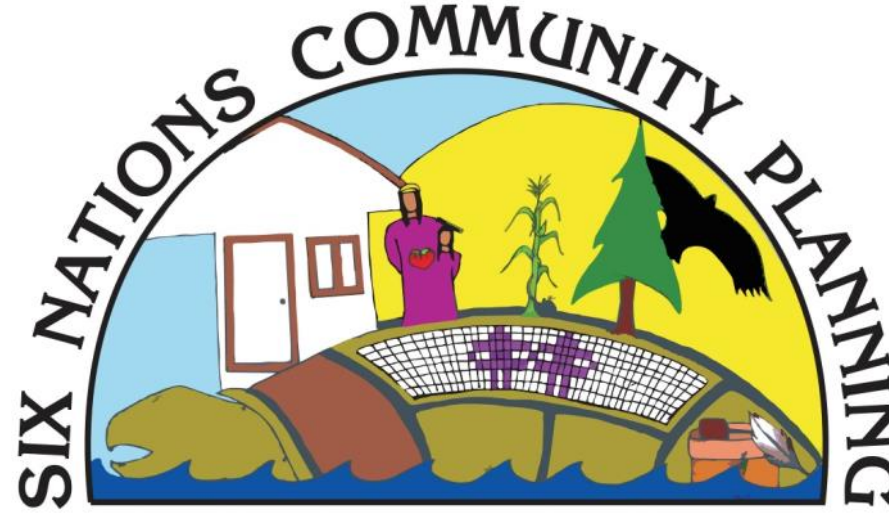


# SIX NATIONS COMMUNITY PLAN: 2018 PROGRESS UPDATE



## ***Vision:***

- *The people of Six Nations will be a united community with strong and accountable leadership, exercising its jurisdiction and nationhood.*
- *We will continually work toward being happy and healthy; physically, socially, spiritually, mentally, emotionally and culturally.*
- *We will thrive economically through ingenuity and innovation, while adhering to our cultural and environmental sensitivities.*
- *Abundant employment and educational opportunities will allow everyone to realize their personal goals, and the goals of the community.*
- *The territory will be safe and sustainable, with a flourishing environment.*
- *Our homes will be affordable, models of efficiency and our shelter to strengthen families.*
- *The Six Nations Territory will be an inclusive model community, a leader in overall well-being, environment, economy and happiness, for the complete lifecycle.*

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# Preamble to the 2018 Progress Update

## History of the Six Nations Community Plan

The Six Nations Community Plan was created in 2010. Community voices were heard on a variety of occasions through questionnaires, dot-charts, speakers’ corners, conversations and focus groups. Seven priorities emerged through this engagement process:

- Mother Earth
- Built Environment
- Employment & Education
- Economic Development
- Community
- Well-Being
- Arts & Culture

These seven priorities were used to organize all the concerns voiced by the community into seven categories. Many community needs touch on many aspects of life, and so the seven categories are interconnected. The logo was developed to reflect the overall vision for the community; the seven parts of the logo represent the seven interrelated priorities of the plan.

## Updating the Community Plan

The Community Plan is a “living document” that was meant to be updated to reflect changing needs and progress. Our Community Plan has not been updated since it was published in 2010. It is time to breathe life into the Community Plan to reflect the vision for today and the future. The Community Plan Team has developed the following process:

**Phase 1:** The original 2010 document needed to be brought up to date to give a picture of progress in the community: this is the *2018 Progress Update*. The report was developed with community organizations that were listed in the original plan and others that could speak to progress on particular items. The *2018 Progress Update* will act as an interim Community Plan and be a launching point for Phase 2.

**Phase 2:** In this Phase (April 2018-April 2019) the whole community will work to create the vision, values and goals for today and the future. The Community Plan Team will be engaging the community at events, focus-groups, discussions hosted by families and groups and more to ask *What is our vision for the community in 20, 50, 100 years?* and *How do we get there?* An updated overview of the community demographics and statistics along with the results of the community engagement will come together in a comprehensive Community Plan Update in 2019.

**Future Updates:** Beyond Phase 2, the community plan must be consistently updated on an annual basis to reflect changing needs, monitor progress on the actions required to meet the vision and measure community outcomes and wellness.

## Using the 2018 Progress Update

The *2018 Progress Update* was developed following the format of the 2010 Community Plan with several changes:

- In the *Key Activities* column, items that have been clearly accomplished are marked with a check mark. The community plan team recognized that not all projects followed the actions listed in the 2010 plan.
- The column *2018 Progress Update* describes the growth on each item and summarizes progress based on the following scale:

|                                                                                     |                                                                                                                                        |
|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
|  | <i>The main activities for this item have been accomplished!</i>                                                                       |
|  | <i>This item is an ongoing opportunity/concern and may not be conclusively accomplished (e.g. “arena maintenance”).</i>                |
|  | <i>This item is being addressed by organizations in the community and measurable progress is being made towards completion.</i>        |
|  | <i>Preliminary work has been done (e.g. plans, drawings, feasibility studies), specific barriers may exist to progressing forward.</i> |
|  | <i>No specific action has been taken on this item.</i>                                                                                 |

- Organizations that were part of the 2018 outreach are noted with a check mark in the *Organizations & Responsibilities* column. Organizations not reflected in the 2010 plan are in italics, including how community members can take action on particular items.
- The row below each item (*2018 Outreach Findings*) was added to share the barriers/needs & solutions/opportunities identified in the 2018 Outreach. This is an update to the Strengths/Weaknesses/Opportunities/Threats identified in the 2010 Community Plan.
- The detailed Title pages from each section have been removed as many of the statistics were not current—updated versions will be included in the Phase 2 update.

## Join the conversation!

The *2018 Progress Update* is the first step in having a living Community Plan that reflects our community today. It provides a picture of how far we have come and a good start for conversations around where the community wants to be in the future. The most important step is yet to come—engaging the community to hear the vision, values and goals of the future!

Visit <http://sndevcorp.ca/community-plan/> to stay updated on engagement opportunities in Phase 2. The Community Plan team will be out at events, hosting focus groups and facilitating community visioning sessions with families and groups. Please contact [engagement@sndevcorp.ca](mailto:engagement@sndevcorp.ca) with any questions or to set up a session!

# Emerging Community Needs



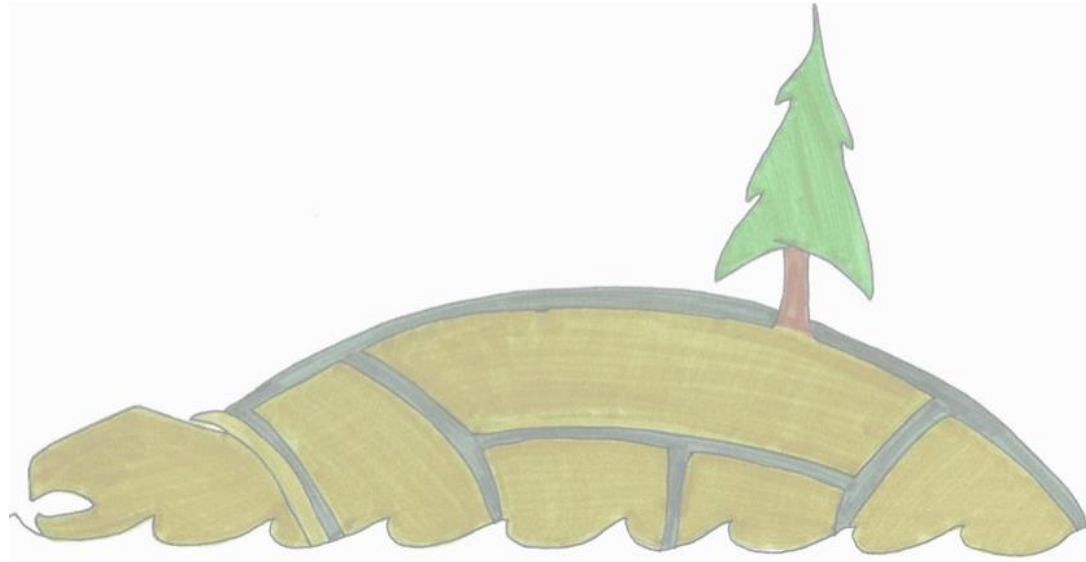
Many community needs emerged during preliminary engagement sessions and events that have taken place since 2016. These engagements included:

- Discussions at event booths
- Questions posed on social media
- A Community Needs survey done by Lands & Resources
- A survey of SNEC departments
- 2017 Community Plan Input Forms
- Other various community input avenues

Key themes that came up are presented here. This list is meant to be an interim snapshot of community needs, not a definitive assessment of community priorities. These will continue to be refined over the course of the community plan update engagement between Spring 2018 and Spring 2019.

## Top 10 Emerging Community Needs (in no particular order)

- Housing / apartments
- Youth (programs, support, workers)
- Language and Culture revitalization
- Public Transportation
- Education
- Reduced substance use
- Elders (programs, support, workers)
- Water for all homes
- Communication between departments, organizations and greater community
- Community Unity



**MOTHER  
EARTH**



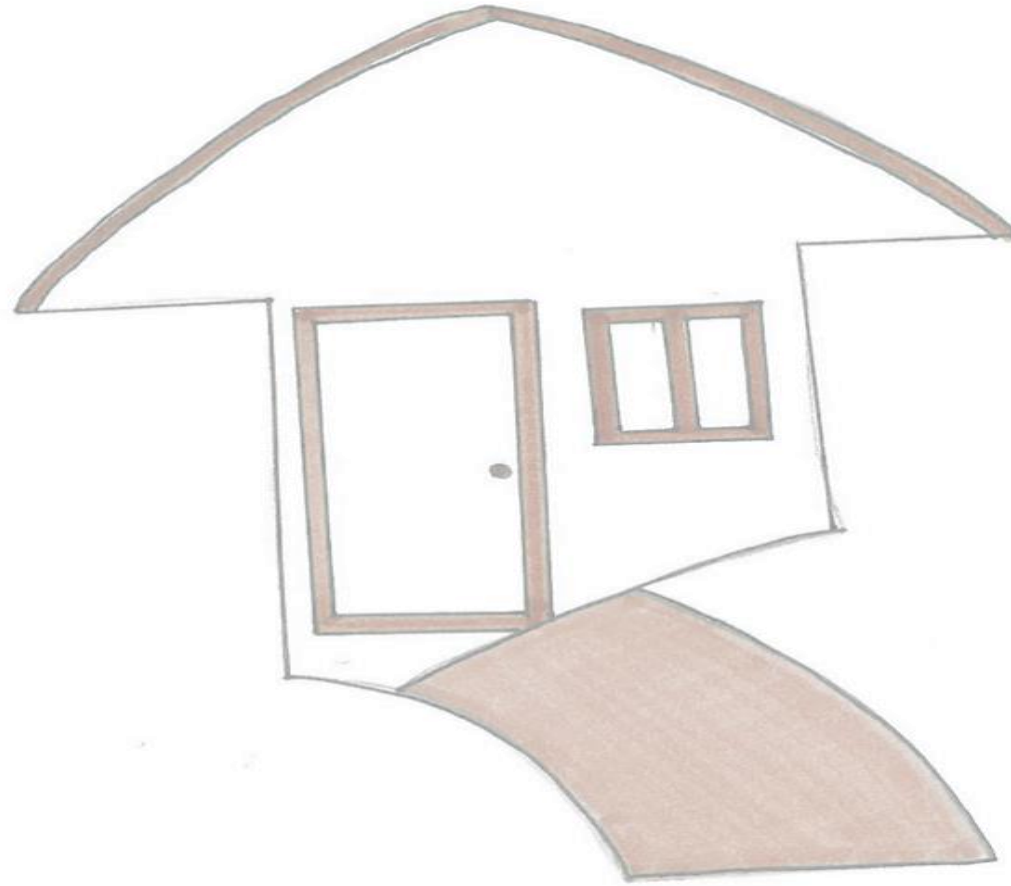
| OPPORTUNITY |                                                                                                                                                                                 | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | INDICATORS                                                                                                                           | ORGANIZATIONS & RESPONSIBILITIES                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 2018 PROGRESS UPDATE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A1          | <p><b>Create a digital map database for Comprehensive Community Mapping</b></p> <p><b>INTERCONNECTIONS: A2, A3, A4, A6, A8</b></p>                                              | <p><b>Short Term (1-10 years)</b></p> <ul style="list-style-type: none"> <li>Secure sustainable funding to compile and maintain community database</li> <li>✓ Hire staff to compile and create mapping database</li> <li>Create business case to host and maintain databases for other First Nations communities</li> </ul> <p><b>Long Term (11-20 years)</b></p> <ul style="list-style-type: none"> <li>Maintain, upgrade and update database</li> <li>Secure revenue from hosting other First Nations databases</li> <li>Hire staff as needed</li> </ul>                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Comprehensive decision making using mapping data</li> </ul>                                   | <ul style="list-style-type: none"> <li>✓ Environment Office</li> <li>✓ Computer Services</li> <li>✓ Community Planning</li> <li>✓ Lands &amp; Resources</li> <li>✓ Lands &amp; Membership</li> <li>• SN Community Member Participation</li> </ul>                                                                                                                                                                                                                                    | <div>IN PROGRESS</div> <ul style="list-style-type: none"> <li>Lands &amp; Membership is developing this capacity for community mapping. Overall goal is a unified database that can include all aspects of community.</li> <li>Works with public works to direct development.</li> <li>Includes dispute mediation between land owners regarding encroachment (e.g. fences, house and septic siting). More housing means greater need to help people identify where property boundaries are.</li> <li>Lands &amp; Resources looking to develop mapping in territory to streamline property research.</li> </ul>                                                             |
|             | <b>2018 OUTREACH FINDINGS</b>                                                                                                                                                   | <p><b>Barriers/Needs</b></p> <ul style="list-style-type: none"> <li>Land surveys to complete data set are costly.</li> <li>More funding required for the mapping department to cover all aspects of the community.</li> <li>When community members don't go through Housing Loan there is no set opportunity for mapping to recommend placement of buildings, septic, etc.</li> </ul>                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                      | <p><b>Solutions/Opportunities</b></p> <ul style="list-style-type: none"> <li>Opportunities for depts. &amp; services to collaborate on mapping services (e.g., Social Services developing partnership with Ontario Education ministry to map school services, Public Works on wells and septic systems to reduce building conflicts, Fire Dept. on emergency services mapping.</li> <li>Opportunity to share resources and unify one cohesive on- and off-reserve system.</li> </ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| A2          | <p><b>Create a “Six Nations Community Lands Strategy” to encourage environmental stewardship on privately owned land</b></p> <p><b>INTERCONNECTIONS: A1, A3, A4, A5, A8</b></p> | <p><b>Short Term (1-10 years)</b></p> <ul style="list-style-type: none"> <li>Seek sustainable funding for staff and administration.</li> <li>Community Engagement.</li> <li>Develop environmental standards and recognition program.</li> <li>Outline consequences of irresponsible land use and Risks, i.e., health, property, etc.</li> <li>Outline opportunities to responsible land use</li> <li>Incorporate Western Scientific knowledge and cultural values related to the land.</li> <li>Provide services to community for site development, mitigation and conservation</li> </ul> <p><b>Long Term (11-20 years)</b></p> <ul style="list-style-type: none"> <li>Evaluate the effectiveness of the program.</li> </ul> | <ul style="list-style-type: none"> <li>Flourishing Forestlands</li> <li>Bio-diversity</li> <li>Improved ecological health</li> </ul> | <ul style="list-style-type: none"> <li>✓ Environment Office</li> <li>✓ Community Planning</li> <li>✓ Wildlife Office</li> <li>✓ Lands and Membership</li> <li>✓ Community</li> <li>✓ Policy Department</li> <li>• SN Community Member Participation</li> </ul>                                                                                                                                                                                                                       | <div>IN PROGRESS</div> <ul style="list-style-type: none"> <li>There is no formal “Community Lands Strategy” but many organizations in the community work towards this goal.</li> <li>L &amp; M Mapping (A1) helps mitigate issues of encroachment.</li> <li>Housing loans require site inspector to walk-through site and identify possible environmental concerns.</li> <li>Environment Office monitors soil depositing and is concerned with illegal dumping.</li> <li>Wildlife does education on ecosystem impacts and promotes programs for reforestation.</li> <li>SN Tourism conducted an Environmental Assessment to guide the Chiefswood redevelopment.</li> </ul> |
|             | <b>2018 OUTREACH FINDINGS</b>                                                                                                                                                   | <p><b>Barriers/Needs</b></p> <ul style="list-style-type: none"> <li>Less than 5% Community Lands, remainder is under Certificate of Possession.</li> <li>Not yet a comprehensive map of flood zones, wetlands, etc.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                      | <p><b>Solutions/Opportunities</b></p> <ul style="list-style-type: none"> <li>Ongoing proactive approach of educating and encouraging stewardship.</li> <li>Community Members examine stewardship for lands under Certificate of Possession.</li> <li>Interest within the community to continue to pursue these issues in a formal Community Lands Strategy.</li> </ul>                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

| OPPORTUNITY |                                                                                                                                                                                                                       | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                               | INDICATORS                                                                                                                                                                                                                                            | ORGANIZATIONS & RESPONSIBILITIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 2018 PROGRESS UPDATE |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| A3          | <p><b>Conduct a traditional knowledge study to encourage Protection of Forest, Wetlands, Waterways and Wildlife through the “Community Lands Strategy”</b></p> <p><b>INTERCONNECTIONS: A1, A2, A3, A5, A6, A8</b></p> | <p><b>Short Term (1-10 years)</b></p> <ul style="list-style-type: none"> <li>• Conduct Six Nations Traditional Knowledge study, Biological Inventory and Species at Risk Study within Community.</li> <li>✓ Create Six Nations owned mapping database to maintain and secure information.</li> <li>✓ Pursue aerial imagery</li> </ul> <p><b>Long Term (11-20 years)</b></p> <ul style="list-style-type: none"> <li>• Conduct Six Nations Traditional Knowledge Study for lands within the Haldimand Tract.</li> <li>• All information maintained and secured</li> <li>• Assess database for missing or outdated information.</li> </ul> | <ul style="list-style-type: none"> <li>• Six Nations knowledge mapped and secured</li> <li>• Protection of environmentally and culturally significant lands.</li> </ul>                       | <ul style="list-style-type: none"> <li>✓ Environment Office</li> <li>✓ Wildlife Office</li> <li>✓ Community Planning</li> <li>• <i>SN Community Member Participation</i></li> </ul>                                                                   | <div>  <b>PLANNING</b> </div> <ul style="list-style-type: none"> <li>• Wildlife department has not conducted a formal study but consults with knowledge-holders regularly.</li> <li>• Wildlife office has begun wetland assessments and advocates for conservation within the Grand River Conservation Authority.</li> <li>• A Community-based Climate Change &amp; Adaptation Planner is engaging knowledge-holders in the community to map how the community may adapt to a changing climate.</li> </ul> |                      |
|             | <b>2018 OUTREACH FINDINGS</b>                                                                                                                                                                                         | <p><b>Barriers/Needs</b></p> <ul style="list-style-type: none"> <li>• As knowledge-holders age, fewer in the community possess traditional knowledge.</li> <li>• Gathering traditional knowledge must be done with complete respect to ensure it is not misunderstood or misused.</li> </ul>                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                               |                                                                                                                                                                                                                                                       | <p><b>Solutions/Opportunities</b></p> <ul style="list-style-type: none"> <li>• Interest within the community integrate traditional knowledge in a Community Lands Strategy.</li> <li>• Learning opportunity to share, strengthen and maintain traditional knowledge within the community.</li> </ul>                                                                                                                                                                                                                                                                                          |                      |
| A4          | <p><b>Multi-use trails throughout community to address the destruction of agricultural lands by recreational uses</b></p> <p><b>INTERCONNECTIONS: A2, A3, A8</b></p>                                                  | <p><b>Short Term (1-10 years)</b></p> <ul style="list-style-type: none"> <li>• Begin community engagement for interest and possible trail routes</li> <li>• Identify funding for construction and maintenance.</li> <li>• Design plan completed</li> </ul> <p><b>Long Term (11-20 years)</b></p> <ul style="list-style-type: none"> <li>• Construct trail in phased approach</li> </ul>                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>• Sustainable funding secured.</li> <li>• Trail Construction.</li> <li>• Proper Maintenance.</li> <li>• Less destruction of crops and lands</li> </ul> | <ul style="list-style-type: none"> <li>✓ Parks and Recreation</li> <li>✓ Tourism</li> <li>✓ Community Planning</li> <li>• <i>SN Community Member Participation</i></li> <li>✓ <i>Six Nations Farmers Assoc.</i></li> <li>✓ <i>Kayanase</i></li> </ul> | <div>  <b>PLANNING</b> </div> <ul style="list-style-type: none"> <li>• Six Nations Farmers Association did outreach with schools and observed a decline in ATV and hunting interference on farmland.</li> <li>• Discussions have occurred about a nature trail between Kayanase and Chiefswood Park. U of Guelph Landscape architecture students created designs.</li> <li>• New Blue Track is used by community for walking.</li> </ul>                                                                   |                      |
|             | <b>2018 OUTREACH FINDINGS</b>                                                                                                                                                                                         | <p><b>Barriers/Needs</b></p> <ul style="list-style-type: none"> <li>• Difficult to achieve cooperation from private landowners on allowing trails.</li> <li>• Past nature trails in the community have become unsafe spaces.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                               |                                                                                                                                                                                                                                                       | <p><b>Solutions/Opportunities</b></p> <ul style="list-style-type: none"> <li>• Potential to develop longer trail at Gaylord Powless Arena designed with safety and accessibility in mind (such as lights and emergency call stations).</li> </ul>                                                                                                                                                                                                                                                                                                                                             |                      |

| OPPORTUNITY |                                                                                                                                 | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | INDICATORS                                                                                                                                                                                     | ORGANIZATIONS & RESPONSIBILITIES                                                                                                                 | 2018 PROGRESS UPDATE                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-------------|---------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A5          | Enhance waste management and remediate old landfill sites<br><br>INTERCONNECTIONS: A2, A3, A6, A8                               | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"> <li>Implement waste disposal technology</li> <li>Create a plan to remediate old sites</li> </ul> <b>Long Term (11-20 years)</b> <ul style="list-style-type: none"> <li>All old sites remediated</li> <li>Deter creation of any new sites</li> </ul>                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Landfill sites remediated</li> <li>Lowered risk for groundwater contamination</li> <li>No new sites created</li> </ul>                                  | <ul style="list-style-type: none"> <li>✓Public Works</li> <li>✓Environment Office</li> <li>• <i>SN Community Member Participation</i></li> </ul> | <div>IN PROGRESS</div> <ul style="list-style-type: none"> <li>Public Works did a 2016 community waste management study, community is in favour of transferring waste off reserve. Funding in place to develop the current recycling station into a Waste Transfer Station (community members can drop waste, once container is full it is shipped away).</li> <li>In process of developing contract for waste recipient.</li> </ul>                                                     |
|             | 2018 OUTREACH FINDINGS                                                                                                          | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>Old landfill sites remain an outstanding issue.</li> <li>Environment office is concerned with dumping on private lands.</li> </ul>                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                |                                                                                                                                                  | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>Community Members to practice responsible waste management.</li> </ul>                                                                                                                                                                                                                                                                                                                                            |
| A6          | Enhance waste removal and recycling with household pickup to address litter<br><br>INTERCONNECTIONS: A2, A3, A5, A8             | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"> <li>Assess feasibility and need in community</li> <li>Prepare for sustainable servicing</li> </ul> <b>Long Term (11-20 years)</b> <ul style="list-style-type: none"> <li>Implement program, assess and enhance</li> </ul>                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Increased recycling in community</li> <li>Less waste on roadside</li> </ul>                                                                             | <ul style="list-style-type: none"> <li>✓Public Works</li> <li>• <i>SN Community Member Participation</i></li> </ul>                              | <div>IN PROGRESS</div> <ul style="list-style-type: none"> <li><i>Stewardship Ontario</i> (provincial recycling program which puts cost of recycling on producers) funds enhanced recycling through private community business, curbside recycling now available for a fee.</li> <li>Public Works created recycling stations in high traffic areas.</li> <li>Public Works provides Six Nations recycling handbook and free large recycling bins.</li> </ul>                              |
|             | 2018 OUTREACH FINDINGS                                                                                                          | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>The low density of community means that household garbage pick up by normal means is less feasible (provincial program is supporting upcoming recycling program).</li> <li>Encouraging and Educating community members to sort and recycle.</li> </ul>                                                                                                                                                                                                                                     |                                                                                                                                                                                                |                                                                                                                                                  | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>Opportunities for localized community composting programs or encouraging homeowners to compost.</li> <li>Community Members to practice responsible waste management.</li> </ul>                                                                                                                                                                                                                                   |
| A7          | Continue with Six Nations Consultation and Accommodation to address Land Rights issues<br><br>INTERCONNECTIONS: Entire Document | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"> <li>✓Develop a method for receiving Community Input and concerns on development and accommodation opportunities.</li> <li>✓Utilize community needs as basis for accommodation.</li> <li>✓Implement Consultation and Accommodation Unit for administration of development initiatives.</li> </ul> <b>Long Term (11-20 years)</b> <ul style="list-style-type: none"> <li>Continue to promote working relationships and partnerships</li> <li>Pursue litigation when required</li> </ul> | <ul style="list-style-type: none"> <li>Six Nations Community benefitting from land rights, obtaining revenues and meeting community needs</li> <li>Environmental concerns addressed</li> </ul> | <ul style="list-style-type: none"> <li>✓Lands and Resources</li> </ul>                                                                           | <div>ONGOING</div> <ul style="list-style-type: none"> <li>Consultation &amp; Accommodation Process (CAP) Team deals with administration of development issues on residential developments, pipelines, aggregates, mining, transportation projects.</li> <li>Six Nations Future website and Community Engagement sessions act as avenue for input on developments.</li> <li>Current Community Plan is used to give a picture of community needs as a basis for accommodation.</li> </ul> |
|             | 2018 OUTREACH FINDINGS                                                                                                          | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>Current capacity limits how far into territory they can engage in Consultation &amp; Accommodation discussions.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                |                                                                                                                                                  | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>Discussing all developments through Haldimand Tract and traditional territory.</li> <li>Opportunity for councils to discuss in governance dialogues (see E20).</li> </ul>                                                                                                                                                                                                                                         |



| OPPORTUNITY |                                                                                                               | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | INDICATORS                                                                                              | ORGANIZATIONS & RESPONSIBILITIES                                                                                                          | 2018 PROGRESS UPDATE                                                                                                                               |
|-------------|---------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| A8          | Accumulate land for community development needs (1,134 acres needed)<br><br>INTERCONNECTIONS: entire document | <ul style="list-style-type: none"> <li>• <b>Short Term (1-10 years)</b></li> <li>• Identify ideal properties to obtain based on community development needs.</li> <li>• Research opportunities and legalities of Community owned Land in urban centres.</li> <li>• Designate lands through “Community Lands Strategy” identify lands in community or surrounding communities.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>• Increased land mass for community development needs</li> </ul> | <ul style="list-style-type: none"> <li>✓SNGRDC (formerly Ec. Dev.)</li> <li>✓Lands and Resources</li> <li>✓<i>Public Works</i></li> </ul> | <div>ONGOING</div> <ul style="list-style-type: none"> <li>• Currently ~1000 acres in various stages of the Addition to Reserve process.</li> </ul> |
|             | 2018 OUTREACH FINDINGS                                                                                        | <div> <div>Barriers/Needs</div> <ul style="list-style-type: none"> <li>• Many programs and services in the community in need of land to expand to meet community needs (example, land for future siting of a traditional wellness centre of excellence, Ganohkwasra Sexual Assault Centre, Social Services transitional houses, food bank and others).</li> <li>• No initiative exists to actively acquire land; more often land acquisition is a result of Consultation &amp; Accommodation.</li> <li>• The Addition to Reserve process can be very slow.</li> </ul> </div> <div> <div>Solutions/Opportunities</div> <ul style="list-style-type: none"> <li>• Interest within the community to consider these in a Community Lands Strategy to ensure good planning happens on community lands with community input for balanced uses.</li> </ul> </div> |                                                                                                         |                                                                                                                                           |                                                                                                                                                    |



# BUILT ENVIRONMENT

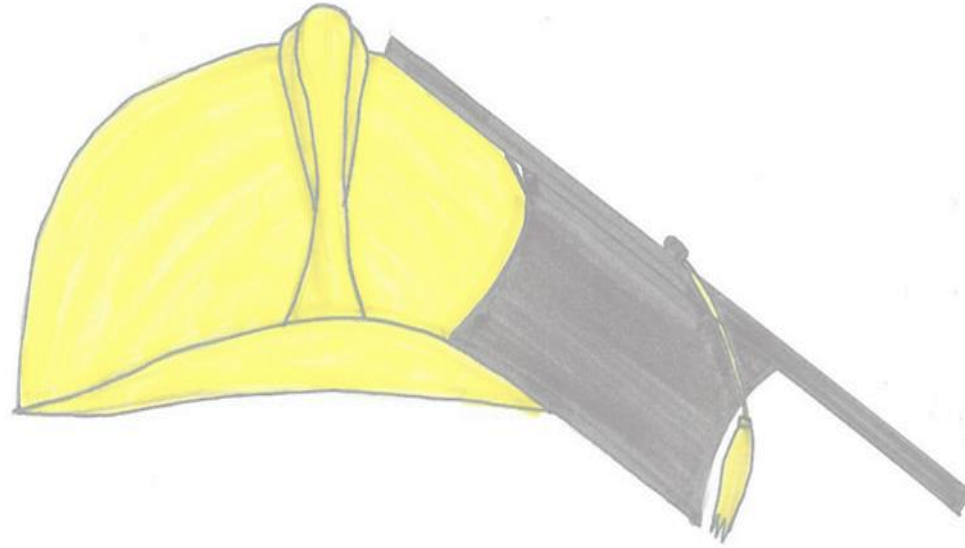
| OPPORTUNITY |                                                                                                                                                                | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                                                                                                           | INDICATORS                                                                                                                       | ORGANIZATIONS & RESPONSIBILITIES                                                                                                                                                                                                                                                                                                                                                                                            | 2018 PROGRESS UPDATE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| B1          | Build a 700 home complete neighbourhood on Painter Road to address lack of housing and car dependency<br><br>INTERCONNECTIONS: A8, B3, B6, B12, C4, C9, D5, D6 | <b>Short Term</b> <ul style="list-style-type: none"> <li>• Begin Feasibility Study</li> <li>• Plans and Drawings Done</li> </ul> <b>Long Term</b> <ul style="list-style-type: none"> <li>• Construction</li> </ul>                                                                                                                                      | <ul style="list-style-type: none"> <li>• Green Neighborhood Developed</li> <li>• Meeting a variety of community needs</li> </ul> | <ul style="list-style-type: none"> <li>✓Community Planning</li> <li>✓Housing</li> <li>✓Public Works</li> <li>✓SN Natural Gas</li> <li>• <i>SN Community</i></li> <li>✓<i>Health Services</i></li> <li>✓<i>Social Services</i></li> </ul>                                                                                                                                                                                    |  <ul style="list-style-type: none"> <li>• Development of a complete neighbourhood on the lands at Painter Road was considered around 2010 (“Iron Horse”).</li> <li>• Concept was to be a higher-density walkable community with all amenities such as schools, shopping, etc.</li> <li>• Preliminary concepts and drawings were explored.</li> </ul>                                                                                                                                                                                                                                                                                                           |
|             | 2018 OUTREACH FINDINGS                                                                                                                                         | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>• Cost of servicing infrastructure all the way to Painter Road would be very high; focus has instead been on servicing existing community.</li> <li>• In 2010 there was less community support to move across the river away from established houses, schools, businesses, etc.</li> </ul> |                                                                                                                                  | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>• Land and concepts are an option for future development as community grows.</li> <li>• Housing considerations expanding beyond built environment to understand how social determinants of wellbeing impact other areas such as Health and Social.</li> <li>• Opportunity to discuss housing in a “Community Lands Strategy” (see A2, A3).</li> </ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| B2          | Build a 50 home neighbourhood on 4th line to address the lack of housing in the community<br><br>INTERCONNECTIONS: A8, B3, B6, B12, C4, C9, D5, D6             | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"> <li>✓Begin Feasibility Study</li> <li>✓Plans and Drawings Done</li> <li>• Construct</li> </ul>                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>• Community housing needs being met</li> </ul>                                            | <ul style="list-style-type: none"> <li>✓Community Planning</li> <li>✓Housing</li> <li>✓Public Works</li> <li>✓SN Natural Gas</li> <li>• <i>SN Community Member Participation</i></li> </ul>                                                                                                                                                                                                                                 |  <ul style="list-style-type: none"> <li>• In 2016, a feasibility study was completed for a 95 home development on 4th line outside of Ohsweken: 20 Elders units, 45 townhomes, 30 single-family homes.</li> <li>• In 2017, financing was secured for the infrastructure costs (road, water, wastewater), construction nearing completion.</li> <li>• Construction of the first five 3-bedroom townhouses will be complete 2018, construction will continue as budget permits.</li> <li>• Units will be rentals or rent-to-own.</li> <li>• Site will include land for eventual new public library facility and several council departments (see E5).</li> </ul> |
|             | 2018 OUTREACH FINDINGS                                                                                                                                         | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>• Securing road allowances from private landowners for safe secondary access.</li> <li>• Sustainable funding required for continued building.</li> </ul>                                                                                                                                   |                                                                                                                                  | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>• Additional property on 4th line (west of Ohsweken) is candidate for more housing, feasibility study to be completed in 2018.</li> </ul>                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| B3          | Provide Infrastructure (water & sewer) to present and future developments<br><br>INTERCONNECTIONS: B1, B2                                                      | <b>Short Term</b> <ul style="list-style-type: none"> <li>• Extend water services to Painter Road development</li> <li>• Extend water services to Entertainment District site</li> <li>✓Prepare options for wastewater treatment</li> <li>✓Extend water services to 4th line housing development</li> </ul>                                              | <ul style="list-style-type: none"> <li>• Public water system meeting the neighbourhood needs</li> </ul>                          | <ul style="list-style-type: none"> <li>✓Public Works</li> <li>✓Community Planning</li> <li>✓Housing</li> </ul>                                                                                                                                                                                                                                                                                                              |  <ul style="list-style-type: none"> <li>• Building and Development Committee brings together departments to ensure housing is developed with servicing.</li> <li>• A complete wastewater treatment plant has been costed at a 50M dollar project. Currently, Public Works has funding to expand current lagoon system in the interim.</li> </ul>                                                                                                                                                                                                                                                                                                             |
|             | 2018 OUTREACH FINDINGS                                                                                                                                         | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>• Investing in servicing is an ongoing balance—paying to service future development vs. bringing services to residents already in place.</li> </ul>                                                                                                                                        |                                                                                                                                  | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>• 2018 extension of waterline announcement may open up more housing opportunities (smaller lot requirements as wells won’t be needed).</li> </ul>                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

| OPPORTUNITY |                                                                                                                                      | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                               | INDICATORS                                                                                                      | ORGANIZATIONS & RESPONSIBILITIES                                                                                                                                                                                                                                                                                                                                                           | 2018 PROGRESS UPDATE                                                                                                                                                                                                                                                                                                                 |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| B4          | Extend waterlines throughout community to supply water to the entire community<br><br>INTERCONNECTIONS: Wellbeing (F)                | <b>Short Term (1-10 years)</b><br>✓ Determine areas most in need.<br>✓ Create prioritized phase plan.<br><br><b>Long Term (11-20 years)</b> <ul style="list-style-type: none"> <li>Seek opportunities with neighbouring communities</li> <li>Phased Construction</li> </ul> | <ul style="list-style-type: none"> <li>Waterlines accessible throughout community</li> </ul>                    | ✓ Public works<br>✓ Fire Department<br>✓ Health Services<br>✓ Social Services<br>• SN Community Members Participation                                                                                                                                                                                                                                                                      | <div>IN PROGRESS</div> <ul style="list-style-type: none"> <li>Phased plan has been developed for priority areas, focusing on schools first.</li> <li>2018 announcement—all federal schools will be connected, and 419 homes along the path.</li> <li>Fire hydrants have been placed along water lines.</li> </ul>                    |
|             | 2018 OUTREACH FINDINGS                                                                                                               | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>Homes along waterline must still be connected to the line itself.</li> <li>Main concern for Fire Department is ensuring high enough pressure all around the community.</li> </ul>                              |                                                                                                                 | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>Possibility for reduced insurance burden if Fire Department can ensure coverage, or increase tanker capacity in the mean time (See E9).</li> <li>Water considerations expanding beyond built environment to understand how social determinants of wellbeing impact other areas such as Health and Social.</li> </ul> |                                                                                                                                                                                                                                                                                                                                      |
| B5          | Provide infrastructure to enhance Oneida Business Park for economic capacity<br>INTERCONNECTIONS: B7, D8                             | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"> <li>Develop Plan and Prioritize</li> <li>Seek opportunities with neighbouring communities</li> <li>Phased Construction</li> </ul>                                                                         | <ul style="list-style-type: none"> <li>OBP at Capacity</li> <li>OBP Flourishing</li> <li>OBP Growing</li> </ul> | ✓ Public Works<br>✓ SNGRDC (formerly Ec. Dev.)<br>✓ Natural Gas                                                                                                                                                                                                                                                                                                                            | <div>IN PROGRESS</div> <ul style="list-style-type: none"> <li>Office at currently being used at capacity, warehouse is unused.</li> <li>Funding secured for watermain to be expanded to OBP in 2018.</li> </ul>                                                                                                                      |
|             | 2018 OUTREACH FINDINGS                                                                                                               | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>Depending on the client for the warehouse, could be a need for natural gas.</li> </ul>                                                                                                                         |                                                                                                                 | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>Watermain expansion will expand client possibilities for warehouse.</li> </ul>                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                      |
| B6          | Develop public transit system to increase accessibility for community members<br><br>INTERCONNECTIONS: Employment (C), Wellbeing (F) | <b>Short Term (1-10 years)</b><br>✓ Undertake Feasibility study for transportation system<br><ul style="list-style-type: none"> <li>Implement recommendations</li> <li>Assess and improve where necessary</li> </ul>                                                        | <ul style="list-style-type: none"> <li>Community member are not vehicle reliant</li> </ul>                      | ✓ GREAT<br>✓ Community Planning<br>✓ Health Services<br>• SN Community Members                                                                                                                                                                                                                                                                                                             | <div>PLANNING</div> <ul style="list-style-type: none"> <li>Preliminary community engagement and study was undertaken by GREAT in 2011 to understand community need and map routes.</li> <li>Health Services has made progress in terms of accessibility by purchasing vans to transport clients to and from appointments.</li> </ul> |
|             | 2018 OUTREACH FINDINGS                                                                                                               | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>Low density of community means conventional public transit would be costly.</li> <li>Access and mobility are key considerations in community wellness.</li> </ul>                                              |                                                                                                                 | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>GREAT study was done several years ago; new technologies have arisen for ridesharing and flexible transit systems that could be explored.</li> </ul>                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                      |
| B7          | Extend Natural Gas lines to service North of the Grand River and supplement existing system<br><br>INTERCONNECTIONS: B5              | <b>Short Term (1-10 years)</b><br>✓ Prepare to service north side of the Grand River<br>✓ Construct lines<br><br><b>Long Term (11-20 years)</b> <ul style="list-style-type: none"> <li>Assess system, prepare necessary extensions</li> </ul>                               | <ul style="list-style-type: none"> <li>System is capable of supporting growth in the community.</li> </ul>      | ✓ Six Nations Natural Gas<br>✓ Community Planning                                                                                                                                                                                                                                                                                                                                          | <div>IN PROGRESS</div> <ul style="list-style-type: none"> <li>Natural Gas lines service the north side of the river.</li> <li>Maintenance process is being modernized: old meters are being upgraded to radio readers, developing GIS (digital mapping) system.</li> </ul>                                                           |
|             | 2018 OUTREACH FINDINGS                                                                                                               | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>No specific barriers identified through the outreach.</li> </ul>                                                                                                                                               |                                                                                                                 | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>No specific opportunities identified through the outreach.</li> </ul>                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                      |

| OPPORTUNITY |                                                                                      | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                                                                                                                                                                                                      | INDICATORS                                                                                                                                                 | ORGANIZATIONS & RESPONSIBILITIES                                                                         | 2018 PROGRESS UPDATE                                                                                                                                                                                                                                                                                                                                                                      |
|-------------|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| B8          | Rebuild River Range Road to meet safety standards for emergency vehicles             | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"> <li>Community engagement</li> <li>Grade and resurface road to allow access for emergency vehicles</li> <li>Integrate into the regular roads maintenance</li> </ul>                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>Emergency services able to safely access all residents</li> <li>Road properly constructed and maintained</li> </ul> | ✓Public Works<br>• <i>SN Community Member Participation</i>                                              |  <b>PLANNING</b><br>• Plans and Drawings are complete.                                                                                                                                                                                                                                                 |
|             | <b>2018 OUTREACH FINDINGS</b>                                                        | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>Acquiring road allowances from landowners.</li> </ul>                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                            |                                                                                                          | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>No specific opportunities identified through the outreach.</li> </ul>                                                                                                                                                                                                                                               |
| B9          | Develop business for offering high speed to all Six Nations, and outlying residents. | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"> <li>✓Create feasibility and costing</li> <li>✓Develop business model</li> <li>✓Implement</li> </ul> <b>Long Term (11-20 years)</b> <ul style="list-style-type: none"> <li>Increase customer base</li> <li>Assess and improve service delivery</li> </ul>                                                                                                                         | <ul style="list-style-type: none"> <li>Own Source revenue generation</li> <li>Reliable High Speed Internet connection to all residents</li> </ul>          | ✓SNGRDC (formerly Ec. Dev.)<br>✓Computer Services<br>✓ <i>Public Works</i><br>✓ <i>Computer Services</i> |  <b>IN PROGRESS</b><br>• Silo has coverage of close to 95% of community.<br>• Six Nations Elected Council requires fibre connection for security, in need of an upgrade.                                                                                                                               |
|             | <b>INTERCONNECTIONS: D5</b>                                                          | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>Wireless internet can be hindered by trees, etc.</li> <li>Community services find lack of internet limits community members' access to information (e.g., Health Services wants to see greater exposure for programming and reliable Health Information).</li> </ul>                                                                                                                  |                                                                                                                                                            |                                                                                                          | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>Opportunity for fibre connection to greater community through SWIFT (South West Info Fibre Tech, provincial initiative for widespread broadband connectivity).</li> </ul>                                                                                                                                           |
| B10         | Continue to repair and maintain infrastructure (roads, bridges ditches)              | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"> <li>✓Implement a database to monitor ages and conditions of infrastructure</li> <li>✓Continue to repair roads, bridges and ditches</li> <li>✓Plan for major bridge repair and reconstruction</li> </ul>                                                                                                                                                                          | <ul style="list-style-type: none"> <li>Community infrastructure maintained and safe for community use</li> </ul>                                           | ✓Public Works                                                                                            |  <b>ONGOING</b><br>• Key successes in road improvements include double turn lane and traffic lights in Ohsweken.<br>• Public Works has developed a database to track all bridges in the community and prioritize which will need repairing first.<br>• Public Works replaced two bridges in 2015/16. |
|             | <b>2018 OUTREACH FINDINGS</b>                                                        | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>4th Line Rd. between Mohawk &amp; Bateman to be relocated outside floodplain.</li> <li>Corner of Seneca &amp; 6th Line Rd. has eroded into river.</li> <li>Long-term benefit of upgrading roads or bridges involves short-term delays.</li> <li>Annual funding cycle limits ability for long-term planning.</li> <li>Current <i>Road Resurfacing Plan</i> expires in 2019.</li> </ul> |                                                                                                                                                            |                                                                                                          | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>Public Works has illustrated to funders that the department completes maintenance projects on time and under budget. Demonstrating capacity strengthens case for funding applications.</li> <li>Ongoing list of infrastructure needs is being maintained.</li> </ul>                                                |



| OPPORTUNITY |                                                                                                                                       | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                              |                                                                                              | INDICATORS                                                                                                                                                                     | ORGANIZATIONS & RESPONSIBILITIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 2018 PROGRESS UPDATE |
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| B11         | Enhance drainage to reduce damage to infrastructure                                                                                   | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"><li>Government Ditching</li></ul>                                                                                                                                                                         | <ul style="list-style-type: none"><li>Major repairs mitigated</li></ul>                      | <ul style="list-style-type: none"><li>✓Public Works</li><li>• SN Community Member participation</li></ul>                                                                      | <div>ONGOING</div> <ul style="list-style-type: none"><li>“Government Ditching” was a program done in the 70’s for drainage, with a focus on agricultural yield. There was no maintenance plan, so it has resulted in flooding damage to nearby housing and infrastructure.</li><li>Public Works has consultant report to upgrade drainage of McKenzie Creek and Boston Creek. Additionally, they have modelling software to understand drainage patterns with change in the land &amp; development. Funding secured to complete McKenzie Creek drainage work.</li></ul> |                      |
|             | 2018 OUTREACH FINDINGS                                                                                                                | <b>Barriers/Needs</b> <ul style="list-style-type: none"><li>Maintaining and cleaning government ditches requires many labour hours.</li><li>New drainage requires land allowances, cooperation from landowners.</li></ul>                                                  |                                                                                              |                                                                                                                                                                                | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"><li>Awareness strategy to promote community members maintaining drainage infrastructure.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                     |                      |
| B12         | Address 1200 home housing shortage through rural housing opportunities and neighbourhood developments<br><br>INTERCONNECTIONS: B1, B2 | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"><li>Continue to support building 120 homes per year</li></ul> <b>Long Term (11-20 years)</b> <ul style="list-style-type: none"><li>Assess housing market conditioning and plan for coming years</li></ul> | <ul style="list-style-type: none"><li>Housing needs meeting population demands</li></ul>     | <ul style="list-style-type: none"><li>✓Housing</li><li>✓Community Planning</li><li>✓Public Works</li><li>✓SN Natural Gas</li><li>• SN Community Member Participation</li></ul> | <div>ONGOING</div> <ul style="list-style-type: none"><li>Housing has strengthened the process for acquiring a housing loan, reduced the waiting list to close to 500, but this does not include the need for rental.</li><li>Focus has been on neighbourhood development (see B2).</li><li>See D6 for economic housing model.</li></ul>                                                                                                                                                                                                                                 |                      |
|             | 2018 OUTREACH FINDINGS                                                                                                                | <b>Barriers/Needs</b> <ul style="list-style-type: none"><li>Lack of housing is an ongoing concern.</li></ul>                                                                                                                                                               |                                                                                              |                                                                                                                                                                                | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"><li>Opportunity for community business owners to expand housing stock.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                       |                      |
| B13         | Continue renovation and maintenance in order to maintain a safe and comforting homes                                                  | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"><li>Home renovations</li><li>Water and Septic systems</li></ul>                                                                                                                                           | <ul style="list-style-type: none"><li>Current homes are safe and value is retained</li></ul> | <ul style="list-style-type: none"><li>✓Housing</li><li>• SN Community Member Participation</li></ul>                                                                           | <div>ONGOING</div> <ul style="list-style-type: none"><li>No overall strategy for home maintenance and repair, various granting programs tackle the issue.</li><li>RRAP (Residential Rehabilitation &amp; Assistance Program) from CMHC (Canada Mortgage and Housing Corporation) to help elderly and disabled people keep their homes accessible</li></ul>                                                                                                                                                                                                              |                      |
|             | 2018 OUTREACH FINDINGS                                                                                                                | <b>Barriers/Needs</b> <ul style="list-style-type: none"><li>CMHC requires a third party inspection, can be slow and costly.</li><li>A granting-based program is not predictable which limits long term planning.</li></ul>                                                 |                                                                                              |                                                                                                                                                                                | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"><li>Housing department has capacity to do inspections themselves and advocates for transitioning to a completely in-house program.</li></ul>                                                                                                                                                                                                                                                                                                                                                           |                      |



# EMPLOYMENT & EDUCATION

| OPPORTUNITY |                                                                                                                                                                                               | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | INDICATORS                                                                                                                                                                                                                       | ORGANIZATIONS & RESPONSIBILITIES                                                                                                                                                                                                                                                                                                      | 2018 PROGRESS UPDATE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| C1          | <p><b>Create a community-wide holistic Child and Youth Strategy that incorporates all aspects of life</b></p> <p><b>INTERCONNECTIONS: C2, C3, C5, C6, D1, D5, F3</b></p>                      | <p><b>Short Term (1-10 years)</b></p> <ul style="list-style-type: none"> <li>• Leadership and Self Esteem skills</li> <li>• Mentoring</li> <li>• Parent/Student partnerships</li> </ul> <p><b>Long Term (11-20 years)</b></p> <ul style="list-style-type: none"> <li>• Assess progress by looking at test scores and school environment</li> <li>• Identify gaps and implement new strategies</li> </ul>                                                                                        | <ul style="list-style-type: none"> <li>• Decreased dropout rates</li> <li>• Higher test scores</li> <li>• More motivated students</li> </ul>                                                                                     | <ul style="list-style-type: none"> <li>✓Health Services</li> <li>✓Social Services</li> <li>• Student Success</li> <li>• Childrens Roundtable</li> <li>• Youth Roundtable</li> <li>• <i>SN Community Member Participation</i></li> </ul>                                                                                               | <div>▶ <b>PLANNING</b></div> <ul style="list-style-type: none"> <li>• A cross-sector group meets regularly to discuss the future of education in the community (Education Lifelong Learning Taskforce).</li> </ul>                                                                                                                                                                                                                                                                                     |
|             | <b>2018 OUTREACH FINDINGS</b>                                                                                                                                                                 | <p><b>Barriers/Needs</b></p> <ul style="list-style-type: none"> <li>• No specific barriers identified through the outreach.</li> </ul>                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                  | <p><b>Solutions/Opportunities</b></p> <ul style="list-style-type: none"> <li>• Discussions around possibilities of future Six Nations' own schools and curriculum.</li> <li>• Opportunity to hire a coordinator to gather relevant information, consult with community, create an advisory and formulate a strategic plan.</li> </ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| C2          | <p><b>Develop an Alternative Elementary School as current settings are not conducive to learning for all students</b></p> <p><b>INTERCONNECTIONS: C1, C3, C5, C6, D1, D5, F3, G2</b></p>      | <p><b>Short Term (1-10 years)</b></p> <ul style="list-style-type: none"> <li>• Determine what the needs and gaps are</li> <li>• Create a business case for an alternative school— Secure funding</li> <li>• Determine curriculum, principles and operational board Begin construction/renovation</li> </ul> <p><b>Long Term (11-20 years)</b></p> <ul style="list-style-type: none"> <li>• Accept first year of students</li> <li>• Assess progress implement strategies for success</li> </ul> | <ul style="list-style-type: none"> <li>• Fully functioning school that meets the needs of Six Nations students</li> </ul>                                                                                                        | <ul style="list-style-type: none"> <li>✓<i>Kawenni:io</i></li> <li>✓<i>STEAM at Polytech</i></li> <li>• <i>Everlasting Tree</i></li> </ul>                                                                                                                                                                                            | <div>▶ <b>PLANNING</b></div> <ul style="list-style-type: none"> <li>• Kawenni:io school has been immersing children in language and culture for 30 years, but has not had dedicated learning location. They have land ready behind Polytech and phased plan, project is shovel-ready.</li> <li>• STEAM Academy at Polytech is a technology rich school setting.</li> <li>• The Everlasting Tree School teaches in Haudenosaunee culture and language, inspired by Waldorf teaching methods.</li> </ul> |
|             | <b>2018 OUTREACH FINDINGS</b>                                                                                                                                                                 | <p><b>Barriers/Needs</b></p> <ul style="list-style-type: none"> <li>• School building for Kawenni:io needs funding.</li> <li>• Everlasting Tree school in ned of administrative support</li> </ul>                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                  | <p><b>Solutions/Opportunities</b></p> <ul style="list-style-type: none"> <li>• Education Lifelong Learning Group meeting to develop framework for Haudenosaunee based curriculum for all schools (see C1).</li> </ul>                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| C3          | <p><b>Determine current learning challenges and provide support where needed to increase literacy rates among students</b></p> <p><b>INTERCONNECTIONS: C1, C2, C5, C6, D1, D5, F3, G2</b></p> | <p><b>Short Term (1-10 years)</b></p> <ul style="list-style-type: none"> <li>• Enhance Therapy Services for school age children and youth</li> <li>• Provide more opportunities for after school programming.</li> <li>• More tutoring opportunities</li> <li>• Assess success of programming, Determine gaps and plan to meet needs.</li> </ul>                                                                                                                                                | <ul style="list-style-type: none"> <li>• Better learning environments for all students</li> <li>• More motivated students</li> <li>• Higher numeracy and literacy levels</li> <li>• More employable community members</li> </ul> | <ul style="list-style-type: none"> <li>• Therapy Services</li> <li>• Student Success</li> <li>• Childrens Roundtable</li> <li>• Schools</li> <li>• <i>SN Community Member Participation</i></li> </ul>                                                                                                                                | <div>▶ <b>ONGOING</b></div> <ul style="list-style-type: none"> <li>• No specific progress updates gathered during outreach.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                 |
|             | <b>2018 OUTREACH FINDINGS</b>                                                                                                                                                                 | <p><b>Barriers/Needs</b></p> <ul style="list-style-type: none"> <li>• No specific barriers identified through the outreach.</li> </ul>                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                  | <p><b>Solutions/Opportunities</b></p> <ul style="list-style-type: none"> <li>• No specific opportunities identified through the outreach.</li> </ul>                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

| OPPORTUNITY |                                                                                                            | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | INDICATORS                                                                                                                                                                                      | ORGANIZATIONS & RESPONSIBILITIES                                                                                                          | 2018 PROGRESS UPDATE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------|------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| C4          | Construct new facilities to reduce overcrowding of schools and Early Learning Centres                      | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"> <li>Secure funding and begin construction of new elementary school and early learning hub at 'Iron Horse'</li> <li>Conduct Feasibility Study to assess needs</li> <li>Secure funding Construct new facility</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>Waiting list for daycare is decreased</li> <li>School meet the increasing population</li> <li>Students have environment conducive to learning</li> </ul> | <ul style="list-style-type: none"> <li>✓Social Services</li> <li>✓Public Works</li> <li>✓Community Planning</li> </ul>                    | <div>PLANNING</div> <ul style="list-style-type: none"> <li>Six Nations received enhancement funding through provincial <i>Journey Together Program</i> for the Resource Drop-in Program.</li> <li>Plans for a second site developing in 2018/19.</li> <li>Child care need has decreased as a result of full day JK/SK, although this has increased pressure in schools.</li> </ul>                                                                                                                                                                                                                                     |
|             | INTERCONNECTIONS: B1, B2                                                                                   | <b>2018 OUTREACH FINDINGS</b> <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>Need for before- and after-school programs, infant &amp; toddler spaces and Early Childhood Educators.</li> </ul> <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>Further collaboration between service providers for more before and after school care for the community.</li> </ul>                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                 |                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| C5          | Prepare facts and lobby government for funding to address insufficient funding for post-secondary students | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"> <li>Gather statistics and lobby for more funding</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Funding available for all students that want to pursue post-secondary education</li> </ul>                                                               | <ul style="list-style-type: none"> <li>✓Grand River Post Secondary Education</li> </ul>                                                   | <div>IN PROGRESS</div> <ul style="list-style-type: none"> <li>GRPSEO gathers data to demonstrate the need for greater funding in their annual report.</li> <li>Eligible applicants funded based on a priority system.</li> <li>The number of unfunded students decreased substantially since 2010. However, this is largely due to a change in INAC reporting structure that does not include applicants which could not submit all the required documentation.</li> <li>The amount of applicants has slowly increased and the amount of funded students is consistent (smaller portion of funded students)</li> </ul> |
|             | INTERCONNECTIONS: C8                                                                                       | <b>2018 OUTREACH FINDINGS</b> <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>Overall barrier is still not enough funding to support all eligible students.</li> <li>Need salary increase to retain qualified staff, has not changed in 7 years.</li> <li>Need more administration to support applicants in submitting documentation.</li> <li>Website is aging, funding required for update to streamline application process and direct students towards bursary opportunities.</li> </ul> <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>Ongoing advocacy for agreements that reduce or remove tuition from post-secondary institutions in the traditional territory.</li> </ul> |                                                                                                                                                                                                 |                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| C6          | Use Economic Development Strategy to pursue training opportunities and raise employment rates              | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"> <li>Lower unemployment to 20%</li> </ul> <b>Long Term (11-20 years)</b> <ul style="list-style-type: none"> <li>Lower unemployment to 10%</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>More jobs in community</li> <li>More money coming back to the community</li> </ul>                                                                       | <ul style="list-style-type: none"> <li>✓GREAT</li> <li>✓SNGRDC (formerly Ec. Dev.)</li> <li>✓Community</li> <li>✓Ontario Works</li> </ul> | <div>ONGOING</div> <ul style="list-style-type: none"> <li>No updated employment statistics or formalized economic development strategy, but various efforts to boost employment.</li> <li>Ontario Works providing cultural programming to empower clients.</li> <li>GREAT has MOU's with various organizations to work together to create employment opportunities.</li> </ul>                                                                                                                                                                                                                                         |
|             | 2018 OUTREACH FINDINGS                                                                                     | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>No specific barriers identified through the outreach.</li> </ul> <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>No specific opportunities identified through the outreach.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                 |                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

| OPPORTUNITY            |                                                                                                        | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | INDICATORS                                                                                                                                                                          | ORGANIZATIONS & RESPONSIBILITIES                                                                                                           | 2018 PROGRESS UPDATE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------|--------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| C7                     | Development and accreditation for Six Nations Polytechnic                                              | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"> <li>Create partnerships with existing accredited universities and colleges</li> <li>Expand program delivery</li> </ul> <b>Long Term (11-20 years)</b> <ul style="list-style-type: none"> <li>Pursue opportunities for research and development</li> </ul>                                                                                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>More students learn in community</li> <li>Other students coming to community to learn</li> <li>Six Nations Polytech is accredited</li> </ul> | ✓Six Nations Polytech                                                                                                                      | <div>IN PROGRESS</div> <ul style="list-style-type: none"> <li>Brantford Campus acquired, upgraded in 2015.</li> <li>SNP has accreditation from the World Indigenous Nations Higher Education Consortium.</li> <li>SNP has accredited B.A. in Ogwehoweh Languages program.</li> <li><i>Indigenous Institutes Act</i> will pass in 2018 and recognize Indigenous institutions as “third pillar” of postsecondary education.</li> <li>Launched STEAM academy in 2017 (see C2).</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                     |
|                        | 2018 OUTREACH FINDINGS                                                                                 | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>Ongoing program expansion and maintenance of both campuses.</li> <li>Construction of a building to house Indigenous Knowledge Centre (see G1).</li> <li>Achieving full university accreditation.</li> <li>A shuttle exists between campuses, but broader transportation an ongoing need for students (see B6).</li> </ul>                                                                                                                                                                                                                                                                          |                                                                                                                                                                                     |                                                                                                                                            | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>Feasibility study completed for a student residence at Ohsweken campus so students from other Haudenosaunee communities can stay. Possibility of including commercial space. Funding required for construction.</li> <li>Expanding online learning platform.</li> <li>Establishing an endowment fund.</li> <li>Ownership of Brantford campus to make sure payments stay within community.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                 |
| C8                     | Create and Recruitment and Retention Plan to address “Brain Drain” (Educated people working elsewhere) | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"> <li>Determine reasons people leave community for work.</li> <li>Look beyond wage parity</li> <li>Examine opportunities to amend policy and procedure to create desirable work environments</li> <li>Implement strategies to attract professionals and community stability</li> </ul> <b>Long Term (11-20 years)</b> <ul style="list-style-type: none"> <li>Examine possibilities for attracting professionals back to community.</li> <li>Create an environment professional people are seeking to work/live in. Research opportunities for attracting professionals and implement</li> </ul> | <ul style="list-style-type: none"> <li>More professional members working in the community.</li> </ul>                                                                               | ✓Human Resources<br>✓GREAT<br>✓GRPSEO<br>✓Six Nations Polytech<br>✓Health Services<br>✓Ontario Works<br>•SN Community Member Participation | <div>IN PROGRESS</div> <ul style="list-style-type: none"> <li>While there is no formal “Recruitment and Retention Plan” various organizations are tackling this issue.</li> <li>GRPSEO posts information on employment opportunities in their channels, there is some head-hunting/recruitment of grads.</li> <li>GRPSEO has partnered with Health to create connections with students going into the health and medical fields (Vision 2020).</li> <li>Polytech recruits and retains as many of their scholars as possible.</li> <li>Polytech takes an empowerment approach and puts interns through several summers to groom them for roles.</li> <li>Ontario Works providing cultural programming to empower clients.</li> <li>GREAT supporting internship programs in the community.</li> <li>Council has expanded pay grid to get closer to market values.</li> </ul> |
|                        | INTERCONNECTIONS: C9, D5, E15, F1, G3                                                                  | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>Not every job exists in the community that students are getting educated for.</li> <li>Community organizations are so busy, limits the ability for succession planning (training up younger generations to take on leadership).</li> <li>Community organizations cannot always offer competitive funding.</li> <li>“Crab in the bucket” mentality.</li> </ul>                                                                                                                                                                                                                                      |                                                                                                                                                                                     |                                                                                                                                            | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>Opportunity for Health Services to hire a coordinator to research why people are leaving the community to work, research funding opportunities, develop a salary grid, implement a workplace wellness program to lower incidents of workplace violence and harassment and work with community partners to develop staff satisfaction indicators.</li> <li>Community depts. &amp; services to share current and future employment opportunities.</li> </ul>                                                                                                                                                                                                                                                                                                                                           |
| 2018 OUTREACH FINDINGS |                                                                                                        | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>Not every job exists in the community that students are getting educated for.</li> <li>Community organizations are so busy, limits the ability for succession planning (training up younger generations to take on leadership).</li> <li>Community organizations cannot always offer competitive funding.</li> <li>“Crab in the bucket” mentality.</li> </ul>                                                                                                                                                                                                                                      |                                                                                                                                                                                     |                                                                                                                                            | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>Opportunity for Health Services to hire a coordinator to research why people are leaving the community to work, research funding opportunities, develop a salary grid, implement a workplace wellness program to lower incidents of workplace violence and harassment and work with community partners to develop staff satisfaction indicators.</li> <li>Community depts. &amp; services to share current and future employment opportunities.</li> </ul>                                                                                                                                                                                                                                                                                                                                           |

| OPPORTUNITY |                                                                                                       | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                                                        | INDICATORS                                                                                                                                       | ORGANIZATIONS & RESPONSIBILITIES      | 2018 PROGRESS UPDATE                                                                                                    |
|-------------|-------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------|
| C9          | Create a green economy and train members for employment opportunities<br>INTERCONNECTIONS: B1, B2, C8 | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"><li>• Pursue economic opportunities in Green Industry</li><li>• Create training and employment opportunities that align with “Green Industry” opportunities</li><li>• Research new technologies and keep up with training</li></ul> | <ul style="list-style-type: none"><li>• Meaningful jobs for the community</li><li>• Economic opportunities that are culturally aligned</li></ul> | ✓SNGRDC (formerly Ec. Dev.)<br>✓GREAT | <div>ONGOING</div> <ul style="list-style-type: none"><li>• No specific updates gathered through the outreach.</li></ul> |
|             | 2018 OUTREACH FINDINGS                                                                                | <b>Barriers/Needs</b> <ul style="list-style-type: none"><li>• No specific barriers identified through the outreach.</li></ul> <b>Solutions/Opportunities</b> <ul style="list-style-type: none"><li>• No specific opportunities identified through the outreach.</li></ul>                            |                                                                                                                                                  |                                       |                                                                                                                         |





# **ECONOMIC DEVELOPMENT**

| OPPORTUNITY |                                                                                                                                                                                    | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                               | INDICATORS | ORGANIZATIONS & RESPONSIBILITIES                                                                          | 2018 PROGRESS UPDATE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| D1          | Create Economic Diversity by looking at what sectors are within our circle of influence to address the high economic leakage (62% of community dollars leaving the community 2010) | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"><li>• Create a Business Sector Development Plan.</li><li>• Work with Employment and Education strategies</li><li>• Use Economic Leakage Study for direction</li><li>• Work to decrease leakage</li><li>• Expand market reach</li></ul> <b>Long Term (11-20 years)</b> <ul style="list-style-type: none"><li>• Undertake updated Economic Leakage study</li></ul> | <ul style="list-style-type: none"><li>• Decreased Leakage</li><li>• New businesses in a variety of sectors</li><li>• Decreased unemployment rates</li><li>• Greater economic stability in community</li></ul> |            | ✓SNGRDC (formerly Ec. Dev.)<br>✓Two Rivers Community Development<br>✓GREAT<br>• Community Business Owners | <div>ONGOING</div> <ul style="list-style-type: none"><li>• The Economic Leakage Study has not been updated since it was completed in 2010, no measurement of current leakage.</li><li>• Qualitatively, business development in the community has likely decreased leakage.</li><li>• SNGRDC, Two Rivers, GREAT, still use the report to inform decisions.</li></ul>                                                                                                                                                  |
|             | 2018 OUTREACH FINDINGS                                                                                                                                                             | <b>Barriers/Needs</b> <ul style="list-style-type: none"><li>• An updated leakage study needed to help prioritize business development.</li><li>• Leakage is a perpetual problem in small communities—need certain thresholds to have all businesses.</li></ul>                                                                                                                                                                    |                                                                                                                                                                                                               |            |                                                                                                           | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"><li>• As population grows, more opportunities for entrepreneurs to fill niches (eg. Grocery stores, clothing stores, restaurants, etc.)</li></ul>                                                                                                                                                                                                                                                                                                   |
| D2          | Pursue Development Corporation to address political barriers to economic development                                                                                               | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"><li>✓Research legalities of Development Corporation</li><li>✓Establish fully functioning corporation</li><li>✓Invest in business opportunities</li></ul> <b>Long Term (11-20 years)</b> <ul style="list-style-type: none"><li>✓Strategic planning to be done by Development Corporation</li></ul>                                                                | <ul style="list-style-type: none"><li>• Economic Development decisions being made at same pace as business sector</li></ul>                                                                                   |            | ✓SNGRDC (formerly Ec. Dev.)                                                                               | <div>COMPLETE!</div> <ul style="list-style-type: none"><li>• Extensive community engagement was performed in 2011 to gather community input on how to best pursue economic development, resulting in the report “We Gather Our Voices.”</li><li>• Six Nations of the Grand River Development Corporation (SNGRDC) was established in 2015 to pursue economic development opportunities on behalf of the community without compromise.</li><li>• In 2017 SNGRDC generated 16.7 million in community impact.</li></ul> |
|             | 2018 OUTREACH FINDINGS                                                                                                                                                             | <b>Barriers/Needs</b> <ul style="list-style-type: none"><li>• Engaging the community in development decisions for the social license to operate.</li><li>• Challenging political environment for development.</li></ul>                                                                                                                                                                                                           |                                                                                                                                                                                                               |            |                                                                                                           | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"><li>• SNGRDC’s Vision is to generate enough revenue to enable the community to be self-sufficient.</li></ul>                                                                                                                                                                                                                                                                                                                                        |

| OPPORTUNITY |                                                                                                                                                                         | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                         | INDICATORS                                                                                                                                                                                                                                               | ORGANIZATIONS & RESPONSIBILITIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 2018 PROGRESS UPDATE |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| D3          | <b>Develop a Tourism Strategy to enhance tourism economy through Eco and Cultural Tourism opportunities</b><br><br><b>INTERCONNECTIONS: C6, D4, D5, F12, G4, G5, G8</b> | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"><li>Identify attractors and Plan for implementation</li><li>Construct Traditional Village</li><li>Upgrade trails with signage</li><li>Update current facilities</li><li>Work with Community</li></ul><br><b>Short Term (1-10 years)</b> <ul style="list-style-type: none"><li>Continue to upgrade and expand trail system for eco-tourism opportunities</li><li>Continue implementing new attractors</li></ul> | <ul style="list-style-type: none"><li>Flourishing tourism economy for whole community.</li></ul>                        | <ul style="list-style-type: none"><li>✓Six Nations Tourism</li><li>✓Six Nations Bingo</li><li>✓Chiefswood National Historic Site</li><li>✓Woodland Cultural Centre</li><li>• <i>SN Community Member Participation</i></li><li>✓<i>Kayanase</i></li></ul> | <div><b>IN PROGRESS</b></div> <ul style="list-style-type: none"><li>No formal community wide ‘Tourism Strategy’ but several actors working towards this.</li><li>Kayanase offers eco-tourism and longhouse, built in 2017.</li><li>Six Nations Tourism including Chiefswood, Mohawk Chapel, focuses on cultural tourism initiatives.</li><li>Chiefswood Park revitalization beginning in 2018 (see F12).</li><li>Tourism Marketing Committee has been established to focus on big annual events that draw tourists.</li><li>Woodland Cultural Centre, museum and arts programming.</li><li>See A4 for trails update.</li></ul> |                      |
|             | <b>2018 OUTREACH FINDINGS</b>                                                                                                                                           | <b>Barriers/Needs</b> <ul style="list-style-type: none"><li>Challenge to unify all of the tourism actors in the community.</li><li>Studying economic impact of tourism is limited because of the widespread impacts.</li></ul>                                                                                                                                                                                                                                                  |                                                                                                                         |                                                                                                                                                                                                                                                          | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"><li>Sport Tourism (hosting tournaments) always a possibility, would require much greater infrastructure in terms of restaurants, hotels, arena capacities.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                          |                      |
| D4          | <b>Develop lands on Pauline Johnson Road to entertainment district as tourism attractor to create own source revenue</b><br><b>INTERCONNECTIONS: C6, D5, G4, G8</b>     | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"><li>Feasibility and Business case for 200 room hotel, golf course, restaurant, convention centre</li><li>Develop phased plan for development</li></ul><br><b>Long Term (11-20 years)</b> <ul style="list-style-type: none"><li>Construct phased development</li></ul>                                                                                                                                          | <ul style="list-style-type: none"><li>Improved and increased tourism attractors at Six Nations</li></ul>                | <ul style="list-style-type: none"><li>✓SNGRDC (formerly Ec. Dev.)</li><li>✓Six Nations Council</li></ul>                                                                                                                                                 | <div><b>IN PROGRESS</b></div> <ul style="list-style-type: none"><li>Gathering Place by the Grand built in 2017, conference and event centre that can seat up to 500 people.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                          |                      |
|             | <b>2018 OUTREACH FINDINGS</b>                                                                                                                                           | <b>Barriers/Needs</b> <ul style="list-style-type: none"><li>No specific barriers identified through the outreach.</li></ul>                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                         |                                                                                                                                                                                                                                                          | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"><li>At corner of Pauline Johnson Rd. and Hwy. 54, initial discussions of developing “Pauline Johnson Walk” (commercial/retail area). No specific business or feasibility plans yet.</li></ul>                                                                                                                                                                                                                                                                                                                                                                 |                      |
| D5          | <b>Enhance communication between community entrepreneurs and service providers for holistic community development</b><br><b>INTERCONNECTIONS: C6, D3, D4</b>            | <ul style="list-style-type: none"><li>Develop community priority list</li><li>Community to make a commitment to overall growth</li><li>Ensure infrastructure is in place</li><li>Continue communication and working with community</li></ul>                                                                                                                                                                                                                                    | <ul style="list-style-type: none"><li>Less reliance on government funding</li><li>Wealth throughout community</li></ul> | <ul style="list-style-type: none"><li>✓Two Rivers</li><li>✓GREAT</li><li>✓Six Nations Council</li><li>✓SNGRDC (formerly Ec. Dev.)</li><li>• <i>SN Community Member Participation</i></li></ul>                                                           | <div><b>ONGOING</b></div> <ul style="list-style-type: none"><li>No specific progress updates gathered through the outreach.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                      |
|             | <b>2018 OUTREACH FINDINGS</b>                                                                                                                                           | <b>Barriers/Needs</b> <ul style="list-style-type: none"><li>Community Entrepreneurs can accumulate wealth without accountability to the community.</li></ul>                                                                                                                                                                                                                                                                                                                    |                                                                                                                         |                                                                                                                                                                                                                                                          | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"><li>No specific opportunities identified through the outreach.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                      |

| OPPORTUNITY |                                                                                                  | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                       | INDICATORS                                                                                                                               | ORGANIZATIONS & RESPONSIBILITIES                                                                                                                                                                                                                                                                                                                                                                                                                                  | 2018 PROGRESS UPDATE                                                                                                                                                                                                                                                                                                                      |
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| D6          | Create Housing Authority that is profitable and sustainable to provide housing for the community | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"> <li>Revise policy and process for most effective service delivery</li> <li>Leverage financing with private equity</li> <li>Develop a LEEDS system that pertains to Six Nations policies and cultural values.</li> </ul>                                                                                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Community housing needs are efficiently being met</li> <li>Housing Authority is generating revenue, sustainable, and financing the building of more homes.</li> <li>Homes are safe.</li> </ul> | <ul style="list-style-type: none"> <li>✓Housing</li> <li>✓SNGRDC (formerly Ec. Dev.)</li> <li>✓Community Member Participation</li> </ul> | <div>IN PROGRESS&gt;</div> <ul style="list-style-type: none"> <li>Housing department is nearing this goal with their revolving loan system (any interest earned goes into funding more loans).</li> <li>Proving to be a financially stable model, will soon replace the bank and be a counter-service loaning agency.</li> <li>No LEEDS sustainability standards, but environment dept. will do a site inspection before building to minimize impacts.</li> </ul> |                                                                                                                                                                                                                                                                                                                                           |
|             | INTERCONNECTIONS: B1, B2, B12, B9                                                                | <b>Long Term (11-20 years)</b> <ul style="list-style-type: none"> <li>Examine operations for expansion</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                       |                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                           |
|             | 2018 OUTREACH FINDINGS                                                                           | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>Loan payments are not always made. In current system, Housing Dept. must do the work of collections but bank benefits financially.</li> <li>There will always be criteria for loaning to ensure it can be paid back, but this of course limits some community members from obtaining housing.</li> <li>Housing market cannot be compared to off-reserve where there is rampant speculation—while this makes it less profitable, it is an important cultural aspect in that homes are built for living.</li> <li>Land costs on reserve are variable and difficult to predict.</li> </ul> |                                                                                                                                                                                                                                       |                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>As a separate Housing Dept. (no longer under Economic Development), the department can focus on social aspects of housing such as affordability, health and wellness. For example, Housing Dept. has carried out programs on drug awareness for tenants.</li> </ul> |
| D7          | Expand Bingo Hall through acquisition and retention and growth of wider customer base            | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"> <li>✓Launch new technology</li> <li>✓Operations running efficiently</li> <li>Grow co-market attractors</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>Bingo Hall generating increasing revenue.</li> <li>Community needs are being met</li> </ul>                                                                                                    | <ul style="list-style-type: none"> <li>✓Six Nations Bingo Hall</li> </ul>                                                                | <div>IN PROGRESS&gt;</div> <ul style="list-style-type: none"> <li>New technology has been launched to allow “Play-on-demand” with 24-ball bingo for short term stays outside of regular scheduled Bingo, has increased revenue.</li> </ul>                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                           |
|             | INTERCONNECTIONS: D9                                                                             | <b>Long Term (11-20 years)</b> <ul style="list-style-type: none"> <li>Examine operations for gaming expansion</li> <li>Leverage attractors to increase length of stay (hotel)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                       |                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                           |
|             | 2018 OUTREACH FINDINGS                                                                           | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>No specific barriers identified through the outreach.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                       |                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>Building business partnerships that will enhance Bingo business.</li> </ul>                                                                                                                                                                                         |

| OPPORTUNITY            |                                                                                        | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                                                                                 | INDICATORS                                                                                                                                           | ORGANIZATIONS & RESPONSIBILITIES | 2018 PROGRESS UPDATE                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------|----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| D8                     | Develop Oneida Business Park to profitable venture                                     | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"> <li>Joint venture marketing with First Nations Industrial Park Association</li> <li>Bring current building up to capacity</li> <li>Begin planning for expansion Implement stage 1 of business park expansion</li> <li>Begin planning for stage 2</li> </ul> | <ul style="list-style-type: none"> <li>Business Park at capacity.</li> <li>Generating revenue</li> </ul>                                             | ✓SNGRDC (formerly Ec. Dev.)      | <div>IN PROGRESS</div> <ul style="list-style-type: none"> <li>Currently office space is at capacity, use of warehouse for industrial purpose will require full infrastructure servicing.</li> <li>Warehouse is currently being used by the Six Nations marketplace.</li> <li>OBP is generating revenue with the office space alone.</li> <li>Funding secured for watermain to be expanded to OBP in 2018 .</li> </ul> |
|                        | INTERCONNECTIONS: D9                                                                   |                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                      |                                  |                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 2018 OUTREACH FINDINGS |                                                                                        | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>See B5—developing infrastructure to service OBP.</li> </ul>                                                                                                                                                                                                      | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>Watermain expansion will expand client possibilities for warehouse.</li> </ul> |                                  |                                                                                                                                                                                                                                                                                                                                                                                                                       |
| D9                     | Encourage economic opportunities that will lessen the dependency on government funding | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"> <li>Maintain long term vision</li> <li>Pursue social marketing campaign “Yes We Can”</li> <li>Encourage Own Source Revenue</li> </ul>                                                                                                                       |                                                                                                                                                      | ✓SNGRDC (formerly Ec. Dev.)      | <div>ONGOING</div> <ul style="list-style-type: none"> <li>SNGRDC is consistently pursuing their mission to seek economic development without compromise, this will lessen dependency on government funding in time.</li> <li>In 2017, SNGRDC had a community economic impact of 16.7 million (including community employment, grants, Economic Development Trust funding).</li> </ul>                                 |
|                        | INTERCONNECTIONS: Economic Development (D)                                             |                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                      |                                  |                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 2018 OUTREACH FINDINGS |                                                                                        | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>No specific barriers identified through the outreach.</li> </ul>                                                                                                                                                                                                 | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>No specific opportunities identified through the outreach.</li> </ul>          |                                  |                                                                                                                                                                                                                                                                                                                                                                                                                       |



# COMMUNITY



| OPPORTUNITY |                                                                                                                | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | INDICATORS                                                                                                                                                                                               | ORGANIZATIONS & RESPONSIBILITIES                                                                                                                                                       | 2018 PROGRESS UPDATE                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------------|----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| E1          | Develop a two-way communication strategy for delivering information and receiving input from community members | <p><b>Short Term (1-10 years)</b></p> <ul style="list-style-type: none"> <li>✓Expand community newsletter. Create email list to residents on and off reserve.</li> <li>• Update Council website</li> <li>✓Obtain audio, video and editing gear</li> <li>• Examine alternative opportunities for obtaining feedback</li> <li>• “District Ambassador” Updates website, create service for individuals to subscribe to newsfeeds</li> </ul> <p><b>Long Term (11-20 years)</b></p> <ul style="list-style-type: none"> <li>• Upgrade audio, video and editing technology</li> <li>• Continue expand opportunities for community input</li> </ul> | <ul style="list-style-type: none"> <li>• Informed community members</li> <li>• Informed members living outside of community</li> <li>• Opportunities for members to continually provide input</li> </ul> | <ul style="list-style-type: none"> <li>✓Communications Office</li> <li>• All organizations</li> <li>• <i>SN Community Member Participation</i></li> </ul>                              | <div>IN PROGRESS</div> <ul style="list-style-type: none"> <li>• SNEC has set up social media strategy to engage community and advertises in newspapers.</li> <li>• Expanded monthly newsletter.</li> <li>• Chief goes on the radio to share with community.</li> <li>• SNEC expanded their surveys to gain community input.</li> <li>• Community agencies doing engagements in developing projects and programming.</li> <li>• Consultation and Accommodation Process Team (see A7).</li> </ul> |
|             | 2018 OUTREACH FINDINGS                                                                                         | <p><b>Barriers/Needs</b></p> <ul style="list-style-type: none"> <li>• Main approach is online, which relates to issue of internet connectivity (see B9) —widespread but still not accessible to all.</li> <li>• Related need is to improve communication among Council departments and community agencies for more effective coordination.</li> </ul>                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                          |                                                                                                                                                                                        | <p><b>Solutions/Opportunities</b></p> <ul style="list-style-type: none"> <li>• Opportunities to have more frequent council/district meetings to engage community.</li> <li>• Council is planning to develop sections of the newsletter in traditional languages.</li> <li>• Expand SNEC Communications Department, have Communications specialists within departments.</li> </ul>                                                                                                               |
| E2          | Develop a Social Marketing Campaign to tackle negativity and apathy in the community                           | <p><b>Short Term (1-10 years)</b></p> <ul style="list-style-type: none"> <li>✓Erect signage with positive messaging throughout community.</li> <li>✓Incorporate cultural values</li> <li>• Create programs that encourage positive outlooks on community life</li> </ul> <p><b>Long Term (11-20 years)</b></p> <ul style="list-style-type: none"> <li>• Update signage</li> <li>• Create new programming opportunities</li> </ul>                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>• Community Pride</li> <li>• Community Aesthetics</li> <li>• Increased positive attitudes</li> </ul>                                                              | <ul style="list-style-type: none"> <li>✓Community Planning</li> <li>✓Communications Office</li> <li>• All organizations</li> <li>• <i>SN Community Member Participation</i></li> </ul> | <div>IN PROGRESS</div> <ul style="list-style-type: none"> <li>• Community Agencies have signs with positive messaging changing regularly.</li> <li>• Community safety road signs erected in traditional languages.</li> </ul>                                                                                                                                                                                                                                                                   |
|             | INTERCONNECTIONS: Wellbeing (F), Education (C)                                                                 | <p><b>Barriers/Needs</b></p> <ul style="list-style-type: none"> <li>• No specific barriers identified through the outreach.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                          |                                                                                                                                                                                        | <p><b>Solutions/Opportunities</b></p> <ul style="list-style-type: none"> <li>• No specific opportunities identified through the outreach.</li> </ul>                                                                                                                                                                                                                                                                                                                                            |
|             | 2018 OUTREACH FINDINGS                                                                                         | <p><b>Barriers/Needs</b></p> <ul style="list-style-type: none"> <li>• No specific barriers identified through the outreach.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                          |                                                                                                                                                                                        | <p><b>Solutions/Opportunities</b></p> <ul style="list-style-type: none"> <li>• No specific opportunities identified through the outreach.</li> </ul>                                                                                                                                                                                                                                                                                                                                            |

| OPPORTUNITY |                                                                                                                     | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | INDICATORS                                                                                                                                             | ORGANIZATIONS & RESPONSIBILITIES                                                                                                                                                                | 2018 PROGRESS UPDATE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| E3          | Develop a Community Citizenship program to address negativity and apathy in the community                           | <ul style="list-style-type: none"> <li>• <b>Short Term (1-10 years)</b></li> <li>• Begin discussion with services and schools to examine feasibility</li> <li>• Relate to cultural and community values</li> <li>• Implement program</li> <li>• <b>Long Term (11-20 years)</b></li> <li>• Assess success of program</li> <li>• Refine where needed</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>• Greater community involvement and active citizenship</li> <li>• Community Pride</li> </ul>                    | <ul style="list-style-type: none"> <li>• Student Success</li> <li>• Childrens Roundtable</li> <li>• Youth Roundtable</li> </ul>                                                                 | <div>ONGOING</div> <ul style="list-style-type: none"> <li>• No specific progress updates identified in the outreach.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                     |
|             | INTERCONNECTIONS: E2, F3                                                                                            | <b>2018 OUTREACH FINDINGS</b><br><b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>• No specific barriers identified through the outreach.</li> </ul> <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>• No specific opportunities identified through the outreach.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                        |                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| E4          | Develop old school sites into playgrounds and community gardens to create more opportunities for low cost play      | <ul style="list-style-type: none"> <li>• <b>Short Term (1-10 years)</b></li> <li>• Engagement with community to determine most appropriate sites.</li> <li>✓Secure Funding</li> <li>✓Develop 2 sites</li> <li>• <b>Long Term (11-20 years)</b></li> <li>• Secure Funding and develop 2 sites every 5 years</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>• Run down old school sites are tidy and functional</li> <li>• opportunity for community development</li> </ul> | <ul style="list-style-type: none"> <li>✓Community Planning</li> <li>✓Other Organizations</li> <li>• <i>SN Community Member Participation</i></li> </ul>                                         | <div>IN PROGRESS</div> <ul style="list-style-type: none"> <li>• 2 sites have been developed into playgrounds: First Line &amp; Mohawk, Fourth Line &amp; Cayuga. Walking paths to be constructed at these sites in 2018.</li> <li>• Several other sites have different purposes (HRC, Everlasting Tree School, Wireless tower).</li> </ul>                                                                                                                                                          |
|             | INTERCONNECTIONS: F6                                                                                                | <b>2018 OUTREACH FINDINGS</b><br><b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>• No set funding program so playgrounds are developed in a piecemeal way.</li> <li>• Lack of funding to ensure regular safety inspections and maintenance (summer grass cutting, garbage cleanup, etc.)</li> <li>• Current community garden in Ohsweken is under-utilized.</li> </ul> <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>• Several school sites still available to be developed into playgrounds or gardens.</li> <li>• Opportunity to support existing community garden in Ohsweken—expanding programs, community awareness, enhance safety of site with harm reduction approach.</li> <li>• Opportunity for community members to fundraise for park development.</li> </ul> |                                                                                                                                                        |                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| E5          | Build a new library and community archive facility to meet community needs<br>(Note: combines E5,E6 from 2010 Plan) | <ul style="list-style-type: none"> <li>• <b>Short Term (1-10 years)</b></li> <li>✓Determine Feasibility</li> <li>• Secure funding</li> <li>• Begin Construction</li> <li>• Hold Community workshops for community held archives</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                        | <ul style="list-style-type: none"> <li>• Public Library</li> <li>✓Lands &amp; Resources</li> <li>✓Lands &amp; Membership</li> <li>✓Archives</li> <li>✓Records</li> <li>✓Public Works</li> </ul> | <div>PLANNING</div> <ul style="list-style-type: none"> <li>• Design and Feasibility study completed in 2013, project is shovel ready.</li> <li>• Land has been designated in front of new residential development in Ohsweken. Infrastructure has been extended to site (see B2).</li> <li>• Would combine a new library facility with a records storage facility and include the departments that make use of records (Lands &amp; Membership, Lands &amp; Resource, Records, Archives)</li> </ul> |
|             | INTERCONNECTIONS: B2, F9                                                                                            | <b>2018 OUTREACH FINDINGS</b><br><b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>• As the project is shovel ready the main barrier is funding. Council committed funding to be paired with federal funding, federal funding removed in 2013.</li> </ul> <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>• No specific opportunities identified through the outreach.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                        |                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

| OPPORTUNITY |                                                                                                                                  | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                                                                                                                        | INDICATORS                                                                                                                                          | ORGANIZATIONS & RESPONSIBILITIES                                                                                   | 2018 PROGRESS UPDATE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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| E6          | Develop community detox centre to assist with substance abuse                                                                    | <b>Short Term (1-10 years)</b><br>✓ Prepare feasibility, plans and business case<br>• Conduct study to identify use statistics, root causes and create proactive holistic program<br>• Construct Centre and admit patients<br><br><b>Long Term (11-20 years)</b><br>• Create world class programming to work toward assisting community members with substance abuse | • Safe place for community members to detoxify and receive substance abuse help<br>• A healthier community and lessened substance abuse statistics. | ✓ Health Services<br>✓ Social Services<br>✓ Community Planning<br>• SN Community Members (supporting and staffing) | <div>IN PROGRESS</div> • Health Services has submitted a proposal and had it approved, funding has been secured.<br>• The centre will focus on traditional and land-based programming to rehabilitate clients.<br>• Home on 4th line has been acquired and renovated for centre.<br>• Securing staff and developing programming in 2018 fiscal year.<br>• 2019 fiscal year will be inaugural intake of patients.                                                                                                                        |
|             | INTERCONNECTIONS: F2, F3                                                                                                         | <b>2018 OUTREACH FINDINGS</b><br><b>Barriers/Needs</b><br>• Various specialized employment positions to be filled in 2018/19.                                                                                                                                                                                                                                        |                                                                                                                                                     |                                                                                                                    | <b>Solutions/Opportunities</b><br>• Further employment opportunities for local members.                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| E7          | Therapeutic Youth Residence and Transition Homes to accommodate Children and youth with high needs, counselling needs and in CAS | <b>Short Term (1-10 years)</b><br>• Secure funding for construction, O&M and programming<br>• Prepare feasibility and plans<br>• Construct Centre<br>• Plan and Implement Programming<br><br><b>Long Term (11-20 years)</b><br>• Assess programming and implement changes as needed.                                                                                 | • Needs are being met and incidents decreased                                                                                                       | ✓ Social Services<br>✓ Ganokwasra                                                                                  | <div>IN PROGRESS</div> • Development of <i>Ogwadenni:deo</i> , (Taking Care of our Own) framework gives Six Nations ability to have own Indigenous CAS and focus on both prevention and protection.<br>• <i>Tsi Tionkwatention A'no:wara Rason:ne</i> (Ganokwasra Youth Lodge) constructed in 2016, an eight-bed co-ed residence for youth ages 12-17 experiencing difficulties in their lives.<br>• Social Services has plans and drawings for addition to current building that will house Justice Program (see E15), family support. |
|             | INTERCONNECTIONS: F2, F3                                                                                                         | <b>2018 OUTREACH FINDINGS</b><br><b>Barriers/Needs</b><br>• Land, housing and servicing (water, infrastructure, etc.) are challenges to developing the transition home model. Need for various types of staged housing to support family strengthening.                                                                                                              |                                                                                                                                                     |                                                                                                                    | <b>Solutions/Opportunities</b><br>• Long term vision is to have own child welfare law.<br>• Instead of having only a centralized facility, the goal is to have 'hubs' or teaching/transitional houses to build confidence in the strength of family structures.                                                                                                                                                                                                                                                                         |
| E8          | Enhance Police services to meet the needs of the community                                                                       | <b>Short Term (1-10 years)</b><br>✓ New Police Service Facility<br>✓ Update Police Science Technology<br>✓ Update Administrative Technology<br>• Recruit 10 more officers<br>• Initiate programs to encourage awareness<br><br><b>Long Term (11-20 years)</b><br>• Update Technology and recruit officers to meet needs                                              | • Safe Community<br>• Staffing to meet community needs                                                                                              | ✓ Six Nations Police                                                                                               | <div>IN PROGRESS</div> • New police station built in 2011.<br>• Updated police technology in the area of drug enforcement.<br>• Officer Safety technology upgraded with body armour and firearms.<br>• Upgraded Records Management System, as required, on an ongoing basis.<br>• Awareness Programs are ongoing.                                                                                                                                                                                                                       |
|             | INTERCONNECTIONS: E14                                                                                                            | <b>2018 OUTREACH FINDINGS</b><br><b>Barriers/Needs</b><br>• No increase in number of officers—officers are needed but lack of funding is key barrier.                                                                                                                                                                                                                |                                                                                                                                                     |                                                                                                                    | <b>Solutions/Opportunities</b><br>• No specific opportunities identified through the outreach.                                                                                                                                                                                                                                                                                                                                                                                                                                          |

| OPPORTUNITY |                                                                                                             | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | INDICATORS                                                                     | ORGANIZATIONS & RESPONSIBILITIES                                       | 2018 PROGRESS UPDATE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| E9          | Enhance the Fire Service to meet the needs of the community<br><br><b>INTERCONNECTIONS: B1, B2, B4, E10</b> | <b>Short Term (1-10 years)</b><br>✓New Central Fire Station<br>✓Aerial truck<br>• Fire satellite station at Iron Horse<br>• Repairs to satellite stations<br>✓7 Full time staff<br><br><b>Long Term (11-20 years)</b><br>• Acquire accreditation<br>✓Create training centre<br>• Update trucks and equipment<br>• Continue to hire full time staff                                                                                                                                                                                            | ✓New Fire Station<br>✓Equipment Upgrades<br>• Staffing to meet community needs | ✓Six Nations Fire Department<br>• SN Community Members Participation   | <div>IN PROGRESS</div> <ul style="list-style-type: none"> <li>• Aerial Boom Truck acquired in 2017.</li> <li>• New Central Fire Station completed and meeting needs, requires administrative support to use full capacity.</li> <li>• Training academy established at satellite station #5, cohorts of almost 40 students. Working on college accreditation.</li> <li>• Working on accreditation for Fire Service (IFSAC).</li> <li>• Repairs to satellite stations are ongoing.</li> <li>• Iron-horse station not a priority until development occurs (see B1).</li> <li>• Water system does not cover community yet and not widespread adequate pressure, so tanker capacity in the mean time is important.</li> </ul> |
|             | <b>2018 OUTREACH FINDINGS</b>                                                                               | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>• Most satellite stations (particularly #2, #3, #4) need outright replacing.</li> <li>• The high volume of calls they face combined with training leads to excessive wear on trucks and equipment, increasing the need for replacement.</li> <li>• Hard to retain volunteers because of the challenging and dangerous work.</li> </ul>                                                                                                                                           |                                                                                |                                                                        | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>• Moving toward full-time hires to lessen dependence on volunteer base.</li> <li>• Developing Digital Mapping technology to have real time data about building location and materials on call.</li> <li>• Plan for expanded residence at training facility to have more of the cohort stay on site. Shovel-ready but funding required for construction.</li> </ul>                                                                                                                                                                                                                                                                                 |
| E10         | Enhance Paramedic Services to meet the needs of the community<br><br><b>INTERCONNECTIONS: E9</b>            | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"> <li>• Secure adequate funding</li> </ul> ✓Effective facility with secure parking<br>✓Filing system that is compatible with hospitals<br>✓Examine opportunities to reflect HR needs of 24/7 service delivery<br><br><b>Long Term (11-20 years)</b> <ul style="list-style-type: none"> <li>• Additional staff and vehicles to address growing community needs</li> <li>• Upgrade computers and technology</li> <li>• Added administration staff to maintain filing</li> </ul> | • Safe Community<br>• Staffing to meet community needs                         | ✓Six Nations Paramedic Services<br>• SN Community Member Participation | <div>IN PROGRESS</div> <ul style="list-style-type: none"> <li>• In 2010 the service expanded from primary care to advanced care.</li> <li>• New vehicles added, now have two ambulances on 24/7, a support ambulance and a first responder vehicle.</li> <li>• Now have 30 staff, including Deputy Chief position.</li> <li>• New filing system in 2016, now electronic. Can be done by staff right on calls to reduce time filing in hospitals.</li> <li>• SN Paramedic Services looking to service area of the community around 6th &amp; Cayuga currently serviced by Haldimand paramedics. Preliminary discussions around a satellite station at Oneida Business Park.</li> </ul>                                    |
|             | <b>2018 OUTREACH FINDINGS</b>                                                                               | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>• Paramedic Services building in need of repair or replacement.</li> <li>• Expansion required to fit growing staff, and currently only 2 bays to house 4 vehicles—costly vehicles wear more quickly sitting out in the elements.<br/> <u>Preliminary design has been completed for expansion.</u></li> </ul>                                                                                                                                                                     |                                                                                |                                                                        | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>• Shifting toward a Community Paramedicine model—the service is not just responding to emergencies but supporting community wellness through prehospital medical care. Helps people stay in their homes, support community in place, develop familiarity with community members and disease processes.</li> <li>• Expanding service through satellite station at OBP would cover 6th &amp; Cayuga as well as proximity to Hwy. 6 where there are many accidents, and potentially New Credit.</li> </ul>                                                                                                                                            |

| OPPORTUNITY |                                                                                         | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                                                                                                                                                                                                                                              | INDICATORS                                                                                                                                                                            | ORGANIZATIONS & RESPONSIBILITIES                                                                                                                                                      | 2018 PROGRESS UPDATE                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-------------|-----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| E11         | Enhance Emergency Management planning for community to prevent and mitigate emergencies | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"><li>Secure funding</li><li>Hire coordinator</li></ul> ✓Update Community Emergency Management Plan <ul style="list-style-type: none"><li>Coordinate efforts between all community organizations</li></ul>                                                                                                                                                                                                                  | <ul style="list-style-type: none"><li>Emergencies are mitigated and Prevented</li><li>The severity of damage done is lessened</li></ul>                                               | ✓Six Nation Fire Department <ul style="list-style-type: none"><li>All organizations</li><li>SN Community Member Participation</li></ul>                                               | <div> <b>PLANNING</b></div> <ul style="list-style-type: none"><li>An emergency management planning committee has been formed, includes a breadth of community organizations and Departments</li><li>Developing a more comprehensive approach to emergency management that considers the broader impacts and trauma of emergencies, not just isolated incidents.</li></ul>                |
|             | INTERCONNECTIONS: E9, E10, F2                                                           | <b>Long Term (11-20 years)</b> <ul style="list-style-type: none"><li>Secure funding for coordinator and administration</li></ul>                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                       |                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|             | 2018 OUTREACH FINDINGS                                                                  | <b>Barriers/Needs</b> <ul style="list-style-type: none"><li>Communication among organizations and out to broader community is challenging in emergency situations.</li><li>Organizations’/Departments’ knowledge of the plan.</li></ul>                                                                                                                                                                                                                                                    |                                                                                                                                                                                       |                                                                                                                                                                                       | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"><li>Developing multi-media approaches for organizations to train employees and build community culture of emergency prevention and impact mitigation.</li><li>Recruiting a dedicated Emergency Management Planner/Coordinator to continue to develop the Community Emergency Plan.</li></ul>                                                                                                               |
| E12         | Construct a Youth and Elders Centre                                                     | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"><li>Create Youth Advisory board</li></ul> ✓Conduct a feasibility study, plans and determine cost to operate and maintain✓Examine opportunities for multi-use building, ie Boys/ Girls Centre until 3-6pm, Youth Centre 3-11pm. <ul style="list-style-type: none"><li>Determine organizations involved and prepare effective holistic programming</li><li>Engage youth and elders in process</li></ul> ✓Begin Construction | <ul style="list-style-type: none"><li>Top Notch Youth Centre</li><li>More empowered youth</li><li>Employed youth</li><li>Elders have place for meeting and program delivery</li></ul> | ✓Parks and Recreation <ul style="list-style-type: none"><li>Youth Advisory Board</li><li>Centre Board of Directors</li><li>Community Services</li><li>Six Nations Community</li></ul> | <div> <b>COMPLETE!</b></div> <ul style="list-style-type: none"><li>Dajoh constructed in 2016, Youth and Elders Centre connecting the Gaylord Powless Arena and Six Nations Community Hall .</li><li>Several clubs and organizations use the space for meetings and events</li><li>Programming development is ongoing, two dedicated staff committed to developing programming.</li></ul> |
|             | INTERCONNECTIONS: C1, C2, C3, C6, E4, E7, F6                                            | <b>Long Term (11-20 years)</b> <ul style="list-style-type: none"><li>Fully and efficiently functioning centre</li><li>Examine opportunities for revenue generation and fundraising</li><li>Examine opportunities for youth employment</li><li>Continue to assess success and improve</li></ul>                                                                                                                                                                                             |                                                                                                                                                                                       |                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|             | 2018 OUTREACH FINDINGS                                                                  | <b>Barriers/Needs</b> <ul style="list-style-type: none"><li>Developing full and holistic programming requires expanded human resources to plan and execute.</li><li>Iroqouis Lodge is in need of expansion and repairs to care for elders, balance between investing in repairs to current building or creating a new space.</li></ul>                                                                                                                                                     |                                                                                                                                                                                       |                                                                                                                                                                                       | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"><li>Funding for programming exists within different organizations, opportunity to coordinate more effectively.</li><li>Redevelopment of Iroquois Lodge is shovel-ready (plans completed).</li></ul>                                                                                                                                                                                                        |

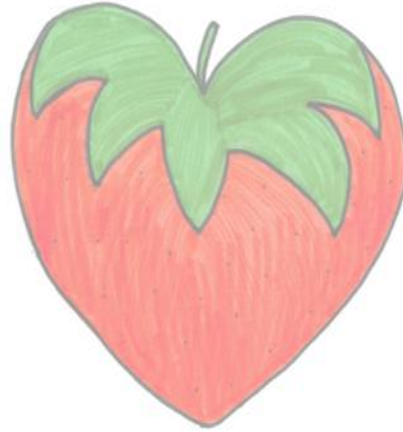


| OPPORTUNITY |                                                                                                                                                                                                               | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | INDICATORS                                                                                                                                                          | ORGANIZATIONS & RESPONSIBILITIES                                                                                                                 | 2018 PROGRESS UPDATE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| E13         | <p><b>Create a community coalition for networking and effective program/service delivery to address uncoordinated efforts and overlapping programming</b></p> <p><b>INTERCONNECTIONS: Entire Document</b></p> | <p><b>Short Term (1-10 years)</b></p> <ul style="list-style-type: none"> <li>✓ Hold Quarterly meetings for all community organizations to network and create partnerships</li> <li>✓ Examine feasibility of creating a website/blog for communication between organizations</li> </ul> <p><b>Long Term (11-20 years)</b></p> <ul style="list-style-type: none"> <li>• Continue quarterly meetings</li> <li>• Incorporate into community planning process</li> <li>• Utilize new technologies where appropriate</li> </ul> | <ul style="list-style-type: none"> <li>• Greater communication between community organizations</li> <li>• Collaborated efforts in community improvements</li> </ul> | <ul style="list-style-type: none"> <li>✓ Community Planning</li> <li>• All Organizations</li> <li>• SN Community Member Participation</li> </ul> | <div>IN PROGRESS</div> <ul style="list-style-type: none"> <li>• The community Plan is undergoing this update to begin to address this challenge. Focus will be on connecting with all organizations/ departments/groups and engaging community to build overall vision and goals.</li> <li>• Different web-based software being explored to further ease communication among organizations and entire community.</li> <li>• Community Agency meetings being held by G.R.E.A.T. to encourage networking and partnerships.</li> </ul> |
|             | <b>2018 OUTREACH FINDINGS</b>                                                                                                                                                                                 | <p><b>Barriers/Needs</b></p> <ul style="list-style-type: none"> <li>• Many organizations are busy accomplishing their organizational goals— communication and working towards partnerships requires expanded capacity.</li> </ul>                                                                                                                                                                                                                                                                                         |                                                                                                                                                                     |                                                                                                                                                  | <p><b>Solutions/Opportunities</b></p> <ul style="list-style-type: none"> <li>• A renewed focus on having a strong and living Community Plan that the whole community supports will encourage communication and collaboration.</li> </ul>                                                                                                                                                                                                                                                                                            |
| E14         | <p><b>Create a justice system for Six Nations to address Jurisdictional issues, community safety, and Six Nations concerns with provincial justice system</b></p> <p><b>INTERCONNECTIONS: E8</b></p>          | <p><b>Long Term (11-20 years)</b></p> <ul style="list-style-type: none"> <li>• Secure funding for coordinator</li> <li>• Community engagement</li> <li>• Create phased strategy</li> </ul> <p><b>Short Term (1-10 years)</b></p> <ul style="list-style-type: none"> <li>• Implement phased strategy</li> </ul>                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>• A judicial system that reflects the community and cultural values</li> </ul>                                               | <ul style="list-style-type: none"> <li>✓ Social Services</li> <li>✓ Justice Program</li> <li>• SN Community Member Participation</li> </ul>      | <div>IN PROGRESS</div> <ul style="list-style-type: none"> <li>• Justice Program has been developing since 1999.</li> <li>• Matrimonial Real Property was the initial opportunity to advance SN Justice, developing mediator capacity.</li> <li>• Opportunity through Aboriginal Alternative Dispute Resolution program expanded funding in 2016.</li> <li>• Currently involves bail program, community standards, restorative justice, MRP and Indigenous Victim Services.</li> </ul>                                               |
|             | <b>2018 OUTREACH FINDINGS</b>                                                                                                                                                                                 | <p><b>Barriers/Needs</b></p> <ul style="list-style-type: none"> <li>• Needs to be a centre where all the Justice services come together.</li> <li>• Community not always willing to participate in restorative justice due to the emotional challenge. As a result, hard for mediators to get certification hours.</li> <li>• Perception of imposing external systems.</li> </ul>                                                                                                                                         |                                                                                                                                                                     |                                                                                                                                                  | <p><b>Solutions/Opportunities</b></p> <ul style="list-style-type: none"> <li>• Broad goal to be community-based justice program that integrates Haudenosaunee values to understand community needs and challenges.</li> </ul>                                                                                                                                                                                                                                                                                                       |
| E15         | <p><b>Create a SNEC employee wellness program</b></p> <p><b>INTERCONNECTIONS: C8</b></p>                                                                                                                      | <p><b>Short Term (1-10 years)</b></p> <ul style="list-style-type: none"> <li>✓ Begin planning and implementing</li> <li>• Monitor statistics related to Employee wellbeing</li> <li>• Include internal hiring procedures, benefits, retention plan and employee communication Strategy</li> <li>Implement a questionnaire to determine wellbeing</li> <li>• Implement improvements where needed</li> </ul>                                                                                                                | <ul style="list-style-type: none"> <li>• Lowered costs for the Six Nation Elected Council administration</li> </ul>                                                 | <ul style="list-style-type: none"> <li>✓ Human Resources</li> </ul>                                                                              | <div>IN PROGRESS</div> <ul style="list-style-type: none"> <li>• SNEC Employee wellness program has been initiated, including trainings and wellness days.</li> <li>• Preliminary analysis being done by SNEC HR to examine changes that need to happen to pay grid to make it equitable.</li> </ul>                                                                                                                                                                                                                                 |
|             | <b>2018 OUTREACH FINDINGS</b>                                                                                                                                                                                 | <p><b>Barriers/Needs</b></p> <ul style="list-style-type: none"> <li>• No specific barriers identified through the outreach.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                     |                                                                                                                                                  | <p><b>Solutions/Opportunities</b></p> <ul style="list-style-type: none"> <li>• Approach of promoting employee wellness needs to extend beyond SNEC to all community positions to improve recruitment and retention (see C8).</li> </ul>                                                                                                                                                                                                                                                                                             |



| OPPORTUNITY            |                                                                                                   | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | INDICATORS                                                                                                                                  | ORGANIZATIONS & RESPONSIBILITIES                                              | 2018 PROGRESS UPDATE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------|---------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| E16                    | Define the roles and responsibilities of SNEC more clearly through a constitution                 | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"> <li>Engage community</li> <li>Create a Constitution</li> </ul> <b>Long Term (11-20 years)</b> <ul style="list-style-type: none"> <li>Review Constitution</li> <li>Engage community</li> </ul>                                                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Clearly defined roles and responsibilities</li> </ul>                                                | <ul style="list-style-type: none"> <li>✓Policy Unit</li> <li>✓SNEC</li> </ul> | <div>ONGOING</div> <ul style="list-style-type: none"> <li>There is no formal constitution for SNEC, but there are clearly established roles and responsibilities through a custom election code, policies and guidelines on how to conduct meetings.</li> <li>There are now three sub-committees of council and Senior Administration Team               <ul style="list-style-type: none"> <li>Building and Infrastructure</li> <li>Human Services</li> <li>Corporate and Emergency Services</li> </ul> </li> </ul>                                                            |
|                        | INTERCONNECTIONS: E18                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                             |                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 2018 OUTREACH FINDINGS |                                                                                                   | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>No specific barriers identified through the outreach.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>Discussions around election code in 2018.</li> </ul>                  |                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| E17                    | Upgrade Six Nations Council Administration building to be healthy and safe                        | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"> <li>Administration Building condition assessment</li> <li>Prepare plans</li> </ul> <b>Long Term (11-20 years)</b> <ul style="list-style-type: none"> <li>Construction of new building</li> </ul>                                                                                                                                                                                                                                                                                 |                                                                                                                                             | <ul style="list-style-type: none"> <li>✓SNEC Administration</li> </ul>        | <div>PLANNING</div> <ul style="list-style-type: none"> <li>Preliminary work has been done to make building accessible.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                        | 2018 OUTREACH FINDINGS                                                                            | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>No specific barriers identified through the outreach.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>No specific opportunities identified through the outreach.</li> </ul> |                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| E18                    | Identify governance opportunities for decision making that would benefit the community as a whole | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"> <li>✓Hire an impartial person to coordinate community</li> <li>Acknowledge the past, accept that we are in the present situation, and work together to move forward for the benefit of the whole community</li> <li>identify the community benefits of moving forward</li> <li>Identify the consequences of remaining the same</li> <li>Create a strategy and process for moving forward in a way that will benefit the entire community.</li> <li>Implement strategy</li> </ul> | <ul style="list-style-type: none"> <li></li> </ul>                                                                                          | <ul style="list-style-type: none"> <li>SN Community</li> </ul>                | <div>ONGOING</div> <ul style="list-style-type: none"> <li>In 2012 a consultant was hired to engage the community in a discussion of governance and resulted in the <i>Six Nations Community Engagement Strategy—Governance: Reclaiming Our Government</i> report. The document laid out strategies for a path toward community governance.</li> <li>In March 2018, unifying governance talks between SNEC and HCCC resulted in <i>Joint Agreement Between HCCC and SNEC for Future Relationship</i> to have dialogue together over issues that are causing division.</li> </ul> |
|                        | INTERCONNECTIONS: Entire Document                                                                 | <b>Long Term (11-20 years)</b> <ul style="list-style-type: none"> <li>Assess success of strategy and amend where needed.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                             |                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 2018 OUTREACH FINDINGS |                                                                                                   | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>Long history of dialogue that needs to happen.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>Opportunity for cohesive governance going forward.</li> </ul>         |                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

| OPPORTUNITY            |                                                      | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | INDICATORS                                                                                                                                                                                                                              | ORGANIZATIONS & RESPONSIBILITIES                                                                                                                               | 2018 PROGRESS UPDATE                                                                                                                     |
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| E19                    | Enhance Six Nations Native Pageant at Forest Theatre | <p><b>Short Term (1-10 years)</b></p> <ul style="list-style-type: none"><li>• Install security lights and cameras</li><li>• Bathroom renovations</li><li>• Theatre seating renovation</li><li>• Install PA system</li><li>• Purchase Van and Utility truck</li><li>• Create gravel roadways to theatre</li><li>• Host snowsnake tournament</li><li>• Host movie nights at theatre</li><li>• Organize “Culture Camp”</li><li>• Develop webpage for events and happenings</li><li>• Organize local youth theatre group</li></ul> <p><b>Long Term (11-20 years)</b></p> <ul style="list-style-type: none"><li>• Develop landscaping plan to improve grounds aesthetics</li><li>• Enlarge stage area</li><li>• Build storage facility for props and equipment</li><li>• Improve water feature with fish and fountain system</li><li>• Hire Activities co-ordinator</li><li>• Organize drama festival with local schools</li><li>• Organize opportunities for youth to produce and view movies</li><li>• Develop a working relationship with local artists</li><li>• Create camp ground</li><li>• Marketing Campaign to advertise the improvements made to the grounds and programs</li></ul> | <ul style="list-style-type: none"><li>• Six Nations Native Pageant at Forest Theatre flourishing</li><li>• A well attended tourism attractor</li><li>• Hosting youth skills development events</li><li>• Promoting local arts</li></ul> | <ul style="list-style-type: none"><li>• Six Nations Native Pageant</li></ul>                                                                                   | <div>NOT YET STARTED</div> <ul style="list-style-type: none"><li>• No specific progress updates gathered through the outreach.</li></ul> |
| 2018 OUTREACH FINDINGS |                                                      | <p><b>Barriers/Needs</b></p> <ul style="list-style-type: none"><li>• No specific barriers identified through the outreach.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                         | <p><b>Solutions/Opportunities</b></p> <ul style="list-style-type: none"><li>• SNEC Councillor expressed interest in starting the pageant once again.</li></ul> |                                                                                                                                          |



**WELL-BEING**

| OPPORTUNITY |                                                                                                         | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                | INDICATORS                                                                                                                                                                                               | ORGANIZATIONS & RESPONSIBILITIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 2018 PROGRESS UPDATE |
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| F1          | Examine opportunities in medical economic trends to bring more medical professionals into the community | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"><li>Examine health needs</li><li>Prepare feasibility and business case</li><li>Pursue possible partnerships Begin construction of medical facilities needed</li><li>Generating own source revenue</li></ul> <b>Long Term (11-20 years)</b> <ul style="list-style-type: none"><li>Own source revenue increasing</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"><li>Community members health needs are being care for in the community</li><li>Community generating revenue by caring for non-members</li></ul>                                              | ✓Health<br>✓SNGRDC (formerly Ec. Dev.) <ul style="list-style-type: none"><li>SN Community Members (in pursuing health careers)</li></ul>                                                                 | <div> <b>PLANNING</b></div> <ul style="list-style-type: none"><li>Health Services and Economic Development explored possibility of Diagnostic Imaging clinic, it was not deemed to be a feasible business venture.</li><li>In terms of medical professionals, medical economic trends are not the only solution—Health Services and other community agencies have made progress and actively work to recruit professionals (see C8).</li></ul>                                                                                                                                                                                     |                      |
|             | INTERCONNECTIONS: C8                                                                                    | <b>2018 OUTREACH FINDINGS</b> <div><b>Barriers/Needs</b><ul style="list-style-type: none"><li>Profitability should not be the only measurement of whether a project is feasible—needs to consider community impact.</li><li>Requires support in business plan development.</li></ul></div> <div><b>Solutions/Opportunities</b><ul style="list-style-type: none"><li>Diagnostic Imaging and Methadone Clinics remain as potential medical economic venture opportunities.</li></ul></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                |                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                      |
| F2          | Create coordinated, community-wide holistic wellness strategies for the complete continuum of care      | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"><li>Strategic planning session with all organizations</li><li>Outline objectives and goals</li><li>Evaluate programs</li></ul> <b>Long Term (11-20 years)</b> <ul style="list-style-type: none"><li>Evaluate planning process and strategy annually</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"><li>Programs working together</li><li>Referrals being made and accepted between programs</li><li>More effective programming</li><li>Improved quality of life for community members</li></ul> | ✓Health Services<br>✓Social Services<br>✓Parks and Recreation <ul style="list-style-type: none"><li>Gane yohs</li></ul> ✓Ogwadenni:deo <ul style="list-style-type: none"><li>All organizations</li></ul> | <div> <b>PLANNING</b></div> <ul style="list-style-type: none"><li>While there is no formal Holistic Wellness Strategy in place, many organizations in the community are addressing the need to offer trauma informed care and programming (see F3).</li><li>Leisure Guide has been published four years running with an increase in content every edition, coordinates Leisure activities that contribute to community health &amp; wellness.</li><li>Health Services has developed a strategic plan and a <i>Haudenosaunee Wellness Model</i> to direct their programming towards holistic, complete continuum of care.</li></ul> |                      |
|             | INTERCONNECTIONS: E13                                                                                   | <b>2018 OUTREACH FINDINGS</b> <div><b>Barriers/Needs</b><ul style="list-style-type: none"><li>Need to create a process for organizations to communicate their programming to complement and not overlap their programming.</li><li>Need to integrate <i>all organizations</i> to really coordinate all the programming.</li><li>Community providers lack minimum standards of cultural understanding to work safely with community members.</li><li>Six Nations needs a Traditional Haudenosaunee Wellness Center and opportunities to train traditional medicine practitioners.</li></ul></div> <div><b>Solutions/Opportunities</b><ul style="list-style-type: none"><li>Potential for a coordinator position to support the development of the Leisure Guide.</li><li>Possibility to expand the Haudenosaunee Wellness Model to serve as the basis of a community-wide, holistic wellness strategy.</li><li>Provide community developed cultural safety training to all Six Nations community providers.</li><li>Construct a Traditional Wellness Center to train practitioners and provide community access to Haudenosaunee medicines, ceremonies and practices.</li></ul></div> |                                                                                                                                                                                                                                |                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                      |

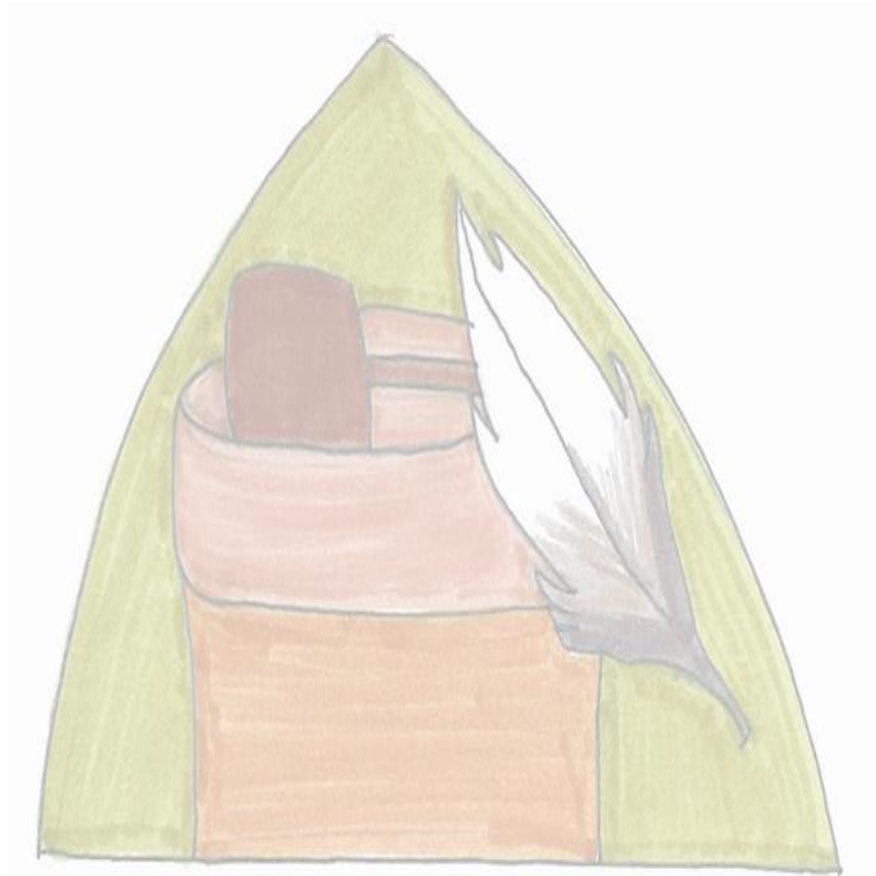
| OPPORTUNITY            |                                                                                                                                                                                                                                          | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                                                                                                                                                                                             | INDICATORS                                                                                                  | ORGANIZATIONS & RESPONSIBILITIES                                                                                                                                                                                                                                     | 2018 PROGRESS UPDATE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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| F3                     | <p>Enhance community wellness through trauma informed care and programming to address substance abuse, suicides and family dysfunction (<i>Note: combines F4, F5, F6, F7 from 2010 plan</i>)</p> <p>INTERCONNECTIONS: E2, E6, E7, F2</p> | <p><b>Short Term (1-10 years)</b></p> <ul style="list-style-type: none"> <li>• Create strategy as a part of the holistic wellness program</li> </ul> <p><b>Long Term (11-20 years)</b></p> <ul style="list-style-type: none"> <li>• Evaluate programs and make changes where needed</li> <li>• Ensure programming aligns with overall wellness strategy</li> </ul>                                                                        | <ul style="list-style-type: none"> <li>• Instances of abuse and occurrences related are lessened</li> </ul> | <ul style="list-style-type: none"> <li>✓Health</li> <li>✓Social Services</li> <li>✓Parks and Recreation</li> <li>✓<i>Ogwadenni:deo</i></li> <li>✓<i>Ganokwasra</i></li> <li>✓<i>All Organizations</i></li> <li>• <i>SN Community Member Participation</i></li> </ul> | <div>IN PROGRESS</div> <ul style="list-style-type: none"> <li>• As addressed in F2, no specific Community-wide holistic wellness strategy has been developed, but the original challenges of substance abuse, suicides and family dysfunction are being addressed by various organizations.</li> <li>• Progress made with the <i>Connections Project</i> and <i>Pain Project</i>, taking a harm reduction approach.</li> <li>• The detox centre will be developed to reduce the harm associated with substance abuse (see E6).</li> <li>• The New Directions group is providing Six Nations community members with direct care through individual addiction counselling. Programming includes Boys 2B Boys, Fempower.</li> <li>• 100+ acres acquired for land-based healing programs.</li> <li>• Research being done at birthing centre “Moms &amp; Methadone” to support mothers and expecting mothers addicted to substances.</li> <li>• Lobbying on Youth Life Promotion saw new investment in 2017/18: 9 new workers in the community. Next phase includes development of an outcomes based workplan while delivering culture, land based activities using harm reduction strategies and trauma informed care modalities of interventions.</li> <li>• Several life promotion programs in the community to address suicides, including ASIST, Safetalk, Brightening the Spirit.</li> <li>• Parks and Recreation programming provides community and youth an opportunity to turn to recreation instead of abuse and motivate a passion, camps have component on substance abuse.</li> <li>• Building healthy families is the key focus of the <i>Ogwadenni:deo</i> (Taking care of our own) framework. Focusing on family restoration, family group decision making and using natural matriarchs of family clusters to strengthen families.</li> <li>• March 2018 Announcement through SNEC and Ganokwasra of Sexual Assault Centre in community, in need of land.</li> </ul> |
| 2018 OUTREACH FINDINGS |                                                                                                                                                                                                                                          | <p><b>Barriers/Needs</b></p> <ul style="list-style-type: none"> <li>• Connecting with drug addicted mothers is challenging as they do not typically address care.</li> <li>• Need for public disposal and collection systems for sharps.</li> <li>• All organizations in the community need to take ownership of health and wellbeing needs of their staff and clients.</li> <li>• Need for Residential Mental Health Support.</li> </ul> |                                                                                                             |                                                                                                                                                                                                                                                                      | <p><b>Solutions/Opportunities</b></p> <ul style="list-style-type: none"> <li>• Midwifery program for addicted expectant mothers which focuses on harm reduction, supportive care, traditional teachings &amp; practices.</li> <li>• Provide sharps disposal options that promote personal responsibility for wellbeing.</li> <li>• Implementation of the Haudenosaunee Wellness Model of practice as it applies to chronic pain, addictions and mental wellness.</li> <li>• Develop a withdrawal management program through the new detox centre.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

| OPPORTUNITY |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                                                                                               | INDICATORS                                                                                                                                                                                                                        | ORGANIZATIONS & RESPONSIBILITIES                                                                                                                                                                                                                                               | 2018 PROGRESS UPDATE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| F4          | <p><b>Increase community food access through a sustainable food system</b></p> <p><b>Short Term (1-10 years)</b></p> <ul style="list-style-type: none"> <li>✓Hire coordinator</li> <li>✓Secure funding</li> <li>✓Engage community</li> <li>✓Coordinate market</li> <li>✓Coordinate gardens and teaching opportunities</li> </ul> <p><b>Long Term (11-20 years)</b></p> <ul style="list-style-type: none"> <li>• Market completely sustainable</li> <li>• Market and Garden co-ops run by community board</li> <li>• Seek opportunities for expansion</li> </ul> <p><b>INTERCONNECTIONS: A8, F2</b></p> |                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>• Community members able to access fresh food</li> <li>• Community members have entrepreneurial opportunity</li> <li>• Members have access to knowledge and tools for gardening</li> </ul> | <ul style="list-style-type: none"> <li>✓Community Planning</li> <li>• Six Nations Community</li> <li>✓Six Nations Farmers Association</li> <li>✓Our Sustenance</li> <li>✓Six Nations Foodbank</li> <li>✓Health Services</li> <li>✓SN Community Member Participation</li> </ul> | <div>IN PROGRESS</div> <ul style="list-style-type: none"> <li>• <i>Our Sustenance</i> has been established with funding and a coordinator, operating market, Good Food Box program and teaching gardens.</li> <li>• Six Nations Farmers Association prepared strategic plan and costing for Community Farm Centre to provide year-round sustainable produce for community and pool agricultural resources to strengthen agricultural economy.</li> <li>• Six Nations Food Bank operating in current location since 2014, serving around 900 individuals in the community. Provides monthly plan to enable customers to plan ahead.</li> <li>• Health Services offering successful school Nutrition program— offered to every child over the age of 2.5 years, in every school in the community and some off reserve. Students get one meal to start their day with three food groups in it.</li> </ul> |
|             | <b>2018 OUTREACH FINDINGS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p><b>Barriers/Needs</b></p> <ul style="list-style-type: none"> <li>• Funding for Community Farm Centre.</li> <li>• Food Bank space is currently loaned — in need of land for permanent site with expanded cold storage and kitchen.</li> <li>• Farmers’ Association finds a decreasing interest in agriculture in young adults.</li> </ul> |                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                | <p><b>Solutions/Opportunities</b></p> <ul style="list-style-type: none"> <li>• Expanded food bank would allow them to accept more donations and offer more programming.</li> <li>• Children are becoming empowered and interested in agriculture.</li> <li>• Opportunity for community food actors to collaborate on a community survey of food security and agriculture.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| F5          | <p><b>Recruit a public health inspector and create programming and training opportunities</b></p> <p><b>Short Term (1-10 years)</b></p> <ul style="list-style-type: none"> <li>• Develop community health regulations with recognition program</li> <li>• Provide training</li> <li>• Recruit inspector</li> <li>• Conduct inspections</li> </ul> <p><b>Long Term (11-20 years)</b></p> <ul style="list-style-type: none"> <li>• Evaluate programs and make changes where needed</li> </ul>                                                                                                            |                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>• Community concerns regarding healthy environmental addressed</li> </ul>                                                                                                                  | <ul style="list-style-type: none"> <li>✓Health Services</li> </ul>                                                                                                                                                                                                             | <div>IN PROGRESS</div> <ul style="list-style-type: none"> <li>• Regional Environmental Health Officer working in community, offering training for safe food handling.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|             | <b>2018 OUTREACH FINDINGS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p><b>Barriers/Needs</b></p> <ul style="list-style-type: none"> <li>• Funding for salaries and programming.</li> <li>• Perception of externally imposed regulations.</li> </ul>                                                                                                                                                             |                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                | <p><b>Solutions/Opportunities</b></p> <ul style="list-style-type: none"> <li>• Opportunity through current discussion led of community standards by Justice Program to reframe discussion around community health and wellness.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |



| OPPORTUNITY |                                                                                                  | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                                                                                                                                                                                                    | INDICATORS                                                                                                                                                   | ORGANIZATIONS & RESPONSIBILITIES                                                                                                                                                                                                                                                                                                                     | 2018 PROGRESS UPDATE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| F6          | Implement Parks & Rec Master Plan to create more opportunities for low cost sport and recreation | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"> <li>Secure funding</li> <li>Implement the Parks &amp; Recreation Master Plan</li> <li>Construct a multi-function building for youth, elders and library, with triple gym, arena with seating for 3,000 and walking trails.</li> </ul> <b>Long Term (11-20 years)</b> <ul style="list-style-type: none"> <li>Plan for future development, renovation and maintenance</li> </ul> | <ul style="list-style-type: none"> <li>More opportunities for members to partake in physical fitness, healthy lifestyles and recreation</li> </ul>           | <ul style="list-style-type: none"> <li>✓ Parks and Recreation</li> <li>✓ <i>Health Services</i></li> <li>✓ <i>Public Works</i></li> </ul>                                                                                                                                                                                                            | <div>IN PROGRESS</div> <ul style="list-style-type: none"> <li>Master Plan (2003) that Parks and Recreation department works towards, several accomplishments from this plan.</li> <li>Dajoh, the multi-function is built, (2 gyms instead of 3).</li> <li>Splash Pad, ball hockey and skate park were community projects.</li> <li>The 3000 seat arena is less of a priority because of ILA.</li> <li>Free and low cost programming is available, such as free skate, walking throughout building, sports field and blue track are free. Minor sports leagues in community get reduced rental cost.</li> </ul> |
|             | 2018 OUTREACH FINDINGS                                                                           | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>Standalone projects (splash pad etc.) that aren't apart of the Master Plan get funded and must be implemented right away, limits strategic planning.</li> <li>Need for more programming and collaboration between departments to create a continuum of programs for all levels of ability.</li> </ul>                                                                               |                                                                                                                                                              | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>Expanded programming opportunities in Dajoh (see E12).</li> <li>Possibility of walking trails around site (see A4).</li> <li>Collaboration with multiple organizations to provide culturally relevant activities that support inclusivity (for all ability levels).</li> </ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| F7          | Construct outdoor pool                                                                           | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"> <li>Secure funding for operation and maintenance</li> <li>Construct outdoor pool</li> </ul> <b>Long Term (11-20 years)</b> <ul style="list-style-type: none"> <li>Plan for future development and maintenance</li> </ul>                                                                                                                                                       | <ul style="list-style-type: none"> <li>More opportunities for members to partake in physical fitness, healthy lifestyles and recreation</li> </ul>           | <ul style="list-style-type: none"> <li>✓ Parks and Recreation</li> </ul>                                                                                                                                                                                                                                                                             | <div>NOT YET STARTED</div> <ul style="list-style-type: none"> <li>Parks and Recreation Department has had preliminary discussions about the costs of pools, low priority in the short term due to very high cost.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                   |
|             | 2018 OUTREACH FINDINGS                                                                           | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>Very high cost of building and maintaining pool is main barrier, as well as required human capacity.</li> <li>Many pools in municipalities are funded municipally—a pool at Six Nations may have to charge users a high cost to swim.</li> </ul>                                                                                                                                    |                                                                                                                                                              | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>Conduct Feasibility Study and Business Plan to understand possibility more clearly.</li> </ul>                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| F8          | Maintain arena through proactive maintenance and securing long term funding                      | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"> <li>Renovate interior</li> <li>Replace building equipment, upgrade technology</li> <li>Purchase minor capital equipment needed</li> </ul> <b>Long Term (11-20 years)</b> <ul style="list-style-type: none"> <li>Continue planning for future</li> </ul>                                                                                                                        | <ul style="list-style-type: none"> <li>Building properly maintained</li> <li>Value maintained</li> <li>Community use increased and safety ensured</li> </ul> | <ul style="list-style-type: none"> <li>✓ Parks and Recreation</li> </ul>                                                                                                                                                                                                                                                                             | <div>ONGOING</div> <ul style="list-style-type: none"> <li>Maintaining Arena is an ongoing task.</li> <li>Technology in the arena is being replaced in 2018.</li> <li>Arena concrete that was updated in 2005 will likely need replacing in 2025.</li> </ul>                                                                                                                                                                                                                                                                                                                                                    |
|             | 2018 OUTREACH FINDINGS                                                                           | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>Need for replacement/upgrade is persistent, challenge is being able to invest in timely manner to avoid large challenges.</li> </ul>                                                                                                                                                                                                                                                |                                                                                                                                                              | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>No specific opportunities identified through the outreach.</li> </ul>                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

| OPPORTUNITY |                                                                                          | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                                                                                                                                            | INDICATORS                                                                                                                                                   | ORGANIZATIONS & RESPONSIBILITIES                                 | 2018 PROGRESS UPDATE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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| F9          | Reconstruct new ball diamond facilities                                                  | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"> <li>Construct new ball diamonds</li> <li>Construct new Pavilion, bleachers, concession stand</li> </ul> <b>Long Term (11-20 years)</b> <ul style="list-style-type: none"> <li>Plan for future development and maintenance</li> </ul>                                                                                   | <ul style="list-style-type: none"> <li>Building properly maintained</li> <li>Value maintained</li> <li>Community use increased and safety ensured</li> </ul> | ✓ Parks and Recreation<br>✓ <i>Public Works</i>                  | <div>IN PROGRESS</div> <ul style="list-style-type: none"> <li>One ball diamond upgraded in 2016.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                     |
|             | 2018 OUTREACH FINDINGS                                                                   | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>Second ball diamond will need replacing in the near future.</li> <li>Pavilion, bleachers and concession stand still a need.</li> </ul>                                                                                                                                                                                      |                                                                                                                                                              |                                                                  | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>Third diamond a consideration.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                 |
| F10         | Construct new fields for community use                                                   | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"> <li>✓ Construct new fields with scoreboards</li> <li>✓ Construct rubberized running track</li> <li>Construct Grandstand</li> </ul> <b>Long Term (11-20 years)</b> <ul style="list-style-type: none"> <li>Plan for future development and maintenance</li> </ul>                                                        | <ul style="list-style-type: none"> <li>Building properly maintained</li> <li>Value maintained</li> <li>Community use increased and safety ensured</li> </ul> | ✓ Parks and Recreation<br>✓ <i>Public Works</i>                  | <div>IN PROGRESS</div> <ul style="list-style-type: none"> <li>Blue track is completed and seasonally open to the community.</li> <li>Sports fields are completed.</li> </ul>                                                                                                                                                                                                                                                                                                                                    |
|             | 2018 OUTREACH FINDINGS                                                                   | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>Bleachers/Grandstand still a need.</li> </ul>                                                                                                                                                                                                                                                                               |                                                                                                                                                              |                                                                  | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>Currently have 2 fields, third could be useful but only very rarely needed.</li> </ul>                                                                                                                                                                                                                                                                                                                                                    |
| F11         | Construct new horse barn and track facility                                              | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"> <li>Replace Barn Facility and Grooming Equipment</li> <li>Plan for future development and maintenance</li> </ul>                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>Building properly maintained</li> <li>Value maintained</li> </ul>                                                     | ✓ Parks and Recreation<br>✓ <i>Six Nations Agricultural Soc.</i> | <div>NOT YET STARTED</div> <ul style="list-style-type: none"> <li>Horse barn &amp; track no longer under Parks &amp; Recreation Portfolio. Currently rented out to users by SNEC as revenue generator.</li> </ul>                                                                                                                                                                                                                                                                                               |
|             | 2018 OUTREACH FINDINGS                                                                   | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>No specific barriers identified through the outreach.</li> </ul>                                                                                                                                                                                                                                                            |                                                                                                                                                              |                                                                  | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>Interest from grassroots organizations to revive horse track and events.</li> </ul>                                                                                                                                                                                                                                                                                                                                                       |
| F12         | Enhance Chiefswood Park facilities—Prepare development Masterplan and upgrade facilities | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"> <li>✓ Prepare feasibility and plan</li> <li>Replace/upgrade infrastructure</li> <li>Install splash pad and walking bridges</li> <li>Replace playground equipment and pavilions</li> </ul> <b>Long Term (11-20 years)</b> <ul style="list-style-type: none"> <li>Plan for future development and maintenance</li> </ul> | <ul style="list-style-type: none"> <li>Building properly maintained</li> <li>Value maintained</li> <li>Community use increased and safety ensured</li> </ul> | ✓ Parks and Recreation<br>✓ <i>Six Nations Tourism</i>           | <div>PLANNING</div> <ul style="list-style-type: none"> <li>Chiefswood Park facilities are being revitalized by Six Nations Tourism starting in 2018 for cultural tourism potential.</li> <li>Community Engagement was done in schools to develop vision.</li> <li>Five-year business Plan has been prepared.</li> <li>Stage 1&amp;2 archaeological/environmental assessments completed.</li> <li>Community partnerships being developed to enable community members to use the park for programming.</li> </ul> |
|             | INTERCONNECTIONS: D3, G6                                                                 |                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                              |                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|             | 2018 OUTREACH FINDINGS                                                                   | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>Community perceives risk of reduced access to river for programs.</li> </ul>                                                                                                                                                                                                                                                |                                                                                                                                                              |                                                                  | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>Plans to create trail system along Grand River to connect with Longhouse at Kayanase.</li> </ul>                                                                                                                                                                                                                                                                                                                                          |



# ARTS & CULTURE

| OPPORTUNITY |                                                                                          | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                  | INDICATORS                                                                                                                                                                                                            | ORGANIZATIONS & RESPONSIBILITIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2018 PROGRESS UPDATE |
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| G1          | Engage community in a strategy to make Arts and Culture more accessible in the community | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"> <li>• Hold an Arts and Culture Think Tank</li> <li>• Structure a working group with community members and service providers</li> <li>• Create an inventory of products and services in existence and identify gaps and opportunities</li> <li>• Develop and implement strategy</li> </ul> <b>Long Term (11-20 years)</b> <ul style="list-style-type: none"> <li>• Continue implementing strategy</li> <li>• Working Group helps to make arts and culture more accessible</li> </ul> | <ul style="list-style-type: none"> <li>• Greater community participation in the Arts and Culture</li> <li>• Arts and Culture Economy in the community</li> <li>• Supporting the tourism industry</li> <li>• Greater knowledge of self and greater sense of belonging.</li> </ul> | <ul style="list-style-type: none"> <li>✓Tourism</li> <li>✓Woodland Cultural Centre</li> <li>✓Language Commission</li> <li>✓Indigenous Knowledge Centre</li> <li>• <i>SN Community Member Participation</i></li> </ul> | <div>ONGOING</div> <ul style="list-style-type: none"> <li>• No formal strategy for engaging community in arts and culture, but engagement is happening more frequently on arts &amp; culture developments. For example, the new Chiefswood revitalization (see F15), developing in-school programming with community schools (see G2).</li> <li>• The Indigenous Knowledge Centre, <i>Deyohahá:ge</i> ("Two Roads" or two knowledge systems) created in 2008. Focuses on returning cultural knowledge to the community and sharing it with all Haudenosaunee peoples.</li> </ul> |                      |
|             | 2018 OUTREACH FINDINGS                                                                   | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>• No specific barriers identified through the outreach.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                       | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>• Various new festivals at Chiefswood and Woodland aimed at celebrating community and broader Indigenous art.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                   |                      |
| G2          | Create in-school or school age Arts and Culture programming.                             | <b>Short Term (1-10 years)</b> <ul style="list-style-type: none"> <li>• Look at feasibility of creating alternative school based upon Arts and Culture curriculum.</li> <li>• Create partnerships with service providers and schools.</li> <li>• Create program where local artists/cultural knowledge holders to go into the school Enhance Arts in School program</li> <li>• Implement programming into Alternative School</li> </ul>                                                                                                               | <ul style="list-style-type: none"> <li>• Children and Youth developing artistic talents</li> </ul>                                                                                                                                                                               | <ul style="list-style-type: none"> <li>✓Woodland Cultural Centre</li> <li>✓Tourism</li> <li>✓<i>Kawenni:io</i></li> <li>• <i>Everlasting Tree School</i></li> <li>• <i>Schools</i></li> </ul>                         | <div>IN PROGRESS</div> <ul style="list-style-type: none"> <li>• Woodland Cultural Centre and Tourism collaborate on in-school programming based on the provincial curriculum, so schools and teachers on and off-reserve can accomplish their requirements through learning about Six Nations cultural sites.</li> <li>• Kawenni:io teaches Haudenosaunee arts and culture through the languages (see C2). Everlasting Tree School offers cultural programming through their curriculum.</li> </ul>                                                                              |                      |
|             | INTERCONNECTIONS: C2                                                                     | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>• No specific barriers identified through the outreach.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                       | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>• No specific barriers identified through the outreach.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                         |                      |
|             | 2018 OUTREACH FINDINGS                                                                   | <b>Barriers/Needs</b> <ul style="list-style-type: none"> <li>• No specific barriers identified through the outreach.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                       | <b>Solutions/Opportunities</b> <ul style="list-style-type: none"> <li>• No specific barriers identified through the outreach.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                         |                      |

| OPPORTUNITY |                                                                                                                                        | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | INDICATORS                                                                                                                                                                                                | ORGANIZATIONS & RESPONSIBILITIES                                                                                                                                                                                                                                                                                                                    | 2018 PROGRESS UPDATE                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------|----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| G3          | <p><b>Increase employment options in Arts and Culture in the Community</b></p> <p><b>INTERCONNECTIONS: D1, C8</b></p>                  | <p><b>Short Term (1-10 years)</b></p> <ul style="list-style-type: none"> <li>• Create an inventory of local talent and skills</li> <li>• Work with Economic Development to assess opportunities for employment opportunities i.e. Community Arts Centre/Co-op</li> <li>• Work with GREAT and Schools for training purposes continue to develop creative economy</li> </ul> <p><b>Long Term (11-20 years)</b></p> <ul style="list-style-type: none"> <li>• Research and implement ideas for creating employment and entrepreneurial ideas</li> </ul>                                                                                                             | <ul style="list-style-type: none"> <li>• More jobs in the 'Creative Industry'</li> <li>• Increased spending in community revolved around Arts and Culture</li> </ul>                                      | <ul style="list-style-type: none"> <li>✓Tourism</li> <li>✓SNGRDC (formerly Ec. Dev.)</li> <li>✓GREAT</li> <li>✓Polytech</li> <li>✓Woodland Cultural Centre</li> <li>• <i>SN Community Members (pursuing arts/tourism careers)</i></li> </ul>                                                                                                        | <div>IN PROGRESS</div> <ul style="list-style-type: none"> <li>• Sites under Tourism employ community members in culture based positions.</li> <li>• GREAT has programs targeted towards tourism and hospitality.</li> <li>• Artisans selling goods at Six Nations Marketplace.</li> <li>• Polytech offers Arts &amp; Entrepreneurship program in partnership with Ontario College of Arts &amp; Design.</li> </ul> |
|             | <b>2018 OUTREACH FINDINGS</b>                                                                                                          | <p><b>Barriers/Needs</b></p> <ul style="list-style-type: none"> <li>• Young people choosing trades, health care and administration before culture and tourism.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                           | <p><b>Solutions/Opportunities</b></p> <ul style="list-style-type: none"> <li>• Ongoing opportunity for collaboration between tourism and community artisans to connect tourists to local products.</li> </ul>                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                    |
| G4          | <p><b>Enhance current language programs for greater community fluency and retention</b></p> <p><b>INTERCONNECTIONS: E2, E3, G5</b></p> | <p><b>Short Term (1-10 years)</b></p> <ul style="list-style-type: none"> <li>• Enhance fund to allow for programming that meets fluency needs</li> <li>• Expand years of study to reflect the conversation level desired by student ie everyday language, ceremonial language, etc</li> <li>• Enhance fund to allow for programming that meets fluency needs</li> <li>• Continue to assess and improve curriculum</li> <li>✓Signs and advertising in languages</li> </ul> <p><b>Long Term (11-20 years)</b></p> <ul style="list-style-type: none"> <li>• Begin planning programming for daycare opportunity</li> <li>• Services provided in language</li> </ul> | <ul style="list-style-type: none"> <li>• Increased fluency</li> <li>• Language displayed in community</li> <li>• Regular fluent conversations within everyday life with more community members</li> </ul> | <ul style="list-style-type: none"> <li>✓Language Commission</li> <li>✓Language Programs</li> </ul>                                                                                                                                                                                                                                                  | <div>ONGOING</div> <ul style="list-style-type: none"> <li>• Language Commission has expanded years of study and resources for learning (booklets and textbooks).</li> <li>• Polytech offering Bachelor of arts in Ogwehoweh Languages.</li> <li>• Kawenni:io and Everlasting Tree School offering immersive language programs (see C2).</li> </ul>                                                                 |
|             | <b>2018 OUTREACH FINDINGS</b>                                                                                                          | <p><b>Barriers/Needs</b></p> <ul style="list-style-type: none"> <li>• Funding to support language teachers with more salary and resources.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                           | <p><b>Solutions/Opportunities</b></p> <ul style="list-style-type: none"> <li>• Partnership opportunities for language students to translate signage, advertising and community newsletters for greater language presence.</li> <li>• There should be push for language funding to come from federal government to return what was taken.</li> </ul> |                                                                                                                                                                                                                                                                                                                                                                                                                    |

| OPPORTUNITY |                                                                                             | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | INDICATORS                                                                                                                                                               | ORGANIZATIONS & RESPONSIBILITIES                                            | 2018 PROGRESS UPDATE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-------------|---------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| G5          | Enhance Language Commission                                                                 | <b>Short Term (1-10 years)</b><br>✓Set up Administrative function.<br>• Secretary/Finance, Grant Writer/Administrator, Public Relations/media etc.<br>• Create an inventory of speakers, resources available, identify gaps.<br>✓Identify sources of funding and fundraising<br>✓Create method of measuring fluency and documenting success of programs.<br>• Examine opportunities for students to supplement stipends, i.e. in home family mentoring program.<br><br><b>Long Term (11-20 years)</b><br>• Assess administrative function seek funding for hiring staff if required<br>• Work with Social Services to examine the possibility of a supplemented immersion daycare | • Administration effective and supporting language programs                                                                                                              | ✓Language Commission                                                        | <div>IN PROGRESS</div> <ul style="list-style-type: none"> <li>Language Commission has expanded with full time coordinator/administrator and full time linguist and board of directors.</li> <li>Teachers for Cayuga, Mohawk, Onondaga, years of study has expanded.</li> <li>Commission has implemented the ACTFL (American Council on the Teaching of Foreign Languages) standards in their program to measure fluency and ensure learners progress in a step-wise process.</li> </ul>                                                                                                                           |
|             | INTERCONNECTIONS: G4                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                          |                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|             | 2018 OUTREACH FINDINGS                                                                      | <b>Barriers/Needs</b><br>• Lack of committed funding is a barrier to long-term planning.<br>• A building that would house all the programs under the Language Commission would help the program run more efficiently.                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                          |                                                                             | <b>Solutions/Opportunities</b><br>• No specific opportunities identified through the outreach.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| G6          | Develop a tourism strategy that will engage the community to reach cultural tourism economy | <b>Short Term (1-10 years)</b><br>• identify cultural tourism attractors<br>• Construct traditional village for tourism and community development<br>• Identify methods of community promotion<br><br><b>Long Term (11-20 years)</b><br>• Seek funding for training and capital projects<br>• Continue training and implementation of tourism strategy                                                                                                                                                                                                                                                                                                                            | • Money coming into community through tourism, benefitting all.<br>• More tourism attractors within Six Nations community.<br>• More employment from tourism initiatives | ✓Tourism<br>• SN Community Members ( <i>pursuing arts/tourism careers</i> ) | <div>IN PROGRESS</div> <ul style="list-style-type: none"> <li>No formal community wide 'Tourism Strategy' but several actors working towards this.</li> <li>Kayanase offers eco-tourism and longhouse, completed in 2017.</li> <li>Six Nations Tourism including Chiefswood, Mohawk Chapel, focuses on cultural tourism initiatives.</li> <li>Chiefswood Park revitalization beginning in 2018 (see F12).</li> <li>Tourism Marketing Committee has been established to focus on big annual events that draw tourists.</li> <li>Woodland Cultural Centre offering museum and expanded arts programming.</li> </ul> |
|             | INTERCONNECTIONS: D3, D4                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                          |                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|             | 2018 OUTREACH FINDINGS                                                                      | <b>Barriers/Needs</b><br>• Challenge to unify all of the tourism actors in the community.<br>• Studying economic impact of tourism is challenging because of the widespread effects.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                          |                                                                             | <b>Solutions/Opportunities</b><br>• No specific opportunities identified through the outreach.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |



| OPPORTUNITY |                                                                                                                          | KEY ACTIVITIES FROM 2010 PLAN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | INDICATORS                                                              | ORGANIZATIONS & RESPONSIBILITIES                                                                                                      | 2018 PROGRESS UPDATE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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| G7          | Development of a Haudenosaunee Traditional Village as a community development and cultural/ language revitalization tool | <b>Short Term (1-10 years)</b><br>✓ Prepare feasibility and design plans<br>✓ Secure funding for construction, operation & maintenance and programming<br>✓ Plan programming with community participation for authenticity and cultural value<br>✓ Begin Construction<br><br><b>Long Term (11-20 years)</b><br>• Village Centre open for community development initiatives to begin<br>• Assess programming and implement improvements where needed Assess condition of building repair and renovated where needed<br>• Consider use of space. Plan for expansion if needed | • Employment and community development opportunities within the culture | ✓ Tourism<br>✓ Language Commission<br>✓ Community Planning<br>• Six Nations Community<br>✓ <i>Kayanase</i><br>• <i>Kanata Village</i> | <div>IN PROGRESS</div> <ul style="list-style-type: none"> <li>Kayanase completed the first stage of the longhouse, <i>Ganohsa'oweh</i>, in 2017.</li> <li>Drawings and Feasibility study complete for an adjacent craft house for expanded programming.</li> <li>Currently doing tours and programming with school groups.</li> <li>Partnerships with other community organizations such as Health to do cultural programming.</li> <li>Kanata village operational, trails connecting site with Woodland Cultural Centre.</li> </ul> |
|             | INTERCONNECTIONS: A4                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                         |                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|             | 2018 OUTREACH FINDINGS                                                                                                   | <b>Barriers/Needs</b><br>• Funding required to continue archaeological assessment and construct craft house.                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                         |                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| G8          | Undertake a media campaign to improve community image and reduce negative media coverage                                 | <b>Short Term (1-10 years)</b><br>• Create inventory of community assets.<br>• Recruit members to be 'community spokespeople'<br>• Create social marketing campaign to highlight assets<br>Assess success of first campaign<br><br><b>Long Term (11-20 years)</b><br>• Create new campaign to meet the needs and highlight new assets                                                                                                                                                                                                                                       | • Better public image<br>• Increased tourism<br>• Community Pride       | ✓ Tourism<br>• Six Nations Community                                                                                                  | <div>ONGOING</div> <ul style="list-style-type: none"> <li>No specific media campaign has been initiated.</li> <li>Tourism works with City of Brantford/County of Brant on a Signature Event Guide with a distribution of 90,000 across Ontario.</li> <li>Six Nations Tourism also has a social media strategy to promote Six Nations in a positive light and highlight local attractions and events.</li> </ul>                                                                                                                      |
|             | INTERCONNECTIONS: E2, E3                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                         |                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|             | 2018 OUTREACH FINDINGS                                                                                                   | <b>Barriers/Needs</b><br>• No specific barriers identified through the outreach.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                         |                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|             |                                                                                                                          | <b>Solutions/Opportunities</b><br>• No specific opportunities identified through the outreach.                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                         |                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |