



# MCA Strategic Plan

Specific strategies and initiatives meant to work towards achieving set Community goals and desired outcomes as identified in Akwesasne's Comprehensive Community Plan and the National Indicators Framework.

The Path Forward

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# Message from Council

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Our Council is pleased present Akwesasne’s Strategic Plan. This document represents a roadmap designed to bring about positive change for all Akwesasronon. The many initiatives outlined in this document have been aligned with: Council’s four (4) Community pillars along with the thirteen (13) Community goals and their desired outcomes as stated in our Comprehensive Community Plan - of which, we as Akwesasronon created together.

We commit to you a collaborative effort needed to achieve the following thirteen Community goals:

- |   |  |
|---|--|
| 1. Become a self-sufficient Nation                      | 8. Increase fluency in our Mohawk language               |
| 2. Live in a Safe Community                             | 9. Take pride in our history and culture                 |
| 3. Monitor and protect our environment                  | 10. Increase access to sufficient and affordable housing |
| 4. Better management of our lands                       | 11. Expand our education services                        |
| 5. Improve community infrastructure                     | 12. Improve our health and well-being                    |
| 6. Create more jobs and business opportunities          | 13. Support our Community’s recreational needs           |
| 7. Take care of the vulnerable members in our Community |  |



Niawen for your trust in us and our Administration. We look forward to championing this plan with and for you.

Mohawk Council of Akwesasne

# Message from Administration

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Behind every successful endeavor is a plan that accurately reflects its vision, mission and values; effectively appropriates its human, physical and financial resources; and supports its direction, its hopes and its dreams. Mohawk Council has this kind of plan.

This document represents our compass to the future. As a road-map for strategic change, this new Strategic Plan reflects Council's collective commitment to action. At the same time, this document will guide the actions of staff and the allocation of both human and fiscal resources to ensure that our objectives, individually as community leaders and as staff will be aligned in keeping with the priorities contained in the plan. This Strategic Plan will guide the actions of Council over the balance of this term of Council. It will however, also offer a platform for future Councils to act on the priorities identified by our community.

The development of this document has been led by Council but at every stage in its development. We have a great deal to be proud of and despite the different roles we play – as elected community leaders, as community partners, community members and as staff – we share a common objective: to value what we have and to make it better.

The best, most effective strategic plan is one driven by the aspirations of those who live and breathe it every day. Mohawk Council's new Strategic Plan is the result of the collaborative efforts of community leaders, a dedicated team of staff who are committed to the betterment of the Community, its continued growth and continue to meet the changing needs of the community.

MCA, Executive Director - Heather Phillips

*"Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek"*

*Barack Obama*

# Strategic Planning Process & Alignment

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Propelled by its citizens, administration and leaders, strategic planning is meant to guide a society or community towards a common vision by making improvement to all aspects of life important to that society or community. Through this process, it must be recognized that the needs in certain areas may be of higher priority than others.

In 2006/07, the Mohawk Council of Akwesasne regularized the strategic planning process by way of a Mohawk Council Resolution. This was done to ensure strategic planning takes place at the beginning of each new term.

Over three separate occasions, Council, along with Directors and Program Leads participated in facilitated sessions designed to specify and prioritize key strategies and initiatives necessary to achieve the goals in Akwesasne's Comprehensive Community Plan (CCP). These goals are also aligned with Council's four priority pillars which are: Self-Determination, Modernization, Sustainability and Well-Being.

This document differs from previous strategic plans created by MCA in that the initiatives and strategies have been developed to achieve the goals, desired outcomes and progress indicators set out in Akwesasne's Comprehensive Community Plan and the Akwesasne National Indicators Framework.

The information presented in this document is meant to inform the Community of the following:

- a) Clear understanding of the thirteen (13) Community Goals as set in the CCP;
- b) Clarity around the overall objectives for each Community Goal;
- c) A summary of the agreed upon initiatives and strategies to be implemented for each Community Goal;
- d) The timeline in which each initiative is to be executive;
- e) Overall alignment of each Goal with Council's four priority pillars;
- f) Performance indicators for each Community Goal for measuring success; and
- g) How progress will be evaluated and conveyed to Community.

# MCA Vision and Mission Statements

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The Mohawk Council of Akwesasne’s vision and mission was set by its leadership and staff. Together these statements of declaration are to guide the work and activities of the Mohawk Council of Akwesasne with clear goals to strive for as they serve the People. The new vision and mission statements for the Mohawk Council of Akwesasne are as follows:

Vision,

***“Tsi nén:we wa'kwarihwaientáhkwen - Our Future – Our Responsibility”***

Mission,

***“With a good mind it is our responsibility to protect and exercise our inherent rights while creating sustainable partnerships and building a strong community for future generations.”***

# Summary of Strategic Areas of Focus

The defined areas of strategic focus were developed through the Comprehensive Community Planning process. Specifically, Council and Administration have identified collaboratively, key strategies and initiatives needed to meet set objectives. Specifically, the following areas of strategic focus in this report are as follows:

<b>Strategic Area of Focus</b>	<b>Set Initiatives to Undertake</b>	<b>Started</b>	<b>Do Now 2019</b>	<b>Do Soon 2020-21</b>	<b>Do Later 2022-23</b>
Become a Self-Governing Nation	12	8	0	3	1
Live in a Safe Community	10	5	4	0	1
Monitor and Protect our Environment	10	4	3	3	0
Better Management of our Lands	9	2	5	2	0
Improve Community Infrastructure	6	2	1	2	1
Create more Jobs and Business Opportunities	7	2	3	1	1
Take care of the Vulnerable	10	5	5	0	0
Increase Fluency in our Mohawk Language	9	1	6	2	0
Take Pride in our History and Culture	7	0	6	1	0
Increase Access to Sufficient and Affordable Housing	9	1	6	1	1
Expand our Education Services	9	4	5	0	0
Improve our Health and Wellbeing	11	2	8	0	1
Support our Communities Recreation Needs	9	2	4	3	0
<b>Total Initiatives Overall</b>	<b>118</b>	<b>38</b>	<b>56</b>	<b>18</b>	<b>6</b>

# Goal #1: Become a Self-Governing Nation

**Overall Objective:** To become a self-governing nation. Aligned to this goal are two specific outcomes which include:

- a) Increased exercise of rights and jurisdiction;
- b) Akwesasronon are pursuing rights, restitution and self-governance.

**Strategies and Initiatives:**

#	Become a Self-Governing Nation	Started	Do Now	Do Soon	Do Later
1	Settlement of Land Claims and Defending Rights and Jurisdiction	✓			
2	Continue to Educate Community on Progress of Governance and Relationship Agreement	✓			
3	Akwesasne Financial Law	✓			
4	Akwesasne Water Law	✓			
5	Akwesasne Child Welfare Law	✓			
6	Akwesasne Residency Law	✓			
7	Akwesasne Cannabis Law	✓			
8	Akwesasne Election Law	✓			
9	Akwesasne Landlord Tenant Law			✓	
10	Akwesasne Land Law			✓	
11	Akwesasne Housing Law / Building Codes			✓	
12	Akwesasne Prescription Drug Law				✓
12	Total	8	0	3	1
<b>Community Pillar - Self Determination</b>					

**Progress Indicators**

- # of areas where jurisdiction is recognized by Canada/Provinces (yearly)
- % of population participating in votes impacting rights, jurisdiction and settlement of claims (every 3 years)



# Goal #2: Live in a Safe Community

**Overall Objective:** To live in a safe community. Aligned to this goal are the following desired outcomes:

- a) Akwesasronon feel safe in the Community;
- b) Lower levels of violent crimes; and
- c) Lower rates of repeat violent offenders.

**Strategies and Initiatives:**

#	Live in a Safe Community	Started	Do Now	Do Soon	Do Later
1	Environmental Enhancements (cameras and lighting)	✓			
2	Increase Public Safety Information Sessions (all groups and topics)	✓			
3	Border Crossing Education	✓			
4	Akwesasne Court Recognition & Law Enactment	✓			
5	Update Fire Services Plan	✓			
6	Explore Opting into the Police Services Act		✓		
7	Create Vulnerable Persons Database		✓		
8	Update 911 Addresses and Maps		✓		
9	Update Emergency Shelters & Safe Places Plan		✓		
10	Create Neighbourhood Watch Program				✓
10	Total	5	4	0	1
<b>Community Pillar – Self Determination</b>					

**Progress Indicators:**

- % of residents who report feeling safe in the community (every 3 years)
- # of violent criminal code violations (yearly)
- % of convicted offenders previously incarcerated (yearly)

# Goal #3: Monitor and Protect our Environment

**Overall Objective:** To monitor and protect the environment within the Territory. Aligned to this goal are the following desired outcomes:

- a) Akwesasronon live by the natural law;
- b) Contaminated lands are being remediated.

**Strategies and Initiatives:**

#	Monitor and Protect our Environment	Started	Do Now	Do Soon	Do Later
1	Create Definitions for Conservation and Natural Law	✓			
2	Review, Amend & Prioritize Conservation Law	✓			
3	Celebrate and Share Successes with Community	✓			
4	Land Erosion	✓			
5	Consistently follow MCA Environmental Assessments		✓		
6	Create Educational Strategy for Community on Laws, Policies and Definitions		✓		
7	Review Environmental Assessment to supplement use of resources		✓		
8	Create Environmental Protection Law and Regulation			✓	
9	Enhance Resources Available to Environment Department			✓	
10	Increase Awareness Strategy to Reduce the use of Single Use Plastics / Styrofoam			✓	
10	Total	4	3	3	0
<b>Community Pillar - Modernization</b>					

**Progress Indicators:**

- % of members who report living by the Natural Law (every 3 years)
- # of acres of land that is contaminated (yearly)

# Goal #4: Better Management of our Lands

**Overall Objective:** To better manage lands. Aligned to this goal are the following desired outcomes:

- a) Land is available for residential purposes, then agricultural and economic development;
- b) Reduction in time to acquire land.

**Strategies and Initiatives:**

#	Better Management of our Lands	Started	Do Now	Do Soon	Do Later
1	Develop Land Code / Law	✓			
2	Create Land Registry	✓			
3	Link with the Department of Environment		✓		
4	Develop Wills and Estate Law		✓		
5	Enhance Property Acquisition Process		✓		
6	Maintain and Explore Additional Leases		✓		
7	Training Hire Surveyor / GIS / Researcher		✓		
8	Develop Land Use and Management Plan			✓	
9	Develop Trespass Law			✓	
9	Total	2	5	2	0
<b>Community Pillar - Modernization</b>					

**Progress Indicators:**

- # of acres of community land available for future use or protection (yearly)
- Average length of Additions to Reserve (ATR) process (yearly)

# Goal #5: Improve Community Infrastructure

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**Overall Objective:** Improve community infrastructure. Aligned to this goal are the following desired outcomes:

- a) Homes have adequate sewers and water;
- b) Community roads are well maintained.

**Strategies and Initiatives:**

#	Improve Community Infrastructure	Started	Do Now	Do Soon	Do Later
1	Create Communal Water Line Inventory, Assessment and Cost Analysis for Expansion	✓			
2	Source Ground Water to Prevent Overloading of Sewage System	✓			
3	Develop Inventory, Cost Analysis and Assessment for Future Lands Expansion		✓		
4	Develop Sewage System Inventory, Cost Analysis and Education			✓	
5	Develop Roads Inventory and Cost Analysis			✓	
6	Create a Long Term Infrastructure Revenue Enhancement Plan				✓
6	Total	0	3	2	1
<b>Community Pillar - Modernization</b>					

**Progress Indicators:**

- % of homes connected to community sewer and water (yearly)
- % of community roads that are in state of disrepair (yearly)

# Goal #6: Create more Jobs & Business Opportunities

**Overall Objective:** To create more jobs and business opportunities. Aligned to this goal are the following desired outcomes:

- a) Akwesasronon have adequate incomes;
- b) Akwesasronon work in the Community; and
- c) People living in Akwesasne are working.

**Strategies and Initiatives:**

#	Create more Jobs and Business Opportunities	Started	Do Now	Do Soon	Do Later
1	Commission Employment Study with ACCESS	✓			
2	Create Economic Development Corporation	✓			
3	Development of Trade School and Pathways to Trades with Private Industry, ACCESS and AMBE		✓		
4	Enhance Supports and Create Incubator for Entrepreneurs		✓		
5	Create Procurement Strategy		✓		
6	Create Revenue Enhancement Strategy			✓	
7	Ensure Land is Set Aside for Economic Development				✓
7	Total	2	3	1	1
<b>Community Pillar – Self Determination and Sustainability</b>					

**Progress Indicators:**

- \$ Median employment and investment income (every 3 years)
- % of members working within the community (every 3 years)
- % labour force participation rate among residents (every 3 years)

# Goal #7: Take Care of the Vulnerable

**Overall Objective:** To take care of the vulnerable members within the Community. Aligned to this goal are the following desired outcomes:

- a) Akwesasronon have the public services and personal supports they need;
- b) The individual learning needs of all of our children are assessed and met; and
- c) Akwesasronon have access to adequate transportation.

**Strategies and Initiatives:**

#	Take Care of the Vulnerable	Started	Do Now	Do Soon	Do Later
1	Develop an Akwesasne Definition of Vulnerable People and those with Special Needs		✓		
2	Develop and Deliver Day Programming for the Vulnerable		✓		
3	Enhance Transportation Services to the Vulnerable		✓		
4	Create Meals on Wheels Program		✓		
5	Develop Strategic Plan for the Vulnerable and those with Special Needs		✓		
6	Provide Housing Opportunities to the Vulnerable			✓	
7	Develop a Coordinated Effort for Wellness Checks of the Vulnerable			✓	
8	Provide Job Opportunities and Training to the Vulnerable			✓	
9	Ensure the Vulnerable have access to necessary Healthcare			✓	
10	Assign and Train Citizen Advocates for the Vulnerable			✓	
10	Total	0	5	5	0
<b>Community Pillar – Wellbeing</b>					

**Progress Indicators:**

- % of members with special needs who report having access to required services and supports (every 3 years)
- % of students with Psycho-Educational Assessments that have fully implemented Individual Education Plans (yearly)
- % of Akwesasne residents with access to adequate transportation to get to work, school and appointments (every 3 years)

# Goal #8: Increase Fluency in our Mohawk Language

**Overall Objective:** Increase fluency in our Mohawk language. Aligned to this goal are the following desired outcomes:

- a) Akwesasronon have strong command of the Kanien’keha language;
- b) Our teachers are qualified Kanien’keha speakers.

**Strategies and Initiatives:**

#	Increase Fluency in our Mohawk Language	Started	Do Now	Do Soon	Do Later
1	Consider Merit Based Incentives for Speakers	✓			
2	Revive Mohawk Language Strategy and Goals		✓		
3	Create Mohawk Language Day		✓		
4	Coordinate Mohawk Language Camps		✓		
5	Strengthen and Enhance Partnerships with AEDA and AMBE		✓		
6	Create Best Practices Forums		✓		
7	Explore ways Technology and Applications can Assist		✓		
8	Develop Mohawk Language Law			✓	
9	Language Leave for MCA Staff to Learn			✓	
9	Total	1	6	2	0
<b>Community Pillar – Sustainability and Wellbeing</b>					

**Progress Indicators:**

- % of members who are being taught, or have been taught, using a robust Kanien’keha language curriculum (every 3 years)
- % of teachers in Akwesasne classrooms who are qualified Kanien’keha speakers (yearly)

# Goal #9: Take Pride in our History & Culture

**Overall Objective:** To take pride in our history and culture. Aligned to this goal are the following desired outcomes:

- a) Akwesasronon feel connected to our community and culture;
- b) Akwesasronon feel connected to our past.

**Strategies and Initiatives:**

#	Take Pride in our History and Culture	Started	Do Now	Do Soon	Do Later
1	Regularly offer Cultural and Language Camps		✓		
2	Create Markers Indicating Places of Cultural and Historical Significance		✓		
3	Gather, Archive and Share Historical Stories		✓		
4	Host Annual History Summit		✓		
5	Oheronkon Involvement (connect with schools)		✓		
6	Travelling Exhibit		✓		
7	Akwesasne Cultural Restoration Program (Partner with Tribe, Museum and Trav. College)			✓	
7	Total	0	6	1	0
<b>Community Pillar – Wellbeing and Sustainability</b>					

**Progress Indicators:**

- % of community members who report regularly participating in community events and activities (every 3 years)
- % of students in MCA and off-reserve schools who are being taught Akwesasne-based social sciences curriculum (yearly)



# Goal #10: Increase Access to Sufficient & Affordable Housing

**Overall Objective:** Increase access to sufficient and affordable housing. Aligned to this goal are the following desired outcomes:

- a) Our community has adequate housing;
- b) Our houses are safe and healthy; and
- c) We have adequate land for housing.

**Strategies and Initiatives:**

#	Increase Access to Sufficient and Affordable Housing	Started	Do Now	Do Soon	Do Later
1	Develop Inventory of Current Housing Stock to identify Needs	✓			
2	Develop a Long Term Housing Strategy to Invest Towards Housing		✓		
3	Create Education Programs for Existing Homeowners to Keep their Homes Safe and Healthy		✓		
4	Development of Land Acquisition Policy for Housing		✓		
5	Explore Off Territory Housing Program		✓		
6	GAP Analysis of Housing Policies		✓		
7	Clearly Define Building Code and Permitting Process		✓		
8	Create Future Housing Needs Assessment			✓	
9	Explore Hiring of in-house Building Inspector and Surveyor				✓
9	Total	1	6	1	1
<b>Community Pillar - Modernization</b>					

**Progress Indicators:**

- % of members with access to affordable housing (every 3 years)
- % of homes that meet minimum health and safety standards for electrical, plumbing, fire, and building safety (frequency tbd)
- # of acres of serviceable land designated for housing (yearly)

# Goal #11: Expand our Education Services

**Overall Objective:** To expand education services. Aligned to this goal are the following desired outcomes:

- a) Akwesasronon high school students are achieving academic success; and
- b) Akwesasronon have adequate skills and training to enter the workforce.

**Strategies and Initiatives:**

#	Expand our Education Services	Started	Do Now	Do Soon	Do Later
1	Create a Community Education Strategy	✓			
2	Create and Enhance Partnership and Mentorship Strategies	✓			
3	Include Jordan’s Principle within New Investments in Education	✓			
4	Enhanced Summer Programming for Elementary Students	✓			
5	Create and Deliver Post-Secondary Prep and Life Skills Opportunities		✓		
6	Create and Deliver Supports for Parents and Guardians of Post-Secondary Learners		✓		
7	Develop Life Long Learning Series (Alternatives and variety of subjects)		✓		
8	Host High School Orientation Session – Northern and Southern Portion		✓		
9	Exploration of Transportation Solution for Learners (Co-op)		✓		
9	Total	4	5	0	0
<b>Community Pillar - Sustainability</b>					

**Progress Indicators:**

- % of high school graduates attaining provincial average or better (yearly)
- % of members with degrees, certifications or apprenticeships

# Goal #12: Improve our Health and Wellbeing

**Overall Objective:** To improve our health and wellbeing. Aligned to this goal are the following desired outcomes:

- a) Our health interventions proactive and aligned to individual needs;
- b) MCA programs follow a holistic health approach.

**Strategies and Initiatives:**

#	Improve our Health and Wellbeing	Started	Do Now	Do Soon	Do Later
1	Enhance Outreach to Members for Regular Screenings, Physicals, Healthy Eating & Lifestyle	✓			
2	Continue to Incorporate Cultural and Traditional Healing and Access to Traditional Foods	✓			
3	Expand Availability of Health Services beyond normal business hours		✓		
4	Strengthen Privacy and Confidentiality to Build Trust		✓		
5	Explore Feasibility of having a Clinic in each District		✓		
6	Commission Community Health Study		✓		
7	Enhance Health and Wellness Programs for Staff		✓		
8	Ensure Community Health Nurses are visiting and /or available to Schools		✓		
9	Create Special Needs Strategy (Jordan’s Principle)		✓		
10	Revive Strategy for Food Security		✓		
11	Explore Feasibility of Community Hospital				✓
11	Total	2	8	0	1
<b>Community Pillar - Wellbeing</b>					

**Progress Indicators:**

- % of adults screened in adverse health outcome areas (e.g. diabetes, cancer, etc.)
- % of MCA Programs with a holistic health approach (i.e. nonhealth programs designed to support health outcomes)

# Goal #13: Support our Community’s Recreational Needs

**Overall Objective:** Support Akwesasne’s recreational needs. Aligned to this goal are the following desired outcomes:

- a) Akwesasne has a richness of natural spaces, cultural spaces and recreational facilities.

**Strategies and Initiatives:**

#	Support our Community’s Recreational Needs	Started	Do Now	Do Soon	Do Later
1	Better Lighting and Enhanced Spaces	✓			
2	Solidify the Coordinator Position	✓			
3	Develop a Community Recreation Strategy		✓		
4	Create Sports Subsidy Program (Jordan’s Principle)		✓		
5	Explore non-athletic programming (theatre, music and outdoor activities etc.)		✓		
6	Enhance and Subsidize Summer Programs		✓		
7	Create a Parks & Recreation Division			✓	
8	Revive inter-district Sports			✓	
9	Ensure Programming encompasses all Ages (emphasis on 3 – 5 and 12 – 18 cohort)			✓	
9	Total	2	4	3	0

**Progress Indicators:**

- # of acres of parks and cultural spaces in the community (yearly)
- % of residents who regularly access cultural and recreational centres (every 3 years)

# Monitoring Progress and Evaluation

Regularly monitoring the progress and status of the strategies and initiatives set out within the Strategic Plan will be essential for Council, Administration and the Community. Moreover, every six months Council and Administration will provide updates on the status of the set activities. Annually, and by Community Goal, Council along with Administration will provide evidence based updates to the Community on progress. More specifically, this will include:

Community Goal: 1 – 13				
Community Pillar: Self Determination / Modernization / Sustainability / Wellbeing				
Overall Objective	Status of Specific Strategy or Initiative	Desired Outcomes Achieved	Performance Indicators	Notes
<ul style="list-style-type: none"> <li>- Identify</li> <li>- Amend / Modify</li> </ul>	<ul style="list-style-type: none"> <li>- Completed</li> <li>- Ongoing</li> <li>- Initiated</li> <li>- Holding Pattern</li> </ul>	<ul style="list-style-type: none"> <li>- Yes</li> <li>- No</li> <li>- Unsure</li> </ul>	<ul style="list-style-type: none"> <li>- Progress Assessment by Community Goal and Desired Outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>- Resources</li> <li>- Challenges</li> <li>- Opportunities</li> <li>- Duplication</li> <li>- Partnerships</li> </ul>