



CES Working Group
What We Heard Report - Interviews

Prepared By: Fluid Consulting
March 2023

Table of Contents

Introduction	3
Questions	4
Summary	5
Question-by-Question Findings & Summary.....	6
Question 1.....	6
Question 2.....	7
Question 3.....	8
Question 4.....	9
Question 5.....	11
Question 6.....	12
Question 7.....	13
Question 8.....	14
Question 9.....	15
Question 10.....	16
Question 11.....	17
Question 12.....	18
Question 13.....	19
Question 14.....	20
Question 15.....	21
Question 16.....	22
Question 17.....	23
Question 18.....	24
Question 19.....	25
Question 20.....	26
Appendix	27
Comments by Type of Engagement Activity	27

Introduction

Community Engagement (CE) is an important part of how we shape the future of the Six Nations of the Grand River Community (SNGR). The Community Engagement process is how we gather opinions on what projects, products and services should be developed for the Community.

The purpose of a Community Engagement Standards (CES) and Guide will help departments, businesses and partners understand what must be done, and how, in order to work with the Community.

As part of the CES project, interviews were conducted with Six Nations community members that are experienced in the design, implementation and management of community engagement. In total, 14 community members were interviewed between February – March, 2023. Interviewees included senior management from SNGREC, SNGRDC, community organizations and other initiatives.

The responses included lessons learned from past experiences, as well as recommendations for path forward on the processes and procedures of community engagement at SNGR. This report provides the questions that were asked, a summary of findings and a question-by-question presentation of general finding and summary of responses. There is a full data set of responses that can be made available upon request.

The information collected during the interviews will provide insight to both the engagement undertaken for the CES project, as well as the Standards and Guide that result from the project. Should you have any questions regarding this report, the CES project or community engagement in general please visit www.SNfuture.com or contact the individuals below.

Tayler Hill
CES Working Group Chair
tayler.hill@sixnations.ca

Tabitha Curley
CES Engagement Lead
tabitha@fluidconnects.ca

Questions

The following questions were asked of Interviewees. These are also used as the headings for each General Finding and Response Summary:

- Question 1: What are the most common issues that are brought up during community engagement?
- Question 2: Why do you think some community members do not participate in community engagement?
- Question 3: In your experience, what methods of community engagement are effective?
- Question 4: What OTHER methods of community engagement could be beneficial to Six Nations?
- Question 5: What is the approximate cost of community engagement (if you are able, please provide or attach examples)?
- Question 6: What does successful community engagement look like at Six Nations? How can it be measured?
- Question 7: How can we tell if the community is supportive of a project?
- Question 8: What types of supporting documents should be available at community engagement?
- Question 9: What type of preparation needs to be completed before presenting a project for public community engagement?
- Question 10: What type of project/community benefits can or should be requested prior to community engagement?
- Question 11: What is an appropriate community sample size?
- Question 12: How many days should community engagement last?
- Question 13: Are there any factors that prevent you from engaging the community earlier on or at all?
- Question 14: Should community engagement have an appeal process?
- Question 15: If yes, what could this appeal process look like and who should be responsible for receiving and reviewing appeals?
- Question 16: What are the next steps if a project is rejected by the community?
- Question 17: How long should the Six Nations Community Engagement Standards be piloted by Six Nations (ex. X # of projects, X # of year, other)?
- Question 18: In your opinion, what types of projects need community engagement, and to what level of IAP2 Spectrum of Public Participation.
- Question 19: Is there anything else you want us to know about Community Engagement?
- Question 20: Do you have any relevant resources (reports or contacts) to share with the CES working group about community engagement? If so, please attach and return to tabitha@fluidconnects.ca.

Summary

The following provides an overview of the General Findings from each Question:

- Community Engagement challenges include lack of education on projects or subject matter, risk of negativity and bullying, over usage and lack of communication;
- Engagement activities are dominated by small groups, there is a general pessimism toward SNGREC and a view that individual participation has no impact.
- Community members appear to be more responsive to engagement activities that involve in-person contact (physical surveys, word of mouth, focus groups, etc.).
- Opportunities for increased participation include the reach of digital / social media, incentivization of participation, community champions and engaging where people already attend;
- Community engagement costs are approximately \$105,000 - \$285,000 and between 3.5 – 4 staff;
- Determining success requires benchmarking against surrounding cities / region, total number of community members engaged and the ratio of on and off-reserve community member engaged;
- The confirmation of support has been based on lack of negativity (no protests, silent majority), and that steps need to be taken to increase participation to truly gauge support;
- Engagement should include project background, business case, impacts assessment (positive and negative), risks, budget, operational plans / schedules and benefits;
- Community engagement requires communication plans and materials, and should use community expertise, ongoing FAQs and open and transparent processes;
- Project benefits should include ownership and financial benefits, employment and training opportunities, community procurement, capacity funding, environmental and other remediation and replacement of land used by the project.
- Ideal sample size is project dependent. The base metric is number of community members (100-2000) or percentage of community (5%-66%). It was noted that the sample should be representative, balanced and include youth;
- The length of community engagement should be project specific, ranging from 5-90 days;
- Early engagement challenges include lack of education, disclosure agreements and time;
- An appeals process needs criteria and procedure, third-party oversight, verifiable community support and pre-defined outcomes. It would include a 30–45 day window for appeals and potential outcomes (re-engagement, project closure, etc.);
- When projects are rejected the next steps should include communication to all stakeholders, review and assessment of causes of rejection, documentation of lessons learned and potential re-engagement based on remedies for causes;
- The suggested pilot period for the CES ranged from 6 months – 5 years and 3-6 projects;
- Disruption to Mother Earth within the SNGR community or Haldimand Tract should result in engagement that meets the Collaborate and / or Empower Stages. As projects move outward into the Nanfan Treaty area or beyond there is less need to include community members in the decision-making process;
- The key themes of community engagement are high costs, time required, mental health risks, need for increased resources, political division in the community, need for centralized resources and the regular review of processes and lessons learned.

Question-by-Question Findings & Summary

Question 1: What are the most common issues that are brought up during community engagement?

General Finding

The Interviewees identified that the main issues that occur during community engagement relate to either the subject matter or process itself. Items such as health, land, water, services and funding are topics raised during community engagement, even if those are not the subject of focus. In addition, the process is not regarded as a safe and trusting space. This is compounded by inconsistent / over-usage of engagement with the community, lack of subject matter education and communications that are not accessible for the majority of community members.

Summary of Responses

- Issues around the lack of land, housing, services, funding and clean water;
- Small number of people participate, and typically dominate with negative dialogue and absence of HCCC;
- Governance Issues and wrongdoings of Canada, Ontario and Municipalities;
- People that attend are typically against the project;
- Lack of understanding, skepticism and suspicious of data collection;
- Intimidation, accountability concerns, lack of trust;
- Low turnout and responses, lack of results, desensitization to engagement, lack of hope, Council as a deterrent;
- Lateral violence (or fear of), lack of education on topic, lack of awareness;
- Concerns regarding healthcare and language issues;
- Promotional misalignment, lack of time to engage, pessimism toward due diligence processes, lack of digital access;
- Concerns related to transparency and accountability, unsatisfied that Council represents community interests;
- Lack of roads, generational poverty issues, distrust of Council, lack of understand of project processes and amount of work, entitlement to share in project benefits, mis-understanding use of funds and speed of business;
- Lack of trust in Council, negativity / naysaying, no solutions, misunderstanding of benefits.

Question 2: Why do you think some community members do not participate in community engagement?

General Finding

The key themes identified by interviewees were the lack of safe space(s) and personal relevance to the engagement process. Engagement activities are often dominated by a small number of vocal community members, and participants often encounter negativity and / or bullying. In addition, engagement participants hold pessimism toward SNGREC-related activities, and believe that the project does not impact them personally or that their contributions will not impact the project or its benefits.

Summary of Responses

- Discussions dominated by small group of negative people, fear of reprisal for speaking out, and empathy – ninety percent of people do not participate because it does not affect them;
- Lack of time to educate on topic or no interest, people want to be left alone, and stay away from negativity and traditional community members do not participate in Council engagements;
- Either already agreeable, rely on elected officials to make decisions, want to avoid conflict have time constraints or are not interested.
- People do not care unless it affects them, do not want to be bullied or believe it will happen regardless of their input;
- Do not want to take an active role in decision-making;
- Lack of trust in Council and development corporation;
- Do not see their comments impacted project;
- Can not see the relevance to this life or change in the community, do not have enough information, fear of speaking out or being bullied, lack of time and do not see their comments impacting the project;
- Silent majority is either in favour or do not care, do not want to be involved in a toxic environment, feelings that no one listens, scared to speak up, and do not have time to get involved;
- Only see it as a part of elected Council;
- Communication and awareness are not reaching everyone, need more one-on-one opportunities, need to engage where people already go, and people avoid situations that may have conflict;
- Feeling that voices are not being heard, no change will happen regardless of input, and fear of negativity;
- Toxic environment, only care if it impacts them, lack of education of subject material, comfortable with others making decisions and not enough incentives;
- Apathy toward the overall process, silent majority feel they cannot make a difference, accessibility / living off-reserve, does not impact them directly.

Question 3: In your experience, what methods of community engagement are effective?

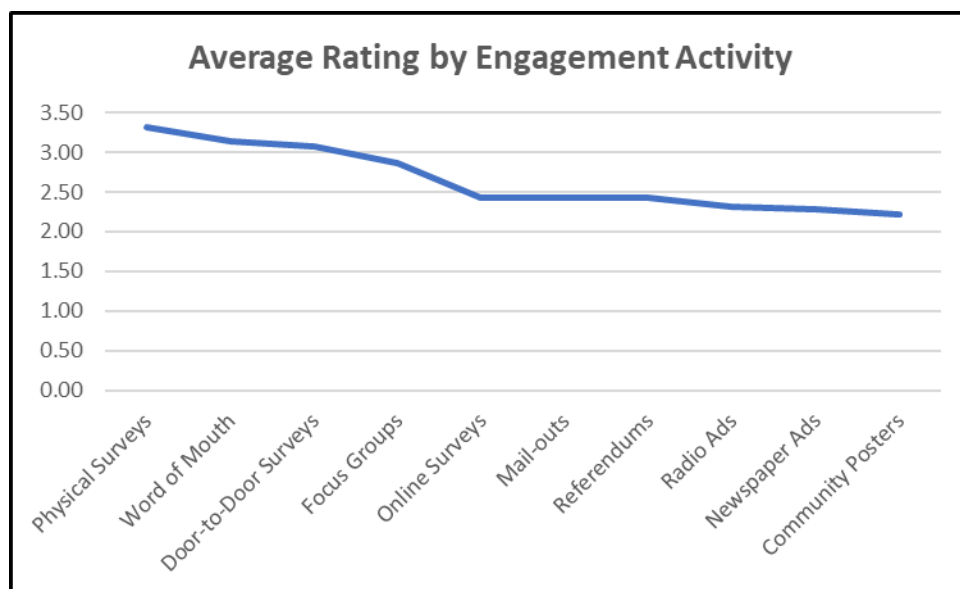
General Finding

The key theme of the responses below is that Interviewees believe that community members are more responsive to engagement activities that involve in-person contact. Digital communication is growing in popularity, as is radio, but in general the traditional forms of media (print, ads, etc.) are seen ineffective. (below average of 2.5).

Summary of Responses

Interviewees were asked to rate the effectiveness of different types of engagement activities (with 1 being the least effective, and 5 being the most effective). Below is a summary of those results. The full set of comments related to Types of Engagement Activities can be found in the Appendix, starting on Page 27.

Average Rating by Engagement Activity	
Type	Average Rating
Physical Surveys	3.31
Word of Mouth	3.14
Door-to-Door Surveys	3.08
Focus Groups	2.86
Online Surveys	2.43
Mail-outs	2.43
Referendums	2.43
Radio Ads	2.32
Newspaper Ads	2.29
Community Posters	2.21



Question 4: What OTHER methods of community engagement could be beneficial to Six Nations?

General Finding

There were a range of engagement activities that were proposed and described by the Interviewees. The key themes were increasing reach through social / digital media, incentivization of participation (cash / charity), empowering participation through community champions and engaging with the community in spaces that are well attended.

Summary of Responses

The following chart provides the complete set of comments provided by the Interviewees, per type of engagement activity.

Engagement Activity	Comments
Community App / Portal	<ul style="list-style-type: none"> • The App that SNGR is currently working on will be a great way to get community feedback. Communication (marketing) will play a crucial role to how much participation occurs. • Use the same app for services that community require such as daycare, register to skating, pay your septic bill, that way people are already using the app and it can be used for Surveys or engagement as well • Can submit comments without having to go anywhere. • This could work but also be very costly. • Will the community accept it or view it same a voting on issues? • Pay to participate; Lack of time is an excuse. • I like this idea. • Good for younger generation, not necessarily the older generation • App is a good idea. Members only to use the app and get the information. App can be use for a lot of different community services and information. This would be great however has to include other things than just engagement. The user needs to have a reason to visit the app. Perhaps Park and Rec schedule is on here, or you can pay for council services on the app, or you can download common forms you need from this app like baby package for status card or a housing application or a business application. Needs to be a place I seek information if they are also seeking information from me. • Quite effective – newer generation will use this more. Lots more silence majority participation. Easier access on something like this. Can use the app for 15 minutes especially for people outside of the community
Survey for a Cause	<ul style="list-style-type: none"> • The more people who participate the more the cause would receive- not everyone is motivated to receive a \$20 Tim’s Card, but people can be motivated to help a school, sports team, language program etc. • Partner with a local priority to help the message get out there. IF they reach their engagement goal the charity gets a donation.
Zoom Meetings/ Social Media engagement	<ul style="list-style-type: none"> • Can respond with comments, stories, etc.

Businesses	<ul style="list-style-type: none"> • Going door-to-door for business and incentives.
Seeding approach	<ul style="list-style-type: none"> • Respondent is given coupons and they tell someone else about the survey and they tell 3 more people and its exponentially grows – have not tapped into the power of word of mouth in our community. May reach people who you do not normally reach.
Advertise on Road signs quick saying or information.	
Community Event Attendance	<ul style="list-style-type: none"> • In person engagement at well-attended events is most effective.
Giveaways	<ul style="list-style-type: none"> • Community shows up when there is something we are giving away- what is in it for them. To participate you have to complete the survey etc. Incentivize it, more. Like a drive through event where they are engaging but also receiving something they are interested in. i.e., Family- fun (easter, Halloween, bread and cheese)
Community Input Advisors	<ul style="list-style-type: none"> • Create a database of people who want to be inform about certain topics and have them sign up to receive information about what they are interested in. Can be part of the registration to the app, have them add demographics.
Online Bulletin Board	<ul style="list-style-type: none"> • Organic message boards on social media • Lots of perspective can be gained by reviewing the social media content. Gives reasons why and better understanding of thoughts behind it.
Alignment of two Councils on Six Nations	<ul style="list-style-type: none"> • All acting in the best interest of the people. They can agree to disagree, but the conversations still need to take place. • Quarterly meeting to discuss shared issues with result mutually agreed upon public statement on their stance
Community Incentives	<ul style="list-style-type: none"> • Creating real incentives in the community
Cash Incentives	<ul style="list-style-type: none"> • Giving out cash instead of gift cards- because they can be a bit limiting. Also had a charity box where people could directly give the funds to the charity versus putting it into their pockets. (partner with a charity on radar of the community – i.e., Languages, could result in other organizations or businesses advertising for you)
Cross Promotional	<ul style="list-style-type: none"> • Get other departments to spread the word or reach out to their clients / audience. • Provide services with a script about it or passing out notices at departments/programs (landfill site, health services)

Question 5: What is the approximate cost of community engagement (if you are able, please provide or attach examples)?

General Finding

Of the total 14 Interviewees, nine provided input to the costs associated with community engagement. The overall result revealed that engagement costs have a wide range, in this case approximately \$105,000 - \$285,000 and between 3.5 – 4 staff. These costs have not been qualified against a time period, which more than likely accounts for the wide range (i.e., asking about a 3-month engagement would have yielded a smaller range).

Summary of Responses

Overview of Costs associated with Community Engagement:

Marketing	Service Fees	Staff (Number)	Staff (Costs)	Other
\$20,000				
\$15,000	\$125,000	5	\$50,000	\$15,000
\$10,000	\$2,000		\$5,000	\$4,000
\$30,000	\$30,000		\$30,000	\$15,000
		3		
\$10,000	\$50,000	6		
\$30,000	\$50,000	1	\$50,000	\$5,500
\$5,000	\$1,000		10,000	
\$50,000	\$50,000	3		
\$300,000	\$300,000	6	\$500,000	\$200,000

Average Costs associated with Community Engagement:

Marketing	Service Fees	Staff (Number)	Staff (Costs)	Other
\$52,222	\$76,000	4	\$107,500	\$47,900.00

Total Average	
Costs	\$283,622.22
Staff	4

Average Costs associated with Community Engagement (removing last response outlier of \$1.3M cost):

Marketing	Service Fees	Staff (Number)	Staff (Costs)	Other
\$21,250	\$44,000	3.6	\$29,000	\$9,875.00

Total Average	
Costs	\$104,125.00
Staff	3.6

Question 6: What does successful community engagement look like at Six Nations? How can it be measured?

General Finding

The Interviewees identified different contexts for measuring successful engagement with the community. The main themes were benchmarking against engagement rates of larger cities and regions that surround SNGR, total number of community members engagement (numerical or percentage) and ratios of on and off-reserve community members. Taken together, it can be said that Interviewees would like to exceed the standards of comparable communities and establish success criteria that involves a high threshold of community members participating in engagement activities.

Summary of Responses

- As a ratio of respondents against total community membership;
- When no one opposes it, when project communication clearly outlines information so people can have informed opinions and a verifiable and balanced perspective;
- Participation at least on par with the communities around SNGR, examples of how comments / feedback is incorporated, and project specific thresholds;
- Having participation and understanding of how community members rank project benefits and what they learned;
- Community Plan engagement as an example;
- Includes all different parties, non-hierarchical, non-council processes, consultation with all parties and not just development corporation governance;
- Based on percentage (i.e., 1% of band list), engagement dependent;
- Need to increase benchmarks for success, 10-20% of population as base line, 50-60% could be ideal, need to include traditional Chiefs and Clan Mothers;
- Thresholds on surveys – between 500-1000 seem to make people happy;
- Good selection pool of people engaged, over 66% of on-reserve population, representative engagement results;
- Number of responses – anything over 1000;
- Presentation and acceptance of both pros and cons; needs to be measured by number of participants;
- When community is presented with transparent information, the information is being shared by community members and there are no protests;
- Quantitative measurements are difficult because projects are specific, have to make sure the right people are engaged.

Question 7: How can we tell if the community is supportive of a project?

General Finding

It was regularly noted that achieving confirmation of project support is an incredibly difficult task. There is a silent majority that exists within the community, and that group is regarded as not being opposed unless otherwise stated. In addition, a key theme of achieving project support was a lack of protest-related activities. Both of those aspects present the notion that the lack of negativity is an initial phase of project support. Several interviewees noted the lessons learned and monitoring communication channels provide early indications of any project issues, and that increasing participation and education is the only means to gaining ongoing support.

Summary of Responses

- Low turn out at in-person meeting not an indicator, door to door is a good indicator, the digital app will provide good feedback from those that are usually hesitant;
- No one shows up to oppose, will tell you if they do oppose, silent majority is not an indicator of support / opposition, good participation needs a slow approach;
- People will voice concerns, silent majority is a sign that people do not oppose and a lack of objections to the actual project;
- One-hundred percent support is not possible, need more people to be informed / educated on projects, need full documentation for people to consider;
- Unanimous approval not possible, must propose a decision with all project information and most opposition is politically motivated;
- Aspire for consent and the understanding of what consent means (especially for traditional people), lack of protests, written and oral consent from different parties;
- People put trust in their elected representatives to make decisions, people who are opposed will voice concerns, people often oppose and intimidate others;
- Seek feed back on project preparation, evaluate after implementation, get more people to inform development, social media not the solution;
- Protests are a sign of opposition, social media can provide an early indication, people will also voice support;
- You can see the public buy-in and a lack of negative social interactions / protests;
- Must speak one-on-one with people, target should be 1000 people;
- Need to increase participation and ensure information is gathered from all sectors of target area;
- Must review lessons learned about project benefits and implement feedback, the community will support projects they were able to influence, community is supportive when no protests happen;
- No protests, when people can live with the outcomes, need more education and awareness about benefits and impacts, must keep community interests in mind, must empower people to turn-away from protests.

Question 8: What types of supporting documents should be available at community engagement?

General Finding

Interviewees identified a range of documentation that should accompany community engagement activities. The main forms of documents include project background, business case, impacts assessment (positive and negative), risks, budget, operational plans / schedules and benefits. It was also noted that regular project communication that is accessible to the whole community should be a clear priority for any proposal or proponent.

Summary of Responses

- History of initiative and summary of options;
- Impacts and benefits to land and environment, background information on technology and subject, risk assessments / risk of doing nothing, next steps and business case for why;
- Description of project, site plans, environmental considerations, archaeology, and contact information for comments / questions;
- Project impact, risks, environment, health assessments, budgets and transparency;
- Quarterly reporting on projects, ongoing list of project Q&A, operational plans, feedback process, issues logs;
- Communication plans, good data, project background, brief information packages;
- Project details, include feedback early, project timeline(s), ongoing summary of Council projects, next steps for multi phase / year, lessons learned from previous engagements;
- Base documents related to project, business cases, brief / clear information packages;
- Simple information that is supported by graphics, open house with all project information, expertise on project management / engagement, Q&A forums;
- Project description and background, community impacts, benefits, open communication channels, ongoing FAQs, communication plan, legal and environmental requirements, feedback processes, links to community plan, stakeholder communications (political / partners);
- More infographics for project information, process documents, next steps, accessible information (online / public setting);

Question 9: What type of preparation needs to be completed before presenting a project for public community engagement?

General Finding

The responses outlined several ways that projects must prepare before proceeding to engage the community. The most notable was strong communication plans and materials that highlight the range of project information highlighted in Question 8. In addition, the use of community expertise in development and engagement, the availability of FAQs and open and transparent processes were critical to engagement preparation.

Summary of Responses

- Communication is key;
- Value proposition, engineering studies, peer reviews, educational studies, project benefits;
- Finalized documentation, food preparation / scheduling, venue(s), advertising plan(s), community engagement plan, proponent meetings, document review (environmental / archaeology), accommodation agreement(s), Council approval;
- Business case, investment risk, impact assessment, environmental studies, long term view / assessment (Seven Generations);
- Project information sheets, budgets, assessments;
- Identification and empowerment of community expertise / interest, timelines, meeting schedules, inclusive of whole community (on / off reserve);
- Project summary, videos, population demographics, impact assessment, community research;
- Project background, communication materials, transparency of impacts, ongoing Q&A;
- Proposed outcomes, engagement thresholds, budgets, project plan, environmental assessment is project dependent;
- Pre-qualified questions, community expertise;
- Information that is understood by all;
- Communication materials, pre-qualified questions, project plan, community engagement plan, FAQs, advisory group(s), formal commitment to onboard feedback;
- Public videos, effective infographics;

Question 10: What type of project/community benefits can or should be requested prior to community engagement?

General Finding

Interviewees provided a range of short and long term benefits that the community should request and negotiate ahead of engagement. These include ownership and financial benefits, employment and training opportunities, community procurement, capacity funding, environmental and other remediation and replacement of land used by the project. A key theme was to ensure that benefits were assessed for long-term impact to the community and that use of funds were understood and realized.

Summary of Responses

- Equity ownership, bridge financing, employment / education opportunities, subcontracting, community participation, funding for social programs (language / culture), data sovereignty, environmental monitoring;
- Fair market value for project inputs (land / units), new land, environmental enhancements, employment opportunities;
- Job creation, financial benefits, long-term benefits;
- Employment, majority ownership, environmental benefits;
- Long-term needs of the community, project costs, community engagement funds, political support;
- Realistic benefits, timelines;
- Long-term benefits, employment / training opportunities, negotiating in good faith, communication funding;
- Roadmap of all benefits and use of funds, cost reduction;
- Local content – percentage of project benefits to go directly to hire community members and local vendors;
- Community employment, local vendors, community research, scholarships, donations, sponsorships;
- Environmental impacts, financial impacts and use of funds, project cost control, direct and indirect benefits;

Question 11: What is an appropriate community sample size?

General Finding

The responses provided a more focused approach to information found in Question 6. The numerical suggestions for sample size ranged from 100-2000 community members, with percentages ranging based on type of projects (anywhere from 5% - 66%). A key area of discussion was to ensure that any sample was representative of community demographics, and the balance of on and off-reserve community members. The inclusion of youth in the process, especially for long-term projects, is regarded as an ongoing opportunity.

Summary of Responses

- Aspect ratio to determine sample size;
- Geographic representation (households per area), on / off reserve considerations (only 18+ or youth), must be a range of 5% +/- of sample size;
- Must be relative to the communities around SNGR (benchmarking), should be based upon on-reserve population, off reserve is more difficult to engage;
- Not possible to have a standard sample size, just results of engagement;
- Must go with the results of community engagement;
- Half the on-reserve population, standards set by surrounding municipalities / regions are problematic, consensus will require large amount of funding and engagement;
- Both on and off-reserve population over the age of 18, need to keep youth involved in larger / longer projects that may affect them;
- Satisfactory to have 100-500 people on-reserve, but goal should be 1200 on reserve and 3000 for full community (10%), bigger projects should aspire for 30-40%, compare to larger cities;
- The goal should be 1000-2000, with anything over that ideal;
- The target should be 66% of the community;
- The goal should be over 1000 people;
- Minimum threshold of 25% of adults on-reserve (21-60 years of age);
- Project specific goal should be 5-10% of population, feedback on larger issues should be 30% through multi-channels;
- Not going to achieve 100%, but 30% would be satisfactory.

Question 12: How many days should community engagement last?

General Finding

The Interviewees noted a range of periods for engagement, but also that the exercise is project specific. The responses ranged from 5-10 days of focused engagement to 90 days for larger projects. Longer periods were the more frequent of answers, and several involved a multi-stage process of engagement, review and commentary. A key theme was to ensure that engagement length was sufficient to provide all community members with the opportunity to participate.

Summary of Responses

- Several days or months, whatever period is needed to give all demographics the opportunity to participate;
- Depends on project complexity, lower sensitivity should be 30 days, higher sensitivity should be 90 days, must be pre-determined requirements;
- Typically, 30-90 days;
- 6-8 weeks;
- 3-5 months (at least)
- At least 30 days;
- Anything requiring feedback needs 2-3 weeks, trial for 1 week, depends on type of project and how familiar community is with topic;
- 5-10 days of intentional engagement;
- 3-6 months;
- 30 days for feedback, but allow more time for challenges, 45-60 community feedback process;
- Setting limits can be problematic, but 45-60 days should be sufficient;
- Forward facing activities should be 6-8 weeks, with 7-10 days of active engagement, followed by a commentary period of two weeks;
- 3-6 months.

Question 13: Are there any factors that prevent you from engaging the community earlier on or at all?

General Finding

Responses identified key challenges in engaging earlier with the community. These included a need for increased education on subject matter, limitations provided by disclosure agreements and the overall time needed to prepare engagement activities. A key theme was to find a balance between the risk of communicating too early and the lost opportunity in delaying engagement in order to perfect the process.

Summary of Responses

- Communication is the key factor, with information / education coming before engagement;
- Non-disclosures agreements can be limiting, public policy concerns, calculated releases of information;
- Confidentiality;
- Must put in best efforts;
- Engagement should start as early as possible;
- Must be transparent and provide notification early, central resource of upcoming projects;
- Too much focus on perfecting engagement, must test and evaluate;
- Project risks, too much information too early can be problematic;
- Project dependent based on impacts to the community, negative impacts are volatile, so is land development;
- Lack of funding can cause delays, cannot plan too far in advance, short timelines for community engagement and must organize quickly to realize benefits;
- Lack of trust, skepticism and fear of conflict;
- Confidentiality requires sharing at certain times, lack of funding and time for good marketing;
- Time required to refine materials;

Question 14: Should community engagement have an appeal process?

General Finding

Interviewees were somewhat divided on the approach to a community engagement appeal process. Several responses were against the process or noted that the community currently appeals through protest-related activities. The majority of Interviewees discussed the merits of the appeal process, but outlined the need for clear criteria and procedure, third-party oversight, verifiable community support for appeal and pre-defined outcomes. It is also noted that SNGREC has a current complaints process, and that an appeal process is something to be piloted to gain more data through lessons learned.

Summary of Responses

- There should be no appeal process, once the community speaks the matter should be closed, dispute resolution should be made available;
- If comments are reorders / reviewed properly, and there are effective standards there should be no need for appeals;
- There would need to be a clear criteria and process and defined remedies and outcomes;
- No;
- Protests are this community's appeal process;
- Yes, this is a necessity;
- Need formal way to submit complaints, standard criteria, people will shutdown projects when they do not agree;
- Need good levers to get to that stage / not a de facto process, need protocol before it gets appealed – number or people, percentage or people, number of signatures, etc.;
- There is a complaints process to hear the matters, unsettled items come before council, need 1000 signatures, if there is a process and standards then no appeals, must progress forward;
- There should always be an appeal process as part of due diligence;
- Yes;
- Not an appeal process but a pilot or trial period;
- Needs to be complaint process through a third-party, need support for complaint, only requests for project to go back to engagement with adjusts to come as result;
- Not appeal process but silver-second thought – committee of elders and youth to vet the information against 7 generations planning.

Question 15: If yes, what could this appeal process look like and who should be responsible for receiving and reviewing appeals?

General Finding

As a follow-up to Question 14, the responses identified more specific criteria for an appeals process. These included minimum community support for appeals on a case-by-case basis (i.e., petition), independent committee review and arbitration, demographic representation on committee, 30–45 day window for appeals and potential outcomes (re-engagement, project closure, etc.). The key risk identified with this process is the political nature of the community and engagement in general. An appeals process may heighten those issues.

Summary of Responses

- Needs grounds for appeal, 100 signatures, overseen by governance body, 14-day decision cycle;
- Independent committee for appeals, needs larger support for appeal, documentation prepared by appealing party, Council response, committee oversees and decides, need to define outcome;
- Opposition is political;
- Committee involving Clan Mothers and youth;
- Need independent committee to review, make use of community members with expertise;
- Need protocols, percentage of people, number of signatures, well-known process that is communicated, community support for process, third-party committee, only used for higher level projects with community impacts;
- Can use council process through Yerihwahrón:kas, appeal process would need to present complaints and solutions, justification, need for 1000 signatures;
- Independent committee to review within 2 months;
- Could loop into outreach process, timelines of 45 days and appeals within 15 days of presenting findings;
- A jury of community members, experts, elders and youth, need representatives from Council and HCCC to hear the issues but not vote, results must be reported back to community;
- Silver-second thought does not have to be a committee cross-section of elders and youth, third-party source of review / recommendations, addition to community engagement process as secondary review.

Question 16: What are the next steps if a project is rejected by the community?

General Finding

Interviewees provided key next steps for related to a project being rejected by the community. These included communication to all stakeholders, review and assessment of causes of rejection, documentation of lessons learned and potential re-engagement based on remedies for causes. The key theme was to assess the best interests of the community and ensure that benefits / impacts were clearly communicated and formed the basis for rejection.

Summary of Responses

- Community rejecting a project requires further investigation into causes ;
- Do not proceed if rejected, critical analysis of engagement, re-evaluation / re-engagement, document lessons learned;
- Assess reasons for rejection, re-engage with revised plans;
- Of project benefits outweigh impact then rejection is questionable;
- Explain lost opportunity and move on, learn from experience;
- Cancel the project;
- Do not pursue project for mass opposition, need to assess the community's best interests;
- Re-evaluate the project, review responses to determine pain points, do not push through without modification / re-engagement;
- Do not pursue project, move on, document lessons learned;
- Provide notice to community through various outlets;
- Inform community of project cancellation, will build trust;
- Set project aside and communicate that it may be reviewed at a later date;
- Do not pursue and evaluate what went right, wrong, and what needs to be addressed going forward;
- Re-evaluation, go back to elders and youth, outside committee review, undertake second round of engagement with any revisions.

Question 17: How long should the Six Nations Community Engagement Standards be piloted by Six Nations (ex. X # of projects, X # of year, other)?

General Finding

The responses provided a specific reference to the Community Engagement Standards and Guide project. Interviewees identified both length of time and number of projects to be included in a pilot phase. The suggested length of time ranged from 6 months – 5 years, and the number of projects ranged from 3-6 projects. The key themes were to ensure that the pilot period provides enough data to revise the process and present findings to the community, as well as the need for a guideline for different types of projects.

Summary of Responses

- CES Project should be piloted for 4 projects;
- 3 project or 18 months, whichever is sooner;
- 6 months, but if no projects are ready then it may take longer;
- As they come up;
- 5 projects, 3-4 years;
- At least 36 months, need to determine what people want;
- 5 years to ensure enough data, with review of Standards every 5 years;
- At least 3 projects for piloting to determine feasibility / gaps;
- Over a 2-year period, and at least 3-5 projects;
- Between 1- 1.5 years;
- There should be guidelines for different projects;
- 18 months or projects, whichever comes last;
- Three years (if not too long), 6 projects will provide enough data to report to community.

Question 18: In your opinion, what types of projects need community engagement, and to what level of IAP2 Spectrum of Public Participation.

General Finding

The Interviewees provided responses that ranged across the IAP2 Spectrum of Public Participation. The most notable areas are the belief that disruption to Mother Earth within the SNGR community or Haldimand Tract should result in engagement that meets the Collaborate and / or Empower Stages. As projects move outward into the Nanfan Treaty area or beyond, the Responses were less likely to include community members in the decision-making process. There were several Other types of matters identified for Collaborate / Empower engagement, including land code / zoning, environmental matters, referendums, large funding programs and larger community priorities (health, public works, housing).

Summary of Responses

The Chart below provides a summary of total responses per type of project and the required level of Public Participation (per IAP2). This information has also been assessed in terms of the number of responses that were above or below the Involve Stage, as it is regarded as the mid-point on the scale.

Question 18: In your opinion, what types of projects need community engagement, and to what level of IAP2 Spectrum of Public Participation.								
Project Location	Inform	Consult	Involve	Collaborate	Empower	Total Responses	Percent Involve and Below	Percent Involve and Above
Within SNGR Community, no disruption to Mother Earth	6	3	1	1	2	13	76.92%	30.77%
Within SNGR Community, with disruption to Mother Earth	1	1	5	1	5	13	53.85%	84.62%
Within Haldimand Tract, no disruption to Mother Earth	2	4	3	1	3	13	69.23%	53.85%
Within Haldimand Tract, with disruption to Mother Earth		3	2	3	4	12	41.67%	75.00%
Within Nanfan Treaty Area, no disruption to Mother Earth	3	4	1	2	1	11	72.73%	36.36%
Within Nanfan Treaty Area, with disruption to Mother Earth		4	3		3	10	70.00%	60.00%
Outside Nanfan Treaty Area, no disruption to Mother Earth	6		1	2	1	10	70.00%	40.00%
Outside Nanfan Treaty Area, with disruption to Mother Earth	4	1	3		2	10	80.00%	50.00%
Other: Landcode / Zoning					1	1	0.00%	100.00%
Other: Environmental					2	2	0.00%	100.00%
Other: Referendums (election code, citizenship, other such issues)					3	3	0.00%	100.00%
Other: large pockets of Funding spent				1	1	2	0.00%	100.00%
Other: Larger topics (health, public works, housing)					2	2	0.00%	100.00%

Question 19: Is there anything else you want us to know about Community Engagement?

General Finding

The responses provided an open-ended opportunity to provide insight to the community engagement process. The key themes were high costs, time required, mental health risks, need for increased resources, political division in the community, need for centralized resources and the regular review of processes and lessons learned.

Summary of Responses

- It is challenging, time-consuming, exposes to lateral violence and hard to convince people of positive outcomes;
- Participation needs to be compared against potential and reasons preventing participation;
- IAP2 is subject to what the project is;
- Need to raise concerns that impact people (pay scale, etc.), need to have more dialogue, need the two Councils to work together;
- Collaboration and empowerment depend on technology, good for bigger picture items, past decisions need to be assessed, need re-evaluation cycle, engagement needs context, need to know what the silent majority and whole community thinks;
- Need to resolve the political divide, need to respect the community's history on the land but engaging today, need to get insight to the community's view on Nanfan Treaty, need to engage the silent majority, bring the community along slowly, focus on community priorities;
- Need outside resources, need to resolve the lack of trust, need to be transparent and break misinformation, use social media for monitoring the undertone of SNGR;
- Need a steering committee or "watchdog," develop a guidebook to support engagement, need public registry of all engagements, set requirements and measure results;
- Need a central resource for community information, break silos of information / communication, engage everyone, need to take a longer view (5-10 years), community would benefit from a regular update of long-term projects;
- Proper investment is needed for community engagement and dedicate staff / department.

Question 20: Do you have any relevant resources (reports or contacts) to share with the CES working group about community engagement? If so, please attach and return to tabitha@fluidconnects.ca.

General Finding

The was only one addition resource shared throughout the Interviews to date. It is found below.

Summary of Responses

The following link was shared as an example of engagement / presentation of information:

<http://www.wellivinghouse.com/what-we-do/projects/our-health-counts/>

Appendix

Comments by Type of Engagement Activity

Comments by Type Engagement Activity	
Type	Comments
Physical Surveys	<ul style="list-style-type: none"> • Not sure if this fits. When we did the leakage study, we had community members book appointments and do the survey. We also paid them for their time. • This is the most effective method; • Depends on where it is located. Social biases given responses because they want to look good, or not rock the boat in public, may tell you what you want to hear. May want to incentive and wants to give a quick response versus a thought out one. • Need to have a prize for individuals to take the time to fill it out. Need to be creative on how to collect the surveys (sit at plaza at radio bingo times, go out to community events etc.) • If we are taking to direct surveys- what do you think about this. • Depends on where and how they are made available. • When you interview someone, they feel more appreciated and can articulate themselves better. I think this is a great way to crowd source information at the beginning of an engagement. Also good if they are handed out to employees and they are given worktime to complete and their employer is encouraging them to participate. • Extremely effective- get the word out is key, add a prize to it to win do fill it out. Leaving it up to individuals to have free access to give perspective without having others involved.
Word of Mouth	<ul style="list-style-type: none"> • Untapped area in our community. We do know how quickly things travel through the grape vine. Seeding approach. • Effective to share but wrong information can also be shared. Snowball effect. • Good way to communicate but still dependent on the member to respond • I think this is under utilized. I think that we need to spend more time informing people who work in the field or have an interest in the engagement about the project so they can share with people they know. There can be lots of misinformation. • Concern a lot gets lost in translation. Telephone effective message can change over time. Message does get out; people add own thoughts and opinions
Door-to-Door Surveys	<ul style="list-style-type: none"> • Extremely expensive and comes with a great deal of personal risks – could be useful if used for larger picture not for individual issues- needs to be done by a sample size not everyone,- administrative bodies to interpret larger studies; • This is the most effective method;

	<ul style="list-style-type: none"> • Some of the best surveys are when people gone to people’s homes and gotten responses that way. People feel more comfortable in their own home, more time and better responses. Average 500-600 can get in 1000s with door to door; • Most effective when talking about bigger picture, when you go door to door people feel more comfortable and ready to share. They have a bit privacy and likely give you more time and more thought on the topic; • Fear of dogs, fear of being considered “census” takers and lack of trust; • This can present a time and safety concern if its random. However, if its specific to a geographic area than its better because they is a direct link to the individual they live there so they are more motivated to complete. Would also be good for a general engagement not to ask specific questions; • Trending down- was effective in the past because people knew each other and had those connection. People did not answer door. Very generational- baby boomers- would say highly effective – survey the elders complex. Running from dogs, Safety concern and time concern.
<p style="text-align: center;">Focus Groups</p>	<ul style="list-style-type: none"> • This comment will serve most of the questions in this section: the best thing to do to get participation is communication/marketing, the people must be made aware of the issue beforehand and incentives are a good way to get people to participate; • Depends on what you are engaging on, how familiar the community is with the subject, and who participates; • I liked the family groups/organization groups meetings to gather information. I held one at my home with family and found they were more open to giving input/express themselves; • Depends on who is included – randomize groups might not be as good because outspoken people might lead it; being with people you are more comfortable with may make it easier for everyone to share; • Don’t always get many people out and lots of times the same people; • Focus groups are more conversational and you go back and forth. They are also normally made up of people that are likeminded as you, so conversations build off one another versus attack one another; • Focus group with like-minded people, with other like-minded people you can get your thoughts out their without getting criticized. Larger groups people can be afraid.
<p style="text-align: center;">Online Surveys</p>	<ul style="list-style-type: none"> • The community has a strong online presence. But the accuracy of the online survey results would depend greatly on what information is understood by the participant if there are no other forms of direct communication outside the survey; • Depends on where it is located if its effective. location matters if people know about it; • Work better when anonymous and people cannot trace back to who said what; • 250 people when we do online on the higher end; • Access to online surveys is somewhat limited;

	<ul style="list-style-type: none"> • This is good for when you are asking specific questions and either or options, not when you are trying to seek complex answers or solutions. Needs to be last type of engagement not the beginning; • Connectivity- online surveys very effective can be done at own time and leisure, no fear of being criticize but also understand that not everyone has internet.
Mail-outs	<ul style="list-style-type: none"> • Really depends on people’s level of interest. If its something that catches their eye and interest, they tend to read it and you got their attention. Need bright ads and wording that draws you in quickly; • Some people read them and sometimes they end up in the garbage; • Not everyone has a mailbox; • Most considered junk mail and end up in the garbage; • I think it necessary to attempt to get information out there but not everyone reads them, however at least they are exposed to the information; • Everyone checks the mail, great way to get the word out. Best method was to hire people to put stuff in the mailbox. Issue with Canada Post.
Referendums	<ul style="list-style-type: none"> • Depends on what you are engaging on, how familiar the community is with the subject, and who participates; • This is the most effective method; • Same issues we deal with in general, does not apply, won’t participate, don’t know, don’t see value of (lower turnout); • Not enough participating; • Get political undertone; • Low turnout; • I think this only works when its an either-or choice and has to be for something that is big enough to use this type of resources and needs to be coupled with educational campaigns, so people are informed on what they are voting on; • Less effective based on past numbers- silent majority, low numbers in past under 20 % about huge changes;
Radio Ads	<ul style="list-style-type: none"> • Too overpriced for the value you are getting from them and very demographic based; • Needed for those who listens to the radio station – CKRZ or Jukasa is it on both and who is audience, not everyone listens; • Must hit the high traffic times and radio bingo; • Not all listen to the local stations; • Think this is best used at high frequency times like the lunch hours, radio bingo times for ads. Thinks it’s a great place to get complex information out in like an update or interview about the project versus just sending them to a link for more information; • Trending up. Making a comeback in a lot of ways because more people are listening to their local radio to hear updates and people call in to have follow up questions. Generates conversations.
Newspaper Ads	<ul style="list-style-type: none"> • Really depends on people’s level of interest. If its something that catches their eye and interest, they tend to read it and you got their attention.

	<p>Need bright ads and wording that draws you in quickly. Only reaches a certain demographic of people who read newspapers;</p> <ul style="list-style-type: none"> • Needed for elders and people who read the newspaper; • Not all people read the local newspapers; • I think it necessary to attempt to get information out there but not everyone reads them, however at least they are exposed to the information. Smaller more frequent ad and making use of classified is best; • Getting less effective, visually as a younger person there are papers left on the Wednesday were before they were always gone. Online users may be more affective than paper ads.
<p>Community Posters</p>	<ul style="list-style-type: none"> • Gets lost in the noise of all the other ads. Depends on colouring and wording; • Can be creative with where you put them so community can see them; • I think it necessary to attempt to get information out there but not everyone reads them, however at least they are exposed to the information; • Great use for these because it generates conversation. We use our public areas quite effectively in many ways. Leads them to another source of information to learn more.