

Six Nations Cultural Experience

Five Year Strategic Plan

FINAL DRAFT

(Revised April 23, 2014)

Table of Contents

Introduction	3
Methodology	6
Findings	10
Diagram of Strategic Plan	16
Benefits	17
Principles	17
Strategic Priorities, Goals and Strategies	18
Implementation Plan	22
Funding Requirements	28
Possible Funding sources	31
Appendices:	
- Focus Group Roll up of Responses	33
- On line Survey Results	44
- Six Nations Community Plan and Cultural tourism Opportunities	50

Six Nations Cultural Experience Five Year Strategic Plan

Introduction:

In July, 2011 Grand River Employment and Training hosted the Six Nations Cultural Experience Conference. In follow up and in collaboration with several community organizations, the Six Nations Cultural Experience Planning Committee was formed with the purpose of developing a five year strategic plan that will give visitors to Six Nations an authentic and interactive experience of its culture.

Member of the Steering Committee include Six Nations historic sites, cultural and community organizations as well as businesses in cultural tourism and include:

- Grand River Employment and Training
- Six Nations Polytechnic
- Two Rivers Community Development Centre
- Six Nations Tourism
- Six Nations Library
- Six Nations Legacy Consortium
- Chiefswood National Historic Site
- Woodland Cultural Centre
- Grand River Champion of Champions Pow Wow Committee
- Businesses in cultural tourism

The intent of the strategy is to increase visitors' understanding and appreciation of Haudenosaunee culture, serve to build a strong economy, enhance or develop relationships with other communities, and help develop a strong nation of people who are proud of their history and lifestyle. In addition, the Six Nations Cultural Experience Strategy will create and provide training and employment opportunities in the cultural tourism sector.

The five year strategic plan is an evolving document and will change over time as strategies are implemented.

Demand for Arts and Culture

The January 2013 report commissioned by the Ontario Arts Council shows a significant impact of arts and culture on the Ontario tourism. Key findings of the *Ontario Arts and Culture Tourism Profile, by Research Resolutions & Consulting Ltd* identify the following:

- 9.5 million overnight tourists in Ontario participated in arts and culture activities during their trips in 2010 – representing 22% of all Ontario’s overnight visitors;
- Arts/culture tourist spending generated - \$3.7 billion in GDP province-wide in 2010;
- 67,000 jobs and 2.4 billion in wages;
- The average Ontario arts and culture tourist spends twice as much per trip as does a typical tourist - \$667 per trip versus \$374;
- The market for arts and culture tourism in North America is very large: 89% or 18.5 million of Ontario’s 20.8 million North American tourists travel experience in Ontario over a two-year period seek an arts or culture activity on their trips; and
- Of that 89% - 14% or 2.9 million participated in an Aboriginal cultural activity.¹

Tourism and the Labour Force

In addition to the demand for arts and culture for Ontario tourism, there is a projected shortage of workers. According to Canadian Tourism Human Resource Council 2010-The Future of Canada’s Tourism Sector: Economic Recession only a temporary reprieve from Labour Shortages

- By 2025 the province’s tourism sector could see a potential labour shortage of more than 80,000 full-year jobs left unfilled
- The supply of tourism labour in Ontario could fall short of demand by 9.5% in 2025
- Toronto could experience a potential labour shortage equivalent to 11.4% of the demand for tourism labour over the next 15 years. The shortage of tourism labour in Ottawa and Niagara Falls during that period could reach 8.3% and 6.7% respectively.

¹ Source: TAMS Canada/US 2006 – Aboriginal Culture includes activities also included in museums, other cultural attractions, cultural festivals and other arts activities.

- Shortages in Ontario are projected to be most acute in Food and Beverage Services.

The Aboriginal population may be in a position to fill these projected shortages.

According to the Canadian Tourism Resource Council – Aboriginal Peoples Employed in Tourism and the 2006 Census, more than 50,000 people or 3.2% working in Canada’s tourism sector self-identified as an Aboriginal person.

The accommodations industry employed the largest share of overall Aboriginal workers at 4.7%. This is followed by industries within the category of recreation and entertainment (3.3%). Travel services employed the smallest proportion of Aboriginal peoples (1.4%).

Although the accommodations industry group had the largest overall share of Aboriginal peoples in 2006, the occupation with the most Aboriginal workers was in the recreation and entertainment industry group. Fourteen percent of people employed as sport and recreational guides identified themselves as an Aboriginal person. Other occupations employing large shares of Aboriginal workers were light-duty cleaners (6%), casino workers (6%), and tour and travel guides (5%).

A higher percentage of Aboriginal women (60%) were employed in the tourism sector than men (40%). The accommodations sector employed the highest share of Aboriginal women (72%), while the transportation industries employed the highest share of Aboriginal men (66%).

Additionally, four in ten Aboriginal workers in tourism are young men and women. Aboriginal peoples working in tourism were younger than their counterparts in the overall labour force. While Aboriginal peoples 15-24 years of age represented less than one-quarter (23%) of the workers in the overall Canadian labour force, this group comprised over 42% of the tourism sector labour force.

The labour force in food and beverage industries had the largest share of young Aboriginal workers. The proportion of Aboriginal peoples aged 15-24 working in travel services (27%) was significantly higher than the percentage of youth working in this industry group overall (12%).

Aboriginal workers employed in tourism were most likely to be found in Ontario (24%), British Columbia (20%), and Alberta (17%). These proportions are a reflection of the overall size of the labour force in these provinces.

Methodology

In developing the Six Nations Cultural Experience Strategic Plan a literature review of existing Aboriginal Cultural Tourism Strategy documents was conducted to understand why these strategies were developed and the benefit in delivering a cultural experience in First Nations Communities.

The first document that was reviewed was the Aboriginal Tourism BC Blueprint Strategy. Aboriginal Tourism BC (ATBC) was incorporated in 1997 to “address the limited awareness of tourism potential and its benefits for First Nations communities and cultures, limited capacity to develop tourism within First Nations communities and the reality that the national and international marketplace knows very little about Aboriginal Cultural Tourism products”.² In 2006, ATBC initiated the Aboriginal Cultural Tourism Blue print Strategy, which aimed to strengthen and grow the industry throughout B.C.³.

ATBC received \$10 million dollars over 5 years from the Province of BC and the government of Canada to implement the Blueprint Strategy and, as a result of the financial commitments from both levels of government, the following successes were achieved:

- An estimated 3.7 million tourists experienced some form of Aboriginal cultural tourism experience in 2010, almost double the number from 1996.
- There are more than 200 Aboriginal tourism businesses in B.C., about 23% of these established between 2006 and 2010.
- An estimated 2,226 full time equivalent jobs were generated by these businesses in 2010, a 32% increase from 2006.
- Aboriginal tourism expenditures reached an estimated \$40 million in 2010, representing a 6% increase over 2009 levels and doubling over 2006 levels.⁴

² Aboriginal Tourism British Columbia, 2005. ATBC Blueprint Strategy

³ Ibid

⁴ Aboriginal Tourism British Columbia, 2005. ATBC Blueprint Strategy

The second document reviewed was the Great Spirit Circle Trail (GSCT), Aboriginal Tourism Ontario Strategy, 2012-2017.

GSCT was established in 2000 as an Aboriginal tourism association that markets the region and First Nations communities of Manitoulin Island and Sagamok along the north shore of Lake Huron⁵. In addition to marketing the region's tourism businesses, GSCT offers nature based and Aboriginal cultural tourism experiences to visitors from Ontario, Canada and around the world⁶.

The impact that the GSCT has had on the economy of Manitoulin Island has been:

- In 2008, Aboriginal tourism visitor spending totaled \$95,000, increasing to \$3.3 million in 2010 and is projected to increase to \$10 million in 2013.
- Increase of an additional 27 jobs in Aboriginal tourism in just 4 years and a projected increase of 110 jobs by 2013⁷.

In addition to the above some of the GSCT success stories include:

- Voted one of Canada's 28 significant Aboriginal Tourism Experiences by Aboriginal Tourism Canada and the Canadian Tourism Commission.
- In 2010-11, introduced 6 new authentic tourism products and formed 2 new partnerships with non -Aboriginal tourism partners to deliver the products – this resulted in expanded job creation and visitor experiences.
- In 2010, developed an 'Aboriginal Experience' area where visitors can experience authentic wigwams, medicine gardens, and Tipi events; the only one of its kind within Manitoulin – Sagamok region.
- In 2010, developed a Cultural Educational Experience Program – unique to Northern Ontario, and was successful in delivering to more than 6 schools.

⁵ Aboriginal Tourism Ontario Strategy, GSCT

⁶ ibid

⁷ ibid

- In 2011, GSCT opened an Information Centre that highlights the First Nations communities in Manitoulin – Sagamok region and also provides information on non- Aboriginal businesses around Manitoulin – Sagamok region.
- In 2011, GSCT increased their members including non -Aboriginal members.
- In 2011-12, GSCT introduced a New Training Strategy in partnership with OTEC – Aboriginal Tourism⁸

The successes that are highlighted by both ATBC and GSCT demonstrates the economic and cultural tourism development potential for a Six Nations cultural experience.

One of the main documents referenced in the strategic plan is that of the Six Nations Cultural Experience Conference Report, July 2011 – this provided vital information from the community in defining a cultural experience as well as the benefits and principles that could be achieved in delivering a cultural experience.

The Six Nations Community Plan that was developed in 2007 identified numerous opportunities in relation to developing cultural tourism. Specifically, the Community Plan details proposed activities over a 20 year period and is broken down based on 5 years, 10 year and 15 plus years. The information provided in the Community Plan reiterates the input received from the community. Highlights are provided as Appendix A

In addition to the above documents, a presentation by consultant Steven Thorne in March 27, entitled “Why Place is the Key to Cultural Tourism” demonstrates the following:

“Research tells us that what cultural tourists most want is to explore a different culture, to be enriched – intellectually and emotionally – and to gain a new perspective on life. They want to experience what makes a destination distinctive, authentic, and memorable. In short, cultural tourists want to experience “place” . “

“In Place-based cultural tourism, the two key principles are to capitalize on the destination’s cultural character and sense of place: its history and heritage, its narratives and stories, its landscape, its townscape, its people.

Next, we interpret and market the destination’s cultural character and sense of place in tandem with its cultural experiences.”

Finally, a series of focus groups and one to one interviews were held to obtain feedback from a variety of people in the community on the content of the Six Nations Cultural Experience Strategic Plan. The goal was to obtain the input of participants who represented a cross section of the community such as: artisans, business owners, sports and recreation,

⁸ Aboriginal Tourism Ontario Strategy, GSCT

historians, knowledge keepers, and service providers. Other organizations who are part of the Six Nations Cultural Experience Steering Committee also held focus groups as well as conducted one on one interviews with our knowledge keepers specifically to obtain advice and recommendations on what should and should not be shared and under what criteria.

An on line survey was also developed and posted on Steering Committee websites as well as distributed at local community events such as the Six Nations Language Conference and the Community Awareness Event. Finally, The Six Nations Cultural Experience Committee hosted a conference titled the Realities and Possibilities of Cultural Tourism on Thursday, July 25, the event was attended by 50 people representing a cross section of the community such as; artisans, business owners, service providers, knowledge keepers and youth. The event provided an opportunity for the community to learn about cultural tourism and provide input into the Strategic Plan

Findings:

This section will provide the findings of the on line survey as well as the feedback received from participants of the focus groups and conference. This information is broken by category such as challenges/barriers, solutions and opportunities.

Challenges/Barriers:

The on line survey questions asked: Which of the following might present challenges to developing cultural tourism?



The feedback received from the focus groups and conference with respect to challenges and barriers is as follows:

- We feel we have received the short end of the stick and ten to project this, we shouldn't make tourists feel guilty

- Douglas Estates – people don't want to come here
- We haven't mastered making an appropriate presentation
- We don't have interpreters of our culture
- The Pow Wow is holding better ground than the Six Nations Fall Fair – we need to look at what we have and build it up
- Funding
- Transportation
- Welcoming signage
- Signage wars
- General populous is not welcoming
- Racism towards non natives – do business owners want to serve this population?
- Market readiness – it's not there and it should be
- Lack of customer service
- We don't have the volume to support better craft venues
- Treading on ground where there is no consensus
- Fear by people to come to the reserve
- People are embarrassed by what they don't know
- People don't know where to direct people
- There is a fear of losing what we have and growing in ways that we don't know or can't control
- Inaccurate information circulating about the reserve
- Limited accommodations
- Garbage and lack of washroom facilities
- Six Nations Pageant and Governance issues
- Jealousy
- Leadership and buy in
- Lack of consistency in events
- Six Nations Tourism – access to information after hours
- Perception of what Indian is – Christian or Long house differences

- Lack of volunteers

Solutions:

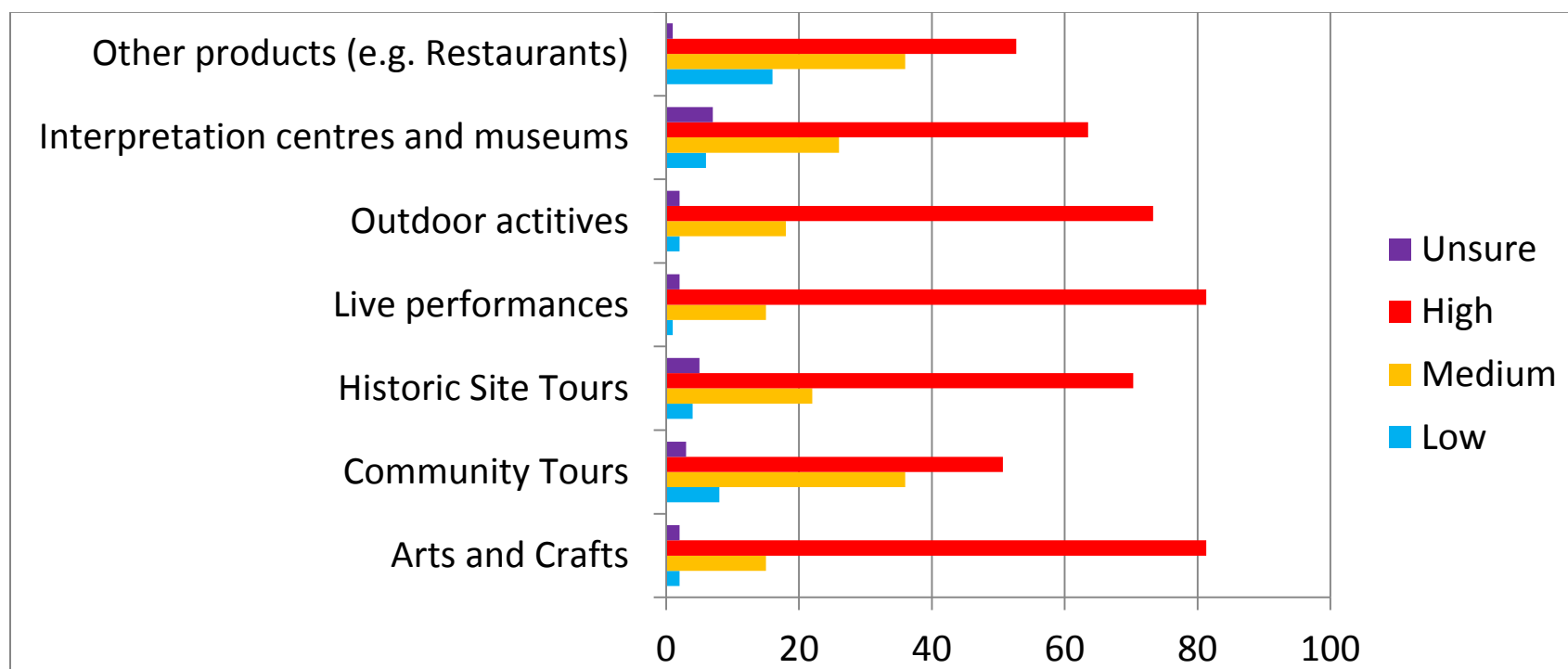
In addressing the challenges and barriers the following solutions were identified:

- Have background information available so that visitors can learn before they visit Six Nations
- Build and enhance on what already exists in terms of sites and attractions
- Provide consistent tourism and customer service training
- Interview visitors so people hear the truth and put this information on the radio
- Celebrate successes and show a successful model to help teach others
- Integrate our language into signage, businesses
- Community pride activities and events such as earth day event with breakfast
- Audience development – create an audience, work with young people in the arts, teach them and provide training
- Billboard map of the community in a central location, similar to maps in malls
- Sponsored outdoor public art and develop art policies such as requirement for one piece to be commissioned each year
- Promote our language for instance have a machine that repeats common phrases in our six languages
- Provide artistic expression training and provide a venue to present i.e. murals in the community
- Enhance the business directory and make it more interesting by adding pictures, bios and website and e mail information
- Promote Six Nations as a tax free zone
- Create a volunteer bank/list of people who are willing to volunteer and organizations that need volunteers
- An outdoor Amphitheatre should be studied and explored further
- Have a place where people can make donations to the community and a list of where the money goes similar to the United Way
- Create more parking

Opportunities

The following potential opportunities for cultural tourism have been identified by on line survey responses as well as feedback received from focus groups and conference participants:

The on Line survey Question asked - What is the potential for developing the following at Six Nations?



Solutions:

Feedback received from focus groups and conference participants with respect to identifying opportunities for cultural tourism at Six Nations are as follows:

- Our culture and history is our attraction
- There is a need for a book/CD on the community including the history and the scenic aspect of Six Nations
- Outdoor entertainment – improve pageant grounds, amphitheatre, permanent spot for Pow Wow – kid friendly
- Crafts, books, high end art
- Informal tours – opportunity to meet and talk to people
- People want an experience – something special and unique that they can't get elsewhere
- Planned and organized – excursions with a tour guide to experience the “inside view”
- Outdoor theatre / museum
- Opportunity to connect with the land – trail by the river, nature trail at Chiefswood Park and other areas where have access to Carolian Forest
- Walking tours
- Church tours
- Flea market – community garage sales
- Modern fashion show/designs that are native inspired
- Doors open events with tour guides
- Sports tournaments
- Residential school tours
- Tactile hands on – pottery and moccasin making
- Concerts – performing artists – i.e. concert for a cure
- Cultural conferences
- Municipal/community gardens
- Literature, Theatre and Drama opportunities to engage youth in creative arts – bring in groups from other communities
- Eco-tourism (hiking, canoeing, nature trails, walking and seeing the plants, gardening)
- Studio tours – open house
- Literature and Art (Pageant and educating non native people on our history)
- Old Bingo Hall (turn into an Arts School for adults and children, open up as a conference facility)

- Drama and arts programming (bring from all communities under the arts umbrella)
- Culinary (Fresh and local) traditional foods are not promoted i.e. corn soup
- Pride of place with Board of Education (how does the school look to the community)
- Tourist area should be centralized so people go to one place i.e. An art gallery like the Tourism Building was originally designed for

SIX NATIONS CULTURAL EXPERIENCE - FIVE YEAR STRATEGIC PLAN

VISION

A rich culture and people who are proud of our Onkwehon:we history and traditions

WORKING DEFINITION

As Onkwehon:we of the Six Nations Territory we honour and celebrate our cultural legacy, our living history and our ecological heritage of our civilization together.

PRINCIPLES

A Six Nations Cultural Experience shall:

- Be respectful of the environment and our collective Onkwehon:we Values.
- Be inclusive and carried out with a good mind and sense of pride.
- Be authentic and accurate.
- Provide quality and consistent customer service.
- Consistently adhere to protocol while educating and entertaining the public.
- Be accountable and transparent to the community.

STRATEGIC PRIORITIES AND GOALS

Governing Body

To develop a governance system that will oversee the implementation of the five year cultural experience strategic plan.

Cultural Industry Protocols

To work in collaboration to create authentic, true and realistic cultural protocol guidelines that respects our traditions and our environment

Evaluating the Impact of the Evidence

To develop a system in collaboration that will measure the impact in the community such as: number of jobs, number of businesses including expansions, and number of visitors as a result of our efforts

Human Resource Development

To provide learning, volunteer and employment opportunities for youth

To provide teaching opportunities for our knowledge keepers

To provide learning opportunities for all people of Six Nations and visitors

Partnership Development

To build relationships with other communities for the purpose of networking, sharing resources, and building capacity

To create cross cultural collaboration that generates new economic opportunities

Product Development

To increase Six Nations delivery of unique cultural tourism products and services

To provide authentic high quality products and services to visitors

Marketing & Promotion

To work in collaboration to promote unique cultural experiences

To develop and implement a marketing strategy

Benefits:

The Benefits identified below were developed as a result of feedback received from the Six Nations Cultural Experience Conference held in July 2011.

A Six Nations Cultural Experience will:

1. Connect generations, help preserve traditional knowledge, and reaffirm legacies.
2. Give the youth the opportunity to carry on as ambassadors of Six Nations.
3. Instill pride in ourselves, our community and our culture.
4. Re-establish Six Nations place on the map as a point of destination for local, national and international visitors.
5. Link education and training with cultural tourism employment opportunities for community economic prosperity.
6. Dispel myths and help break down stereotyping.

Principles:

The principles identified below were developed as a result of feedback received from community during breakout sessions at the Six Nations Cultural Experience Conference held in July 2011.

1. A Six Nations Cultural Experience shall be respectful of the environment and our collective Onkwehon:we Values.
 - a. Identification of sites that are not to be shared or promoted.
 - b. Identification of sites with controlled times of access to minimize the effects on the local environment;
2. A Six Nations Cultural Experience shall be inclusive and carried out with a good mind and sense of pride.
 - a. Development of an inventory of people of Six Nations young and old;
3. A Six Nations Cultural Experience shall be authentic and accurate.
 - a. Identification of local historians, story tellers and artists who are willing to participate on a consistent basis in providing a cultural experience;
 - b. Identification of areas to be researched and verified by local historians to reflect the true story.
4. A Six Nations Cultural Experience shall provide quality and consistent customer service.
 - a. Identification and implementation of quality standards.

- b. Consistent customer service training is recognized and provided on a regular basis.
 - c. Development of an evaluation that will measure the above and make recommendations for improvement.
5. A Six Nations Cultural Experience shall consistently adhere to protocol while educating and entertaining the public.
- a. Development and posting of Cultural Protocol Guidelines in the community.
6. A Six Nations Cultural Experience shall be accountable and transparent to the community.
- a. Consistent communication to keep community updated and invite feedback and suggestions for improvement.

Six Nations Cultural Experience Strategic Priorities and Goals

In developing the five year Six Nations Cultural Experience Strategic Plan, the following seven strategic priorities and goals have been identified as follows:

1. Governing Body
2. Cultural Industry Protocols
3. Evaluating the Impact of the Evidence
4. Human Resource Development
5. Partnership Development
6. Product Development
7. Marketing and Promotion

Strategic Priority # 1 Governing Body

The feedback received from the on line survey and focus groups indicates that 91% feel that knowledge keepers need to be involved in developing and managing cultural tourism at Six Nations. In addition, 90% feel that artisans need to be involved and 83% feel that youth and cultural groups also be involved in developing and managing cultural tourism at Six Nations

Goals:

1. To develop a governance system that will oversee the implementation of the five year cultural experience strategic plan.

Strategic Priority # 2 Cultural Industry Protocols

The on-line survey and focus groups conducted with the community indicates that 91% feel that it is very important when developing cultural tourism that guidelines be established in protecting cultural sensitive places and activities as well as making sure that tourism activities are environmentally sensitive.

Goals:

1. To work in collaboration to create authentic, true and realistic cultural protocol guidelines that respect our traditions and our environment.

Strategic Priority # 3 Evaluating the Impact of the Evidence

The feedback received from the focus groups demonstrate that this is an area that needs to be included in the five year strategic plan and that workshops be developed so that the community understands the need and process in doing so.

1. To develop a system in collaboration with our cultural experience providers that will measure the impact in the community such as; number of jobs, number of businesses including expansions, and number of visitors as a result of our efforts.

Strategic Priority # 4 Human Resource Development

The on-line survey and focus groups conducted with the community indicates that 95% feel it's very important that human resources in cultural tourism understand and can explain our culture and traditions, in addition, 92% feel it's very important that we involve Six Nations people as guides and cultural interpreters.

Goals:

1. To provide a learning, volunteer and employment opportunities for youth in the hospitality and tourism industry.
2. To provide teaching opportunities for our knowledge keepers.
3. To provide learning opportunities for visitors and Six Nations community members in cultural tourism.

Strategic Priority # 5 Partnership Development

Feedback from the on-line survey and focus groups indicates that 92% feel that cultural tourism would provide visitors with a better understanding and appreciation of our culture. In addition, that Partnership Development within our own community is important in promoting and supporting existing community organizations.

Goals:

1. To build relationships with other communities for the purpose of networking, sharing resources, and, building capacity.
2. To create cross cultural collaboration that generates new economic opportunities and increase public/private support for culture.

Strategic Priority # 6 Product Development

The on-line survey and focus groups conducted with the community indicates that 81% feel that our arts and crafts including art galleries and exhibits have the highest potential for product development at Six Nations. In addition, 81% feel that live performances including contemporary and traditional music, dance and literature have equally high potential for product development at Six Nations.

Goals:

1. To increase Six Nations delivery of unique cultural tourism products and services.
2. To provide authentic high quality products and services to visitors.

Strategic Priority # 7 Marketing and Promotion

The feedback from the focus groups demonstrate the need for consistent marketing and promotion of our sites, attractions, products and services both within the Six Nations community and outside of the community.

Goals:

1. To work in collaboration with Six Nations cultural experience stakeholders to promote our unique cultural experiences.
2. To develop and implement a marketing strategy.

Six Nations Cultural Experience - Implementation Plan

Strategic Priority	Goals	Strategies	Result	Time Frame Short 1-2 years Medium 2- 3 years Long 3 – 5+ years
Governing Body	1. To develop a governance system in collaboration that will oversee the implementation of the five year cultural experience strategic plan.	<ul style="list-style-type: none"> • Propose the expansion existing structure of the SNP Indigenous Knowledge Centre to incorporate the role of overseeing the cultural experience initiative. • Invite youth, artisans and cultural groups to be part of the governing body. • Develop an internal communication initiative with the sites, attractions, products and services and review consistently to ensure accuracy. 	Governance system established.	Short term
Cultural Industry Protocols	1. To work in collaboration to create authentic, true and realistic cultural protocol guidelines that respect our traditions and our environment.	<ul style="list-style-type: none"> • Develop a draft with existing resource documents such as GSCT and AMPC and present to community for feedback. • Work with the cultural experience governing body to obtain buy in and approval. 	Draft Cultural Protocol document complete and approved.	Short term
Evaluating the Impact of the Evidence	1. To develop a system in collaboration with our cultural experience providers that will measure the impact in the community such as; number of jobs, number of businesses including expansions, and number of visitors as a result of our efforts.	<ul style="list-style-type: none"> • Conduct evaluation workshops with sites, attractions, products and services at Six Nations who want to participate in evaluating our cultural experiences. 	Evaluation workshops are developed and complete	Short Term

Strategic Priority	Goals	Strategies	Result	Time Frame Short 1-2 years Medium 2- 3 years Long 3 – 5+ years
Human Resource Development	<ol style="list-style-type: none"> 1. To provide learning, volunteer and employment opportunities for youth in the hospitality and tourism industry. 2. To provide teaching opportunities for our knowledge keepers. 3. To provide learning opportunities for visitors and Six Nations community members in cultural tourism. 	<ul style="list-style-type: none"> • Develop, plan and conduct a series of workshops and training options for youth who want to enter into a cultural tourism career. <ul style="list-style-type: none"> ○ Six Nations Polytechnics Indigenous Knowledge Centre is willing to assist with this initiative. • That in developing these workshops and training options, where possible our knowledge keepers are provided with opportunities to conduct this training and/or develop curriculum for these workshops. • Develop, plan and conduct a series of workshops to educate visitors and community members on Six Nations history and cultural practices. • Pursue partnerships with organizations such as the Grand River Conservation Authority, Outdoor Education Association, Ontario Parks and Parks Canada for training to employment strategies. 	<p>Workshops are designed and promoted.</p> <p>Knowledge Keepers are engaged and compensated.</p> <p>The Looking Back Workshops as organized by Six Nations Economic Development are implemented once again and offered.. Partnerships are established and MOUs implemented.</p>	<p>Short term – priority</p> <p>Short term</p> <p>Short term</p>
Partnership Development	<ol style="list-style-type: none"> 1 To build relationships with other communities for the purpose of networking, sharing resources, and building capacity. 2, To create cross cultural collaboration that generates new 	<ul style="list-style-type: none"> • Revise and implement the Memorandum of Agreements (MOA) with community and service organizations within Six Nations that want to be part of the Six Nations Cultural Experience. • Develop relationships with the intent to implement Memorandums of 	<p>Increase in the numbers of members entering into MOAs from 1 to 10</p> <p>MOUs developed and</p>	<p>Short term – Priority</p> <p>Short term</p>

Strategic Priority	Goals	Strategies	Result	Time Frame Short 1-2 years Medium 2- 3 years Long 3 – 5+ years
	economic opportunities and increase public/private support for culture.	<p>Understanding (MOU) with Tour Companies and other initiatives that currently promote and offer tours and other initiatives of the Grand River.</p> <ul style="list-style-type: none"> • Develop relationships with the intent to implement Memorandums of Understanding with off reserve tourism groups and associations and become members of these groups. • Expand and implement Memorandum of Understanding with the Regional Tourism Organization # 3. • The Manager of Six Nations tourism is a member of the RTO 3 therefore, it is recommended this relationship be pursued via this direction. • Expand current tour operator relationships that Six Nations Tourism and Woodland Cultural Centre currently have to incorporate the Six Nations Cultural Experience • Develop and implement a relationship with the Aboriginal Tourism Ontario as proposed by the Great Spirit Circle Trail. This organization has already 	<p>implemented with the following:</p> <ul style="list-style-type: none"> - Grand River Boat Crusies - Grand Experiences - 1000 Canoes on the Grand - Aka:we Canoe Club - Grand River Conservation Authority <p>MOUs be targeted to the following associations:</p> <ul style="list-style-type: none"> - Haldimand-Norfolk Cultural Association - Niagara Parks Commission <p>MOU developed and implemented with RTO 3</p> <p>Identification of Tour Operators and Six Nations Cultural Experience options incorporated</p> <p>MOU developed and implemented with Great Spirit Circle Trail</p>	<p>Short term</p> <p>Short term</p> <p>Short term</p> <p>Short term - priority</p>

Strategic Priority	Goals	Strategies	Result	Time Frame Short 1-2 years Medium 2- 3 years Long 3 – 5+ years
		<p>identified a Strategy and could assist with the implementation of the identified strategies of Six Nations Cultural Experience initiative.</p>		
Product Development	<ol style="list-style-type: none"> 1. To increase Six Nations delivery of unique cultural tourism products and services. 2. To provide authentic high quality products and services to be offered to visitors. 	<ul style="list-style-type: none"> • Develop, plan and conduct market ready and customer service workshops with sites, attractions, products and services at Six Nations who are interested in providing a cultural experience. • Develop a plan to enhance and build on the existing sites, attractions, products and services who are interested in providing a cultural experience. • Develop a CD on the history of Six Nations including sites and attractions. • Develop and implement walking tours in the village of Ohsweken. • Expand the interactive trail at Six Nations Tourism to a trail along the Grand River. • Increase the use of the Grand River by implementing a consistent operation in partnership with Aka:we Canoe Club and Chiefswood Park. • Develop and plan for an authentic Iroquoian Village site. 	<p>Workshops are developed and offered to Six Nations sites, attractions, products and services</p> <p>Plan of Action developed with sites, attractions, products and services.</p> <p>CD produced and offered at Six Nations Sites</p> <p>Walking Tour developed and offered to visitors.</p> <p>Trail complete.</p> <p>Canoe options are developed and implemented.</p> <p>Feasibility Study complete and next steps identified.</p>	<p>Short term – priority</p> <p>Short term- priority</p> <p>Short term</p> <p>Medium term</p> <p>Medium term</p> <p>Medium Term</p> <p>Medium Term</p>
Marketing and Promotion	<ol style="list-style-type: none"> 1. To work in collaboration with Six Nations cultural experience stakeholders to 	<ul style="list-style-type: none"> • Develop base line data with the Six Nations Cultural Experience sites and attractions. 	<p>Identify the number of visitors and what they spend</p>	<p>Short term – Priority</p>

Strategic Priority	Goals	Strategies	Result	Time Frame Short 1-2 years Medium 2- 3 years Long 3 – 5+ years
	<p>promote unique cultural experiences.</p> <p>2. To develop and implement a marketing strategy.</p>	<ul style="list-style-type: none"> • Develop and promote positive messages about Six Nations to the general public, including welcome signs to Six Nations. <ul style="list-style-type: none"> ○ In developing welcome signs, integrate the use of our languages on a consistent basis. • Implementation of the marketing and promotion strategies be a priority and that resources available be provided to begin this process such as: <ul style="list-style-type: none"> - Production of radio PSAs - Signage at all entrances to the community - Refurbish existing sign at Six Nations Tourism so that it is visible. • Develop and implement a success stories campaign of visitors experiences at Six Nations including phone in radio show, on line video • Develop a speakers corner at targeted sites for visitors so they may tell us about their experiences • Develop a postcard with authentic images promoting a cultural experience at Six Nations. • Enhance the existing Six Nations Tourism Cultural Mapping website to reflect cultural experience images and options. <ul style="list-style-type: none"> ○ Incorporate an updated inventory of our sites, attractions, products and 	<p>Increase in the numbers of visitors to Six Nations.</p> <p>Increase in the number of cultural experiences at Six Nations.</p> <p>Increase in the number of potential visitors requesting information.</p> <p>This process will provide feedback and will be part of the evaluation of impact process that will assist in developing strategies to address what we hear from the public.</p> <p>Authentic images created and promoted so visitors know what to expect when they arrive</p>	

Strategic Priority	Goals	Strategies	Result	Time Frame Short 1-2 years Medium 2- 3 years Long 3 – 5+ years
		services with pictures, bios, contact information and make this available in print and on line.		

Funding Requirements

Strategies	Year 1 2013-2014	Year 2 2014-2015	Year 3 2015-2016	Year 4 2016-2017	Year 5 2017-2018	Potential Funding Source(s)
Governing Body Stakeholder consultations	\$15,000					TBD
Total	\$15,000					
Cultural Industry Protocols Stakeholder consultations	\$ 15,000					Six Nations Community Trust Ministry of Aboriginal Affairs
Total	\$ 15,000					
Evaluating the Impact of the Evidence Stakeholder consultations	\$15,000					TBD
Total	\$15,000					
Human Resource Development Cultural Interpreter Training Hospitality Training Business Management Training	\$ 20,000 20,000 20,000					Ministry of Aboriginal Affairs Ministry of Tourism Culture and Sport
Total	\$ 60,000					

Partnership Development						Pooled resources from Six Nations Cultural Experience Stakeholders
Outreach	2,000	2,000	2,000	2,000	2,000	
Membership Fees	2,000	2,000	2,000	2,000	2,000	
Total	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	
Product Development						RTO # 3 Ministry of Tourism, Culture and Sport
Customer Service Training & Market Readiness Training	\$ 20,000					
Plan of Action for attractions, sites products and services	\$ 15,000					
Production of CD with historic sites and facts noted	\$ 10,000					
Walking Tours		\$ 17,000				
Trail along the Grand River Canoe experiences		\$ 25,000				
Authentic Iroquoian Village - Needs assessment, feasibility study and land purchase					\$200,000	
Total	\$45,000	\$42,000			\$200,000	

Marketing and Promotion						Two Rivers Community Development Ontario Tourism Marketing Partnership Corporation (OTMPC) RTO # 3
Radio Advertising	\$ 1,000	\$ 1,000				
Signage (upgrade Six Nations Tourism Sign)	3,000					
Welcome Signs (2 signs)	-	8,000				
Expansion of Website	1,000					
Development of Postcards	1,000					
Speakers Corner	5,000					
Highway Signage (403)	-	30,000	8,000	8,000	8,000	
- Initial cost						
- Rental fee						
-						
Total	\$ 11,000	\$ 39,000	\$ 8,000	\$8,000	\$8,000	
Total	\$165,000	\$85,000	\$12,000	\$12,000	\$212,000	
Grand Total	\$486,000					

Potential Funding Sources:

This area provides information on funding sources that may be pursued to implement some of the identified strategies.

Local

Information from the Dreamcatcher Charitable Foundation with regards Arts and Culture includes the following:

The Dreamcatcher Charitable Foundation supports the development of the performing arts, cultural and language activities, and special events that create opportunities for youth to participate in a wide range of activities.

City of Brantford Cultural Innovation Fund

<http://www.brantford.ca/discover/ArtCulture/awards/Pages/CityofBrantfordCulturalInnovationFund.aspx>

*This could be an opportunity to partner with a Brantford based arts organization to develop a project.

Provincial

Ministry of Aboriginal Affairs- Funding Programs

<http://www.ontario.ca/aboriginal/programs-funding-aboriginal-peoples>

Ontario Arts Council (OAC) Aboriginal Arts

<http://www.arts.on.ca/Page2837.aspx>

Sara Roque, Aboriginal Arts Officer, 416-969-7454, toll free 1-800-387-0058 extension 7454, sroque@arts.on.ca

Danis Goulet, Aboriginal Arts Services Developer, 647-258-5077, toll-free 1-800-387-0058 extension 5077,

dgoulet@arts.on.ca

OAC Community and Multidisciplinary Arts
<http://www.arts.on.ca/Page2841.aspx>

Loree Lawrence, Community and Multidisciplinary Arts Officer, 416-969-7425, toll free 1-800-387-0058 extension 7425,
llawrence@arts.on.ca

Community Futures Development Corporation- West
http://www.ontcfdc.com/frame3c1map.asp?Member_Region=West&numrecs=23

Tourism Development Fund
<http://www.grants.gov.on.ca/GrantsPortal/en/OntarioGrants/GrantOpportunities/OSAPQA005130>

Cultural Strategic Investment Fund
<http://www.grants.gov.on.ca/GrantsPortal/en/OntarioGrants/GrantOpportunities/OSAPQA005129>

Culture Development Fund- launching July 2013
<http://www.grants.gov.on.ca/GrantsPortal/en/OntarioGrants/GrantOpportunities/PRDR007505>

Federal

Canada Council for the Arts- Aboriginal Arts
<http://canadacouncil.ca/en/aboriginal-arts-office>

Program Officer

Habel, Noël

1-800-263-5588 or (613) 566-4414, ext. 4178 Noel.Habel@canadacouncil.ca

Canadian Heritage- Sport Tourism
<http://www.pch.gc.ca/eng/1267810274839/1254452405938>

APPENDIX A

Focus Group – Roll up of Questions and Responses

Question	Responses
<p>1. What types of events, attractions, products or services do you think would attract people to Six Nations?</p>	<ul style="list-style-type: none"> - Our culture and history is our attraction – not the Pow Wow due to the western influence - In terms or products – Iroqrafts is a good resource, books, music, dance, videos - There is a need for a book on the community including the history and the scenic aspect of Six Nations - Outdoor entertainment – improve pageant grounds, amphitheatre, permanent spot for Pow Wow – kid friendly - Crafts, books, high end art - Informal tours – opportunity to meet and talk to people - People want an experience – something special and unique that they can’t get elsewhere - People want to take away something – souvenir, talking piece - Planned and organized – excursions with a tour guide to experience the “inside view” - Outdoor theatre / museum - Opportunity to connect with the land – trail by the river, nature trail at Chiefswood Park - Walking tours - Church tours - Flea market – community garage sales - Modern fashion show/designs that are native inspired - Doors open events with tour guides - Canoeing - More tours that connect the river and our ecological significance i.e. Carolian Forest - Sports tournaments - Boat taxi – grand river to Chapel then Woodland - Residential school tours

	<ul style="list-style-type: none"> - Tactile hands on – pottery and moccasin making - More community wide events - Concerts – performing artists – i.e. concert for a cure - Cultural conferences - Municipal/community gardens - More trails for wailing/hiking and biking - Literature, Theatre and Drama opportunities to engage youth in creative arts – bring in groups from other communities - Eco-tourism (hiking, canoeing, nature trails, walking and seeing the plants, gardening) - Studio tours – open house - Literature and Art (Pageant and educating non native people on our history) - Old Bingo Hall (turn into an Arts School for adults and children, open up as a conference facility) - Drama and arts programming (bring from all communities under the arts umbrella) - Demonstration and hands-on art experience (creation of things i.e. pottery) - Culinary (Fresh and local) traditional foods are not promoted i.e. con soup - Pride of place with Board of Education (how does the school look to the community) - Tourist area should be centralized so people go to one place - Need one business area dedicated to Tourism – so that visitors do not have to travel over a wide area - Maybe an art gallery like the Tourism Building was originally designed for in the front
<p>2. What do you see as the major barriers/challenges to cultural tourism within Six Nations?</p>	<ul style="list-style-type: none"> - We feel that we have received the short end of the stick and tend to project this, we shouldn't make tourists feel guilty - Douglas Estates – people don't want to come here - We haven't mastered making an appropriate presentation - We don't have interpreters of our culture - Pow Wow is holding better ground than the Six Nations Fall

	<p>Fair,- we need to look at what we have and build it up</p> <ul style="list-style-type: none"> - Six Nations Council House – would be great if it could be restored - Veterans Park and its historical significance - Grand River Boat Tours - Funding - Transportation - Welcoming Signage - Signage wars - General populous is not welcoming - Racism toward non natives; do business owners want to serve non natives? - Market readiness is not there and it should be - Lack of Customer service - We don't have sites i.e. Old Council House - We don't have the volume to support better craft venues - Treading on ground where there is no consensus - Fear by people to come to the reserve - People are embarrassed by what they don't know - People don't know where to get stuff - There is a fear of losing what we have and growing in ways that we don't want or can't control - What kind of tourism do we want to cater to – small groups that spend more money or larger groups that spend less money - Jake Thomas allowed outsiders in to document and got ripped off - Inaccurate information circulating regarding the reserve - Interest – people need to want to visit the reserve - Not having contacts outside of the community, network/tours - Safety within the community dogs/drivers - Limited Accommodations - Garbage and lack of washroom facilities - SN Pageant and governance
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	<ul style="list-style-type: none"> - Jealousy - We have gotten away from the social enterprise aspect - Perception of what Indian is – Christian and Longhouse differences - Leadership and buy in - Consistency - Internet access – no Wi-Fi - Six Nations Tourism access after hours - Volunteers are dwindling - We always start things with good intentions and then it seems to collapse - Division in the community do not like others to succeed in their craft – we need to get united
<p>3. What do you see as the solutions to addressing these barriers and challenges?</p>	<ul style="list-style-type: none"> - Background information – what can I learn before I come - Interact with the radio station, have an information station for guests – put information on line - Tourism/ customer service training - Interview customers so people hear the truth - Enhance what we have not necessarily inventing things - Start with farmers market – that could lead to an authentic village - Zoning by-laws business regulations - Accreditation – through tourism - Show a successful model to help teach others - Celebrate successes - Build on what’s working - Community pride building activities - Sponsorships could help, partnerships - We could replicate what’s already out there and working - Integrate language - Speakers bank there are scholars willing to provide presentations and are not being invited to do so - Earth day – community event with breakfast - Bus tours from Toronto/Hamilton/Brantford

	<ul style="list-style-type: none"> - Audience development – create an audience, work with young kids in the arts, teach them, and provide training - More consistency with annual events - Promote that Six Nations is a tax free zone - Need more parking - Have a place where people can make donations to the community and a list of where the money goes similar to the United Way - Make the business directory more interesting - add picture, bios and emails - Billboard map of the community in a central location, similar to the ones used on the Malls - Scholarship/sponsorships for tourism training and education - Partner with other First Nations Tourism groups to demonstrate that there are other native cultures besides Six Nations - Sponsored outdoor public arts, public arts policies such as the requirement for one piece to be commissioned per year - Promote the language programs – have a machine that repeats common phrases in different languages, depending on which button they press - Charge a community development fee - Have sign that say “thank you for visiting” - Artistic expression training - Create a volunteer bank/list of people who are willing to volunteer and those organizations that need volunteers - Establish a Committee to restore Old Council House - Pageant/Forest Theatre is separate and should have its own Board - Outdoor amphitheatre should be studied and explored further
<p>4. Definition of a Six Nations Cultural Experience</p>	<ul style="list-style-type: none"> - Add language into the definition - Add or substitute “cultural legacy, living history, ecological heritage - Being successful together

	<ul style="list-style-type: none"> - A Six Nations Cultural Experience is an invitation to enjoy the people, history, culture and landscape - The provided examples don't really say anything – who we are – who are we? - Use words like Turtle Island make it more culturally relevant - The definition provided means nothing it could be for anybody - It should be something that makes people want to investigate who we are - The provided examples do not seem like a true representation of what initiative is trying to achieve - Six separate nations coming together - Language, ceremonies, history - Two row wampum - Haudenosaunee and the UN - Formed the basis of the US Constitution - Lacrosse(Canada's National Sport – Creators Game) - Relationship with the land and environment not a connection – urban products are between us now – connection to the land has been broken for the last 30 years or so.
<p>5. Seven proposed components to the strategy do you agree that these should be part of the plan and how they should be addressed</p> <ul style="list-style-type: none"> • Marketing and Promotion • Partnership Development • Product Development • Human Resource Development • Cultural Industry Protocols • Evaluation of Impact • Governing Body 	<p>Marketing and Promotion: Translate components of our culture into the proposed components of the strategy for example:</p> <ul style="list-style-type: none"> - Marketing / promotion (take them by the hand and lead them to talk about who we are) - Covenant chain – the things that bind us together - Parallel, wholistic approach - Partnership development (shaking hands) - Human resource development and succession planning (farming) and passing it on. <ul style="list-style-type: none"> - Focused marketing – Germany/Hamilton/New York State - Six Nations Tourism and the pow wow dancer is not the appropriate image of who we are and that is what people expect to see when they arrive - Develop a postcard/website

- In the community there is a fundamental philosophy about caring for the environment, we need to reclaim ownership – environmentally friendly products, go back to this and promote it.
- More advertising
- Raffles/giveaways and contests
- Sponsorship opportunities
- Organized tour excursions
- Amazing race type of events
- Messaging i.e. Idle No More caught on globally
- Our own tour company
- Send message what the community is about
- Double attendance at what we already offer
- Reinforce positive – pass on the gentle messages to community
- Campaign with repeated messages to community

Partnership Development:

- Partnership development in our community is important
- With tour companies
- Grand Erie District School Board and other School Board to offer cultural programming
- Community dance troupes and other arts and culture people in the community
- Dreamcatcher fund
- Community agencies – need to work more closely together
- Habitat for humanity
- Tim Hortons – camps or we could bring an idea forward to them
- Other First Nations
- Partner with organizations i.e. Grand River Boat Cruises
- Canoe companies – thousand canoes on the Grand
- Be clear, have something written

Product Development:

	<ul style="list-style-type: none"> - Unique products and services - Cook offs i.e. corn soup and scone and wild game - Maple syrup - Brantford international village – culture centre we need to do this - Approach organizations such as GRE for support - Branding - Develop a volunteer recruitment organization - Products that don't damage the environment - Place where people can experience in a first person way i.e. Meet Pauline Johnson, Joseph Brant with costumes and scripts - Human Book – 20 mins with a person i.e. deck builder, gardening - Entertainment District – centralized higher quality restaurants, culinary is big - Sample native foods - Authentic Village – Pioneer villages do well i.e. Crawford Lake - Art in the part – plays, lower level of Chiefswood Park - Six Nations Pageant – grounds are in need of maintenance - Entertainment – contemporary and traditional - Farmers Market – growing, events – bringing in food trucks - People want to know about their heritage - Monument tour of region - Wampum belts on display with explanations - Lacrosse Hall of Fame - Demonstrations – Snakesnake, Lacrosse, they are the heart of our culture - Design programs based on how much you expect to make - Generating attractions that get people to spend money - Develop a focus then create activities around that focus - Start small – walking tours - Branding is done after product developed - Provide information on the community for example produce a CD and sell for \$10 that way people can drive around at their leisure and receive the history and noted attractions to visit.
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	<p>Human Resource Development:</p> <ul style="list-style-type: none"> - Knowledge needs to be authentic - Hands on training i.e. Polytechnic, GREAT, Kawenni:io - Training programs that will lead to a job - Language programs – we need to have the ability to speak <p>Cultural Industry Protocols:</p> <ul style="list-style-type: none"> - Curriculum is needed - Need to have traditional knowledge , elders - Has to have meaning i.e. organic means no pesticides, Six Nations certified means.... - Establish a body to make decisions - True to our culture – do not mix culture i.e. Iroquois is cornhusk dolls, lacrosse sticks etc. - Don't take it too far i.e. saying that all products must be fully sourced from SN - How much should we put out and to whom? - What the community is willing to endorse i.e. false face - What can we share - For things that are not shared explain what it is and why it's not shared - Where do we draw the lines, who should draw them - When would someone be turned down? When they were infringing on our culture - Ethics, in other communities the spinoffs outweigh the economic returns - This is required – tour guides and what is said (accuracy of information) <p>Evaluation of Impact:</p> <ul style="list-style-type: none"> - Hold annual evaluation meetings - front line feels this is a cultural intimidation factor - utilize tickets/counters to find out how many visit the pow wow
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	<ul style="list-style-type: none"> - this is needed – extremely important - must understand the important and how to do it in a way that is comfortable - need to have training to ensure that it will be done properly - should find out how people heard about an event, how far they travel, what are their expectations - what do we feel it’s worth to attract people <p>Governing Body:</p> <ul style="list-style-type: none"> - have a committee/board that includes historian, those with cultural knowledge, respected community members, business people - not band council; - community oriented – accountable to community - hold open meetings, operate on consensus - look at how other groups govern - Six Nations ethics committee is an example; do you want council making these decisions? - The group should be arms length - Indigenous Knowledge Centre could regulate
<p>6. Do you have any ideas on how we can get additional community input into the Six Nations Cultural Experience Strategic Plan?</p>	<ul style="list-style-type: none"> - Get the Elected Council to hold meetings in their districts with constituents and get them to report back - Go to more community events - Connect with groups already running - Mail outs are not helpful - Email for additional input - Refer to previous Six Nations Tourism Strategies
<p>Additional comments</p>	<p>Increased tourism means an increased need for security Consistent feedback from the community Going out to our partners for feedback – what are your challenges in coming to our community? Pen Pal Program has 1800 students kids and parents are connecting (although funding is an issue)</p> <ul style="list-style-type: none"> - Ethical questions Enbridge Arts, Abitibi; Dreamcatcher fund and

	<p>involvement of our community (tobacco is part of our culture we didn't smoke it we use it for ceremony)</p> <ul style="list-style-type: none">- Radio show- Success stories – share what's been done, could result in more input- Online video, radio program – a way to illustrate success- Grand moments/community prayer were a good way of getting things out to public- Target certain people, professional – John Kim Bell, people who understand nature of tourism and experts in economic development
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APPENDIX B

SIX NATIONS CULTURAL EXPERIENCE SURVEY

Q1 What effect would increased cultural tourism have on Six Nations? (Check all that apply)

Answer Choices	Responses
Increased pressure on the natural environment	22.7%
Increased pride in self and community	78.7%
Loss of culture and traditions	1.3%
More cultural facilities and activities	77.3%
More opportunities for Six Nations members to learn their culture and traditions	86.7%
More pressures on local facilities (restaurants, accommodations, etc.)	41.3%
Visitors will have better understanding and appreciation of our culture	97.3%

Q2 In developing cultural tourism, how important are the following?

	Not Important	Somewhat Important	Very Important	Unsure
Protecting culturally sensitive places and activities	0%	7%	94.7%	2%
Involving Six Nations people as guides, cultural interpreters, etc.	0%	7%	97.4%	1%
Making sure tourism activities are environmentally sensitive	0%	10%	90.7%	0%
Having products and services approved by community representatives such as knowledge keepers	3%	16%	76.3%	1%
Having authentic products and services that reflect Haudenosaunee culture	2%	8%	89.5%	2%
Having tourism staff that understand and can explain Haudenosaunee culture and traditions	2%	2%	97.4%	0%
Ensuring that products and services reflect the desire of visitors seeking a cultural experience	0%	29%	65.8%	3%

	Not Important	Somewhat Important	Very Important	Unsure	
Q3 What is the potential for developing the following at Six Nations?					
		Low	Med	High	Unsure
Arts and Crafts (e.g., art galleries/craft exhibits)		2%	15%	81.3%	2%
Community Tours		8%	36%	50.7%	3%
Historic site tours		4%	22%	70.3%	5%
Live performances of arts (e.g. storytelling, dancing, musical performances)		1%	15%	81.3%	2%
Other products (e.g. Restaurants, accommodations)		16%	36%	52.7%	1%
Outdoor activities (e.g. pageant, snowsnake, lacrosse)		2%	18%	73.3%	2%
Six Nations interpretation centres and museums		6%	26%	63.5%	7%

Q4 Which of the following might present challenges to developing cultural tourism? (check all that apply)

Answer Choices	Responses
Support from Six Nations leaders for cultural tourism	72.2%
Six Nations receptivity/welcomeness to visitors	69.4%
Community infrastructure (transportation, accommodation, food services)	72.2%
Financing options supporting participation in tourism	70.8%
Visitors access to Six Nations	29.2%
Understanding of travel markets suited to visiting Six Nations attractions, services, and products	48.6%

Answer Choices	Responses
Business and management skills needed to participate in tourism ventures	59.7%
Resources available to promote and market Six Nations tourism	52.8%
Availability of training opportunities related to tourism	54.2%
Availability of trained Six Nations workforce interested in working in tourism	72.2%
Six Nations members being aware of the benefits of cultural tourism	79.2%

Q5 Who do you think should be involved in developing and managing cultural tourism at Six Nations? (check all that apply)

Answer Choices	Responses
Youth	83.3%
Cultural Groups	83.3%
Women's Groups	66.7%
Community Groups	77.8%
Knowledge keepers	91.7%
Artisans	90.3%
Businesses	77.8%
Educators	80.6%
Teachers	55.6%

Q6 The following is a working definition of cultural tourism at Six Nations "Showing the world who we are, our relationship with each other, our history, and our connection to the land and environment" Do you agree with this definition, yes or no? Is anything missing?

Yes 83 – 84%

No 8 - 8%

Comments:

Clarification of stereotypes building relationships/racism reduction

Agree, yes. Missing: '...our history and *heritage*'. If any possible assistance from provincial/federal governments is considered, 'heritage' is a key term for tourism. Also: Why does Six Nations ignore the United Empire Loyalist history and heritage which is rightfully theirs to claim? This is a serious oversight.... it's the very raison d'être the Six Nations community came into being.

This statement is vague, who, is talked about is assumed who? Each other need to be identified. Our, also need to be identified. A statement in this nature need to be universal as it is going to lot of people and is going to be taken everywhere which need to be inclusive, all people everywhere who understand unity, peace, power and righteousness are native to someplace somewhere

Our connection to Mother Earth not just the land.

Yes, but language and culture should be part of it as well. The diversity of the Six Nations themselves, Mohawk, Seneca, Tuscarora, Onondaga, Oneida and Cayuga have a deep history and many fascinating stories about their past they could tell.

To show that the stereotypes are in our culture. That these types of ideas are the past not the present or the future. That we have educated successful people.

Yes but the powwow is not reflection of our culture and I am disappointed that the smoke dance competition has been removed from the lineup. It was the only reflection of our culture.

Yes and maybe add relationship with each other and the world

Yes I agree with this definition - we could add something that talks about our culture as dynamic and constantly adapting and changing

Inviting travellers to experience Haudenosaunee culture, history, food, language and learn about our interconnectedness with creation.

Yes, I agree. Excellent working definition. Love that "relationship" part is central n upfront!! :)

May a statement or clarification that culture does not mean spirituality

I like this definition - Connection equates spirituality to me!

"Sharing with the world..." instead of "Showing the world..."

I would omit "our relationship with each other" as "our history" is an example of that and how we are survivors of the many obstacles overcome. Our history = unity.

Our contributions throughout history

yes but...if it is something to be published on brochures etc, maybe rework wording to be more inviting e.g. inviting you/world to be with us, experience our history, etc. Also, not sure what is meant by 'our relationship with each other'.

And respecting all.

yes, and teachings to other cultures

In general I agree. I would add a piece on our artist. Also, we need to show that though this process we are respecting our ancestors and not exploiting them.

Yes, I agree, but our people need to provide input into this statement or commitment. Ask the children. :)

Disagree. the word showing sounds to similar to showing off. e.g."Providing a vibrant cultural destination for visitors and guests, highlighting our talents, history, and connections to the land and environment

APPENDIX C

Six Nations Community Plan and Cultural Tourism Opportunities

Category	Community Plan Opportunities	Cultural Tourism Opportunities	Proposed Activities 1- 5 years	Proposed Activities 6 - 10 years	Proposed Activities 15+ years
Mother Earth	<ul style="list-style-type: none"> Eco-tourism 	<ul style="list-style-type: none"> Multi-use trails throughout community 	<ul style="list-style-type: none"> Begin community engagement for interest and possible trail routes Identify funding for construction and maintenance Design plan complete 	Construct Phase 1 of trail	Construct Phase 2 and 3 of trail
Employment and Education	<ul style="list-style-type: none"> Green industry History and culture in curriculum Traditional knowledge Cultural and eco-tourism Social marketing campaign to highlight community successes 	<ul style="list-style-type: none"> Create a holistic child and youth strategy that incorporates all aspects of life 	<ul style="list-style-type: none"> Leadership and self esteem skills Mentoring Parent/student partnerships 	<ul style="list-style-type: none"> Access progress by looking at test scores and school environment Identify gaps and implement new strategies 	<ul style="list-style-type: none"> Access progress by looking at test scores and school environment Identify gaps and implement new strategies
Economic development	<ul style="list-style-type: none"> Green energy & green initiatives Housing Tourism Benefits from duty to consult First nations 	<ul style="list-style-type: none"> Develop a tourism strategy and secure funding for 5 years. Pursue eco and cultural tourism opportunities 	<ul style="list-style-type: none"> Identify attractors and plan for implementation Construct Traditional village Upgrade trails and signage 	<ul style="list-style-type: none"> Continue to upgrade and expand trail system for eco-tourism opportunities Continue implementing new attractors 	<ul style="list-style-type: none"> Continue to upgrade and expand trail system for eco-tourism opportunities Continue implementing new attractors

	<p>procurement opportunities</p> <ul style="list-style-type: none"> • Joint ventures with neighbours and corporate partners • Medical entrepreneurship • Health and social sciences • Development corporation will extend economic reach • Underdeveloped land in Brantford and other land holdings 		<ul style="list-style-type: none"> • Work with FAM tour people to identify attractors • Update current facilities • Work with community 		
Community	<ul style="list-style-type: none"> • Educated community members • Location of education • Tourism • Recreation • Environment – tourism, recreation, etc • Paradigm shift in community – abandon “welfare state” mentality, change feelings of hopelessness, fear, apathy, negativity and anarchy into feelings of hope, happiness 	<ul style="list-style-type: none"> • Build a better forest theatre through renovation and community development 	<ul style="list-style-type: none"> • Install security lights and cameras • Bathroom renovations • Theatre seating renovation • Install PA System • Purchase Van and Utility Truck • Create gravel roadways to theatre • Host snowsnake tournament • Host movie nights at theatre • Organize “culture camp” • Develop webpage 	<ul style="list-style-type: none"> • Develop landscaping plan to improve group aesthetics • Enlarge start area • Build storage facility for props and equipment • Improve water feature with fish and fountain system • Hire activities coordinator • Organize drama festival with local schools • Organize opportunities for 	<ul style="list-style-type: none"> • Create camp ground • Marketing campaign to advertise improvements made to the grounds and programs • Build a pole barn for community rentals • Build a bed a breakfast on site • Host concerts highlighting Aboriginal musicians • Hold an annual draft festival for all schools • Hosting movie nights and arts exhibits • Hosting bus tours •

			<ul style="list-style-type: none"> for events and happenings Organize local youth theatre group 	<ul style="list-style-type: none"> youth to produce and view movies Develop a working relationship with local artists 	
Arts and culture	<ul style="list-style-type: none"> Interest and knowledge in history and culture could lead to a cultural revolution for all members. Opportunity to generate a cultural tourism economy, where we decide what we hold sacred and what we share. School programming Partnerships – Woodland, Tourism 	<ul style="list-style-type: none"> Engage community on a strategy to move Arts and Culture forward Hire arts and culture coordinator and secure funding 	<ul style="list-style-type: none"> Hold an arts and culture think tank Structure a working group with community members and service providers Create an inventory of products and services in existence and identify gaps and opportunities Develop and implement strategy Create arts and culture opportunities for community members Work with tourism to promote arts and culture Hold workshops and community 	<ul style="list-style-type: none"> Continue implementing strategy Working group helps to make arts and culture more accessible Coordinator to work with community members to develop creative economy at Six Nations 	<ul style="list-style-type: none"> Continue implementing strategy Working group helps to make arts and culture more accessible Coordinator to work with community members to develop creative economy at Six Nations

		<ul style="list-style-type: none"> • Create in school or school age programming • Create an economy that supports arts and culture in the community 	<p>development initiatives</p> <ul style="list-style-type: none"> • Look at feasibility of creating alternative school based upon arts and culture curriculum • Create partnerships with service providers and schools • Create program where local artists/cultural knowledge holders to go into the school • Create an inventory of local talent and skills • Work with economic development to assess opportunities for employment opportunities i.e. community arts centre/coop • Work with GREAT and schools for training purposes 	<ul style="list-style-type: none"> • Enhances arts in school program • Implement programming into alternative school • Continue to develop creative economy • Research and implement ideas for creating employment and entrepreneurial ideas 	<ul style="list-style-type: none"> • Arts and culture flourishing in schools • Expand programming to meet needs • Continue to develop creative economy • Research and implement ideas for creating employment and entrepreneurial ideas
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		<ul style="list-style-type: none"> • Develop a tourism strategy that will engage the community in the promotion of arts and culture. 	<ul style="list-style-type: none"> • Identify cultural tourism attractors • Construct traditional village for tourism and community development • Identify methods of community promotion • Seek funding for training and capital projects 	<ul style="list-style-type: none"> • Continue training and implementation of tourism strategy 	<ul style="list-style-type: none"> • Continue training and implementation of tourism strategy
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