



# MOHAWK COUNCIL OF KAHNAWÀ:KE



# 2017/2018 - 2021/2022 STRATEGIC PLAN

APPROVED BY CHIEF ANC COUNCIL: NOVEMBER 21st, 2016  
by MCED #62/2016-2017

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2017/2018 - 2021/2022



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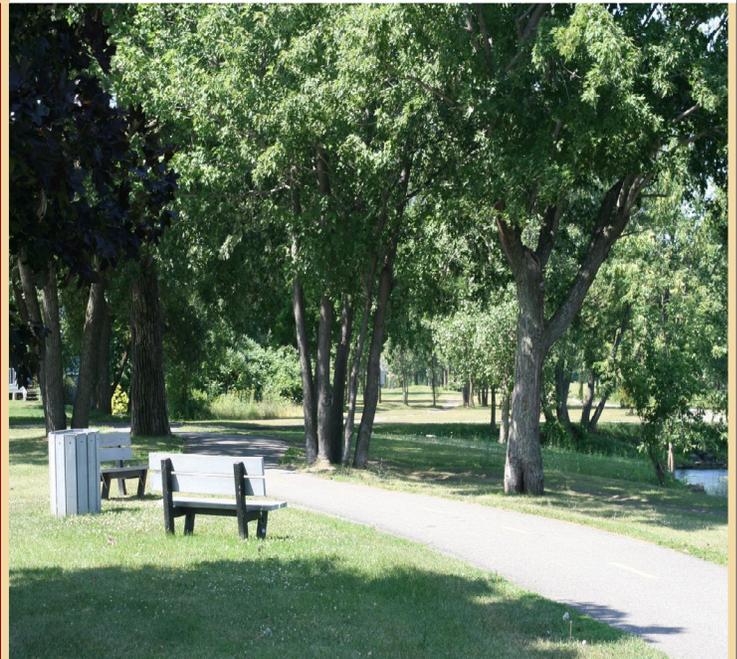
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# MESSAGE FROM THE GRAND CHIEF

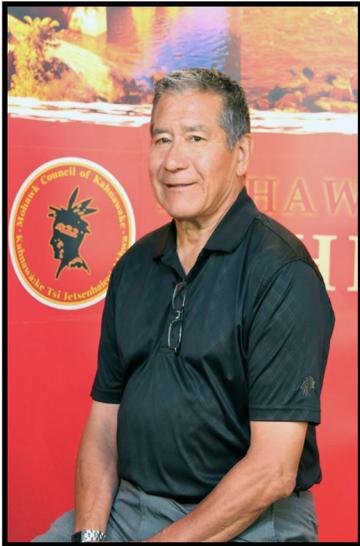


# SELF-SUFFICIENCY & SELF-DETERMINATION....

It is with great pleasure that I take this opportunity to introduce the Council of Chiefs' Political Priorities and Principles for this term, as well as the MCK Organization's Five Year Strategic Plan. There are three focus areas that the Council must address if we are truly going to achieve self-sufficiency (i.e. fostering an economy that will break the cycle of fiscal dependency) and self-determination (i.e. asserting the authority and responsibility to govern all of our affairs). These are:

- Social
- Political
- Economic

By providing the direction that leadership requires to politically and economically advance Kahnawà:ke, then socially we can enhance our well-being and concentrate on our identity and the unification of our community. Community engagement and nation-to-nation agreements with external governments and agencies are essential to Kahnawà:ke's success. The Political Priorities and Principles that have been developed will guide the Council and ensure that we stay on track. This is an exciting time for the Council, the organization and most importantly, our community.



Joseph Tokwiwo Norton, Grand Chief

COUNCIL OF CHIEFS' POLITICAL PRIORITIES	
<b>KAHNAWÀ:KE ECONOMY</b> Support development of a prosperous and sustainable economy for Kahnawà:ke.	<b>MCK GOVERNANCE</b> Strengthen the governance system of the MCK Council of Chiefs.
<b>MEMBERSHIP AND RESIDENCY</b> Resolve membership and residency issues according to Mohawk Law.	<b>HEALTH AND SOCIAL AFFAIRS</b> Promote a unified, collaborative and holistic approach to improving the social fabric of the community.
<b>JUSTICE AND LEGISLATIVE SYSTEMS</b> Develop government to government arrangements and internal processes to allow for implementation and enforcement of Kahnawà:ke's Justice and Legislative Systems.	<b>COMMUNITY ENGAGEMENT</b> Actively engage the community through processes and activities that will foster communal input and direction.
<b>POLITICAL RELATIONSHIPS</b> Build and strengthen relationships within and external to the community that produces long lasting positive results.	
COUNCIL OF CHIEFS' POLITICAL PRINCIPLES	
<b>SELF-DETERMINATION AND JURISDICTION</b> As the original people of this land, collectively, Kahnawà'kehró:non maintain and assert the authority and responsibility to govern all affairs that occur within our territory.	<b>HOLISTIC SUPPORT AND WELL-BEING</b> Ensuring that we have all areas of support available to our community members to support and foster their emotional, physical, spiritual, mental health and well-being.
<b>LANGUAGE, CULTURE AND IDENTITY</b> Language and culture is integral to maintain our identity as Kanien'kehá:ka people. Promotion and preservation are the utmost importance; cultural values must be considered moving forward.	<b>ENVIRONMENTAL STEWARDSHIP</b> We have a responsibility as indigenous people to protect and preserve Mother Earth to the best of our abilities to ensure that we have a clean and healthy environment for all future generations.
<b>UNIFICATION</b> Our community is most powerful when we are of one mind and we will continue to strive for unifying Kahnawà:ke. Single arrows can only hold so much strength but a bundle of arrows will not be broken; unity is strength.	<b>RESPONSIBLE DECISION MAKING</b> When decisions making on ALL matters, both internal and external, that affect Kahnawà:ke, the Leadership is responsible to take into account how decision could affect the next seven generations.
<b>SELF-SUFFICIENCY</b> Fostering an economy that will establish individual and collective self-sufficiency and prosperity; breaking the cycle of fiscal dependency.	



# EXECUTIVE SUMMARY



## READY TO MOVE FORWARD....

I am pleased to present the Mohawk Council of Kahnawà:ke's Five Year Strategic Plan for the fiscal calendar years 2017/2018 - 2021/2022. This plan is in alignment with the Council of Chiefs' Political Priorities and Principles for the 2015-2018 Term of Office. With the Council of Chiefs' continuous pursuit and assertion to attain recognition of our jurisdiction, it is imperative that the organization is prepared to implement and operate the plan. Our vision is to work in partnership with the community to attain our goals and objectives and to make Kahnawà:ke the best that it can be. This plan represents the pro-activeness and preparedness of the management and staff of the MCK. The MCK is ready to move forward.



Alana Niioronhiá:a Goodleaf Rice,  
Executive Director

The Mohawk Council of Kahnawà:ke ("MCK") Strategic Plan is designed to guide the administrative and operational units of the organization. The Strategic Plan incorporates a comprehensive decision making approach to ensure that the organization is meeting its goals and objectives over the next five years, while integrating the Council of Chiefs' Political Priorities and Principles.

This plan will be used as a roadmap to both preserve and enhance the roles and purpose of the MCK by identifying opportunities, maximizing its resources, and focusing on key strategic goals and objectives which will improve the quality of life for the community and Kahnawa'kehró:non.

The Strategic Plan is considered a "living document", having the flexibility to be updated during quarterly reviews to continually adapt to any external and internal factors which may impact the priorities of the MCK and the community.

Implementing the Strategic Plan is the critical first step of the MCK's journey in making its vision and mission a reality. A separate Action Plan is developed and will be utilized to support the overall implementation of the plan, helping to monitor the progress of the goals and objectives on an ongoing basis.

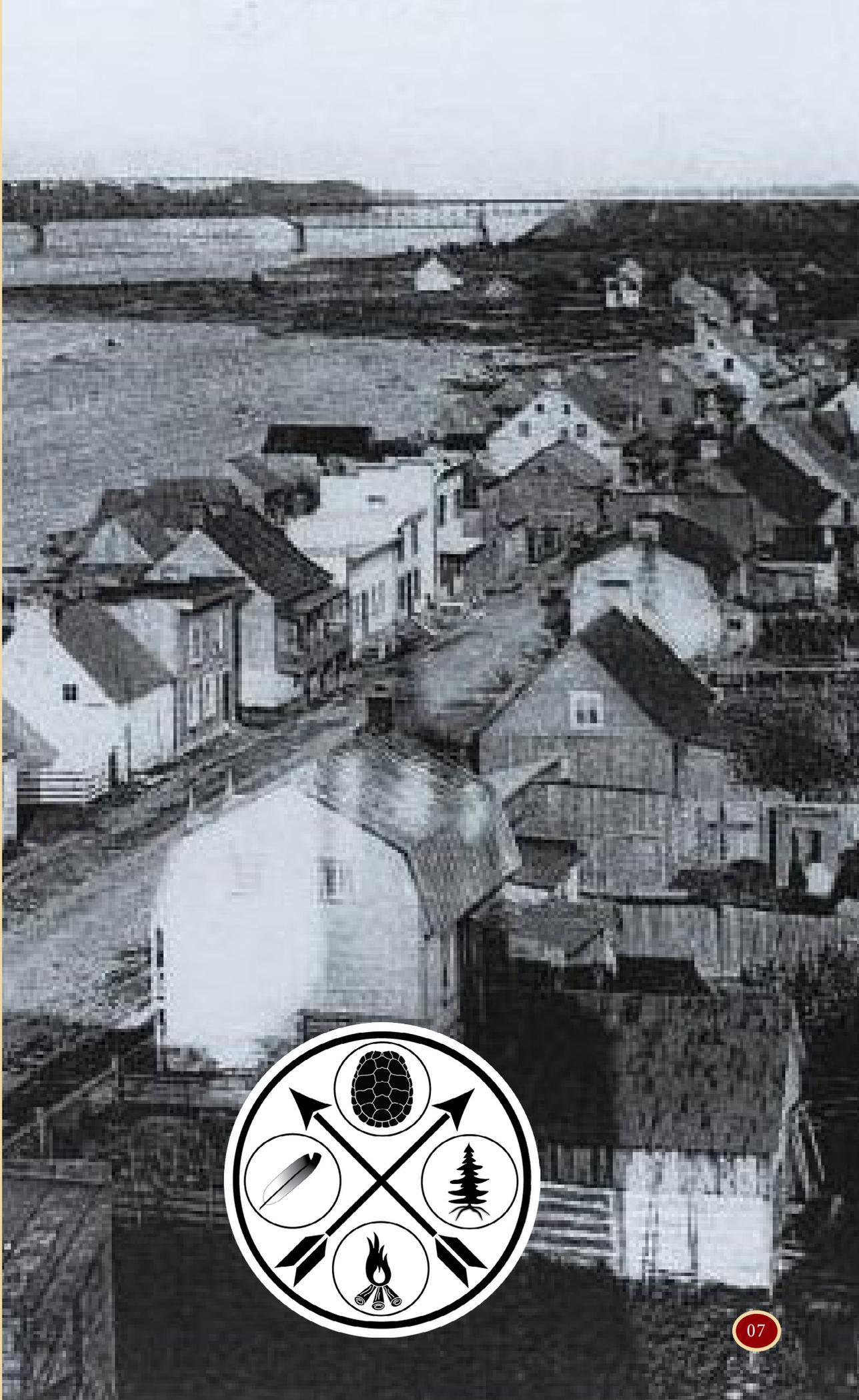
The following document is a result of information gathered through a series of interactive focus group meetings held over the spring of 2016. These meetings included comprehensive input from the Executive Director, Executive Team, Leadership and the MCK Chiefs. The input received helped to derive the vision, mission, values, pillars, and goals and objectives which articulate the basis of what the organization aspires to achieve in the upcoming five years.

The four pillars have a very significant role in the Strategic Plan by providing the foundation and the basis of the MCK's mission to support the achievement of the its vision.

The MCK administrative and operational units are responsible for implementing this plan demonstrating their ongoing commitment to improving the organization while supporting Kahnawà:ke to continue to be a vibrant and healthy community.



# INTRODUCTION



**K**ahnawà:ke is one of the eight communities that make up the Mohawk Nation. The traditional territory of the Mohawk extends through vast regions of what is currently referred to as Quebec, Ontario, and the north eastern United States. This traditional territory has never been ceded, leaving full Mohawk title and interests intact. The community of Kahnawà:ke is situated along the southern shore of the St. Lawrence River, across from the City of Montreal. Kahnawà:ke has a residential population of approximately 8,000, which has doubled since 1974.

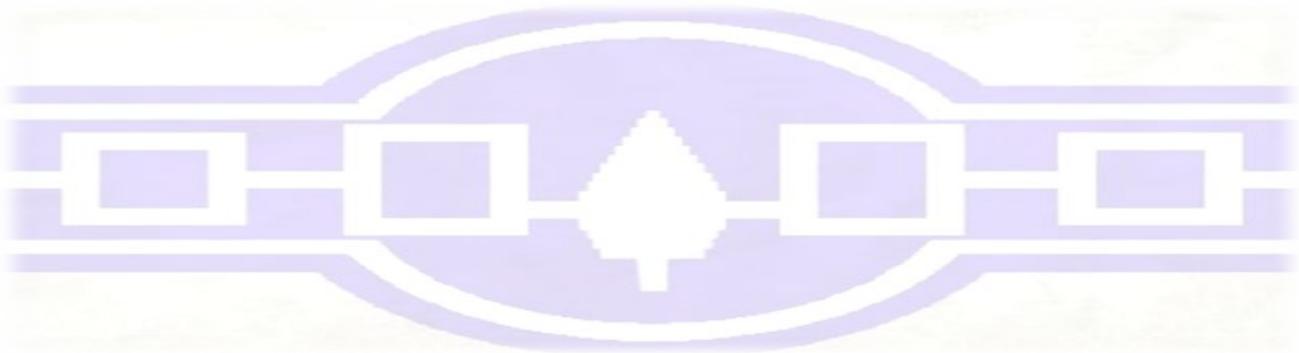
The community is built on and has sustained its rich cultural background. Kahnawà:ke and its people have demonstrated resiliency and an ability to adapt to ever-changing circumstances over its history, including the many challenges the Indian Act has imposed. The community continues to strengthen its links to its proud heritage, and takes enormous pride in being one of the most thriving Indigenous communities in Canada.

The Mohawk Council of Kahnawà:ke is the organization that provides governmental, administrative, and operational services to the community of Kahnawà:ke. The organizational structure of the MCK is comprised of two main sectors: political and administrative/operational. The political sector of the MCK is comprised of the Council of Chiefs and the Office of the Council of Chiefs. The Council of Chiefs is the primary governing body of the MCK and provides political direction on matters concerning Kahnawà:ke and its affairs. The Office of the Council of Chiefs (OCC) provides support services to the Mohawk Council of Kahnawà:ke Chiefs. Those services include negotiation, advisory, technical and general supports. The MCK is also indirectly linked to most of the community's main organizations through the Executive Directors Committee. This Strategic Plan is focused on the administrative and operational units of the organization and moving the Council of Chiefs' Political Priorities and Principles forward.

The MCK's administrative and operational units include the following areas:

- Executive Office:
  - Strategic and Organizational Development
  - Public Relations / Communications
  - Legal Services
  - Human Resources
  - Kanien'kéha Language & Culture
  - Information and Records Management
  - Finance and Asset Management
- Operations:
  - Infrastructure Services - Capital and Public Works
  - Lands and Environment
  - Client Based Services - Recreation, Social Assistance, Housing and Membership
  - Labor Office - Workmen's Compensation and Qualifications
- Public Safety
- Justice Services, including the Court of Kahnawà:ke

As MCK moves forward, the organization will continually have to adapt to the ever-changing challenges, issues, and needs of the community. The Strategic Plan will be the next step in advancing the organization closer to attaining its future vision.



# Shared Vision Statement

*In 2029, Kahnarwa'kefiró:non know, understand and live our roles and responsibilities as Onkwehíon:we. Onkwehíonwehínéha (Karién'kéha) is the main language of communication in the home and community. Through our language and the daily practice of our culture we promote our strong collective identity. Kaianere'kó:wa, with its teachings of Skén:nen, Ka'satsténhséra and Ka'nikonhri:io, is our guiding principle.*

*Kahnarwà:ke is a socially, politically and spiritually unified community. All Kahnarwa'kefiró:non respectfully co-exist harmoniously and peacefully in a clean and safe environment. We are a community of close-knit families maintaining our connection with each other; where elders are admired, treasured and called upon; where children are safe, provided guidance and loved. We are well on the path to healthy mind, body and spirit. We live and teach our spirituality through our ceremonies and festivals as a way of elevating our spirit.*

*Kahnarwà:ke is an independent self-governing community in control of our opportunities. All people are treated equally. The people are the government and have a voice in the direction of the future. We are an economically self-sufficient community with an expanded land base, where individuals are provided opportunities and encouraged to succeed. All Kahnarwa'kefiró:non are well- and fully-educated in mainstream and Onkwehíon:we philosophies, confident in who we are.*

*We live in respectful co-existence with the peoples of the world and Mother Earth. We protect and defend our determination and territory with decisions based on our principles. We are proud and confident about our future.*

*Presented by the Visioning Committee on December 7, 2009*

# VISION

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“The Mohawk Council of Kahnawà:ke supports the community’s Vision by partnering with Kahnawà:ke for a strong Kanien’kehá:ka identity and prosperous community.”

# MISSION

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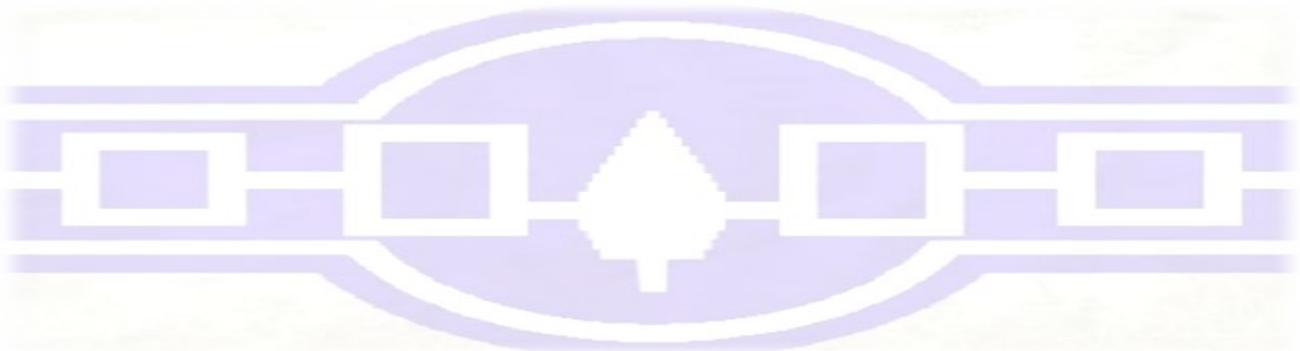
“It is our mission to protect Kahnawà:ke’s interests, build resources, provide quality services, and govern our affairs.”

# VALUES

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- Respect for land, community and workplace
- Accountability and transparency
- Preservation of language and culture
- Integrity and professionalism
- Commitment, innovation and resourcefulness that strives for prosperity
- Collaboration and effective communications
- Stability and viability of the organization
- Quality service delivery for collective benefit
- Visionary decision-making for generations to come

The vision, mission, and values are core fundamental driving forces that will guide the organization in the direction it is heading over the next five years.



# GOALS & OBJECTIVES



The goals and objectives outlined in the 2017/2018 - 2021/2022 Strategic Plan are specific initiatives that the MCK plans to accomplish over the next five years. In order to closely link the goals and objectives to the MCK mission and vision, they are organized within four strategic pillars and relating focus areas. The pillars are the high level themes which form the basis to support the MCK in achieving its vision. The four strategic pillars are:

# PROTECT



Protect the rights, culture, resources and values of Kahnawà:ke

# BUILD



Continue to build Kahnawà:ke resources, capacity, and opportunities

# SUPPORT



Support Kahnawà:ke by working together to provide the best services to Kahnawa'kehró:non

# GOVERN



Effectively govern Kahnawà:ke resources through leadership and effective decision making, maximizing the benefits to Kahnawa'kehró:non

## PROTECT



- Rights & Jurisdiction
- Language & Culture
- Environment
- Land
- Public Safety
- Occupational Health & Safety

## BUILD



- Economic Development
- Capacity Development
- Continuous Improvement

## SUPPORT



- High Quality Services
- Community Engagement & Relationships
- Client Based Services

## GOVERN



- Operations
- Prioritization
- Collaboration & Transparency
- Structure
- Forward Thinking
- Financial Control



# PROTECT



Protect the rights, culture, resources and values of Kahnawà:ke

GOALS	OBJECTIVES
<p><b>1. RIGHTS &amp; JURISDICTION</b> Ensure the rights and jurisdiction of Kahnawà:ke are protected</p>	<p>A. Develop mechanisms to protect rights and jurisdiction of Kahnawà:ke B. Develop a comprehensive consultation model C. Establish intergovernmental agreements that recognizes Kahnawà:ke's jurisdiction</p>
<p><b>2. LANGUAGE &amp; CULTURE</b> Promote and preserve the Kanien'kéha Language and Culture</p>	<p>A. Provide educational opportunities that contain teachings of traditional language and culture B. Increase community events/celebrations that promote language and culture C. Transition the responsibility, resources and oversight of the MCK Language &amp; Culture Training Program to the Kanien'kehá:ka Onkwawén:na Raotitíóhkwa Language and Cultural Centre ("KOR") D. Provide opportunity for a creative outlet and to preserve and share the rich culture and history of Kahnawà:ke</p>
<p><b>3. ENVIRONMENT</b> Seek out opportunities to enhance Kahnawà:ke lands while ensuring the environmental integrity</p>	<p>A. Regulate environmental protection within the community B. Find partnership opportunities for projects that manage environmental protection of the land</p>
<p><b>4. LAND</b> Exercise control of the Territory of Kahnawà:ke, including Tioweró:ton</p>	<p>A. Secure recognition of Kahnawà:ke's authority as it relates to lands B. Improve the integrity of Kahnawà:ke's land through legislation and enforcement</p>
<p><b>5. PUBLIC SAFETY</b> Establish a Public Safety Authority</p>	<p>A. Legislate and enforce community wide public safety B. Enhance emergency preparedness planning</p>
<p><b>6. OCCUPATIONAL HEALTH &amp; SAFETY</b> Promote and maintain a safe working environment for all employees</p>	<p>A. Develop an Internal Health and Safety Program</p>

# PROTECT



Protect the rights, culture, resources and values of Kahnawà:ke

## PROTECT - KEY OUTCOMES BY 2021/2022

1. Improved Community Decision Making Process
2. Kahnawà:ke Justice Act
3. Third Party (Industry) Management Framework
4. Intergovernmental agreements with Canada and Quebec that recognizes Kahnawà:ke's jurisdictional control
5. Enforcement of Residency and Membership Law
6. 100 or more participants who have completed the Kanien'kéha Program
7. Community Language Revitalization Program
8. Kahnawà:ke Contaminated Sites Strategy
9. Recreation Bay Project
10. Kahnawà:ke Land Use Plan
11. Public Safety Act
12. Kahnawà:ke Emergency Management Plan
13. A Transportation Authority
14. Workplace Safety Model
15. New Community Building - museum, cultural center and theatre

# BUILD



Continue to build Kahnawà:ke resources, capacity, and opportunities

GOALS	OBJECTIVES
<p><b>1. ECONOMIC DEVELOPMENT</b> Pursue an enhanced economy for Kahnawà:ke that will ensure prosperity and sustainability</p>	<p><b>A.</b> Establish a new Economic Development Strategy and Governance Model to:</p> <ul style="list-style-type: none"> <li>• Support job creation and the development of a skilled workforce</li> <li>• Position the community to pursue new economic development opportunities</li> <li>• Generate income for reinvestment into the community</li> </ul>
<p><b>2. CAPACITY DEVELOPMENT</b> Create opportunities for a resilient workforce in Kahnawà:ke</p>	<p><b>A.</b> Promote fair and equitable opportunities for Kahnawà:ke’s labor force</p> <p><b>B.</b> Ensure Kahnawa’kehró:non can take advantage of job opportunities of interest</p> <p><b>C.</b> Ensure qualified and skilled people are in place, along with creating a culture of mentoring</p>
<p><b>3. CONTINUOUS IMPROVEMENT</b> Have the capacity to successfully adapt and achieve organizational goals and meet the community’s needs</p>	<p><b>A.</b> Ensure change is being embraced by the MCK as a whole</p> <p><b>B.</b> Continually enhance and maintain Kahnawà:ke’s infrastructure to accommodate the needs of the community</p>

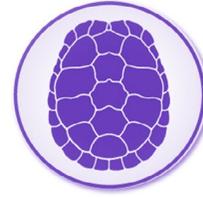
# BUILD



Continue to build Kahnawà:ke resources, capacity, and opportunities

BUILD - KEY OUTCOMES BY 2021/2022
1. Economic Development Strategy
2. Governance Structure for Economic Development
3. Agreements with external governments and other communities to provide labor opportunities
4. Labor Office Structure and Policies, and Comprehensive Kahnawà:ke Labor Legislation
5. Change Management Training Program
6. Updated Community Based Five Year Capital Plan
7. New Sewage Treatment Facility
8. Feasibility Study on the proposed New Commuter Train Station
9. New Hwy 207/30 intersection to allow access to future lands
10. Design and construction of the full Hwy 207 rehabilitation, including water and sewer infrastructure
11. New Animal Shelter, Enviro Center and Community Fuel Depot
12. Comprehensive Facilities Plan

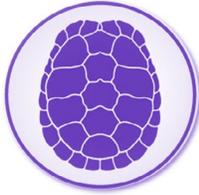
# SUPPORT



Support Kahnawà:ke by working together to provide the best services to Kahnawa'kehró:non

GOALS	OBJECTIVES
<p><b>1. HIGH QUALITY SERVICES</b></p> <p>Provide the highest quality of service delivery possible</p>	<p>A. Ensure services are fully accessible and functioning to community satisfaction</p> <p>B. Maximize the use of all funding to support and sustain service delivery and ensure no duplication of services</p> <p>C. Use technological advancements that will improve the efficiency of the organization</p> <p>D. Retain staff long term and utilize staff members most effectively</p>
<p><b>2. COMMUNITY ENGAGEMENT &amp; RELATIONSHIPS</b></p> <p>Understand needs expectations and direction of the community and to create and maintain positive relationships</p>	<p>A. Promote community feedback and input to improve the MCK operations and to meet the community needs</p> <p>B. Support the MCK Council of Chiefs' Community Engagement Priority</p> <p>C. Enhance the MCK Standing within the community</p>
<p><b>3. CLIENT BASED SERVICES</b></p> <p>Enhance services that provide a better quality of life for Kahnawa'kehró:non</p>	<p>A. Develop and maintain policies and programs to support delivery and sustainability of Client Based Services</p> <p>B. Complete Community Decision Making process ("CDMP") and implement an effective Membership and Residency Law</p>

# SUPPORT



Support Kahnawà:ke by working together to provide the best services to Kahnawa'kehró:non

SUPPORT - KEY OUTCOMES BY 2021/2022
1. Process for continuous improvement measures
2. Established MCK service standards
3. Permanent Landfill Office
4. Information Technology improvements
5. New Information Technology Strategic Plan
6. Three Year Human Resource Plan
7. Succession Planning Strategy
8. New community consultation methods in place, including survey tools
9. New Recreation policies related to disbursements, parks and fundraising
10. Further develop Housing Program
11. New Rental Board
12. Further develop Social Assistance Programs
13. An amended Membership Law and new Residency Law
14. Compliance and enforcement of the Membership and Residency Laws

# GOVERN



Effectively govern Kahnawà:ke resources through leadership and effective decision making, maximizing the benefits to Kahnawa'kehró:non

GOALS	OBJECTIVES
<p><b>1. OPERATIONS</b> Establish clear direction and achieve operational goals</p>	<p>A. Connect and integrate the Strategic Plan into daily operations B. Meet priorities and basic needs within financial limitations</p>
<p><b>2. PRIORITIZATION</b> Establish priorities that will guide and direct the organization</p>	<p>A. Set priorities in accordance with the organizational objectives and Council of Chiefs' direction B. Move forward Council of Chiefs' Political Priorities and Principles</p>
<p><b>3. COLLABORATION &amp; TRANSPARENCY</b> Work in partnership with staff, management and community organizations</p>	<p>A. Increase opportunities for knowledge sharing, collaboration, and issue resolution B. Support all the affiliated community organizations to work together effectively C. Ensure openness and transparency with respect to decisions and impacts</p>
<p><b>4. STRUCTURE</b> Establish a sound structural foundation that will enable the organization to meet community needs</p>	<p>A. Develop and implement a clearly defined governance framework in keeping with Council of Chiefs' Priorities and Principles</p>
<p><b>5. FORWARD THINKING</b> Be prepared for the long term development of Kahnawà:ke</p>	<p>A. Establish a clear strategy and direction for future development for the community</p>
<p><b>6. FINANCIAL CONTROL</b> Ensure that financial resources are attained and controlled in a manner that allows for stability and sustainability</p>	<p>A. Establish a Financial Control Framework B. Enhance financial capacity</p>

# GOVERN



Effectively govern Kahnawà:ke resources through leadership and effective decision making, maximizing the benefits to Kahnawa'kehró:non

GOVERN - KEY OUTCOMES BY 2021/2022
1. Foundational frameworks in place to support the MCK core components
2. Five Year Operational Plans for all MCK Units
3. Council of Chiefs' Orientation Plan
4. Improved inter-organizational collaboration including: <ul style="list-style-type: none"> <li>a. Established internal communications channels</li> <li>b. Networks that share common interest to community issues</li> <li>c. Integrated team strategies and activities</li> <li>d. New Responsibility Assignment Matrix (RACI) to coordinate team roles</li> <li>e. Engagement Strategy</li> </ul>
5. Council of Chiefs' Governance Policy
6. Council of Chiefs' Operational Manual
7. Executive Team Terms of Reference and Decision Framework
8. Comprehensive Community Plan
9. Five Year Comprehensive Financial Plan and Framework



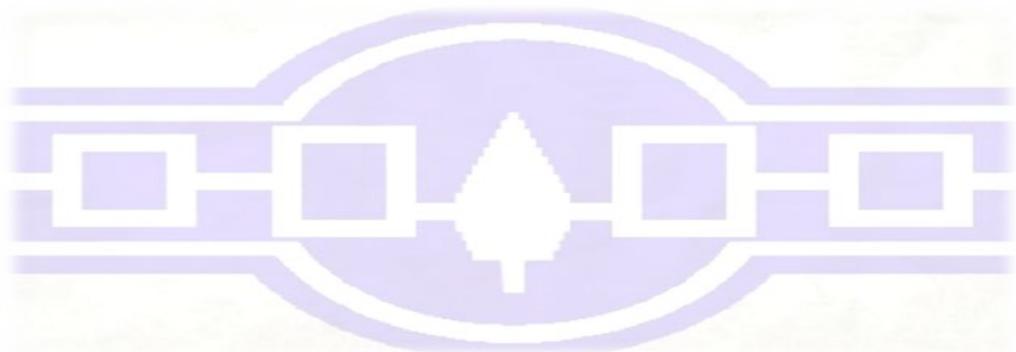
# LOOKING FORWARD



**A**s Kahnawà:ke continues to evolve, the MCK will develop a greater strategic focus, leading to a more cost effective and seamless delivery of programs and services to the community. The Strategic Plan is developed to reflect the aspirations of the community and is critical for moving the organization forward in achieving its vision. This will be achieved by integrating the detailed Action Plan into the daily operations of the organization and working in close collaboration with the community as a whole.

The vision for the MCK serves as the foundation for tomorrow. It is important that Kahnawà:ke builds a prosperous future for the youth of the community, as they are the future leaders of the community and will become the key influences of decision making. The MCK must maximize its resources and focus on key objectives to improve the quality of life for the community.

In conclusion, the MCK has embarked upon an ambitious journey which will be guided by a competent executive team and staff under the leadership provided by the Council of Chiefs. Aided by a strong community planning approach, the MCK and the collective community will continue to travel this journey together and pave the way for Kahnawà:ke to evolve as a prosperous and vibrant community for future generations.





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