facility.



Goal: Enhance **WASTE MANAGEMENT** and reduce the amount of waste we create.

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



Education (page 72)

Waste Management education initiatives can decrease our ecological footprint

Economic Self-Reliance (page 80)

We can use our knowledge of the environment to foster innovative waste management which can translate to economic opportunity

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

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

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.)

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

Suggested Lead Partners

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

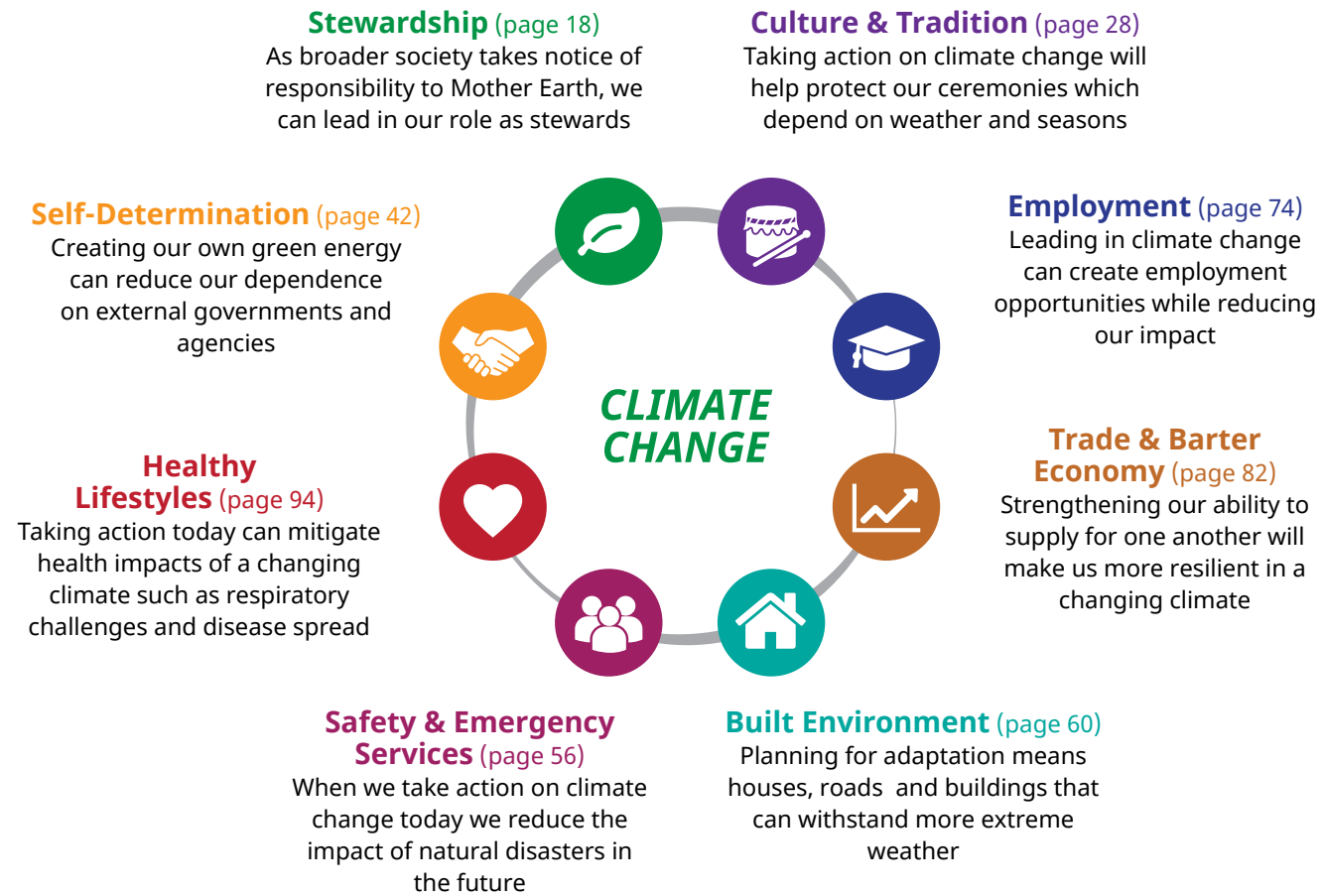
Timeline

	OBJECTIVES	STATUS IN 2019
SHORT (2019-2024)	Conduct a community wide waste impact study	NOT STARTED Waste and litter are a concern of many in the community, study needed to have clear picture of what our impact currently is, what kinds of waste we are producing, what proportion is recycled, etc.
	Community Re-Use Centre/ Second Hand Store	IN PROGRESS Collaboration between Ontario Works and GREAT to begin in 2019. Will allow us to reuse unwanted goods and create employment.
	Create user-friendly waste transfer station at old landfill site	IN PROGRESS 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.
	Develop Community Waste Education Initiative	PLANNING Public Works has developed informational handouts, expansion needed to include school and business outreach, inform community of impacts and strategies to reduce waste.
MEDIUM (2025-2029)	Provide reliable and low-cost or free garbage and recycling curbside pick-up	NOT STARTED Private business initiated in 2016 but was not sustained. Would require significant financial resources to not pass the cost on to community members.
LONG (2030-2039)	Single-use plastic ban within the community	NOT STARTED Action needs to be taken to curb our plastic use. Will require strong governance to uphold this standard.
	Create a community composting program	NOT STARTED Opportunity to divert garbage through food scraps, can be returned to members, resources needed for facility, household disposal, and pickupage.
	Create a waste/recycling facility	NOT STARTED The transfer station in short term solves land fill 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 neighbouring communities.



Goal: Adapt to **CLIMATE CHANGE** and reduce our impact.

Positive Change Impacts



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

Timeline

	OBJECTIVES	STATUS IN 2019
SHORT (2019-2024)	Expand Carolinian stewardship programs outside our community	IN PROGRESS 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.
	Conduct community climate change study	PLANNING Preliminary study conducted by Environment Office in 2018, sustained funding needed to understand impacts on the built environment.
	Integrate Climate Change into emergency plan	PLANNING Emergency Plan (see Goal: Safety & Emergency Services) must prepare us for more frequent severe weather events.
	Community Climate Change Education Initiative	NOT STARTED Action needed to inform community members about the risks of climate change and the role they can play.
MEDIUM (2025-2029)	Develop Green Infrastructure Plan	NOT STARTED Develop program so that new infrastructure and development uses natural technology (e.g., wetlands, rain gardens, bio-swales). Complete climate change study needed, funding will be required as these projects require more resources initially, but lower maintenance in the long run.
	Develop solar installation strategy	PLANNING 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.
LONG (2030-2039)	Create Gas Transition Plan	NOT STARTED Gas stations play an important role in our economy, plan needed to support transition away from fossil fuel industry.
	Community Solar Farm	PLANNING There is an initiative to build a solar farm that will sustain the community with stable, green electricity, but need dedicated land.
	Install electric vehicle charging stations	NOT STARTED Need for investment to incentivize community members buying electric cars.



CULTURE

Tseḡ Niyogwaiho'de:

Culture & Tradition
Haudenosaunee Languages
Arts
Tourism

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 Onkwéhon:we Languages.

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'adihs'qh (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."



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

Unity (page 38)

Our culture is inclusive and tells us how we can create a governance system that works for all Haudenosaunee

Employment (page 74)

Compensating those carrying our culture fairly for their skills can create new employment opportunities

Respectful Relationships (page 96)

A strong sense of identity from knowing our culture will build our spirits and minds by knowing who we are



Trade & Barter Economy (page 82)

Building our tradition of celebrating the gifts of individuals, sharing skills and resources can build an alternative, reciprocal economy

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'nikonhri: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

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

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

Suggested Lead Partners

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

Timeline

	OBJECTIVES	STATUS IN 2019
SHORT (2019-2024)	Expand and provide resources to initiatives sharing culture	IN PROGRESS The Traditional Medicine Committee, Deyohaha:ge (Indigenous Knowledge Centre), are all providing these resources to the community.
	Review and modify organizations' policies to support culture	IN PROGRESS Integrating practices such as Ganohnyohk (Thanksgiving Address), permitting flexibility to allow for participation in ceremonies or learning language and culture – 'cultural wellness' days instead of sick days.
	Develop a ceremonial speakers' list and procedure	NOT STARTED Organizations looking to integrate more culture in meetings and events often seeking speakers, but need clear list of who can provide this service, and how they should be respectfully compensated.
	Develop a learners mentoring program	NOT STARTED Pairing up learners to meet up with one another, share and learn from each other to reduce stigma of being new to the culture.
	Family skill-building school or workshops	NOT STARTED 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.
	Create cultural advisory roles in all public organizations	IN PROGRESS 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.
	Develop a research and knowledge mobilization strategy to support the revitalization of Haudenosaunee knowledge	PLANNING 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.
MEDIUM (2025-2029)	Create a fund to support cultural knowledge holders	NOT STARTED 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.
LONG (2030-2039)	Construct an Indigenous Knowledge Centre Facility	NOT STARTED Deyohaha:ge (Indigenous Knowledge Centre) at Six Nations Polytechnic protecting and promoting our culture. In need of a dedicated facility to accommodate learners and archives.



Goal: 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-honoured ways we come together and make decisions

Education (page 72)

Centering Haudenosaunee language learning will build an education approach unique to us

Community Care (page 90)

Providing more care in the language will help shape a system of care that reflects our values and identity



Wealth & Economy (page 78)

The words we use to describe what wealth means to us can shape our economic approach

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

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

Timeline

	OBJECTIVES	STATUS IN 2019
SHORT (2019-2024)	Create a language speaker monitoring program	IN PROGRESS Woodland Cultural Centre did a speaker list in 2014 but was only 1st language speakers. Needs to start monitoring progress and growth of new learners.
	Explore new technologies to expand language	IN PROGRESS Opportunity to embrace technology instead of seeing it as opposing our culture. Polytech has an introductory app in Mohawk and Cayuga.
	Focus on adult learners and creating teachers	IN PROGRESS Language Commission is making adult learners its focus to create speakers that will teach at home. Once critical mass is developed, focus on early years learning. Polytech beginning a 3 year program to create Cayuga speakers.
	Adapt existing language programs to be incremental	IN PROGRESS Language Commission has developed standards to ensure language learners build on skills, has not reached the programs in schools yet.
	Document and archive Haudenosaunee Languages for ongoing and future revitalization efforts	IN PROGRESS Robust and quality documentation will be vital to the overall language preservation and revitalization effort. Indigenous Knowledge Centre has initiated archiving to achieve this.
MEDIUM (2025-2029)	Expand language nest initiative	IN PROGRESS One in place which exposes youth at very early age but need more space, teachers and resources to expand.
	Highlight language learner success stories	IN PROGRESS Highlight successes of graduates from immersion programs and of regular families committing and succeeding to learn the language.
	Enhance Language instruction in neighbouring high schools	PLANNING Language instruction is available, but not held to a standard of succession over years. Need to explore advocacy to exempt our students from competing requirements.
LONG (2030-2039)	On reserve language high school	NOT STARTED Emerging as a priority of the lifelong learning education to have an on- reserve high school with a substantial immersion component, to build upon the immersion high school offered through Kawenni:io.
	Require employees of public organizations to learn a language	NOT STARTED Will require long term support, time and resources so that services can be provided in the languages.



Goal: Support contemporary and traditional **ARTS**.

Positive Change Impacts



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
- More visual art celebrating our culture throughout the community
- 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 are 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
- Deyohaha:ge (Indigenous Knowledge Centre)
- Woodland Cultural Centre
- Six Nations Tourism
- New and emerging organizations

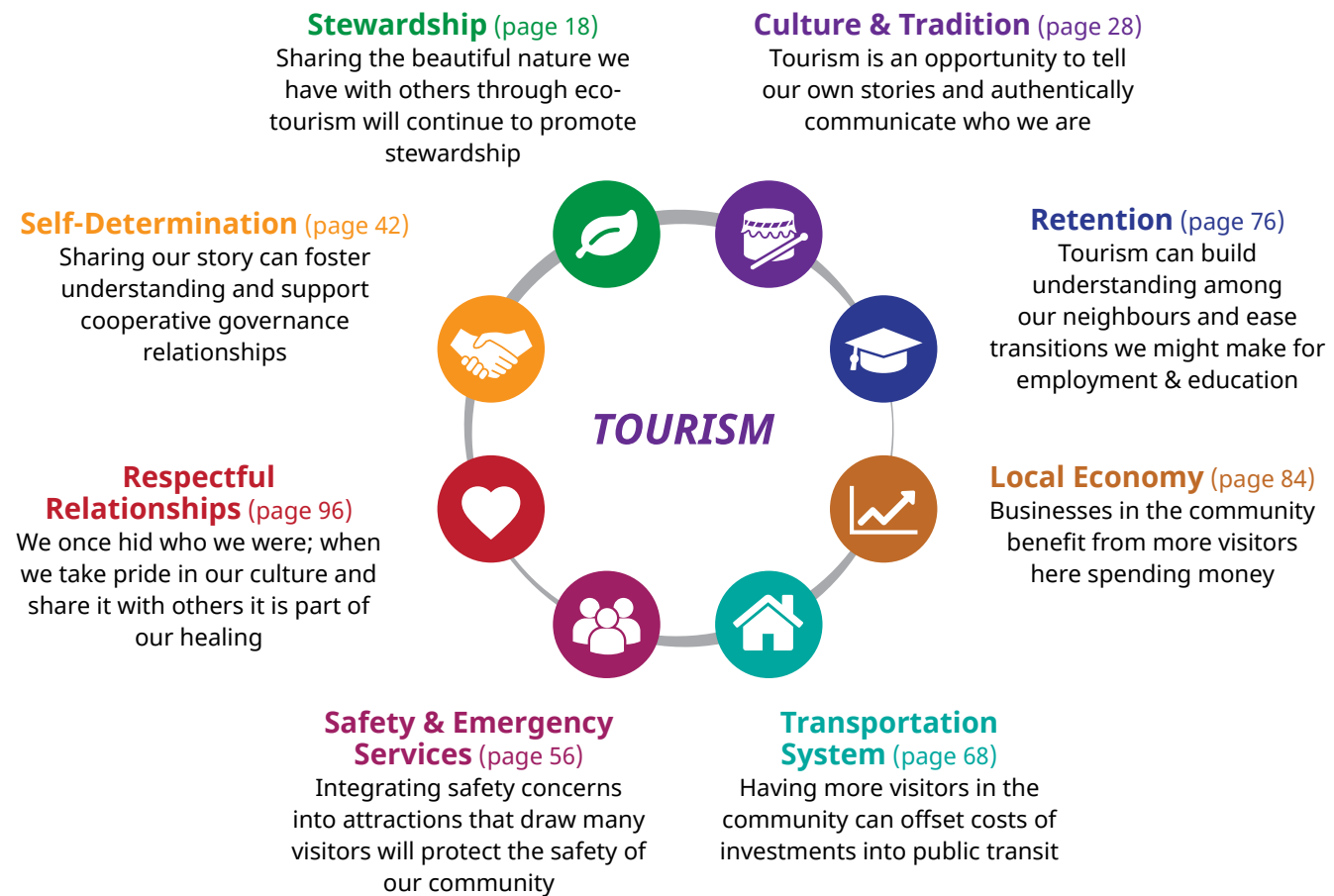
Timeline

	OBJECTIVES	STATUS IN 2019
SHORT (2019-2024)	Coordinate and promote efforts of local artists	IN PROGRESS 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	PLANNING 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.
	Create more community arts celebrations	IN PROGRESS 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	NOT STARTED 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.
	Build a multi-purpose Arts Centre	NOT STARTED 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



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

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

	OBJECTIVES	STATUS IN 2019
SHORT (2019-2024)	Coordinate diverse existing tourism initiatives and collaborate with neighbouring communities	IN PROGRESS Tourism Marketing Committee beginning to coordinate efforts, need greater understanding with community members around what can and cannot be shared of our culture.
	Economic Impact Study of culture and tourism initiatives	NOT STARTED Resources required to undertake study, challenge of coordinating all the different public and private tourism groups and organizations.
MEDIUM (2025-2029)	Create Tourism Training Initiatives	PLANNING Demand for more skilled employees in the Tourism sector, OSTTC is piloting an eco-tourism program with Fanshawe.
	Expand overnight capacity	IN PROGRESS Cabins being built at Chiefswood park add to existing overnight capacity, but more needed to support multi-day guests.
	Expand eco-tourism options	IN PROGRESS Kayanase and Chiefswood Park offering eco-tourism options, more room for growth to showcase and celebrate our relationship with Mother Earth.
LONG (2030-2039)	Develop Pauline Johnson Walk	NOT STARTED At corner of Pauline Johnson Rd. and Hwy. 54, initial discussions of developing "Pauline Johnson Walk" for Tourism and Business Development.



GOVERNANCE

Qgwayanehsra?

- Unity
- Participatory Decision Making
- Self-Determination
- Justice & Community Standards
- Land

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.

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."



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

Governance (page 36)

All issues of governance (land, justice, self-determination) can be pursued when we unify behind strong governance

Respectful Relationships (page 96)

When our leaders can demonstrate respect for each other, an example is set for community members to build respectful relationships

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

Employment (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



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

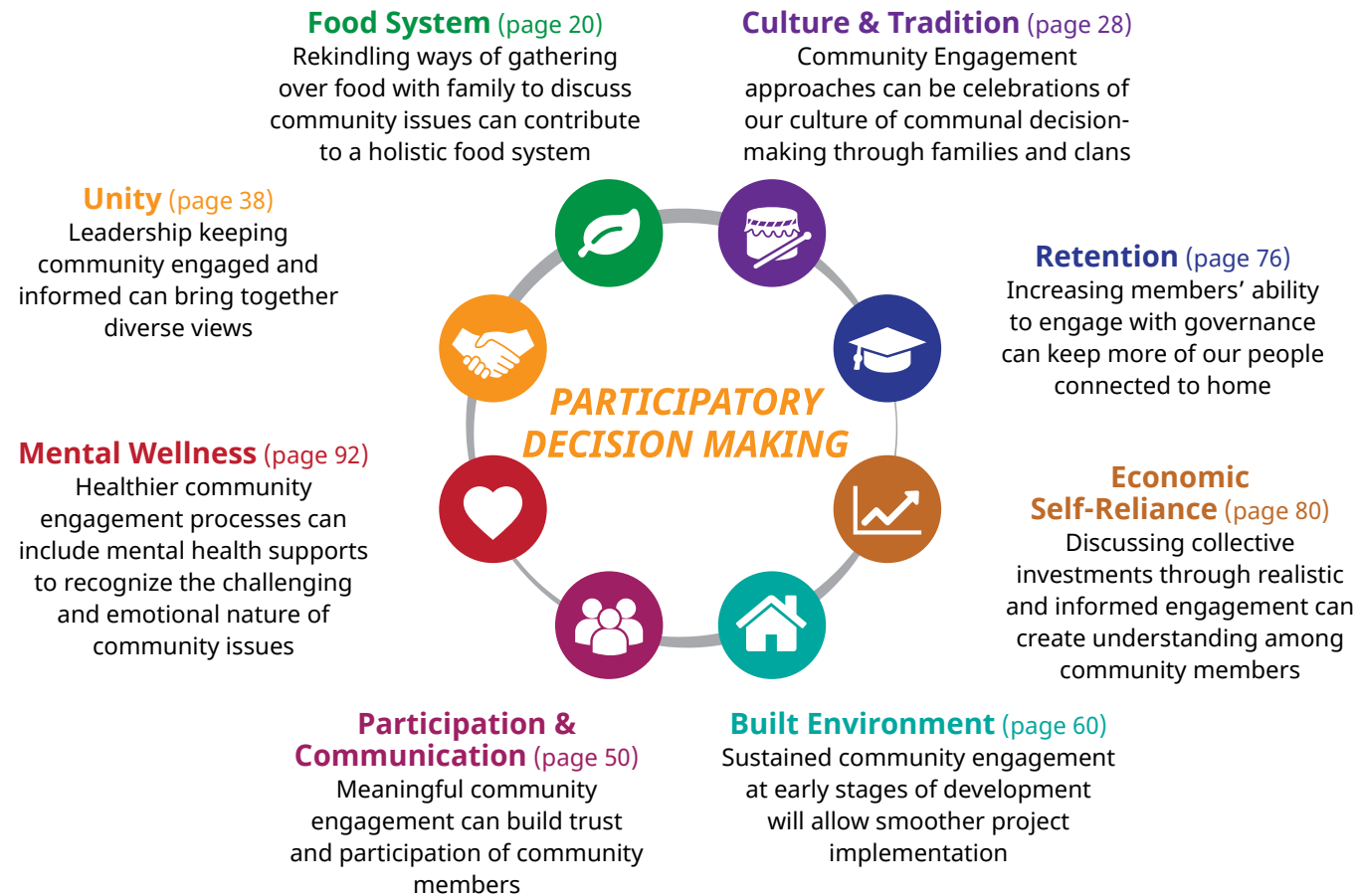
Community members shared that the most fundamental action needed is continued dialogue among all of us and specifically between the Haudenosaunee Confederacy Chiefs Council and the Six Nations Elected Council. An agreement must be reached that clearly outlines the roles and responsibilities based on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





Goal: Strengthen community engagement in **PARTICIPATORY DECISION MAKING**.

Positive Change Impacts



Community Member Responsibilities

- Participate in community engagement processes with patience and a good mind to respect diverse viewpoints
- Maintain a solutions based approach to community concerns
- Explain why you support or do not support something with patience and clarity
- Volunteer for community governance boards

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

Unity (page 38)

Our common goal of self-determination can bring us together as a community



Education (page 72)

Pursuing self-determination empowers us to define education on our own terms to meet our needs

Economic Self-Reliance (page 80)

When we are a self-determining community we can define our own economic priorities and reduce dependency

Respectful Relationships (page 96)

Self-determination creates space for lateral kindness by reducing the external impositions that strain our internal relationships

Planning & Collaboration (page 52)

Self-determination means we are setting our own vision and developing plans to reach that vision

Built Environment (page 60)

Determining our own future means a built environment that reflects our community and culture

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

Community Member Responsibilities

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



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

Positive Change Impacts



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

Measuring Progress

- Community standards based on respect and responsibility are created
- Standards are upheld in a respectful way
- Less case load for Justice Department
- Community members facing justice are processed in our own community systems

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

Discussion

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



Goal: Recover **LAND** and care for it responsibly.

Positive Change Impacts



Community Member Responsibilities

- Take care of the land we currently have with a good mind

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.

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



COMMUNITY

Qgwa:na:da'

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.
- Ganohkwasra Youth Lodge built in 2016.
- Community Safety signs put up in 2017 with messages in Haudenosaunee Languages.

COMMUNITY: WHAT WE HEARD AROUND THE TABLE...

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

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



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

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

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

Measuring Progress

- Higher participation numbers at community events and in programming
- More positive and respectful conversation at community events
- Increase in volunteer participation and commitment
- More community celebrations and festivals

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
- Social Services
- New and emerging organizations
- Community Planning

Timeline

	OBJECTIVES	STATUS IN 2019
SHORT (2019-2024)	Develop a volunteer coordination database	NOT STARTED Central Database needed for grassroots initiatives to find volunteers, celebrate participation.
	Develop a consistent and sustained youth engagement process	IN PROGRESS Youth council exists and working towards regular meeting and feed-in process, Youth Life Promotion is expanding this work, various youth groups are ongoing.
	Create community development info strategy	NOT STARTED Community needs to be made more aware of successes, realistic costs of new projects, opportunities for growth and reasons for delay.
MEDIUM (2025-2029)	Annual festival to celebrate success	IN PROGRESS Community awareness week is focused on community achievement, but not always tied to our success on long-term goals.
	Hire communications staff within each community organization	IN PROGRESS Some departments have communications specialists, but largely relying on a shared communications department which is overburdened with communicating all departmental initiatives.
	Build spaces to host small group discussions	PLANNING Social Services is considering building small spaces that community members can use at old school sites to host discussions.
	Develop technology/social media education strategy	NOT STARTED Teach children how to use technology responsibly, how to balance it with in-person contact. Develop more apps that integrate our culture and language so tech can celebrate our culture, not threaten it.
LONG (2030-2039)	Six Nations community app	NOT STARTED App for members to see event and programming information, local businesses can advertise. Kiosks could be developed to communicate the information in public places for those without smart phone access.



Goal: Develop a process of **PLANNING & COLLABORATION** to guide community change.

Positive Change Impacts



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

Timeline

	OBJECTIVES	STATUS IN 2019
SHORT (2019-2024)	Coordinate community funding agencies	IN PROGRESS Preliminary talks between different trusts to coordinate funding and reduce duplication.
	Establish continual community planning function	IN PROGRESS 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.
	Develop community success monitoring program	PLANNING "Monitoring success" indicators were identified through 2019 Community Plan update, but dedicated resources and staff required to further define and monitor these.
	Create inter-departmental project management approach	NOT STARTED 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.
	Execute comprehensive community needs study	NOT STARTED 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.
MEDIUM (2025-2029)	Establish a long-term planning and infrastructure committee	IN PROGRESS 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.
LONG (2030-2039)	Create a Community Land Strategy	NOT STARTED No specific action taken, strategy needed to coordinate development, less piecemeal approach. Will require greater unity in governance.



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 nation hood



Education (page 72)

Greater access to sport, craft, and literacy build experiential learning

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

Strong Families (page 58)

Family-oriented recreation creates opportunities for learning across generations and unifying families

Transportation System (page 68)

Recreation in the form of trails, sidewalks, bike paths, can also meet our goals of accessible transportation

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

- Broader spectrum of recreation options
- Safe and low cost recreation programs for youth, adults and elders
- Greater participation in existing recreation
- An increase in safe and accessible outdoor recreation options (parks and playgrounds)

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
- Minor sports
- Kayanase
- Social Services
- Six Nations Tourism
- New/emerging orgs

Timeline

	OBJECTIVES	STATUS IN 2019
SHORT (2019-2024)	Expand youth, elder and family programming at Dajoh in diverse options	IN PROGRESS Need for more Parks & 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.
	Provide diverse non-competitive recreation leagues	IN PROGRESS Some co-ed casual sports leagues exist, more diversity needed in the sports offered and ages targeted.
MEDIUM (2025-2029)	Develop structure to provide free or low-cost recreation for community members	IN PROGRESS 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.
	Build more play grounds and parks	IN PROGRESS 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.
	Develop Iroquois Lacrosse Association and standards	PLANNING 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 and Indigenous Lacrosse Association which is being explored locally.
LONG (2030-2039)	Develop community trail network	PLANNING 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.
	Build a Six Nations Community Pool	NOT STARTED 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

Justice & Community Standards (page 44)

If standards reflect our values, local police forces mandated to uphold them will have greater community trust



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

Wellbeing (page 88)

As the community heals, there will be less need for reactive safety /emergency response and more proactive wellness

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
- Ganohkwasra
- Police Service
- Fire Department
- Paramedic Services
- Emergency Planning Committee
- New and emerging organizations

Timeline

	OBJECTIVES	STATUS IN 2019
SHORT (2019-2024)	Build a Sexual Assault and Healing Centre	PLANNING Ganohkwasra has secured funding for a Sexual Assault and Healing Centre to be built. Staff needed for programming, and land to build.
	Functional emergency plan for organizations and members	PLANNING Plan being developed as a side in other roles, needs commitment from all organizations and dedicated coordinator/communication position.
	Support programs for EMS front line workers	IN PROGRESS Some piecemeal services provided, long-term commitment and resources required to best care for workers.
	Acquire tanker capacity for Fire Department	PLANNING Hydrants are insufficient as water main coverage is incomplete, and pressure is too low. Resources required for tanker capacity in short term.
	Hire more full-time firefighters and administration	IN PROGRESS Currently relying heavily on volunteers, resources required for full time hires. Existing training facility will support this growth in the long term.
MEDIUM (2025-2029)	Expand Police Service to meet needs of community	IN PROGRESS More officers needed to meet community safety needs.
	Expand paramedic service to more complete, continuous community care	IN PROGRESS Community paramedicine model (preventative community care) being added to existing service. Additional resources, new building and satellite station needed to house equipment.
	Establish a Sharps disposal program	PLANNING Public disposal and collection system needed for sharps to promote personal responsibility for health and wellbeing.
	Expand Animal Control Function and build new facility	PLANNING Currently reacting to calls and offering some preventative services, staff and dedicated facility needed to offer holistic shelter and preventative care.
	Enhance Fire Stations	PLANNING Several new stations and upgrades to existing ones required to meet needs.
LONG (2030-2039)	Complete hydrant coverage	PLANNING Dependent on complete water main coverage. Resources required for complete coverage.



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

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



Education (page 72)

Stronger families can participate more in the learning journey of their children and nurture success

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

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

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
- Ganohkwasra
- Justice
- Schools

Timeline

	OBJECTIVES	STATUS IN 2019
SHORT (2019-2024)	Expand programs which wrap around young families	IN PROGRESS Programs needed to teach life skills and how to safely and respectfully raise disciplined children. Several programs are available but young parents still in need of greater support and role-modeling
	Build supportive transitional housing hubs	IN PROGRESS New development in Ohsweken will merge services that families need and offer a range of housing so families can heal together. Further land and resources required to create more hubs throughout the community.
	Expand Family Mediation services	IN PROGRESS Ogwadeni:deo and Justice offer mediation services, but there is limited participation and commitment from community members as these avenues can be more emotionally demanding than other interventions.
MEDIUM (2025-2029)	Continue to advocate for legislative change that reflects our approach to child welfare	IN PROGRESS Development of Ogwadenni:deo, (Taking Care of our Own) framework gives Six Nations ability to have own Indigenous CAS and focus on both prevention and protection. Further changes needed to put care in the hands of our community. Traditional Family values central in Birthing Centre but more resources needed to provide service to more mothers.
LONG (2030-2039)	Build Family Longhouses	NOT STARTED Need to build places where families can live more communally, care for each other, share responsibilities of making a home. People need to be well enough to live like this but living like this would help healing. If a parent struggles with substances or crime, child could still have stability of broader family. Would cross generations, elder and youth living together: "Clan-dos" (see Goal: Housing).
	Develop our own child welfare law	NOT STARTED Eventually our objective is to have our own law or standard that describes how we raise our children to keep families together and provide stability for children.



BUILT ENVIRONMENT

De' Qgwahsrɔnyahnɔ'

Housing
Infrastructure
Public/Service Facilities
Transportation System

Did you know?

- Five bridges have been rehabilitated or replaced since 2014.
- Silo 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.

BUILT ENVIRONMENT: WHAT WE HEARD AROUND THE TABLE...

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



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

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

Timeline

	OBJECTIVES	STATUS IN 2019
SHORT (2019-2024)	Develop elders housing fund	PLANNING 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.
	Tailor housing loan program to facilitate alternative housing with lower footprint	NOT STARTED 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.
	Offer home & yard maintenance education	PLANNING 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)	Enhance Six Nations Housing Loan Program	IN PROGRESS 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.
	Address housing needs	IN PROGRESS 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.
	Create a renter and landlord bill of rights/responsibilities	NOT STARTED Recourse needed to uphold standards of respect and responsibility between landlords and tenants.
LONG (2030-2039)	Build emergency housing or homeless shelter	NOT STARTED Community members in crisis or disaster currently are not supported.
	Encourage cooperative, communal, and higher-density housing options for new builds	NOT STARTED 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.



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



Employment (page 74)

New infrastructure projects will create specialized jobs in construction and technology fields

Local Economy (page 84)

Investment in infrastructure nurtures local economic growth and business development

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

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

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

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

Timeline

	OBJECTIVES	STATUS IN 2019	
SHORT (2019-2024)	Increase electricity efficiency in public facilities	PLANNING	Maintaining infrastructure, reducing consumption in public buildings, assess community usage. 2018 Community Energy Plan summarized needs and resources required to implement all recommendations.
	Water treatment certification training within community	IN PROGRESS	Several community members have the qualifications but need more staff for a sustainable workforce and to accommodate growth. Currently staff have to leave the community to obtain this specialized certification.
	Upgrade internet speed and coverage	PLANNING	Community departments use outdated fibre optics and internet access is not consistent across the community. Fibre upgrades are costed but require resources. Plan required to increase access for community members.
	Expand waste water system to accommodate short term need	IN PROGRESS	Expansion of waste lagoon and four solar-powered mixers to be completed in 2019 along with upgrades to Stoneridge Peatland system. Stopgap solution until longer term solution achieved.
MEDIUM (2025-2029)	Expand water mains to the entire community	IN PROGRESS	Current coverage is at 20 %, resources are required to complete the remaining segments (Further information needed on this action).
	Identify assistance program for hookup costs to water main	NOT STARTED	Many community members are unable to pay costs of water line hookup leading to inequitable access. Resources needed to create grant or interest-free loan program to provide equal access to water.
	Enhance drainage in the community	IN PROGRESS	Plan in place to enhance drainage of McKenzie and Boston Creeks, funding and landowner permissions for new drainage are ongoing barriers.
LONG (2030-2039)	Develop local power authority and sustainable generation	NOT STARTED	No specific action taken. Feasibility study necessary to explore power authority and land required for alternative energy generation.
	Build new Wastewater Treatment Plant and wastewater collection system	PLANNING	A sewage system and treatment plant have been costed but will require significant resources. Short term action of lagoon expansion to accommodate need until full system is implemented.



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



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

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

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 Planning
- New/emerging orgs.
- Six Nations Fire & Emergency Services
- Community Living
- Six Nations Natural Gas
- Health Services

Timeline

	OBJECTIVES		STATUS IN 2019
SHORT (2019-2024)	Conduct accessibility inventory and for renovations	PLANNING	Inventory of accessibility deficiencies needed, design renovations and estimate costs. Engage elders and disabled community members.
MEDIUM (2025-2029)	Make all public facilities accessible	IN PROGRESS	Happening in piecemeal way but resources needed to meet needs identified in short term Inventory.
	Create community engagement and planning strategy for public facility design and maintenance	NOT STARTED	Create strategy for community engagement in design to create ownership and pride. Community buildings can 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. Each organization should develop a 5, 10, 20 year strategic plan to highlight expected facility/infrastructure needs. Strategy should include broad Built Environment safety considerations such as lighting, pedestrian access, etc.
	Create inter-organization facility planning strategy	IN PROGRESS	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.
LONG (2030-2039)	Accessibility in private businesses	NOT STARTED	Create partnerships with private businesses to assist in planning and funding of what will be needed to make them fully accessible. Greater coordination among businesses required (see Goal: Local Economy).

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)
- Homeless Shelter** (Goal: Housing)
- Urgent Care/Walk-in Clinic Space** (Goal: Community Care)
- Arts Centre** (Goal: Arts)
- New playgrounds and park spaces** (Goal: Recreation)
- Community Farm Resource Centre** (Goal: Food System)
- Residential Treatment Centre** (Goal: Substance Abuse)

- 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)
- Mental Health and Addictions Facility** (Goal: Mental Wellness)
- Community Re-Use Centre** (Goal: Waste Management)
- Justice & Mediation Centre** (Goal: Justice & Community Standards)
- Fire Stations** (Goal: Safety & Emergency Services)
- 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

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



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

Participation & Communication (page 50)
A strengthened transportation system will allow greater participation in events and engagements

Built Environment (page 60)
We can orient new buildings around transportation for well connected community development

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

	OBJECTIVES	STATUS IN 2019
SHORT (2019-2024)	Conduct a Comprehensive Public Transit Study	PLANNING 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.
	Enhance road and bridge maintenance capacity	NOT STARTED Public Works currently forced to sacrifice preventative road and bridge maintenance to keep up with decay on short budget. Significant staff, resources and equipment needed to maintain road network responsibly.
	Expand Medical Transportation	IN PROGRESS Currently sharing two vans among many organizations and there are limits for how they can be used.
MEDIUM (2025-2029)	Begin putting sidewalks and/or bike lanes into new road reconstruction projects	NOT STARTED 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.
LONG (2030-2039)	Create Public Transit network	NOT STARTED Comprehensive Public Transit Study needed first to gauge need, utility and feasibility. Outcome must be fully accessible for disabled and elderly, connect with neighbouring communities, be affordable, consistent and safe.



EMPLOYMENT & EDUCATION

Adadrihḡnyani:?, Gaiho'deḡsra' hni?

Education
Employment
Connection

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

Self-Determination (page 42)

Teaching a curriculum that is determined by us, not imposed externally, builds our self-determination



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

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 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

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
- GREAT/OSTTC
- Polytech
- SN Public Library
- Kawenní:io and Everlasting Tree
- New/Emerging Orgs

Timeline

	OBJECTIVES	STATUS IN 2019
SHORT (2019-2024)	Expand alternative learning programs	IN PROGRESS 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.
	Offer more skill-based learning in schools	NOT STARTED Young people lacking basic skills of cooking, shop, gardening etc. needed to create healthy homes, integrating skills that reflect culture.
	Build Kawenní:io Language School	PLANNING 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.
MEDIUM (2025-2029)	Build a new Public Library and Archive facility	PLANNING 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 a archive facility to store archives, and offices for departments that rely on archive usage.
	Create new multipurpose super school in Ohsweken	PLANNING Build new school to combine junior, elementary and daycare in Ohsweken and expand capacity in growth centre.
	Provide land-based learning	PLANNING 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.
	Ensure Post-secondary funding is meeting needs of learners	PLANNING Continued political advocacy required to ensure that our young people have access to education. Some economic partnerships and grants are increasing available funding, more are needed.
LONG (2030-2039)	Develop a Student Residence at Six Nations Polytechnic	PLANNING Feasibility study completed for residence at Ohsweken campus so students from other communities can stay and learn.
	Develop a Complete Six Nations Education Approach	PLANNING New schools from K-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.



Goal: Increase **EMPLOYMENT** opportunities and quality of work.

Positive Change Impacts



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

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

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/OSTTC
- GRPSEO
- Schools
- Human Resources Departments
- New and Emerging Organizations

Timeline

	OBJECTIVES	STATUS IN 2019
SHORT (2019-2024)	Renew employment policies to be more supportive and empowering	PLANNING More focus needed to create progressive employment that is stable, offers benefits and competitive wages and focuses on staff wellbeing, allows more participation in ceremonies and community events and supports individuals who are carrying cultural responsibilities.
	Conduct community wide employment study	PLANNING Various studies have been done in the past, need a new comprehensive study which gauges employment satisfaction across sectors. Partnership with Assembly of First Nations in 2019 will produce a limited study.
	Promote creation of Health and Wellness initiatives	IN PROGRESS Some public organizations have H+W committees but greater support needed to mandate these across the community so employees can find wellness at work. Opportunity to integrate cultural learning.
	Enhance coordination between employment needs and education	IN PROGRESS Coordinating strategy needed to better gauge skill shortages so schools and post-secondary institutions prepare our people through appropriate training.
MEDIUM (2025-2029)	Implement requirements for succession planning in public organizations	NOT STARTED Action needed to nurture young leaders, create longer term internship programs, long term management plans.
	Long term forecasting between employment agencies and community	NOT STARTED Employment agencies are constantly looking ahead for possible employment placements but are not always informed of potential opportunities, business developments.
LONG (2030-2039)	Coordination among businesses to support employment Goal	NOT STARTED Will require more coordination and organization among businesses first (see the objective of a Six Nations Chamber of Commerce under the goal <i>Local Economy</i> , page 84).
	Greater connection between community needs and employment	NOT STARTED Align with goals <i>Trade & Barter Economy</i> (page 82) and <i>Local Economy</i> (page 84) to nurture businesses which will provide work that satisfies community values, such as farming, health care, cultural advisors, etc. Will require greater business coordination through a Chamber of Commerce.



Goal: Develop our connection with off-reserve to strengthen **RETENTION** in employment and education.

Positive Change Impacts

Stewardship (page 20)

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



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

Community Care (page 90)

Offering more care at home will keep more patients and health care workers in the community

Local Economy (page 84)

When more of our people are employed at home, they can support local businesses as customers

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

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
- Schools
- Kawenn:io and Everlasting Tree
- Community Planning
- GRPSEO
- Polytech
- New/Emerging orgs

Timeline

	OBJECTIVES	STATUS IN 2019
SHORT (2019-2024)	Create a recruitment and retention plan	NOT STARTED Requires coordination among Human Resources departments of many community organizations, businesses. Conduct exit interviews to develop understanding of why jobs are being left.
	Create a salary grid for community organizations	PLANNING Departments of Elected Council are in preliminary stages of developing a grid that offers a competitive balance of salary and employee wellbeing.
MEDIUM (2025-2029)	Increase Indigenous cultural advisors in nearby high schools	NOT STARTED 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.
	Strengthen a network with Indigenous support organizations in neighbouring communities	NOT STARTED Organizations such as Friendship Centres, Brant Native Housing, etc. have loose connections with services on-reserve, but a coordinating body needed to align efforts.
	Create off-reserve engagement strategy	NOT STARTED Effort needed to engage off-reserve members in community matters, help them know they still have a voice, encourage them to connect with the community more.
LONG (2030-2039)	Create high school cultural transition program	NOT STARTED 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.



WEALTH & ECONOMY

Otga:nq̄nihsraʔ, tsɛh hniʔ Naʔdewatwihsdahsnyehaʔ

Economic Self-Reliance
Trade & Barter Economy
Local Economy
Basic Needs

Did you know?

- Six Nations of the Grand River Development Corporation launched in 2015, generated \$24.9M in direct economic impact (profit, payroll, sponsorships) in 2019 through one Joint Venture (A6N), 10 Nation Enterprises, 6 Economic Interests.
- 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



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

	OBJECTIVES	STATUS IN 2019
SHORT (2019-2024)	Create Social Wealth Assessment tool for Community Economic Development projects	NOT STARTED 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.
	Continue to expand community economic development initiatives	IN PROGRESS 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.
	Conduct a community contribution study	NOT STARTED 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.
	Conduct a study of alternatives for collective wealth spending	NOT STARTED Explore different approaches, pursue systems which are less about competition and more about collaboration and long-term planning, while remaining accountable and transparent.
	Conduct a community study on economic self-reliance	NOT STARTED 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 (2030-2039)	Create sustainable resource plan to benefit from Haldimand Tract/Nanfan land and resources	PLANNING Certain developments bring small amounts of accommodation, but no comprehensive effort. Global Solutions 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



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

Mental Wellness (page 92)

Stress and anxiety from modern workplace pressures can be lessened when we reframe our goals of work, success and wealth

Participation & Communication (page 50)

Nurturing a more responsible and circular economy can foster active participation

Housing (page 62)

Community coming together to share resources and skills in creating homes builds community and reduces costs

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

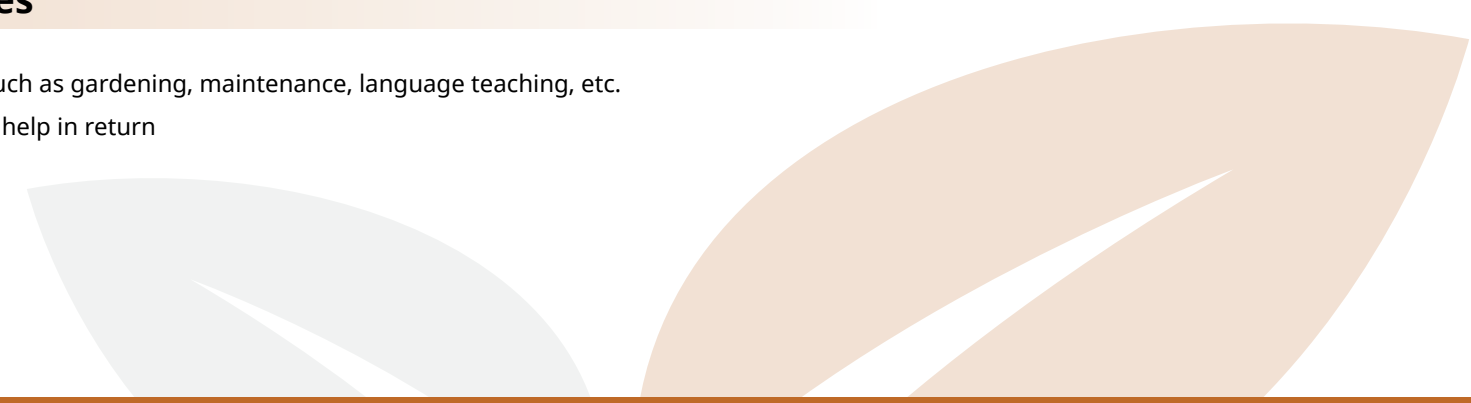
- Six Nations of the Grand River Development Corporation
- GREAT/OSTTC
- Six Nations Public Library
- Two Rivers Community Development
- New and emerging organizations

Timeline

	OBJECTIVES		STATUS IN 2019
SHORT (2019-2024)	Develop Social Enterprise/Co-operative training program	NOT STARTED	Community seeking to learn more about business approaches that pursue positive social outcomes outside of profit.
MEDIUM (2025-2029)	Create a community skills database	NOT STARTED	Develop a platform where community members can post skills they have or are looking for to coordinate the Trade & Barter Economy.
	Integrate Trade & Barter Economy considerations into the Community Farm Resource Centre	PLANNING	(See Food and Farming Goal) Programs to be offered will provide opportunities to share resources for food processing, storing and vending.
	Integrate 'Maker's Space' into new Public Library and Archive Facility	PLANNING	New facility to include space for people to explore new skills or hone existing ones, tools available to loan out.
LONG (2030-2039)	Integrate Trade & Barter Economy considerations into new communal housing approaches	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.).

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





Goal: Promote **LOCAL ECONOMY** of responsible businesses and entrepreneurship

Positive Change Impacts



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

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

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

Suggested Lead Partners

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

Timeline

	OBJECTIVES	STATUS IN 2019
SHORT (2019-2024)	Conduct an updated Economic Retention (Leakage) study	NOT STARTED 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 contractors).
	Expand business loan services and align to Community Goals	PLANNING Two Rivers planning to offer longer and larger loans to encourage business development in the community, explore feasibility of using Community Plan as guiding document or decision-support tool to encourage more business development toward community Goals.
	Explore feasibility of bulk-buying	NOT STARTED Need to explore whether a bulk-buying program or warehouse would be a feasible way to lower costs for local businesses, and whether it would transfer to lower cost of goods for community members.
MEDIUM (2025-2029)	Environmental/Social Impact Studies for all businesses operating on reserve	NOT STARTED Action needed to hold businesses accountable to the environment and community. Greater cohesiveness in governance is needed to hold businesses accountable to community standards.
	Create a Six Nations Chamber of Commerce	NOT STARTED 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.
	Create Social Enterprise/Co-operative Incubator	NOT STARTED Community looking for more businesses that align with values and meet community needs (e.g., grocery stores, green infrastructure, medical services etc.) Community Development organizations to create partnerships with community members who can champion those causes.
LONG (2030-2039)	Create Nation-to-Nation trade strategy	NOT STARTED 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



Community Member Responsibilities

- Challenge the stigma of poverty – share the struggles with poverty you may experience and listen to the struggles of others
- Find ways that you can donate your energy, money or used items to help build others up

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

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:

Timeline

	OBJECTIVES	STATUS IN 2019
SHORT (2019-2024)	Create a comprehensive basic needs plan	NOT STARTED 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	NOT STARTED 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	NOT STARTED 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.



WELLBEING

Adagaidęhsra?

- Community Care
- Mental Wellness
- Healthy Lifestyles
- Respectful Relationships
- Substance Abuse

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'nikonhr:io (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



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 Onkweh: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

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

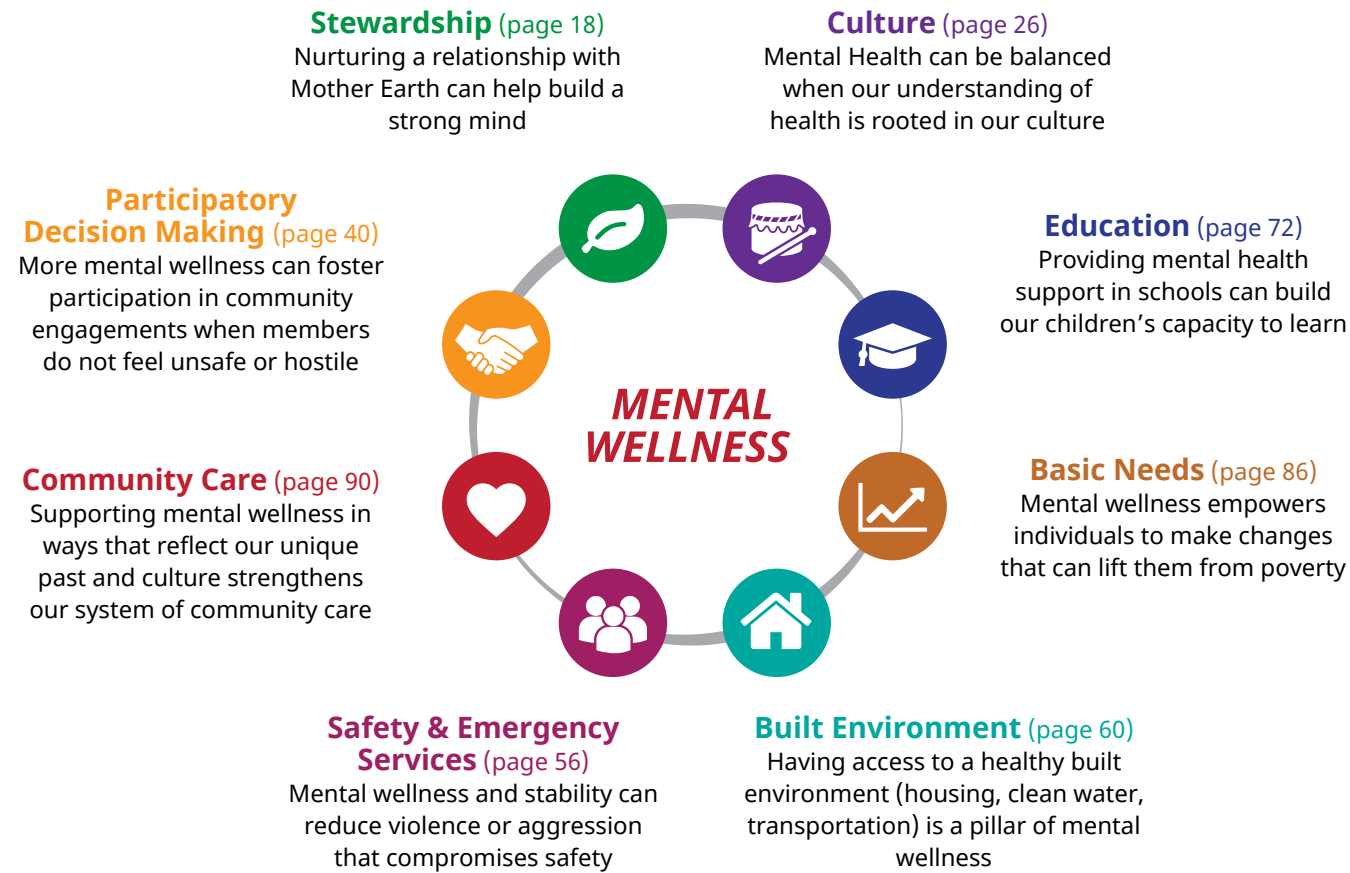
- Health Services
- Social Services
- Ganohkwasra
- Daycares
- Birthing Centre
- Housing
- Ogwadeni:deo
- New/emerging orgs

Timeline

	OBJECTIVES	STATUS IN 2019
SHORT (2019-2024)	Expand and coordinate land-based healing programs	IN PROGRESS Ganohkwasra, Health Service and Social Services offering programming, coordination and expansion required for more clients to access services.
	Develop cultural safety training for all care providers	PLANNING Cultural safety training for care providers, from the community or not, to practice trauma-informed care with respect for culture, community.
	Expand midwifery care	IN PROGRESS Birthing Centre in need of more trained midwives, space, and transportation vehicles to support more babies born in the community.
	Build more child care spaces	IN PROGRESS More spaces needed for child care and early years, and expanding existing services with more staff to provide before and after school care.
MEDIUM (2025-2029)	Coordinate community care under the Haudenosaunee Wellness Model	PLANNING Model has been developed but resources required to facilitate collaboration among services and provide trauma-informed care across the continuum of care, preventative intervention.
	Create an urgent care/walk-in clinic	PLANNING Dedicated space and resources are needed to provide an all-hours care centre with a variety of medical professionals available.
	Provide full Elder Care from assisted living to hospice care	PLANNING 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.
LONG (2030-2039)	Expand care for youth and adults with special needs	PLANNING Jay Silverheels in need of upgrades and expansion, Ronatahskats Community Living requiring staff and resources.
	Integrate community care and communal housing options	NOT STARTED 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.
	Build a Traditional Wellness Centre	NOT STARTED 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



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 ASIST or safetalk
- Connect with cultural activities in contemporary or traditional arts to build mental wellness

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

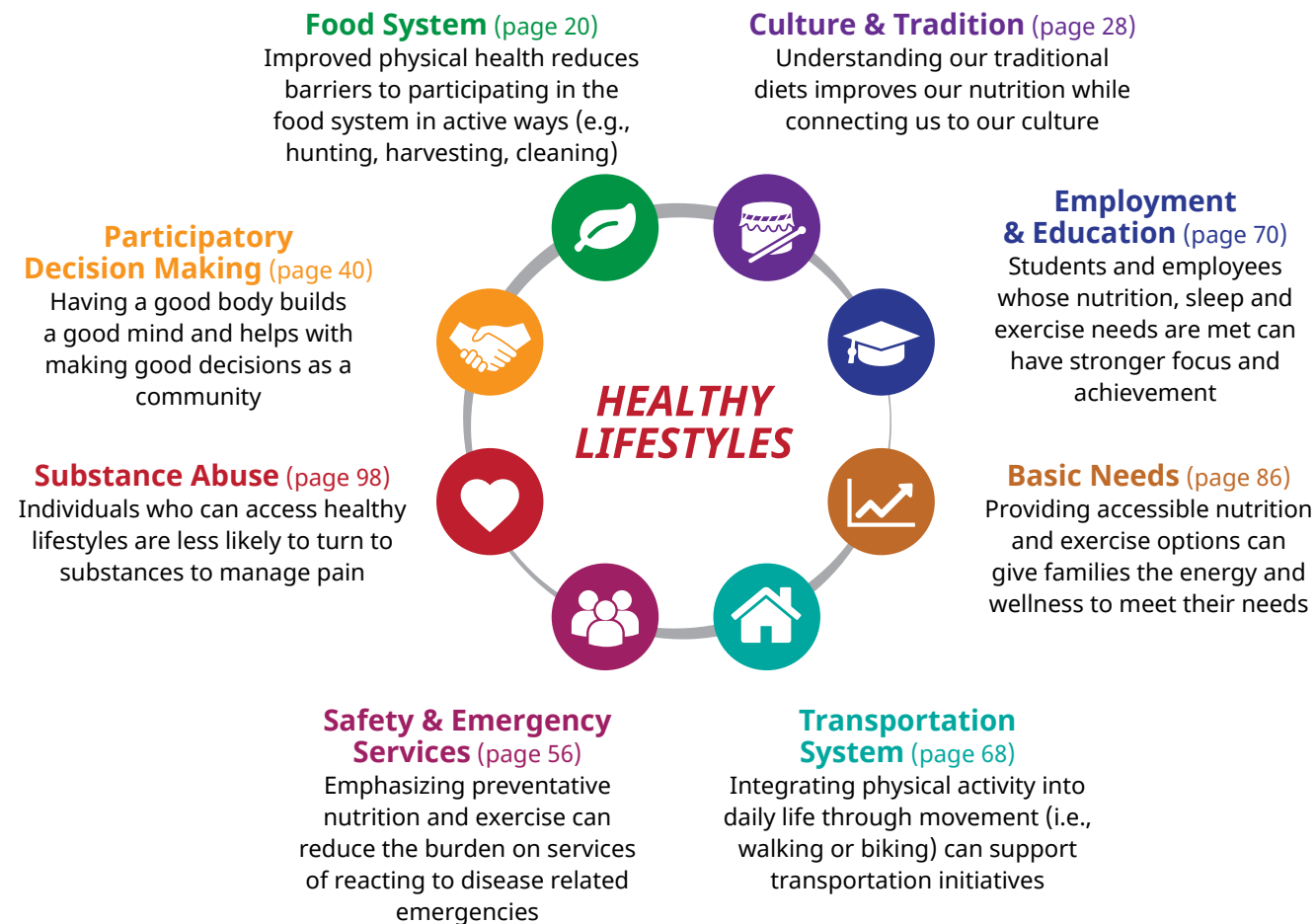
- Health Services
- Social Services
- Ganohkwasra
- Schools
- Gane Yohs
- Housing
- Ogwadeni:deo
- New/emerging orgs

Timeline

	OBJECTIVES	STATUS IN 2019
SHORT (2019-2024)	Develop a mental health service coordination framework	IN PROGRESS Community members to appropriate services.
	Expand community training on mental health	IN PROGRESS Greater awareness needed for all to build understanding and reduce stigma. Expand and coordinate safeTalk, mental health first aid training, ASIST.
	Increase more in-school mental health supports through counselors and elder supports	IN PROGRESS Need to understand unique needs of our young people and support them in schools as family settings are not always ready to deal with mental health, more counsellors needed in school settings.
	Review employment policies to support mental wellness	PLANNING More progressive and supportive policies needed to make space for the flexibility needed for a preventative approach to mental wellness.
MEDIUM (2025-2029)	Create a 24-hour community based crisis response hotline	PLANNING There is currently a hotline that can refer members to external services, but does not provide community and culture support in real time. Staffing and resources needed.
	Develop a mental health worker ride-along program with Six Nations Police	PLANNING Professionals trained in culturally based mental health crisis response need to be riding with police officers for crisis response. This approach exists to a limited degree in 2019 but greater resources are needed.
LONG (2030-2039)	Build mental health and addictions facility	PLANNING Plan is in place for Residential Treatment Facility to support members in detox (see Goal: Substance Abuse), but dedicated space is needed for Mental Health and Addictions team to provide long term and preventative support.

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

Positive Change Impacts



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

Measuring Progress

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

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

Timeline

	OBJECTIVES	STATUS IN 2019
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 in 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 Dajoh 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

Culture & Tradition (page 28)

Using good mind principles to communicate with each other builds our culture

Unity (page 38)

When we respect each others' differences we can have the healthy dialogue needed to build unity in governance

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



Employment & Education (page 70)

As we build individuals' self-respect they can approach work and school with confidence and commitment

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

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

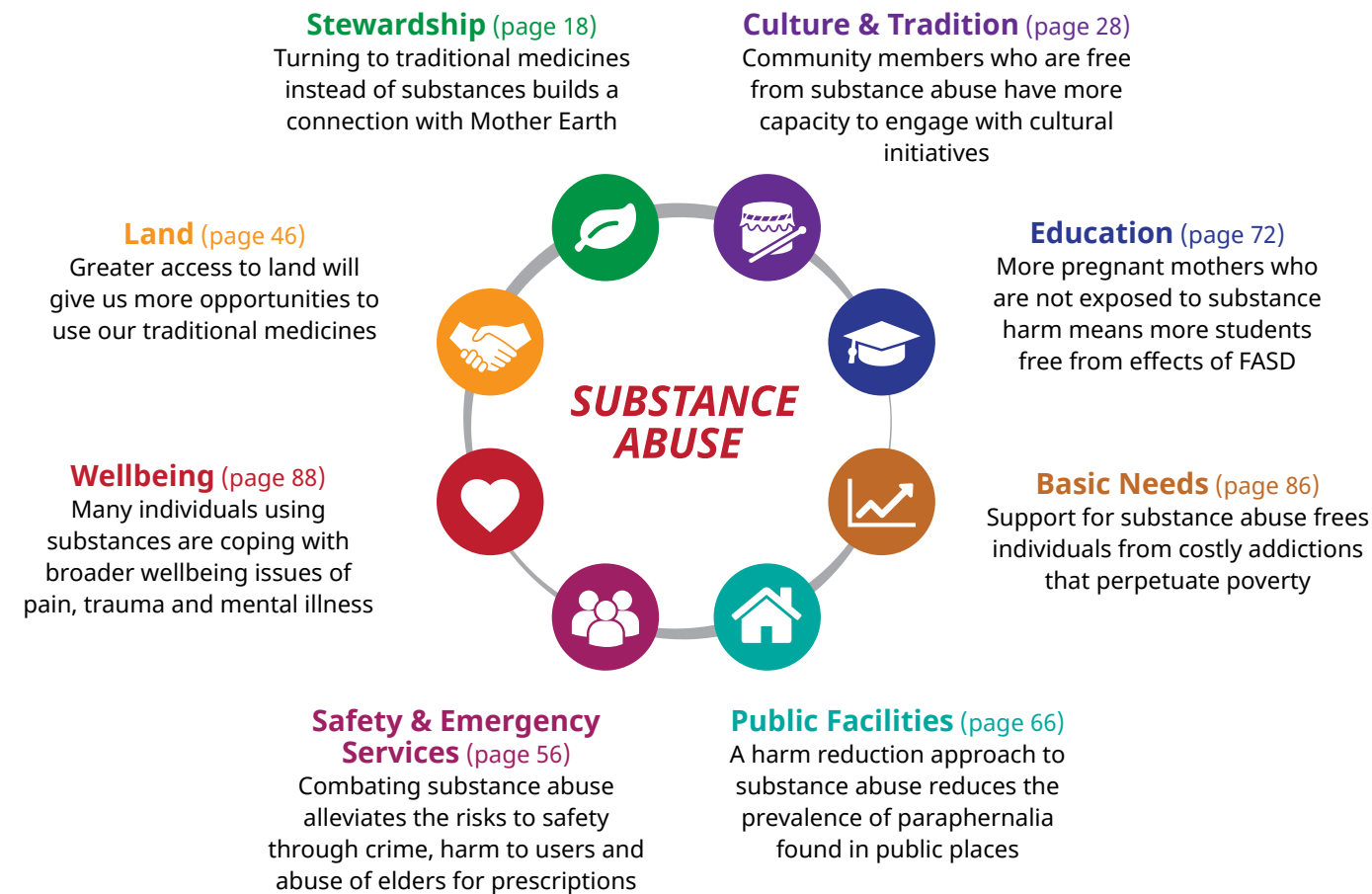
- Health Services
- Social Services
- Breaking the Silence, Brightening the Spirit
- Ganohkwasra
- Governance
- Schools
- New/emerging orgs

Timeline

	OBJECTIVES	STATUS IN 2019
SHORT (2019-2024)	Create a comprehensive life promotion framework	PLANNING 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.
	Create opportunities to nurture cultural understandings of grief, loss and emotion	IN PROGRESS Many different programs providing this. Examples include Creative Pathways to healing, Hodinohsoni grief and loss talks.
	Expand lateral kindness training to all organizations	IN PROGRESS 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.
	Create a culturally based inclusivity initiative	NOT STARTED 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.
MEDIUM (2025-2029)	Create culturally-based emotional intelligence programming in schools	IN PROGRESS 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.
	Start a community forum to discuss failure, growth and success	NOT STARTED 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.
LONG (2030-2039)	Respectful Nation to Nation relationships	NOT STARTED 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



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

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)
- Housing Departments
- Six Nations Emergency Services
- New and emerging organizations

Timeline

	OBJECTIVES	STATUS IN 2019
SHORT (2019-2024)	Build a Residential Treatment Centre and substance withdrawal program	PLANNING A safe place is needed for members to detoxify and receive substance abuse help. Land and funding for treatment centre and holistic program has been secured by health services, trained practitioners needed.
	Expand committed midwifery care to mothers using during pregnancy	IN PROGRESS Resources required to embrace 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.
	Housing policies that address drug use	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.
	Implementation of Haudenosaunee Wellness model applied to chronic pain	PLANNING Connections project and Pain project have 12-week chronic pain and prescription drug use management program designed but resources required to implement them.
	Create Community Standards for substance use based on safety	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.
	Develop outcomes-based strategy to coordinate substance abuse services	IN PROGRESS Currently many partners providing care, strategy needed to deliver trauma-informed harm-reduction care modalities in holistic and coordinated way.
MEDIUM (2025-2029)	Create prescription monitoring process	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.
LONG (2030-2039)	Build mental health and addictions facility	PLANNING 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.



GOING FORWARD: A FUTURE OF COMMUNITY PLANNING



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 collaboratives 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.



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.



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.





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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