IEHONTKÁHTHOS TSI NAHÓ:TEN TÁ:WE (They Can Look Into the Future)

Akwesasne Comprehensive Community Plan MARCH 2016



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OHEN:TEN KARIWATEHKWEN / THANKSGIVING ADDRESS

Ohénton Kariwatékwen

Akwe:kon enska entitewahwehnon:ni ne onkwa'nikon:ra tanon teiethinonhwera:ton ne onkwehshon:ah ne akwe:kon sken:nen akenhake tsi teionkwatawenrie ne ken:tho ohwentsia:ke tewen:teron...eh kati' niiohtonhak ne onkwa'nikon:ra.

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Akwe:kon enska entitewahwehnon:ni ne onkwa'nikon:ra tanon teiethinonhwera:ton nekahi'shon:ah tanon ne kwah tkonwakowa:nen ken'niiohontehsha. Ne:e kanenhri:ne's ne kahi'shon:ah...eh kati'niiohtonhak ne onkwa'nikon:ra.

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Akwe:kon enska entitewahwehnon:ni ne onkwa'nikon:ra tanon teiethinonhwera:ton ne okwire'shon:ah tanon ne kwah tkonwakowa:nen wahta tsi nikakwiro:ten tsi she:kon eh nikontiiehrha oh naho:ten shakoniahesha:on ne Shonkwaia'tison...eh kati'niiohtonhak ne onkwa'nikon:ra.

Akwe:kon enska entitewahwehnon:ni ne onkwa'nikon:ra tanon teiethinonhwera:ton ne otsi'ten'okon:ah tsi she:kon ionkwathon:te karenni:ios ratiha:wi tanon ne kwah tkonwakowa:nen a:kweks tsi nihohsenno:ten...eh kati'niiohtonhak ne onkwa'nikon:ra.

Akwe:kon enska entitewahwehnon:ni ne onkwa'nikon:ra tanon teiethinonhwera:ton ne iethisohtho'okon:ah ratiwe:ras tsi she:kon a:se shonnon:nis tsi kahnekaronnion...eh kati'niiohtonhak ne onkwa'nikon:ra.

Akwe:kon enska entitewahwehnon:ni ne onkwa'nikon:ra tanon teiethinonhwera:ton ne kaie:ri nikawera:ke tsi she:kon eh nihatiiehrha tsi naho:ten shakoniahesha:on ne Shonkwaia'tison... eh kati'niiohtonhak ne onkwa'nikon:ra.

Akwe:kon enska entitewahwehnon:ni ne onkwa'nikon:ra tanon teiethinonhwera:ton ne

Shonkwa'tsi:ah kiehkehnehkha karahkwa tsi she:kon tehohswathe:ton tanon ro'tariha:ton ne ohwentsia:ke. Ka'satstenhsera o:ni tehshonkwa:wis...eh kati'niiohtonhak ne onkwa'nikon:ra.

Akwe:kon enska entitewahwehnon:ni ne onkwa'nikon:ra tanon teiethinonhwera:ton ne Iethihsohtha ahsenthenhnehkha karahkwa tsi she:kon iethi:kenhs tanon tsi she:kon ronwati'nikonhrarakies ne ratiksa'okon:ah...eh kati'niiohtonhak ne onkwa'nikon:ra.

Akwe:kon enska entitewahwehnon:ni ne onkwa'nikon:ra tanon teiethinonhwera:ton ne otsistanohkwa'shon:ah. Ne:e iakokia'tahseronnia'tahkwa ne iethihsohtha ahsenthenhnehkha karahkwa...eh kati'niiohtonhak ne onkwa'nikon:ra.

Akwe:kon enska entitewahwehnon:ni ne onkwa'nikon:ra tanon teiethinonhwera:ton ne kaie:ri niionkwe:take ne wahi ronwatirihonte ne aionkhiia'tanon:na ne onkwehshon:ah...eh kati'niiohtonhak ne onkwa'nikon:ra.

Akwe:kon enska entitewahwehnon:ni ne onkwa'nikon:ra tanon tenthshitewanonhwera:ton ne Shonkwaia'tison tsi akwe:kon roweienenta:on ne ohwentsia:ke tsi naho:ten tehshonkwa:wi...eh kati'niiohtonhak ne onkwa'nikon:ra.

Words before all else

We bring our minds together as one and give thanks for the people gathered here, that everyone is at peace here where we live on earth... now our minds are one.

We bring our minds together as one and give thanks for Mother Earth. She has given us everything we need to live in peace...now our minds are one.

We bring our minds together as one and give thanks for the food plants. They help us when we're hungry ...now our minds are one.

We bring our minds together as one and give thanks for fruits and especially strawberry, the head of the berry family...now our minds are one.

We bring our minds together as one and give thanks for the grasses. Some we use as food and some as medicine...now our minds are one.

We bring our minds together as one and give thanks for water; the rivers, the lakes, the oceans, and that clean water keeps running all over the earth. It keeps our thirst quenched...now our minds are one.

We bring our minds together as one and give

thanks for fish. They give us strength so we don't go hungry...now our minds are one.

We bring our minds together as one and give thanks for medicines, that they still help us when we are sick...now our minds are one.

We bring our minds together as one and give thanks for wild animals, that they still help us when we are cold and hungry...now our minds are one.

We bring our minds together as one and give thanks for the trees, especially maple, the head of their family, that it still creates sap as the Creator made it to do...now our minds are one.

We bring our minds together as one and give thanks for the birds, that we still hear the nice singing that they bring, especially the head of the bird family—the eagle is its name...now our minds are one.

We bring our minds together as one and give thanks for our grandfathers the thunderers, that they make new waters...now our minds are one.

We bring our minds together as one and give thanks for the four winds, that they still do what the Creator has asked them to do...now our minds are one.

We bring our minds together as one and give thanks for our brother, the sun, that it is still bright and warms the earth...now our minds are one.

We bring our minds together as one and give thanks for our grandmother, the moon, that she is still in charge of when children are born...now our minds are one.

We bring our minds together as one and give thanks for the stars, that they dress the sky for our grandmother, the moon...now our minds are one.

We bring our minds together as one and give thanks for the four messengers; their job is to take care of the people...now our minds are one.

We bring our minds together as one and give our thanks to the Creator for everything that he has done for the people...now our minds are one.

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EXECUTIVE SUMMARY

Background

A Comprehensive Community Plan (CCP) is a community owned/community driven document that serves as a blueprint for change. Akwesasne's CCP, Iehontkáhthos Tsi Nahó:ten Tá:we (they can look into the future), is the collective voice of our community members that includes the children, youth, adults and elders. The plan covers goals and objectives in subject areas that are most relevant to our community members. Once the plan is in place, the community, including its leadership, can use the CCP as the starting point for other types of planning such as capital planning, financial planning, economic development planning, and strategic planning.

Community engagement

The most important element of a Comprehensive Community Plan is community engagement; allowing community members to voice their ideas and get involved in the process. The vision, goals, objectives and implementation plans come from the people themselves. Akwesasne members were involved in the CCP process in many ways. People had opportunities to participate in the CCP consultation activities in large groups, small groups, and as individuals. The first step in the engagement strategy was to create a community survey which was available to Akwesasne members through the internet and in hard copy format. In total, there were 236 completed surveys and 162 partially completed surveys.

Additional methods of community engagement included hosting district meetings in each of the three districts, hosting meetings with elders at Tri-district elders Centre, visiting Schools (grade school and high school), delivering presentations to groups in the community (at least 14 groups), setting up booths at community events, delivering presentations to MCA staff and providing updates to Chief and Council. The community radio station was also used to provide updates on the CCP and to encourage members to participate in the community engagement events. Two of the key questions that we asked community members were

'What do you like about Akwesasne', and 'What do you see as the future of Akwesasne 20-40 years from now?'

Where do we want to go

During the engagement process, we received a significant amount of input and feedback through the community survey. For example, when we asked the question '*What do you see as the future of Akwesasne'*, we received 40 pages of ideas. After analyzing the numerous responses and the common themes expressed, the comments boiled down to the following vision statement:

Kionkwatoróhon tanon tetewatátshnie ne kentho ahkwesáhsne. Tewaná:ie ne onkwawén:na tanon tsi niionkwarihó:ten tanon ionkwaten'nikonhró:ri tsi ionkwakwahrtshehr, ionkwata'karí:te tanon skén:nen tsi tewanákere. Tewanorónhkhwa tsi nón:we na'teronkwatawen:rie ionkhihsothokón:'a tanon tsi tahatikonhsotónkie ne iethiio'okón:'a tanon iethiiatere'okóni'a.

Akwesasne is a united and self-sufficient community. We take pride in our culture and language, and enjoy a prosperous, safe and healthy community. We care for our environment, our elders, and the future of our children and grandchildren.

In addition to formulating Akwesasne's vision for the future, the community participants identified the issues that were most important to them. The feedback was used to formulate a CCP framework made up of four segments: Governance, Environment, Economy, and Community. Within these segments, there were 13 high level goals identified for the future of Akwesasne. Each segment is described below:

Governance

The governance segment includes functional areas such as Justice (law making), Public Safety (police, fire and ambulance), and Governance (Nation Building, Mohawk Government, and Leadership). The Community identified two goals under this segment: 'Become a Self-Governing Nation' and 'Live in a Safe Community'.

Environment

The environment segment includes functional areas such as Lands and Resources (land management and environment management) and Infrastructure (public infrastructure). The community identified three goals under this segment: 'Better Management of our Lands', 'Monitor and Protect our Environment' and 'Improve Community Infrastructure'.

Economy

The economy segment includes functional areas such as Economy (business growth and jobs) and Education (K-12, post-secondary, trades, and adult education). The community identified two goals under this segment: '*Create more Jobs and Business Opportunities*' and '*Expand our Education Services*'.

Community

The community segment includes functional areas such as Culture and Language, Health, Social, Housing, and Recreation. The community identified six goals under this segment: 'Increase Fluency in Mohawk Language', 'Take Pride in our History and Culture', 'Increase access to Sufficient and Affordable Housing', 'Improve our Health and Well-Being', 'Take care of the vulnerable members in our community', and 'Support our Community's Recreational Needs'.

Where are we today

Akwesasne can move forward by building on what already exists and by finishing what has already been started. The Akwesasne CCP section entitled 'Where Are We Today' describes the people, plans, resources and services that currently exist. Some of the highlights from this section include:

- Akwesasne is negotiating a Self-Government Agreement with Canada.
- Akwesasne has a draft Land Code that has been under development for years.
- The Department of Technical Services follows a 20-year capital plan for community infrastructure.
- The Akwesasne Justice Department develops community laws on an ongoing basis.
- Akwesasne has established a Trust to administer the OPG Settlement and the Kawehnó:ke settlement.
- There are three governments in Akwesasne (1 hereditary government and 2 elected governments).
- There are numerous committees, commissions and not for profit organizations throughout the community that could participate in the implementation of the CCP.
- The Department of Economic Development is actively looking for new ventures that would support new business and jobs in Akwesasne.



How do we get there

Community members provided the project team with feedback on how to implement the 13 CCP goals. The section provides a framework for implementing the CCP goals and it includes a list of the objectives tied to each goal, departments or committees that could be responsible for meeting the objectives, and critical success factors. A visual chart "status bar" is provided for each goal indicating the status of work done to date towards achieving the goal. Additionally, an action plan is also included that indicates how much time, money and people might be needed to achieve each objective. The action plan also provides performance indicators for monitoring the achievement of proposed actions, and it is designed to be used as part of a monitoring system from year to year.

One of the goals, for example, is to increase access to sufficient and affordable housing. Key action steps to implementing this goal would be to conduct a housing needs assessment, identify funding for housing projects, update the current housing policies, and construct new housing that meets the needs of our community population segments.

The implementation plans provide a starting point for additional research and planning and should be monitored and updated as needed.



1. INTRODUCTION

1. INTRODUCTION

A Comprehensive Community Plan (CCP) is a community owned/community driven document that serves as a blueprint for change. In 2015, the Mohawk Council of Akwesasne (MCA) moved forward with developing a Comprehensive Community Plan. This project was a strategic priority of Mohawk Council in council's strategic plan 2012-2015.

A CCP is the collective voice of community members that includes the children, youth, adults and elders. It is called a "community plan" because the ideas come from community members themselves. One of the key parts of the CCP is a vision statement, which describes what the people want their community to look like in next 20 to 40 years.

The plan covers goals and objectives in subject areas that are most relevant to the community members. Typically, the subject areas that are covered include governance, lands & resources, health, infrastructure, culture, social, and economy.

How Does a CCP Work?

One of the benefits of having a CCP in place is that it will help guide MCA leadership and administration to make decisions based on what the community wants. As a local government, MCA has a lot of experience and expertise in creating plans. A few examples of plans include MCA Strategic Plan, Department Operational Plans and Budgets, Multi-Year Capital Plans, and Economic Strategies. Moving forward, MCA will now be able to integrate its planning activities with the vision laid out in the CCP.

The CCP can be used to help prioritize Akwesasne's goals and provide guidance on the policies and programs set by the local government. The CCP can also be used to provide a foundation for land use planning within the built environment and long term capital project planning.



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Akwesasne's CCP

The Akwesasne CCP contains three sections: Section 1 is entitled 'Where Do We Want to Go?', and it describes the Vision for Akwesasne as well as 13 high level goals in the areas of Governance, Economy, Environment and Community. Section 2, entitled 'Where Are We Today?', describes the community, its resources and its capacity. This information provided in this section was gathered from existing plans and documents. Section 3, entitled 'How Do We Get There?' describes highlevel implementation plans for the 13 CCP goals. The implementation plans provide a graphical representation of progress to date, time and financial resources requirements, and project milestones.

2. OH NAHÒ:TEN ROTIHSHON / WHAT WAS DONE

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2. OH NAHÒ:TEN ROTIHSHON / WHAT WAS DONE



Photo Contributed by Brandi Sunday – grade 6 student, through the Akwesasne Mohawk School post card exercise on the future of Akwesasne.

This section describes what was done during the creation of the Comprehensive Community Plan. A great deal of consultation took place with multiple segments of the Akwesasne population. The goal of the CCP was to create a plan that was "community – focused" and "community – driven". As you read through the CCP document, you will see several direct quotes from community members and in some cases 'artwork' (see illustration above).

2.1. COMMUNITY CONSULTATION TO DEVELOP THE CCP



The Akwesasne CCP consultation process involved considerable input from Akwesasne community members (elders, children, youth, women and men), MCA leadership, and staff. The consultation process entailed a variety of events and activities including a community survey, workshops, open houses, radio interviews, and presentations.

The CCP planning process was communicated communitywide through community newsletters, the MCA website, and the community radio. The subsequent section describes the different consultation activities undertaken in completing the Akwesasne CCP.

District Meetings (tsi snáihne, kaná:takon, kawehnó:ke)

Information sessions on the CCP planning process were held in each district and were open to all community members. The purpose of holding the meetings was to introduce the CCP project to the community and to provide opportunities for data collection using different methods. A meal and childcare were provided at each meeting as well as a door prize draw conducted to thank people for coming. Approximately 20-40 people attended each meeting. The two primary questions posed at each meeting were: "What is your favourite thing about Akwesasne", and "What would you change about Akwesasne".

Community Survey

The Akwesasne community survey was completed between September 2015 and November 25, 2015. The survey was made accessible, both in online and on-paper formats, to all Akwesasne members aged 15 years and over. This was a highly successful survey with over 236 complete responses across all districts and the age groups included.

Elders Sessions Held at Tri-District Elders Centre

Several workshops were held with elders through the CCP planning process. The purpose of holding elders' sessions was to introduce the CCP project and to provide support in completing the online survey and collecting their input.

School Visits

The youth and children were also included in the CCP planning process through workshops and activities. Students in grades 5-8 at AMBE schools in all three districts participated in a postcard design project, where they were asked to design and write a postcard from the future "My Akwesasne 2040" and describe what they thought Akwesasne would look like in 25 years.

Additionally three engagement sessions were held at Cornwall Collegiate and Vocational School (CCVS) that included all of the AMBE high school students. The first session was an introduction to the project where the students were asked to provide input on two questions: "What programs/services/projects would you like to see in Akwesasne", and "What programs/services/ projects do you not want to see in Akwesasne". The other two sessions involved the use of silent balloting to gather information on community planning areas.

Group and Organization Presentations

Presentations were made to several community groups and organizations at their monthly / quarterly meetings. Each group was asked questions relating to their particular field of interest. The following are some of the groups/ organizations that were contacted.

- Boys and Girls Club.
- AAMB (Akwesasne Area Management Board).
- Health Board.
- ACFS workers.
- Tsi Snáihne Homemakers.
- Freedom School Parents.
- AMBE Foundations (T.R. Legier Program).
- AMBE Board of Directors.

- Iohahí:io Adult Education.
- HAVFD Members.
- Communications Society.
- Native North American Travelling College.
- Land Claims Committee.
- Kaná:takon Dance Club.

Community Events

An information booth was set up at different events in the community to present and gather information on the CCP planning process. The events included the Akwesasne pow-wow, AMBE open houses, buy local market, and the winter carnival. Promotional bags were given out at these events.



MCA Staff Meetings

Meetings were scheduled with MCA Directors throughout the CCP planning process to present, collect and verify data on the current state and departmental future plans.

Feedback on Implementation

Building from the goals and objectives identified in the community engagement sessions, we went back to the community to get feedback on how to go about implementation. MCA's CCP coordinator was successful at reaching out to some of the groups that had participated in the initial visioning and feedback sessions. The feedback from this outreach was used to draft the section '*How Do We Get There'*.

Communications

The community was kept informed about the CCP planning process and progress through several channels including:

- Presentations to Chief and Council.
- Presentations to Senior Management (MCA).
- Updates at General Meetings.
- Radio ads/interviews (CKON Tetewatharon).
- Facebook site (Akwesasne Comprehensive Community Plan-CCP).
- School presentations (AMBE Grade 5-8, CCVS High school).
- Presentations to organization and groups.
- Attend events that are already organized.
- CCP coordinators presence in the community.



3. KANÒNWE ÍTEWEHRE NIA IÉTEWE / WHERE DO WE WANT TO GO

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3.KANÒNWE ÍTEWEHRE NIA IÉTEWE / WHERE DO WE WANT TO GO



This section introduces our CCP vision statement, summarizes our CCP goals and outlines our objectives towards meeting our vision. Our vision statement defines the future that we want to see; what our people want our community to look like in the next 20 to 40 years. Through the community planning process we identified our community goals and we developed objectives to help us meet our goals and reach our CCP vision.

3.1. AKWESASNE CCP VISION



Our community vision statement captures the essence of our community's values, history, strengths and aspirations:

Kionkwatoróhon tanon tetewatátshnie ne kentho ahkwesáhsne. Tewaná:ie ne onkwawén:na tanon tsi niionkwarihó:ten tanon ionkwaten'nikonhró:ri tsi ionkwakwahrtshehr, ionkwata'karí:te tanon skén:nen tsi tewanákere. Tewanorónhkhwa tsi nón:we na'teronkwatawen:rie ionkhihsothokón:'a tanon tsi tahatikonhsotónkie ne iethiio'okón:'a tanon iethiiatere'okóni'a. Akwesasne is a united and self-sufficient community. We take pride in our culture and language, and enjoy prosperous, safe and healthy community. We care for our environment our elders and the future of our children and grandchildren values, history, strengths and aspirations.

3.2. GOALS AND OBJECTIVES

Through our community planning process, which encompassed community meetings, surveys, and other outreach activities, a broad set of community goals were identified that align with our vision statement. These goals and priorities capture the future that our community desires in the areas of governance, environment, economy and community, and are listed below:

- Become a self-governing Nation.
- Live in a safe community.
- Monitor and protect our environment.
- Better management of our lands.
- Improve community infrastructure.
- Create more jobs and business opportunities.
- Expand our education services.
- Increase fluency in our Mohawk language.

- Take pride in our history and culture.
- Increase access to sufficient and affordable housing.
- Improve our health and well-being.
- Take care of the vulnerable members in our community.
- Support our community's recreational needs.

During the course of our community planning process, MCA released its Strategic Plan outlining its philosophy, vision, values and strategic goals over the next three years (2016 to 2018). Although these two planning activities were different in both design and perspective, the community objectives resulting from our community planning process are similar in many respects to MCA's strategic priorities. This indicates that overall, there is strong alignment between what we envision for our future, and the direction Chief and Council envisions as summarized in **Figure 1**.

Figure 1: Aligment with MCA strategic priorities

Governance



COUNCIL PRIORITIES

3.2.1. OH NAHÒ:TEN ENKAKWATAKWEN NE KAKORAHTSHERAKON / GOVERNANCE GOALS

The Road to Self-Governance

Since the late 90's MCA has been in a Nation Building process, a process that allows for the investigation and negotiation of a draft Akwesasne Governance Agreement. The process was initially termed a Nation Building process and has since been renamed *Entewatathá:wi or "We Will Govern"*. The overall goal of this process is to investigate the extent of Canada's commitment to negotiate a Self-Government Agreement specific to Akwesasne where MCA exercises jurisdiction.

Entewatathá:wi has been working towards establishing the laws, regulations, policies, practices and institutions that will govern the northern territory of Akwesasne. Negotiation of a final agreement on Governance will provide clear formal recognition by Canada of Akwesasne's governance institutions and address the relationship of Akwesasne's and Canada's laws. Negotiations have also begun with Ontario and Quebec on some jurisdictional issues. Self-Governance is a long and grueling process that involves negotiations with the government of Canada, our own local governments and leaders, educating and consulting our community and making sure we protect our inherent rights as Akwesasronon. Ultimately, it will be our community that determines whether or not to accept the negotiated Akwesasne Governance Agreement by holding a community referendum.



Governance

Become a self-governing Nation:

We want to be a self-sufficient community that is able to take care of its own people. Many community members indicated that it is important for Akwesasne to become a self-governing Nation. Members also expressed the need for Akwesasne to be an independent Nation that manages its resources effectively, caters to the needs of its members, and is reputable among other Nations:

(([I see Akwesasne as] a self-sustaining community dependent upon our own community based businesses that employ the vast majority of our community members with good paying solid meaningful jobs. A productive community that is a Centre of Excellence in many areas including justice, policing both domestic and international, leaders in land claims development projects, training institutions and the hub of economic development in our immediate area. An undivided community where central resources are shared and everyone prospers based on their individual efforts to succeed.

Community Member, CCP Survey Response

Further, members indicated that there is need for Akwesasne to develop the capacity to self-govern. Particularly, our community members identified that there is a need for our people to understand the financial implication of self-governance, and for our government to work in unity with other Akwesasne governments and improve its relationship with external governments. The following objectives were identified to achieve this goal:

- Ensure that members understand the financial commitment of self-governance.
- Build our capacity to self-govern.
- Improve our relationships with other Mohawk governments and external governments.



Justice and Public Safety Live in a safe community:

I see a safe community with a justice system that is fair and impartial and rooted in our traditional teachings...

Community Member, CCP Survey Response

Feeling safe in our community was raised as a priority issue. Members want to see Akwesasne as a safe place to live and to raise their children, a community that is free from drug abuse, crime, and domestic violence. Many members attributed the increase in crime levels in our community to inadequate enforcement of laws. Through the planning process members proposed developing crime prevention programs and youth engagement programs as some of the key ways to reduce crime and improve community safety. Also, members indicated the need to improve the current emergency response services including creating ambulance stations in each district, expanding the ambulance services, and hiring enough staff.

The following objectives were identified to achieve this goal:

- Encourage cooperation between the three Mohawk governments on justice and public safety issues.
- Improve the reinforcement of laws.
- Develop neighbourhood watch programs.
- Develop clear roles for our police and law enforcers.
- Establish police sub-stations in each community.
- Develop a good community based justice system centered on traditional principles.
- Improve our understanding of our rights.



3.2.2. OH NAHÒ:TEN ENKAKWATAKWEN NETSI NON: WE NA'TE ION KWA TA WEN:RIE / ENVIRONMENT GOALS

Thompson Island Culture Camp, ionkwa'nikonri:io

As Onkwehonwe people there has always been a connection with Mother Earth, Ionkhi'nistenha Ohontsia, and to each other. This relationship has been stressed over the years due to the changes of adapting to the modern world. Thompson Island's Ionkwa'nikonri: io Camp came about as a way to help nurture and reconnect people with the environment. The Island is located on the St. Lawrence River in the Quebec portion of Akwesasne and is accessible only by boat. The Camp was established in 1996, as a result of a need to find our own camp here within Akwesasne territory that would showcase Mohawk culture and traditional ties to the land and environment. An old farmland homestead from the 1800's became the camp headquarters. The camp's focus is to celebrate our traditional knowledge through teachings, life skills, and survival skills, enriching and nurturing an innate respect and love for the natural world and our place in it, promoting a feeling of pride in the Onkwehonwe culture for all to see.

Summer of 2015, my family and I went on a three day detox retreat to Thompson Island. The diagnosis of cancer in a family member made us all consider our health and the types of food we eat on a daily basis. The retreat allowed us to focus on the use of fresh, clean, healthy foods and of our traditional needs and how our people used to survive. As a family we were able to disconnect from the modern world and all of its "conveniences". We were able to take a difficult situation and heal ourselves with a stronger desire to live healthier and simpler. We all walked away from the retreat with a much stronger connection with the land and where we came from.

Waylon Cook, Thompson Island Camp Coordinator (2016).





Land and Resources

Monitor and protect our environment:

Our lands and resources need to be developed in alignment with our environmental and cultural values. We do not want projects that will cause harm to our environment. Many members expressed the need for MCA to play a greater role in environmental monitoring and protection of our community resources.

I see an environment that reflects our ability to live in peace and harmony with the natural world.

Community Member, CCP Survey Response

Better management of our lands:

Community members want to see better management of our lands. Particularly, members expressed the need to implement the land code and to prioritize the use of land for residential use, followed by agricultural use and then economic development projects. Members also expressed the need to resolve internal land disputes as a key issue. The following objectives were identified to achieve these goals:

- Implement the renewable energy strategy.
- Acquire more land.
- Prioritize the use of land primarily for residential purposes.
- Prioritize the use of land for agricultural purposes.
- Prioritize the use of land for economic development.
- Implement and enforce the land code.
- Foster a stronger connection and understanding of the land / ecology.
- Strengthen food production / agriculture.
- Educate community members about climate change and corresponding impact on the environment.
- Promote development of projects that align with our environment and cultural values.
- Resolve internal land disputes.
- Communicate land management procedures to our community members.



Infrastructure

Improve community infrastructure:

I see our community with better roads, buildings for better services, community housing for elders, single parent housing available.

Community Member, CCP Survey Response

Efficient transportation between all districts and neighbouring communities was raised as an important issue for community members. Members expressed the need for public transportation (e.g. bus, water taxi, ferry), and a bridge network to facilitate connection to other districts. In addition, community members feel that priority should be given to investments in walking and biking paths, fibre optics broadband connection to households, and development of an electrical utility. Further, members would like to have the bridge toll booth relocated or entirely removed. We see a community that is interconnected with its neighbours, and with its own independent infrastructure. We want to be free to move within our territory.

The following objectives were identified to achieve this goal:

- Reduce delays / impediments at the borders.
- Relocate the tollbooth to the south side of the bridge to reduce delays, and to increase economic opportunities.
- Build a bridge between Tsi Snáihne and Kaná:takon.
- Provide public transportation between all districts and neighbouring communities (bus system, water taxi/ferry).
- Improve maintenance of roads and sidewalks (dealing with potholes, frost heaves, areas with no sidewalks or streetlights, unpaved gravel roads).
- Build more houses to meet the rising demand.
- Improve maintenance of buildings through regular renovations and repairs.
- Re-purpose unused and underused buildings (recreation halls, empty businesses).
- Ensure adequate accessibility to all facilities especially by elders.
- Improve building inspection process.
- Incorporate culturally appropriate materials and design on buildings principles when possible.
- Develop community owned utilities to lower costs and increase employment.
- Provide water, sewer, garbage pickup, and recycling services to all of Akwesasne.
- Improve environmental sustainability (grey water systems, tertiary treatment of waste water and storm runoffs).



3.2.3. OH NAHÒ:TEN ENKAKWATAKWEN NE TSI NI': IOHT TSI TEWATHWISTONNIÀ:THA TSI TETEWATA'TSHNIE / ECONOMY GOALS



The Traditional Lacrosse Stick, Tewaaraton Ká:hnhien O:iente

The history of traditional lacrosse stick manufacturing has deep roots in Akwesasne. Kawehno:ke was once the home of a renowned lacrosse stick manufacturing company that supplied the majority of wooden sticks used worldwide. The community had a profound sense of pride in the quality of stick produced and many members had a hand in the process working at the factory or in contract with them. The art of making the wooden stick is a tradition that has been passed on from generation to generation along with the stories and legends that accompany it. Today, Akwesasne continues to be a proud manufacturer of the lacrosse stick.

Over 20 years ago the Mitchell Family established their company Mohawk Lacrosse (formerly Mohawk International Lacrosse) to revitalize a family tradition. Mohawk lacrosse created their own brand of lacrosse stick, designing the first Native American produced plastic molded heads. For a while Mohawk Lacrosse was the official supplier of the National Lacrosse league. Mohawk Lacrosse located on Kawehno:ke continues to produce wooden and plastic sticks, as well as offer for sale lacrosse equipment and related items.

My hope for the future of Mohawk Lacrosse is that the company will continue to be run by my children. That it will grow to be a sustainable source of income for them. I currently work on iron as well as run the business. There is a lot of competition in the lacrosse industry both on and off reserve. In the future it would

be nice to see the company grow into manufacturing of lacrosse equipment and to have the support from MCA to reach that goal.

Mark Mitchell owner Mohawk Lacrosse (2016)

Mohawk Country Lacrosse is another family owned business that is a result of generational teachings. They currently produce wooden sticks, wooden oars and wooden handles for tools. Mohawk basket materials, splints and molds, as well as snow shoes are products they are currently looking into manufacturing.

In the future I would like to see the company promoting the traditions both within the community and to tourists, through teaching programs and classes. I would hope that my son will continue to run the company and grow the number of products we manufacture and export. MCA's support through business growth funding and assistance with programming creation would be helpful in sustaining and advertising what we do here at Mohawk Country Lacrosse.

Randy Delormie owner Mohawk Country Lacrosse (2016).



Economic Development

Create more jobs and business opportunities: Our community members want to see a strong economy that creates jobs and supports local businesses. With an unemployment rate of approximately 23 percent¹, it is fitting that creating jobs is highlighted as one of the important objectives for our community. We would like to see more economic development initiatives that will provide employment opportunities for community members. Through the planning process, members identified ecotourism, water taxi or ferry business, and retail stores as some of the primary economic development initiatives MCA should pursue to promote economic development. Many members also indicated that they would like to have more capital financing made available to support local business, as well as see more enforcement of employment standards of community businesses.

[I see] a self-sustaining community dependent upon our own community based businesses that employ the vast majority of our community members with good paying solid meaningful jobs....

Community Member, CCP Survey Response

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The following objectives were identified to achieve this goal:

- Establish more community businesses to generate employment.
- Provide loans to community businesses
- Enforce safety, wage and insurance standards of community businesses.
- Prioritize hiring Akwesasne people, then Mohawk, then First Nations.
- Support young people interested in starting their own businesses.
- Provide a job-training centre in our community.

Education

I want my children and grandchildren to go to secondary schools located within Akwesasne.

Community Member, CCP Survey Response

Expand our education services:

Education is fundamental to the success of each individual and our community as a whole. The level of education achievement has been growing in Akwesasne with a high school graduation rate of over 73 percent in 2014 compared to 45 percent in 2012.² Additionally, an increasing number of high school graduates are seeking post-secondary education. In the survey members expressed intent in having a high school or post-secondary institution in our community. During the planning process many community members indicated that they would opt to send their children to a Mohawk high school if one was available in our community. Also, many expressed the need for a community operated post-secondary training institution such as a college or trade school for high school graduates and adults interested in getting skills training.

The following objectives were identified to achieve this goal:

- Establish a Mohawk high school within our community.
- Establish a Mohawk post-secondary institution (college or trades school) within our community.
- Provide more funding to support education and training.
- Expanding Iohahí:io classes.
- Have more Akwesasne instructional staff in elementary schools.
- Encourage mentorship programs.
- Provide more cultural education programs.



3.2.4. OH NAHÒ:TEN TEHONATEHONTSIONI NE KANENHRÀ:KE ONKWANA:TA / COMMUNITY GOALS



The Native North American Travelling College

The founding of the Native North American Travelling College (NNATC) or "the Travelling College" is a story about how a few individuals can bring about change and make a difference in their home community. The Travelling College was initially founded in 1965 by Ernest Benedict. The original idea was to have a travelling educational institution that could travel on rail cars to Aboriginal communities and provide cultural education to wherever Aboriginal groups needed it. The first few years were challenging as Mr. Benedict chose not to accept any funding from the Canadian government. Mr. Benedict managed to fundraise \$30,000 from private sources such as foundations, churches, private institutions, and individual donations. In 1966 Mr. Benedict along with some volunteers hit the road with two Volkswagen vans loaded with books and cultural materials to First Nation communities to offer assistance to native students who desired some form of higher education. The NNATC was an excellent idea but Mr. Benedict ran out of funding in 1969 and parked the vans and suspended operations in 1970.

In 1974, Michael Kanentakeron Mitchell revived the Travelling college concept. He revamped the operating structure and facilitated the development of cultural educational materials for the school systems. The Travelling College also included a travel troupe for school presentations, native prison program, an audiovisual department, a publications department and an Indian village with a log cabin museum. It thrived as a cultural educational institution and served the Indigenous population in eastern Canada and United States for many productive years.

Michael served as the executive director of the Travelling College for ten years until 1984. "The path was set that our culture and language would always be important to our people and that there should be a balance with the modern education system and our traditional teachings," stated Michael.

Today the Native North American Travelling College offers programs for our community which include cultural presentations in the school systems, museum exhibits, cultural resource materials, a research library, an audio visual department and a beautiful outdoor learning centre. The college offers social songs, dances, games, clothing, show and tell materials and storytellers who illustrate the cultural history of the Iroquois.

In the Comprehensive Community Plan, our community made it known that culture and language were top priorities. Organizations such as NNATC, can play a valuable role in supporting community goals related to culture and language. The story of how this organization was started also gives evidence to our ability to create new services where none existed before.

Culture and Language

Increase fluency in our Mohawk language:

I would like to see more of our people speaking our language and learning our culture in Akwesasne for my children and grandchildren in our community.

Community Member, CCP Survey Response

Upholding cultural knowledge and practices is important to our community members. Many Akwesasne members recognize that learning Mohawk language is an important cultural practice. We have undertaken several initiatives to revitalize Mohawk language in our community. For instance, Mohawk is an important part of the Ahkwesáhsne Mohawk Board of Education (AMBE) school programming. Our community planning process revealed that there are very few members that speak Mohawk fluently. However, many community members showed a high interest in learning the language and proposed a range of programs and activities to support the learning process. Some of the proposed programs and activities included expanding immersion classes to include all community members, providing online courses, providing incentives for fluent speakers, and supporting community language nests.

Take pride in our history and culture:

We recognize that cultural practices are central to our identity as Akwesasronon. Many community members want to continue to practice cultural traditions including oherokon, the Mohawk language, use of traditional plants and medicines, traditional songs and dance, traditional arts and clothes, lacrosse, and participating in activities at Ionkwa'nikonri:io. To this effect, many community members would like to see more traditional teaching classes, and more support for youth participation in cultural ceremonies. "I want Art Programs in our schools to teach our children beading, rattle making, cornhusk dolls, chokers, regalia, kastowa, moccasins, and everything else we would normally have to pay for at the museum & community..." Community Member, CCP Survey Response.

The following objectives were identified by our community to help achieve these goals:

- Provide more Mohawk language classes that are accessible to all age levels.
- Create more Mohawk language learning opportunities.
- Revitalize traditional practices such as songs and dance, traditional arts, and clothes.
- Introduce Mohawk language in the curriculum of all grades.
- Promote and make the language more visible in our community.
- Provide affordable online courses and modern technology resources such as Rosetta stone, a mobile application, for learning the language.
- Provide home-schooling material to families.
- Create more incentives to encourage people to learn the language such as community recognition, higher wages, etc.
- Make the learning of Mohawk language mandatory for all MCA employees.
- Establish a language centre.
- Establish cultural camps that teach Mohawk culture and language.
- Encourage the Mohawk schools to participate in community cultural ceremonies.

Housing

Increase access to sufficient and affordable housing:

Our lands and resources need to be developed There is a need to address the housing needs in our community. Many members identified the need for adequate housing to meet the rising housing demand from the growing population. Also, community members indicated the need for social housing for single parents, elders, and those with special needs, rent-to-own housing for low income members, programs on home maintenance and repair, and environmentally friendly housing (i.e. solar powered):

We need to have housing for those with disabilities, to live independently with help from a program. There are some young adults that want to live on their own but need to have assistance in doing so.

Community Member, CCP Survey Response

Members want to see an increase in access to housing, an increase in housing choices (more single detached housing), and more support to afford housing.

The following objectives were identified by our community to help achieve this goal:

- Provide affordable housing.
- Provide social housing that have sliding scale rent payments, prioritize single parents, elders and members with special needs.
- Provide housing renovation services.
- Provide more housing loans to support home ownership.
- Build more environmental friendly housing (off-grid, solar powered, etc.).
- Enforce existing housing policies.
- Provide more rent-to-own home ownership options.
- Provide housing with larger lots to allow space for agriculture.
- Provide alternative housing models including tiny houses, cluster housing, low-rise apartment buildings, townhouses, and duplexes.
- Provide training on basic home maintenance. issue.



Health

Improve our health and well-being:

I see a healthy (physically, mentally, and spiritually) community with diseases (diabetes, upper respiratory, etc.) reduced.

Community Member, CCP Survey Response

Health is fundamental to the prosperity of our community. Through the planning process many members ranked the health and well-being of our community to be average and below average. Members identified having adequate and accessible health programs and services, reducing the level of drug and alcohol abuse in our community, and reducing pollution of air and waters as important areas to focus on. In addition to the expansion of medical clinics, ambulance services, traditional medicine, and specialized medical care and hospitalization services, many members also indicated the need to establish a hospital or clinic in Tsi Snáihne. Additionally, there is a need to expand health services tailored to community members with special needs and disabilities including in-home care, in-home therapy, and transportation.

The following objectives were identified by our community to help achieve this goal:

- Provide more and better medical facilities with increased service hours such as a 24 hour clinic or hospital.
- Improve ambulance and other medical transportation services in our community.
- Establish a mental health facility to support community members in need.
- Provide health services and programs for community members with disabilities.
- Promote use of traditional medicines (train community members and health staff on how to identify, gather, prepare and use traditional medicines).
- Increase the service hours for triage, trauma counselling, and suicide attempts.
- Recruit more health navigators to facilitate communication between our community members and the correct health personnel within the health facility.
- Recruit more community nurses, home care staff, specialists and dentists.
- Extend healthcare services and programs to off-reserve members.
- Encourage collaboration across health departments, facilities and jurisdictions.
- Incorporate mental health services and prevention programs within our community

health programs and services.

- Provide more specialized treatments within our community including MRIs, CT scans, x-rays, dialysis and cancer treatments.
- Promote the use of telehealth services.
- Provide Aboriginal midwifery, birthing centre and pediatric care services.
- Establish a healing lodge in our community for traditional healing practices.
- Incorporate holistic healing principles and culture into medical services.
- Improve the training of in-home care staff so they can take care of more issues and people.
- Improve the remote communication abilities between health workers and home care patients to reduce the amount of time spent traveling.
- Provide training to health staff around cultural competency and public interactions.
- Educate our community members about how to file complaints, and how those complaints get addressed.



Social

Take care of the vulnerable members in our community:

We need to make sure that our elders, children, single parents, and those with special needs including the disabled, addicts, homeless, and those with mental health problems are taken care of. Many members expressed that there are inadequate services in our community to support the vulnerable members in our community:

I would like to advocate for more programs for special needs children and adults, possibly the development of adult group homes and even possibly sober living facilities.

Community Member, CCP Survey Response

Members also indicated the need for services such as assisted living, a special needs centre, transportation services for the elders, home visitations, and recreation activities that could be made available to support elders and community members with special needs.

[We want] to see our community with more adequate resources to address the on-going addiction and social issues. We provide services but we lack a pre and post treatment facility for individuals who suffer from chronic addiction and homelessness. We also lack housing for the mentally ill population who suffer from severe chronic mental illness and developmental disabilities.

Community Member, CCP Survey Response

Food security was also identified as a key need in our community, and members proposed that we promote community gardens, encourage agricultural activities on reserve, and run a food pantry to assist those with food shortages. The following objectives were identified to help achieve these goals:

- Provide supportive housing and programming for vulnerable population segments including seniors, addicts, the homeless, and those with special needs.
- Provide programming and activities such as recreation, healing circles, community celebrations, and events to promote community connections, socializing, supporting one another, and good mental health.
- Provide and subsidize public transport for seniors, special needs, and those living in poverty.
- Provide suicide prevention and intervention services and improve access to mental health services.
- Provide a food bank or vouchers for community members.
- Provide half way housing for those recovering from addictions.
- Encourage households to grow food and prepare healthy foods.
- Educate community members on how to start community gardens and eat healthy foods.
- Expand meals on wheels services to include others who need the support.
- Provide subsidized childcare for community members.



Recreation

Support our community's recreational needs: We need more diverse recreation activities for everyone. We currently have the A'nowara'ko:wa arena that hosts a variety of sports, however we need more amenities and activities particularly for children and youth such as biking and walking trails. Many members expressed the need to improve the existing recreation facilities or build new infrastructure to support healthy and happy families:

I would like to see a variety of community recreation activity Centres for physical fitness like an outdoor obstacle course to stay fit, bike trails.

Community Member, CCP Survey Response

The following objectives were identified to help achieve this goal:

- Offer a variety of activities that appeal to all ages, abilities and interests.
- Provide walking trails and bike paths throughout our community.
- Extend the operation hours of the facilities to cater to varied individual schedules.
- Promote participation in recreation activities (through providing a sports subsidy).
- Hire a recreation program coordinator for each recreation hall to organize and run regular activities.



4. KANONWE NÍTEWES NONWA / WHERE ARE WE TODAY


4. KANONWE NÍTEWES Nonwa / Where are we Today



Understanding our current reality was a key step in our community planning process in order to properly be informed about how we can get to where we want to go. This section provides our community baseline information relevant to the CCP planning process based on a review of several community documents.

Throughout this baseline review information is cited by a short identifier for each report as listed below:

- Capital Plan "CAP 2008".
- Annual Report "AR 2014".

- Economic Leakage Study "ELS 2014".
- Labour Market Study "LMS 2015".
- Akwesasne Cultural Portrait "CP 2015".
- MCA Strategic Plan "SP 2013".
- Economic Recovery Strategy "ERS 2012".
- Department of Tehotiienawakon "DOT 2015".
 presentation to the newly elected MCA Chief and Council – August 6, 2015.
- Three Feathers Corporation "TFC 2015" preliminary business plan.
- Akwesasronon Onkwenwhentsia Shon:a "AOS 2015" – draft land code (August 2015).

Akwesasne History and Demographics

Akwesasne, the Land Where the Partridge Drums, is a strong, viable Mohawk community located on 50 square miles of Mohawk territory just east of Lake Ontario and the 1,000 Islands region where the Kaná:takon and Raquette Rivers flow into the St. Lawrence River.

Today, the Akwesasne territory straddles Ontario, Quebec and New York State resulting in Akwesasne being referred to as a multijurisdictional territory.

The northern portion of Akwesasne is divided between Ontario and Quebec and is under the jurisdiction of Mohawk Council of Akwesasne while the southern portion is in New York State and under the jurisdiction of St. Regis Mohawk Tribal Council (SRMT).

The northern portion of the Akwesasne community is further divided into three districts: Kawehno:ke (Cornwall Island, Ontario), Kana:takon (St. Regis, Quebec), and Tsi:Snaihne (Snye/ Chenail, Quebec), and has a registered population of 12,211, with 9,551 living on Akwesasne reserves.³





3 Aboriginal Affairs and Northern Development Canada, "Mohawks of Akwesasne Community Profile," available here (accessed Sep, 2015): http://fnp-ppn.aadnc-aandc.gc.ca/fnp/ Main/Search/FNMain.aspx?BAND_NUMBER=159&lang=eng

4.1. KAKOWRAHTSHERA:KON / GOVERNANCE

4.1.1. MOHAWK GOVERNMENT

Currently, Akwesasne has three recognized government bodies:

- Mohawk Council of Akwesasne the elected Council (under the Indian Act) in the northern territory, which is comprised of twelve district Chiefs (4 Chiefs in each of the three districts) and one Grand Chief.
- St. Regis Mohawk Tribe the elected government of the St. Regis Mohawk Reservation in the southern territory (United States).
- Mohawk Nation Council of Chiefs the traditional national government.

Mohawk Council of Akwesasne (MCA) has a suite of programs and services, governance institutions (e.g. boards and commissions), and other initiatives to support the Akwesasne community. MCA's initiatives are grouped into 11 portfolios:

- Department of Community & Social Services.
- Department of Technical Services (DTS).

Table 4.1: Akwesasne Governance Programs

- Ahkwesáhsne Mohawk Board of Education (AMBE).
- Executive Services.
- Government Secretariat.
- Department of Health.
- Department of Housing (Housing).
- Akwesasne Justice Department.
- Public Safety.
- Tehotiiennawakon.
- Entewatatha:wi Nation Building Program.

MCA continues to promote development of governance capabilities to better exercise its jurisdiction and authority through the Entewatatha:wi Program.⁴ The program is aimed at educating the Akwesasne population about Akwesasne's governance and jurisdiction. MCA is currently working through negotiations on a modern day treaty with the Government of Canada. MCA has signed the Agreement-in-Principle and is working on the Final Agreement process of the treaty negotiations.⁵ The Akwesasne governance programs are summarized in Table 4.1.

PROGRAM/DEPARTMENT	PROGRAM/DEPARTMENT PURPOSE
GOVERNMENT SUPPORT	To identify and employ best practices in assisting the Grand Chief and Council in fulfilling their day to day responsibilities and provide routine, effective communications to the people of Akwesasne, the Departments and Administration, and to external Governments on Council's behalf.
ENTEWATATHA:WI	The program focuses on MCA's continued development of governance capacities to exercise its jurisdiction and authority effectively.

4 Mohawk Council of Akwesasne, "2013-2014 Annual Report," 2014. 5 Mohawk Council of Akwesasne. "Nation Building aka Entewatatha:wi Program- Negotiation Orientation," 2015 On the southern portion of Akwesasne, the Saint Regis Mohawk Tribal Council (SRMT) is the duly elected and recognized government of the Mohawk people. Both New York State and the United States deal exclusively with the Tribal Council Chiefs in a government-to-government relationship.

The Tribal Council is comprised of three Chiefs, three Sub-Chiefs (who are similar in function to vice-presidents) and a Tribal Clerk. Tribal elections are held each year on the first Saturday of June to choose one Chief and one Sub-Chief for a threeyear term. The Tribal Clerk is chosen every third year.

The Tribal Council Chiefs are responsible for setting policy and making major decisions on behalf of the Tribe. They oversee the operation of the tribal government and assure that quality programs and services are made available to the Mohawk people. More specifically, the Chiefs review and approve grants, contracts, new programs and the day-to-day business of the Tribe. They settle reservation land disputes, assist tribal members with administrative and governmental problems and preside over monthly tribal meetings. The Sub-Chiefs receive their authority from the Chiefs.

The Mohawk Nation Council of Chiefs is one of the six nations within the Haudenosaunee (Iroquois) Confederacy. The early colonials of Great Britain and the United States made treaties with the Haudenosaunee. The treaties guaranteed the traditional government of the Haudenosaunee would continue to exist and maintain their way of life.

In 1888, Akwesasne was bestowed with the special responsibility and honor as the site of Haudenosaunee Confederacy, or seat of the Mohawk Nation. The Mohawk Nation Council of Chiefs was formed as the traditional national government situated in Akwesasne. To this day, the Mohawk Nation Council of Chiefs utilizes its Chiefs, Clanmothers, Faithkeepers, and People to provide for the well-being of the Mohawk Nation.



4.1.2. JUSTICE AND PUBLIC SAFETY

Akwesasne Mohawk Police Service (AMPS) oversees public safety for the northern portion of Akwesasne territory. AMPS provides police services for Akwesasne and has the mission to enhance peace, harmony, justice, and cultural values throughout Akwesasne. AMPS services include:

- General Uniform Patrol.
- Community Policing/Service.
- Joint Investigations Team (JIT).
- Traffic Law Enforcement.
- K-9 Police Dog/Marine Patrol Services.
- Criminal Investigations.
- Emergency Dispatch Services.
- Anti-Drug/Smuggling Enforcement.

The Akwesasne Justice Department (AJD) provides a comprehensive justice system for the Mohawk Territory of Akwesasne. The department delivers community justice programs in the following areas:

- Diversion hearings for Summary Conviction Charges with the Neh-Kanikonriio Council.
- Old Ways Hearing.
- Native (Adult) Court Worker Program.
- Community Service Orders.

The AJD department is responsible for Traffic Court, Mohawk Court Law, Family Law, as well as other areas of concern in Akwesasne. The AJD also has established e-voting enabling Akwesasnronon members to vote electronically.





4.2. ATSTE TSI TEIONKWATAWEN:RIE / ENVIRONMENT

4.2.1. LANDS AND RESOURCES

MCA has jurisdiction over 11,711 acres of territory across three residential districts: Kaná:takon (St. Regis Village) and Tsi Snáihne (Snye) districts situated within Quebec; and Kawehnó:ke (Cornwall Island) situated within Ontario. In addition, jurisdiction also extends to many islands situated along the St. Lawrence River.

The department of Tehotiiennawakon oversees the Akwesasne environment program, which is responsible for protecting and enhancing the natural environment of Akwesasne, and MCA Land Code Task Force is responsible for development of the Land Code. MCA has developed a draft Land Code, known as Akwesasronon Onkwenwhentsia Shon:a, which administers the lands of Akwesasne.⁶ The draft Land Code was developed based on many of Akwesasne's laws, regulations, and policy, which are summarized in Table 4.2.1.

Table 4.2.1: Akwesasronon Onkwenwhentsia Shon:a Development Status

ENACTED	IN DEVELOPMENT	PROPOSED
Iatathróna Raotiientáhtsera Couples Property' Law (2015)	Akwesasne Traffic Law Amendment	Akwesasne Land Law
	Akwesasne Water Law Amendment	Akwesasne Burial Law
	Akwesasne Wildlife Conservation Law Amendment	Akwesasne Heritage Law
		Akwesasne Lands Surveys Law
		Akwesasne Trespass Law

Additionally, MCA is working towards securing lands for Akwesasronon, and currently has approximately six outstanding land claims for areas inside the traditional territory of the Mohawk people that include:⁷

- The Dundee Land Claim, which includes a total of 18,000 acres along US border to the east of Tsi Snáihne.
- Seaway Claim, which was brought before the courts in 2009 and continues to date.
- Cairn Island that could potentially be returned to Akwesasne as discussions continue.
- Cornwall Port Lands that are being transferred in 2016 in joint ownership with City of Cornwall.

- North Shore Claim that was filed in 2012 for area along the North Shore of St. Lawrence River.
- Block 1 Lands, which are a group of lands that were negotiated outside of the Seaway Claim to be returned to Reserve status.

In addition, the Dundee Land Claim would include a \$239 million settlement with an estimated \$60 million to be allocated towards purchasing the property. The appropriate method of managing this settlement, including a potential Trust, is being investigated.

4.2.2. INFRASTRUCTURE

MCA has jurisdiction over the infrastructure on its lands, including community buildings, roads, housing, sewage, and water. The Department of Technical Services is responsible for how infrastructure services and community buildings are planned, designed, constructed, operated, and maintained.

In 2008, the 20-year Capital Plan was updated to create a strategy for which infrastructure needs are completed in 1 to 5 years, 6 to 10 years, and 10 to 20 year timeframes. The plan included planned infrastructure investments in excess of $$200 \text{ million.}^8$

To encourage the development and sustainable use of the infrastructure needed to support the

operations of MCA and meet the needs of our community; MCA has done the following:⁹

- Completed a feasibility review for creating a Mohawk Telecommunications Entity (Mohawk TELCO) within our community.
- Explored different public transportation options to improve access between the districts, including a ferry service between all three districts, as well as a bridge between Kanatakon and Tsi Snáihne, a road from Tsi Snáihne to Hopkins Point, and a bridge between Hopkins Point and Dundee, Quebec.

The Akwesasne Infrastructure programs and services are summarized in Table 4.2.2.



Table 4.2.2: Akwesasne Infrastructure Programs and Services

PROGRAM/DEPARTMENT	PROGRAM/DEPARTMENT PURPOSE
ADMINISTRATION	Responsible for how infrastructure services and community buildings are planned, designed, constructed, operated, and maintained.
ROADS PROGRAM	The roads program provides continual service to all community roadways, streets and related infrastructure within the Territory of Akwesasne.
BUILDING AND MAINTENANCE OPERATIONS	To develop and implement a strategy based maintenance plan incorporating preventive and predictive activities, and a process to ensure effective funding is in place to realize and maintain the infrastructure we have today and for in the future.
WASTE AND WASTEWATER INFRASTRUCTURE	The program provides safe and healthy water and wastewater services to Akwesasne by continually improving the operations and maintenance of the water and wastewater systems.



4.3. TSI NI:IOHT TSI TEWATHWISTONNÌA:THA / ECONOMY

The estimated size of Akwesasne's economy is \$140 million, including \$73 million in household spending, \$45 million in MCA spending, and \$22 million in business spending. Of the \$140 million in expenditure, approximately \$107 million of it is spent in the surrounding communities (leakage). Most spending leaks to the City of Cornwall (30%), followed by the United States (24%), and spending on employees not residing on the Canadian side of Akwesasne (9%).¹⁰

Department of Tehotiiennawakon oversees the Economic Development of Akwesasne. In addition to the Department of Tehotiiennawakon, the Akwesasne Economic Development Agency (AEDA) and the Akwesasne Area Management Board provide education and skills training to the Akwesasne people. AEDA provides a variety of services that promote business and employment opportunity, personal growth, and empowerment though education, employment, and training.

Some sources of funding for Akwesasne's community development projects include trust funds and government grants. The Mohawks of Akwesasne Community Settlement Trust was established in 2014 from the funds received from the Kawehnoke - Easterbrook Settlement Agreement (\$5 million) and the OPG Settlement Agreement (\$45 million).

The main government grant for economic development is the Akwesasne Economic Development Fund. The fund has \$3.29 million available over five years and has allowed MCA to provide matching grants up to \$75,000 for businesses in Akwesasne.



4.3.1. EMPLOYMENT

Akwesasne employers are diversified across many sectors with retail; public services; finance, insurance and real estate; and health care the largest employment providers (accounting for almost 60% of employers).¹¹

Employers are distributed across the regions of Akwesasne, with most employers located in Kawehnó:ke (Cornwall Island). In addition, most employers have 1 to 5 employees (34%), while 24% are self-employed. The unemployment rate in Akwesasne is estimated at 22.6%.¹²

MCA has been investigating a number of initiatives to support the economic development of the Akwesasne community and provide employment for its members. Specific initiatives that were identified include:

- Lobby for the relocation of the bridge toll booth to the south side of Kawehnó:ke.
- Build a boardwalk that links our community arena to the St. Lawrence River.
- Develop a water taxi or ferry business because of the restricted land access to parts of the reserve.

• Investigate tourism initiatives on Kawehnó:ke (Cornwall Island), Stanley Island and Tsikawehnotehko:wa (Hamilton Island) because of the importance of tourism to Akwesasne economic development.

In addition, MCA has a number of specific businesses that could potentially be Nation-owned or supported for the benefit of our community. The potential businesses under investigation are:

- Mohawk Electric Cooperative.
- Fibre Optic Service.
- A tobacco strategy, including a tobacco pilot project for establishing tobacco trading between First Nations.
- Natural Gas Pipeline.
- Financial Institution.
- Seaway International Bridge Corridor.
- Hamilton Island resort and charity casino.
- Enbridge Natural Gas Pipeline agreements.
- A Conference Centre.
- A new Medical Clinic for Tsi Snáihne district.



4.3.2. EDUCATION

The Ahkwesahsne Mohawk Board of Education (AMBE) provides a comprehensive education program that combines a strong cultural curriculum and Mohawk language opportunity while pursuing academic excellence and gainful skills development.

AMBE runs three primary schools (Kaná:takon, Tsi Snáihne, and Ahkwesahsne Mohawk School), a secondary school program provided by Cornwall Collegiate and Vocational School, and an alternative education program at Thompson Memorial Wellness Centre on Kawehnó:ke. Only 21% of respondents to the Labour Market Study did not have their high school diploma, and of those, 13% were currently seeking it. In 2014, the high school graduate rate was 73%, a significant improvement from 45% in 2012.

In addition, of the 79% of respondents who did have their high school diploma, 71% of them had a trade certification or some form of higher degree/diploma.¹³ Akwesasne's students have had a consistent demand for post-secondary education. In 2014, there were 375 students seeking some post-secondary credential.¹⁴

In addition to the schools programs, AMBE provides the following education services:

- After school program.
- Transportation program.

- Post-secondary application program.
- Akwesasne head start program.
- Post-secondary assistance program.
- Food assistance program.

Some of the AMBE's current objectives include:

- Promoting high quality education with culturally relevant curriculum.
- Integrating the Mohawk language into all social, community, and education services.

Separate from AMBE, there is also an adult education centre (Iohahí:io) and a privately run education school (Akwesasne Freedom School).

Akwesasne's Iohahí:io education and training centre offers college and university programs through agreements with public colleges and universities such as St. Lawrence College. Iohahí:io also provides the community with tutoring in literacy and basic skills, to upgrade skills for entry into higher levels of education, such as the high school diploma program, and/or to obtain employment.

Additionally, the Akwesasne Freedom School (AFS) provides immersion for its students in levels Pre-K to 8 in the Mohawk language and culture. All instruction, as well as recess periods, outdoor activities, field trips, meals and extracurricular activities are conducted in the Mohawk language.



4.4. AKWESASNE ONKWANA: TA / COMMUNITY

4.4.1. CULTURE AND LANGUAGE

Akwesasne is a Mohawk Community whose cultural and geographic existence predates the establishment of the United States and Canada. For centuries, the Mohawk people have inhabited the Great Lakes and St. Lawrence River regions forming a strong understanding of the area's lands and resources.

Although traditions and ways of life have evolved over time, Akwesasne remains strongly connected to the roots of Mohawk and Haudenosaunee culture. The impact of Mohawk heritage and culture can be felt throughout Akwesasne, which employs a community-centered focus, meaning that culture and tradition is integrated into every program and service of the Nation. Elements of this culture can be found in nearly all aspects of life such as food, dialect and language, artwork, hobbies, ceremonies, and family life. Recently, Akwesasne partnered with the Province of Quebec to promote the culture and arts of Akwesasne by producing the Akwesasne Cultural Portrait, a book that captures Akwesasne / Mohawk culture in a way that can be understood by all.

The Haudenosaunee Confederacy have had a sustained impact on the Mohawk people. Haudenosaunee have been using and trading a special shell bead called 'wampum', and have been treated with high or sacred regard throughout history. Two wampum belts have exceptional significance to Akwesasne: the Two Row Wampum and the "Akwesasne Wolf Belt." The two rowed belt, called Kaswentha, symbolizes the Haudenosaunee people and the European settlers travelling the "River of Life" in separate, parallel vessels. The two rowed belt also calls for the building of respectful relationships around common interests.

The Akwesasne culture can be characterized by the Nation's interest and strengths in oral tradition, medicines, song and dance, water drum and rattle, traditional foods, ironworking, moccasins, carvings, kastowa, traditional clothing, jewelry, pottery, baskets, cradleboards, contemporary art, canoes, cornhusk dolls, and lacrosse. Within Akwesasne, there are a number of specific programs that promote cultural teaching, enjoyment and promotion. These programs include:

- Classes on elements of Mohawk culture such as moccasin making, beading, cooking, dancing, basket and rattle-making. These classes are regularly held at places like the Akwesasne Cultural Centre and Native North American Travelling College.
- Mohawk language immersion is offered at two schools in Akwesasne and resources such as the Akwesasne Economic Development Agency's Can 8 language learning software are all contributing to an increase in Mohawk fluency. This movement of re-educating community members about their history and traditions has led to a new wave of youth taking pride in all areas of being Mohawk.
- Rites of passage or Oherokon meaning "Under the Husk", is a 4-year ceremony for the youth, where boys and girls go through 20 weeks of teachings on the Akwesasne culture (ceremony, songs, wampum belts), survival skills, traditional relationships, and more. This is followed by four sweats and incremental fasting for 1-4 days through the 4-year ceremony period.
- Thompson Island Youth and Elders Camp, known as Ionkwanikonri:io, is located in Mohawk Territory in the middle of the St. Lawrence River. The cultural camp includes medicine walks, life skills and on the land teachings among other eco-cultural educational activities.
- Akwesasne Communication Society (ACS) oversees the operation of CKON Radio and Indian Time Newspaper. Through these influential Akwesasne communication channels ACS hopes to create an environment that promotes growth in the cultural awareness of Native people to all members of the Akwesasne Mohawk community.

The Native North American Travelling College has also been at the forefront of Mohawk cultural education and revitalization since 1969. Their unique and innovative cultural centre publishes books, pamphlets and posters, produces audiovisual materials, hosts Native craft classes, and offers a group of Travelling presenters that bring Akwesasne's heritage and living history to community members.

4.4.2. HOUSING

The Mohawk Council Housing Authority was established to develop and implement a fair and equitable housing policy and to ensure that the members of the Akwesasne community have equal access to affordable and quality housing.

To undertake this mission, the Housing Authority has a number of programs and services including:

- Section 95 Program (Rentals and Rent to Own).
- Upgrading Program (Renovation, Repair and Maintenance Loans).
- New Construction Loans.
- On Reserve Housing Loan Program (Bank of Montreal).
- CMHC Program administration.
- Home Adaptations for Seniors Independence (HASI).
- Residential Rehabilitation Assistance Program (RRAP).

The Mohawk Council Housing Authority is working towards providing high-quality and sustainable housing for the members of the Akwesasne community through:

- Providing assistance to community members for new construction of homes.
- Lowering the backlog of applicants requiring housing.
- Protecting and extending the life of existing housing.
- Ensuring funding of the housing programs carry on into the future.
- Starting the process of a long-term housing plan for the future.
- Building and maintaining a rental portfolio that addresses the shortage of housing and temporary accommodation needs.
- Providing accommodations for senior citizens.



4.4.3. HEALTH

Akwesasne History and Demographics

Health has become a major and expanding function of the Akwesasne community. The health services offered by MCA have been growing, and now include:

- Home services from nurses and personal support workers.
- Individual health care through traditional medicine, medical clinics, mental health, addictions.
- Public Health programs like health protection, education, and promotion.
- Administration of Non-Insured Health Benefits for eligible members requiring 24-hour supervision.
- Emergency care and ambulance transport.
- Residential care for the chronically ill and / complex care.
- Elders lodge for frail adults.

The MCA department of health provides seven programs with a variety of services. The current MCA individual health programs are summarized in Table 4.4.3.

Table 4.4.3: MCA Department of Health Programs and Services

PROGRAM/DEPARTMENT	PROGRAM/DEPARTMENT PURPOSE
WHOLISTIC HEALTH AND WELLNESS	Wholistic Health and Wellness and Community Health provide medical clinics in Akwesasne and Kawehnó:ke, and access to and education in traditional medicine, mental health, addictions, and preventions programs.
IAKHIHSOHTHA	Iakhihsohtha Lodge provides twenty-four hour nursing, medical, nutritional, housekeeping, laundry, restorative care and social & leisure activities in a secure environment for adults and frail elderly.
TSIIONKWANONHSO:TE	Tsiionkwanonhso:te is a 50 bed long term care Home licensed by Ministry of Long Term Health Care (MOLTC) and owned and operated by the Mohawk Council of Akwesasne.
AKWESASNE NON-INSRED HEALTH BENEFITS	Administer programs for First Nation health, funded by Health Canada.
COMMUNITY HEALTH	Offers a variety of public health programs such as healthy eating, immunizations, smoking cessation, healthy babies and children, all to improve the health of the community.
AKWESASNE MOHAWK AMBULANCE	The unit is a 24 hour emergency medical care and transportation for non-mobile/disabled community members.
HOME SUPPORT/ CARE PROGRAM	Offers a variety of public health programs such as healthy eating, immunizations, smoking cessation, healthy babies and children, all to improve the health of the community.

4.4.4. SOCIAL

The Department of Community and Social Services provides professional services with a special focus on promoting an educated, safe, healthy, and drug free community.

The services and programs provided by the Department of Community and Social Services are summarized in Table 4.4.4.

Some of the Community and Social Services department's current objectives include to:

- Develop more flexibility in the provision of services (e.g. extended hours and nomadic services).
- Develop Akwesasne's capacity for providing

Detox and Halfway House Services, as well as a Foster-Care License without conditions.

- Dvelop strategies for our youth not involved in sports.
- Develop and provide new prevention programming initiatives that promote health and wellness to community members.
- Increase family involvement and improve the quality of services provided to children and families.

PROGRAM/DEPARTMENT	PROGRAM/DEPARTMENT PURPOSE
IETHINISTEN:HA	Iethinisten:ha Family Wellness provides emergency and long term safe housing for victims of domestic violence, abusive situations and/or self-abuse.
COMMUNITY SUPPORT PROGRAM	To administer non-institutional service environments to meet the needs of Akwesasne with special focus on individual responsibility, social maturity, and community growth and development.
IONKWANONHSASETSI ADOLESCENT TREATMENT CENTRE	A program that has been designed to work solely with First Nation youth, ages 13 to 18 years, in the areas of addiction and substance abuse.
AKWESASNE CHILD CARE PROGRAM	To provide early learning to children through opportunities for growth and development in a professional and culturally appropriate setting.
AKWESASNE CHILD AND FAMILY SERVICES	As the child protection agency provide for the best interests, protection and well-being of children.

Table 4.4.4: Akwesasne Social Services and Programs

4.4.5. RECREATION

Akwesasne has a wide array of recreation programs and events for our community members. Each Akwesasne district has access to a recreation facility:

Tsi Snáihne Community Centre

The activities offered at Tsi Snáihne community centre include circuit training, sports activities (including softball, adult volleyball), party rentals, workshop, and meeting rentals. The workshops hosted at the centre include beading, quilting, and pottery. Community holiday activities are also offered as well as a youth summer program in partnership with ACFS.

Kawehnó:ke Recreation and Community Centre

The Kawehnó:ke recreation Centre offers a wide range of programs including yoga, socials, paint classes for adults and children, moccasin class, formal dance, Christmas activities, health fairs and meetings. The centre also hosts an annual summer program for the youth aged 6-13 years and a biennial March Break Activities event.

Kaná:takon Recreation Centre

The activities hosted at the Kaná:takon recreation centre include meeting and party rentals, dance classes, seasonal activities such as Halloween parties and Christmas parties, MCA department meetings and events.

A'nowara'ko:wa Arena

The A'nowara'ko:wa Arena, located on the St. Lawrence River in the Kawehnó:ke district, serves all three districts. The arena is managed by the department of Tehotiiennawakon while the other recreation centres are under the respective community and social services department management. The Arena is used to host sports activities and competitions including lacrosse tournaments, hockey, broomball, volleyball, and other sports training activities.

Other community activities held in Akwesasne include the annual Pow Wow social cultural festival that draws both Aboriginal and non-Aboriginal audiences, museums, cultural centres, and the annual 'Akwesasne Winter Carnival'.



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5. OH NÍ:IOTH TSI IENTE'WAWE / HOW DO WE GET THERE

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5. OH NÍ:IOTH TSI IENTE'WAWE / HOW DO WE GET THERE



Having assessed where we are and where we want to be, now we can focus on the question of how do we get to the Akwesasne of the future? This section provides a framework for implementing the CCP goals. The implementation framework includes the objectives corresponding to each goal, action items to meet the objectives, resource requirements for each action item and performance measurement indicators to monitor progress of achieving the goals.

In some cases we have already taken action towards achieving our goals, in other cases there is still significant progress to be made. We have summarized the status of actions achieved towards each goal based on the following scale:



For each action, we have also provided a highlevel assessment of the human or financial resources required to achieve the action and the time involved. In general, projects that require a significant commitment of community resources and financial investments may take more time to complete.

Each action is categorized as follows:

TIMING	RESOURCES			URCES
Short term	С	Low	\$	1
Medium term	© ©	Medium	\$\$	本本
Long term	$\bigcirc \bigcirc \bigcirc \bigcirc$	High	\$\$\$	***

GOAL #1: ENTEWATA'THAWE TSI KANAKERAHTSHERÁ:TE / BECOME A SELF-GOVERNING NATION

In Progress

Achieving self-governance is one of our overarching goals. We would like to have a Nation that is able to take care of its own people, manage its resources effectively, and that is reputable among other Nations. To this end, we are pursuing negotiations with Canada to have greater jurisdiction over our territories. We have signed an Agreement-in-Principle and are ongoing with negotiations on a Final Agreement process.

Departments/Committees Responsible

 MCA Government; Nation Building Program; Iohahí:io – Adult Education. The following objectives were identified as priority to achieve this goal:

- Ensure that members understand the financial commitment of self-governance.
- Build our capacity to self-govern.
- Improve our relationships with other Mohawk governments and external governments.

- Community understanding and agreement with self-governance objectives.
- Access to adequate funding for self-governance.

ACTION	TIMING	RESOURCES	PERFORMANCE MEASURES	MONITORING
Conduct community workshops to educate people about self-governance and create awareness on the required financial commitment.	୯	\$ † †	 Number of community workshops held Attendance at community workshops 	 Community feedback survey Progress report
Identify short and long term funding and capacity requirements for self-governance.	୯	\$ †	 Capacity and funding needs assessment report 	Progress report
Identify ways to meet the financial commitment for self-governance.	୦୦	\$ *	 List of sustainable financing options agreed upon by the community 	Progress report
Set-up training and workshops for leadership to build governance capacity.	ଡ଼ଡ଼	\$\$ 🛧	 Number of training sessions provided Training participation level 	Annual performance evalutions
Develop unified policies for administration with other Mohawk governments to work together on environmental, border issues, and public safety issues.	ଡ଼ଡ଼ଡ଼	\$\$\$ 🛧	• A signed accord among all the three governments on working together in identified areas	• Progress report
Be more coordinated with external governments in delivery of community services.	ଡ଼ଡ଼ଡ଼	\$\$\$ ***	• Formation of task committees which include representation from other governments	 Minutes from committee meetings and periodic reports
Negotiate self-governance with Canadian government.	ଡ଼ଡ଼ଡ଼	\$\$\$ † †	• Agreement to enter into self- governance	 AIP Progress reports

GOAL #2: AION'WESÉNHAKE TSI NÓN:WE NA'TEIONKWATAWÉN:RIE / LIVE IN A SAFE Community

In Progress

It is our hope to live in a safe community with a justice system based on our traditional principles. The Akwesasne Mohawk Police Service continues to oversee safety and emergency services issues in our community. The Akwesasne Justice Department continues to develop new laws and pass legislation to build a strong community.

The priority objectives identified to achieve this justice and public safety goal include:

- Improve the enforcement of laws.
- Develop a good community based justice system centered on traditional principles.

• Encourage cooperation between the three Mohawk governments on justice and public safety issues.

Departments/Committees Responsible

 Akwesasne Mohawk Police Services; Akwesasne Justice Department; Akwesasne Tekaia'torehthà:ke Kaianerénhsera; Police Commission.

- Availability of funding to support the operations.
- Collaboration among the Mohawk governments, formation of a working group.

ACTION	TIMING	RESOURCES	PERFORMANCE MEASURES	MONITORING
Hold workshops with law enforcers and community members to discuss ways to better enforce laws in our community.	٢	\$	 Recommendations from workshops are submitted to chief and council for consideration. Attendance lists for workshop (good representation of community members and law enforcement delegates) 	 Briefing notes from workshop with action items to follow up on Community feedback
Develop protocols for enforcement of laws based on our community discussions outcomes.	OO	\$\$ † †	• Documentation of developed protocols	 Create a work plan with action items Create a dashboard which will indicate the status of work plan action items

ACTION	TIMING	RESOURCES	PERFORMANCE MEASURES	MONITORING
Hold workshops with our community members and different departments to determine the traditional principles to incorporate within the justice system.	୯	\$ † †	 Number of consultation meetings held with the community members Good attendance at workshops (evidenced by attendance lists) 	 Progress report Documented Community feedback
Assess and incorporate the identified principles into the relevant justice program areas.	©	\$ ††	 Number of consultation meetings held with the community members 	• Annual progress report
Identify justice and public safety programs and services that can be delivered in collaboration with other Mohawk governments.	୯	\$ 🛧	 Documentation of areas of potential collaboration 	• Annual progress report
Develop and implement laws or protocols on delivery of services with other governments in the identified areas.	000	\$\$\$ ***	• A signed accord among all the three governments on working together in identifies areas	• Annual progress report

GOAL #3: TEWATEN'NIKÒN:RAREN TÁNON TASÉHNHE TSI NÓNWE NA'TEIONKWATAWÉN:RIE / MONITOR AND PROTECT OUR ENVIRONMENT

In Progress

MCA has identified the development of renewable energy as one of the strategic goals towards meeting Akwesasne's energy needs as identified in the renewable energy strategy developed in February 2016. Through this strategy, MCA hopes to reduce its carbon footprint and build community capacity through training and raising community awareness on using renewable energy sources. Additionally, MCA has its own environmental assessment process that provides guidelines on development of proposed projects in the territory. The priority objectives identified to achieve the environment goal include:

- Implement the renewable energy strategy.
- Promote development of projects that align with our environment and cultural values.
- Strengthen food production / agriculture.

Departments/Committees Responsible

• Mohawk Nation; Tehotiiennawakon; Aboriginal Rights and Research Office.

- Availability of funding to support the operations.
- Community buy-in.

ACTION	TIMING	RESOURCES	PERFORMANCE MEASURES	MONITORING
Hold workshops to raise awareness about the use of renewable energy and MCA renewable energy plan.	C	\$	 Number of workshops held in the community Level of attendance to workshops 	 Briefing notes from workshop with action items to follow up on. Community feedback
Implement the activities listed in the renewable energy strategy.	ଡ଼ଡ଼	\$\$ ††	 Number of completed activities and milestones met within the timeline given 	• Progress report
Hold workshops to educate community members about the environmental law, including the components of MCA environmental assessment process.	ଡ଼ଡ଼	\$\$\$ ***	 Number of workshops held in the community Level of attendance to workshops 	 Progress report Community survey
Develop and support community programs such as the former Indian agricultural program to support community food production or agriculture.	© ©	\$\$ 🛧	 Number of programs created or supported Participation in the programs Funding for programs identified and secured. 	 Progress report Community survey

GOAL #4: SÉNHA ENTITEWATEWEIÈN:TON / BETTER MANAGEMENT OF OUR LANDS

In Progress

We are in the process of developing our land code, which includes laws, regulations and policies that govern our territory. We have also completed a number of land claims and are in the negotiation process for six land claims in our territory. We want to assert greater control over our lands and territory.

The priority objectives identified to achieve our lands and resources goal include:

- Implement and enforce the land code.
- Acquire more land.
- Prioritize the use of land primarily for residential purpose, followed by agricultural purposes and then for economic development purposes.

Departments/Committees Responsible

• Tehotiiennawakon; Office of Vital Statistics; Akwesasne Justice Department; Nation Building; Aboriginal Rights and Research Office; Department of Technical Services.

- Availability of funding to support the operations.
- Availability of capacity within our community to manage the acquired lands.

ACTION	TIMING	RESOURCES	PERFORMANCE MEASURES	MONITORING
Complete drafting the Land Code and develop strategies on passing the laws and regulations on specific land code issues.	ଡ଼ଡ଼	\$\$ *	 Complete implementation strategies Level of awareness of the land code regulations and laws in the community 	• Community feedback
Provide tailored community workshops to educate members on the different aspects of the Land Code.	OO	\$\$ 🛧	 Number of workshops held Level of participation in the workshops 	• Community survey
Pursue outstanding claims to acquire more land.	ଡ଼ଡ଼ଡ଼	\$\$\$ ***	 Status of land claims negotiations 	• Progress report
Identify and amend land use zoning to match community land use priorities.	ଡ଼ଡ଼ଡ଼	\$\$ † †	• Amendments to land use zoning	• Progress report
Allocate the settlement funding towards developing the prioritized land use purposes.	C	\$	 Documentation of funds allocation of budgets for residential and agricultural development 	• Progress report

GOAL #5: ENTITEWATEWEIÉN:TON TSI NÍ:IOHT TSI ENKAWEIENNENTA'ON HAKE TSI IONKWATENÁ:TAREN / IMPROVE COMMUNITY INFRASTRUCTURE

In Progress

MCA continues to hold discussions with respective authorities to resolve the border crossing issues. In February 2016, MCA made a presentation before the Standing Senate Committee on Aboriginal Peoples on the ongoing border crossing issues and the Jay treaty. Additionally, MCA has developed an economic recovery strategy that includes a number of infrastructure projects under consideration including the feasibility study of a Mohawk Telecommunications Entity (Mohawk TELCO) within our community, and exploration of public transportation options to improve access between MCA districts.

MCA has also developed the healthy community and eco-tourism plan that documents proposed trails and a boardwalk to be developed in Akwesasne.

The priority objectives identified to achieve our community infrastructure goals include:

- Reduce delays / impediments at the borders.
- Relocate the tollbooth to the south side of the bridge to reduce delays, and to increase economic opportunities.
- Provide public transportation between all districts and neighbouring communities (bus system, water taxi/ferry).

- Build a bridge between Tsi Snáihne and Kaná:takon.
- Improve maintenance of roads and sidewalks (dealing with potholes, frost heaves, areas with no sidewalks or streetlights, pave gravel roads).

The community infrastructure projects that our community members would like to see prioritized include:

- Develop walking and biking paths.
- Fibre optics broadband connection to households.
- Development of an electrical utility.

Departments/Committees Responsible

• The Department of Technical Services; SRMT; MCA Government; Tehotiiennawakon.

- Availability of funding to support the operations.
- Availability of skills capacity within our community to manage the acquired lands.
- Access to skilled contractors.

ACTION	TIMING	RESOURCES	PERFORMANCE MEASURES	MONITORING
Continue engaging in negotiations with the government and border services on options of facilitating border crossing for community members including having an "Indian Lane" or relocating the tollbooth.		\$\$\$ ***	 Number of negotiation meetings held Less restrictions at border crossing 	 Progress report Community survey
Conduct a feasibility study on public transit options.	C	\$	 Allocation of funding for the study Completed study 	• Progress report

ACTION	TIMING	RESOURCES	PERFORMANCE MEASURES	MONITORING
Identify funding sources and secure funding for construction of a bridge between Tsi Snáihne and Kaná:takon.	C	\$ †	 Number of funding sources identified Allocation of funding for the study 	• Progress report
Conduct a feasibility study on the operation and maintenance of the bridge beyond construction phase.	C	\$ †	 Completed feasibility study 	• Progress report
Engage a qualified contractor to survey and construct the bridge.	ଡ଼ଡ଼ଡ଼	\$\$\$ 🛧	Completed bid for bridge construction	• Progress report
Identify sources of funding for development of the proposed trails and boardwalk.	G	\$	 List of financing options for the project 	 Progress report Community survey
Develop an implementation plan and construct the identified trail and boardwalk.	000	\$\$\$ 👘	 Documentation of the implementation plan Completion of implementation plan activities 	• Progress report

GOAL #6: ENKAHSA'ÓNHAKE NE SÉNHA É:SO AKAIO'TENHSERAIEN:TAKE AHONATE'SHENNAIEN:TA AONTAHONTÁSAWEN NE NAHOTENKE TAHONTENTSHA / CREATE MORE JOBS AND BUSINESS OPPORTUNITIES

Started

We understand the importance of economic development in establishing a self-sufficient Nation. In 2015 we conducted an economic leakage study to understand how to increase economic activity within our community. We would like to see economic development initiatives in ecotourism, and a public transit bus or a taxi service for our community. MCA has also developed an eco-tourism plan to promote ecotourism initiatives in our community

The priority objectives identified to achieve our economic development goal include:

- Establish more community businesses to generate employment.
- Enforce safety, wage and insurance standards of community businesses.
- Prioritize hiring Akwesasne people, then Mohawk, then First Nations.

Some of the economic development projects that community members would like to see prioritized include:

- Developing eco-tourism businesses.
- Establish a water taxi or ferry business.
- Establish retail stores.

Departments/Committees Responsible

 Department of Tehotiiennawakon; Akwesasne Chamber of Commerce; AAMB; AEDA; SRMT; Iohahí:io – Adult Education.

- Community support and involvement.
- Demand for the goods and services to be offered.

ACTION	TIMING	RESOURCES	PERFORMANCE MEASURES	MONITORING
Identify and develop or support business enterprises to provide employment to our community members.	©©©	\$\$\$ 👘	 Number of business partnerships developed Number of employment opportunities generated Number of new businesses established or supported 	Regular progress reports
Conduct community workshops to create awareness of the required business operation standards.	٢	\$	• Number of consultations with business owners	 Reports of compliance or non- compliance

ACTION	TIMING	RESOURCES	PERFORMANCE MEASURES	MONITORING
Develop laws to govern business operations with clear non-compliance penalties.	000	\$\$\$ 🛧	 Business compliance laws document Reports of non-compliance 	 Progress report Employee satisfaction survey
Develop policies that enable qualified Akwesasne members to be given employment priority by MCA businesses, partnerships and joint ventures.	C	\$\$ 🛧	 Consultations with businesses and business partners Documentation of developed policy 	• Progress report
Hold workshops to make community aware of the new policies on employment.	٢	\$	 Number of workshops held with community members 	• Progress report

GOAL #7: AKAKOWENNAHTON TSI RONTOWEIENSTHA / EXPAND OUR EDUCATION SERVICES

Started

Education was identified as one of the top priorities for our community. We have invested in head start programs, elementary school programs, and other programming support for members interested in high school and post-secondary education. We have also developed a curriculum that incorporates our culture and language in our schools programming.

The priority objectives identified to achieve our education goal include:

• Establish a Mohawk high school within our community.

- Establish a Mohawk post-secondary institution (college or trades school) within our community.
- Provide more funding to support education and training.

Departments/Committees Responsible

 Akwesasne Mohawk Board of Education (AMBE); Iohahí:io; Akwesasne Freedom School.

- Availability of funding to support the projects.
- Community support and involvement.

ACTION	TIMING	RESOURCES	PERFORMANCE MEASURES	MONITORING
Conduct a feasibility study for establishing and operating a high school/ college/ trade school on Akwesasne.	٢	\$	 Documentation of completed feasibility study 	• Progress report
Identify the priority and funding sources required to develop the most feasible institution per the outcome of the feasibility plan.	٢	\$	 Number of successful community engagements List of funding sources for different education programs 	 Report of engagements conducted Progress report
Identify potential partnership options to run the program including Mohawk governments, other governments, and private partners.	C	\$ *	 Number of potential partners consulted 	 Report of engagements conducted Progress report
Assuming the project is feasible, establish the education program and acquire the resources to run the program.	୦୦୦	\$\$\$ ***	 Commitment of resources for the program Established program Number of hired staff 	• Progress report
Allocate more funding to support community members in education and training programs.	ଡ଼ଡ଼ଡ଼	\$\$\$ * †	 Budgeted amount for education and training support Less members seeking alternative funding for education and training 	 User satisfaction survey Progress report



GOAL #8: SHERIHÓNNIEN TANON SHEHRETSIÁ:RON NE AHONTÁ:TI TANON AONSAHÒN:RONKE NE Kanien'kéha / Increase Fluency in our Mohawk Language

Started

We would like to have more Mohawk speakers in our community. We want to see the language used more and more in our daily interactions. We have undertaken great strides to keep our language alive through incorporating Mohawk language in our schools curriculum and providing classes to our MCA employees. We are looking for more ways to encourage the use of language in our community and beyond.

The priority objectives identified to achieve our goal of having more fluent Mohawk language speakers include:

- Promote and make the language more visible in our community.
- Create more Mohawk language learning opportunities.

• Provide more Mohawk language classes that are accessible to all age levels.

Departments/Committees Responsible

 Akwesasne Mohawk Board of Education (AMBE); Chief and Council; AEDA, Communications Society; NNATC; Akwesasne Freedom School.

- Availability of funding to support the projects.
- Community support and involvement.
- Ability to work with modern technology influences.

ACTION	TIMING	RESOURCES	PERFORMANCE MEASURES	MONITORING
Evaluate current programming and determine how to make it more effective	C	\$	 Established evaluation criteria for review Completed evaluation with findings and recommendations 	 Progress reports as the evaluation project gets completed
Develop programs and activities centered on promoting Mohawk language (contests, signage, games, radio broadcasts, and language camps, etc.).	٢	\$\$	 Number of language promotion programs and activities established Number of community members attending the programs or activities Proportion of change in language fluency in the community 	• Community survey on attendance and satisfaction

ACTION	TIMING	RESOURCES	PERFORMANCE MEASURES	MONITORING
Continue supporting the teaching of Mohawk language in our schools. Provide ongoing support.	٢	\$\$ 🛧	 Level of students participation in the programs Number of students able to speak Mohawk at end of program 	• User feedback
Support alternative language learning platforms such as Mohawk language app, CDs and other online learning platforms.	OOO	\$\$\$ 🛧	 Number of community engagements to assess interest Allocation of budget to support alternative learning platforms Establishment of alternative learning platforms Number of alternative platforms users 	• Progress report
Offer more Mohawk classes with flexible times such as, drop in sessions, evening or night classes.	ଡ଼ଡ଼	\$\$ ***	 Number of extra classes established Level of attendance 	 Satisfaction survey
Invest in more learning resources such as hiring more fluent speakers or establishing a language lab or centre.	OO	\$\$\$ 🛧	 Allocation of budget for acquiring language resources Number of more fluent teachers hired Establishment of a language centre Level of usage of the learning centre 	• Satisfaction survey

GOAL #9: SATENA':IEHT TSI NITESÉ:NON TANON TSI NIIONKWARIHÒ:TEN / TAKE PRIDE IN OUR HISTORY AND CULTURE

In Progress

We are proud of the Mohawk culture and we want to ensure that we have programs and support to continue practicing our culture.

The priority objectives identified to achieve this cultural goal include:

- Revitalize traditional practices such as songs and dance, traditional arts, and clothes.
- Establish cultural camps that teach Mohawk culture.
- Encourage the Mohawk schools to participate in our community cultural ceremonies.

Departments/Committees Responsible

 Akwesasne Mohawk Board of Education (AMBE); Chief and Council; NNATC; Akwesasne Freedom School; Tehotiiennawakon; Traditional Medicines; Thompson Island Cultural Camp-Ionkwa'nikonri:io.

- Availability of funding to support the projects.
- Community support and involvement.

ACTION	TIMING	RESOURCES	PERFORMANCE MEASURES	MONITORING
Promote traditional practices such as traditional dress / clothing, dance, and other cultural practices.	ଡ଼ଡ଼ଡ଼	\$\$\$ 🛧	 Number of initiatives or activities to promote cultural practices Number of community members participating in the activities 	• Annual Progress Report
Promote the traditional practices in work places such as a Mohawk language speaking day or ribbon shirt- wearing day.	CCC	\$\$\$ ***	 Level of participation in activities 	• Photos and articles in the newsletters and internal communications
Develop and support cultural programming for the youth camp.	©©©	\$\$\$ 🛧	 Allocation of budget towards cultural camp programing Participation in cultural camp activities 	 Progress report Community survey
Update the school curriculum to include activities that involve participation in the traditional cultural ceremonies.	ଡ଼ଡ଼ଡ଼	\$\$\$ 🛧	 Allocation of budget for participation in activities Number of activities included in curriculum Level of students participation in activities 	 Progress report Community survey

GOAL #10: AKAKOWENNAHTON TSI NÓN:WE NIENHÓN:NE NE AHOTINONHSÓ:TA'NE / INCREASE ACCESS TO SUFFICIENT AND AFFORDABLE HOUSING

> Not Yet Started

We are working hard to provide high quality and sustainable housing for our community members. We are expecting a rise in demand for housing and are working towards securing enough funding and capacity to meet the demand. We have over 200 community members on our housing waitlist and are looking into options to meet this growing housing demand.

The priority objectives identified to achieve this housing goal include:

- Build more environmental friendly housing (off-grid, solar powered, etc.).
- Provide affordable housing.
- Provide social housing that have sliding scale rent payments, prioritize single parents, elders and members with special needs.

Departments/Committees Responsible

 Housing Department; Department of Community and Social Services; MCA Finance; Tehotiiennawakon; Department of Technical Services.

- Availability of funding to support housing projects.
- Availability of trained personnel in the department.
- Ability to meet the high rental arrears.
- Updating the existing housing policy.

ACTION	TIMING	RESOURCES	PERFORMANCE MEASURES	MONITORING
Conduct a housing stock assessment for affordability and diversity in housing stock.	ଡ଼ଡ଼	\$\$ 🛧	• Complete housing stock assessment	• Annual Progress Report
Conduct a needs assessment for housing: accounting for affordability, the needs of different community population segments (elders, single parents, special needs housing, etc.), and outstanding loans.	CO	\$	 Allocation of budget towards assessment Completion of report on housing needs Completion of housing allocation strategy 	• Progress report
Revise building codes to meet higher energy standards.	OO	\$\$\$ **	 Updated building codes 	 Progress report Community survey

ACTION	TIMING	RESOURCES	PERFORMANCE MEASURES	MONITORING
Secure sufficient funding and resources for new housing.	OOO	\$\$\$ *	 Strategy for new housing program. Allocation of budget and funding sources for housing developments Number of new units constructed Reduced demand for social housing and affordable housing 	 Progress report User feedback
Construct new houses based on the needs assessment outcome.	ଡ଼ଡ଼ଡ଼	\$\$\$ ***	 Number of complete housing units 	 Satisfaction survey

GOAL #11: AKARIHWAKWATÁKWEN NE SENHA AIONKWATA'KARIIÓHAKE / IMPROVE OUR HEALTH AND WELL-BEING

Started

We want to build a healthy community. Our health services continue to grow as we seek better ways to meet the health needs of our community members. We have two walk-in clinics with doctors' services provided on appointment basis. Other health facilities that we have include Tsiionkwanonhso:te and Iakhihsohtha Lodge. Our wholistic health and wellness program include access to and education in traditional medicine, mental health, addictions, and preventions programs.

The priority objectives identified to achieve this health goal include:

• Provide more and better medical facilities with increased service hours such as a 24-hour clinic or hospital.

- Promote use of traditional medicines.
- Improve ambulance and other medical transportation services in our community.

Departments/Committees Responsible

• Department of Health; Recreation Committee; Tri-District Elders; Department of Social Services.

- Availability of funding.
- Collaboration among the districts to provide shared health facilities.
- Availability of trained personnel in the department.

ACTION	TIMING	RESOURCES	PERFORMANCE MEASURES	MONITORING
Identify funding sources for developing and improving community medical facilities.	OO	\$\$ 🛧	 List of funding options for improving existing medical facilities and for building new medical facilities 	• Progress report
Conduct a feasibility study for construction and operation of a new clinic or hospital.	C	\$	 Documentation of a completed study 	Progress report
Assuming the new clinic or hospital is feasible, proceed with development.	OOO	\$\$\$ ***	 Allocating of budget for building the medical facility Fewer members traveling outside the community for health services 	• Progress report
Hire more medical professionals.	OO	\$\$ 🛧	 Budget allocation for staffing Number of new staff hired Shorter wait times at clinics 	User satisfaction survey
Purchase or acquire more ambulances or other medical transportation services.	000	\$\$\$ **	 Budget allocation for resource purchase or acquisition Actual purchase of acquisition of resource Faster response time 	• Progress report
Develop and hold community workshops on traditional medicines.	୯୯	\$\$\$ 🛧	 Number of workshops held Participation in the workshops 	• Progress report
Create and support traditional medicines activities and programs in conjunction with knowledgeable elders.	ଡ଼ଡ଼ଡ଼	\$\$ ††	 Budget allocation for programs and activities Number of activities supported or created 	 Progress report Community survey

GOAL #12: IETHIIATEN'NIKÓN:RAREN NE ROTIKSTEN'OKÓNIA ROTINONHWAKTANÍON:NIT ANON THOTI'NIKONHRÉN:'EN NE KÉN:THO ONKWANÁ:TA / TAKE CARE OF THE VULNERABLE MEMBERS IN OUR COMMUNITY

Started

We have a number of social programs in our community that support vulnerable members. Iethinisten:ha supports victims of abuse, Ionkwanonhsasetsi adolescent treatment Centre supports youth with substance abuse problems, Iakhihsohtha Lodge for the elderly and Akwesasne child care program provides childcare services and we also have the Tri-District elders centre.

The priority objectives identified to achieve this social goal include:

• Provide programming and activities such as recreation, healing circles, community celebrations, and events to promote community connections, socializing, supporting one another, and good mental health.

- Provide a food bank or vouchers for community members.
- Provide and subsidize public transport for seniors, special needs, and those living in poverty.

Departments/Committees Responsible

• Department of Community and Social Services; District Recreation Committees; Tri-District Elders; Department of Technical Services; SRMT; Department of Health.

- Availability of funding to support the projects.
- Collaboration among the districts to provide shared social services.

ACTION	TIMING	RESOURCES	PERFORMANCE MEASURES	MONITORING
Continue funding community social programs and activities that promote community cohesion.	ଡ଼ଡ଼ଡ଼	\$\$\$ 🛧 🛧	 Number of programs or activities funded Attendance level at programs and activities 	• Progress report
Assess our community need for a food bank or food vouchers.	C	\$	 Number of community consultation meetings Participation in the consultation meetings 	• Progress report
Establish a food bank or food voucher system to meet our community needs per the assessment outcome.	ଡ଼ଡ଼ଡ଼	\$\$\$ 🛧	 Allocation of budget towards developing the program Establishment of the food program Number of program participants 	 Progress report Community survey

ACTION	TIMING	RESOURCES	PERFORMANCE MEASURES	MONITORING
Conduct feasibility study to establish a program to provide transportation services for elders, community members with special needs and those on social assistance.		\$\$\$ 🛧	 Allocation of budget for the program Complete database of program participants Fewer program members requiring support with transportation 	 Progress report User survey

GOAL #13: TETEWARIHWÁHSHNIE TSI KANONHSÓ:TON TSI IONTEN'NI KONHRORIA'TÁHKHWA / SUPPORT OUR COMMUNITY'S RECREATION NEEDS

In Progress

We have recreation centers in each district that offer a wide range of programming for community members. We have recently completed the healthy community and eco-tourism plan that documents planned trails and ecotourism opportunities for our community beginning with development of Kawehnó:ke waterfront trails along the St. Lawrence River that will include a land trail, boardwalk ad walking loops.¹⁵

The priority objectives identified to achieve this recreation goal include:

- Provide walking trails and bike paths throughout our community.
- Extend the operation hours of the facilities to cater to varied individual schedules.
- Offer a variety of activities that appeal to all ages, abilities and interests.

 Hire a recreation program coordinator for each recreation hall to organize and run regular activities.

Departments/Committees Responsible

• District Recreation Committee; Tehotiennawakon; Tri-District Elders; Mohawk Community; Department of Social Services; Family Wellness Program.

- Availability of funding to support the operations.
- Community support and participation.

ACTION	TIMING	RESOURCES	PERFORMANCE MEASURES	MONITORING
Implement the healthy community and eco-tourism strategy.	OO	\$\$ ****	 Number of milestones met within the action plan timeframe Complete implementation of the plan 	• Progress report
Recruit more volunteers to offer extended recreation centre operating hours.	C	\$\$\$ 🛧	 Strategy for recruiting new volunteers Number of new volunteers recruited Number of days with extended operation hours 	• User feedback
Complete a recreational planning study. Consult with our community on the desired variety of recreation activities to provide and the scheduled activities to offer in the recreation centres.	O O	\$\$\$ 👘	 Number of consultation activities Participation level at community consultation activities 	 Progress report Community survey
Incorporate more variety in the activities offered in the recreation centres.	ଡ଼ଡ଼	\$\$\$ ****	• Number of new activities offered at the recreation centres	 Progress report Community survey
Assess need for and hire a recreation program coordinator.	OO	\$\$\$ ****	 Number of community consultations held Allocation of budget for hiring coordinator 	 Progress report User feedback

CONCLUSION



This document reflects the vision for Akwesasne at one point in time. Through a series of community meetings, surveys, and focus groups, the project team was able to get feedback directly from our community on what their 'Vision' for the future was. In addition to getting ideas on what our Vision should look like, we have identified specific goals in the section titled *KANONWE ÍTEWEHRE NIA IÉTEWE* (WHERE DO WE WANT TO GO). Once we had a list of specific goals, we also asked community members and MCA employees, for their ideas on how to implement our community vision. Those ideas are described in the section entitled *OH NÍ:IOTH TSI IENTE'WAWE* (HOW DO WE GET THERE).

For future planning, the CCP can be used as a starting point for additional research and planning. The implementation of the CCP will require a coordinated effort between leadership, local governments, community organizations, local businesses and individual community members themselves.

For monitoring purposes, it is recommended that the annual reports for MCA refer to the Akwesasne CCP to provide annual updates on how the local government has responded to the planning goals of our community.

As a community document, the CCP can be thought of as a living document. It can be further updated and modified as new information is collected and as the needs of our community change. This document can also be used as a document which provides a bridge between what our community wants and what our leadership is actually working on. Ideally, the CCP should be a formal process that is codified in one of our community laws or codes such as the Land Code or the Financial Administration Law.

One of the key reasons why this document was successful at getting feedback from the community was the hiring of a CCP Coordinator within the Mohawk Council of Akwesasne. On a go forward basis, MCA may want to consider making the CCP Coordinator position a regular function of government. The mandate of this coordinator will be to monitor the CCP, report on the progress on an annual basis, update the CCP with more detailed implementation plans, and conduct additional surveys of community members when opportunities for change fall outside the CCP.

Your Future, Vision, Voice, Your Community

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