



MOHAWK COUNCIL OF KAHNAWÀ:KE

STRATEGIC PLAN

TO SHARE WITH KAHNAWÀ:KEHRÓ:NON

2023-2029



WHAT TO EXPECT

Executive Summary **1**

Shared Community Vision **2**

Message from the Council of Chiefs **3**

Strategic Planning **4**

Past & Project Timeline **5**

MCK Vision & Mission **6**

Our Values **7**

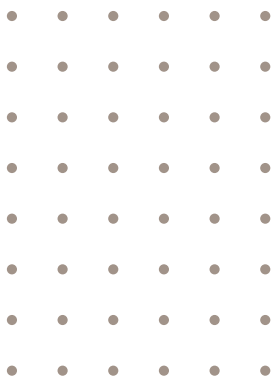
The BIG Picture **8**

The Strategic Goals **10**

Roles within the Strategic Plan **11**

Strategic Goals & Objectives **12**

Become Part of the Team **19**



EXECUTIVE SUMMARY

OUR PATH FORWARD



The Mohawk Council of Kahnawà:ke is pleased to present the vision developed for the next several years, titled the FY2023-FY2029 MCK Strategic Plan. In development since I came into the Executive Director role in 2021, this plan was developed from the feedback received from an internal organization health check, input from numerous engagement sessions with MCK employees, community organizations and **you, Kahnawa'kehró:non**.

The 2009-2029 Shared Community Vision guides this document. This is the MCK's high-level handbook that allows us to effectively plan operations that serve the community. Nearly every aspect of what we do in the plan helps us get one step closer to achieving the Shared Community Vision. This document serves as the 'what' and 'why' for MCK units to develop the 'how' in their yearly operational plans.

A primary area of focus throughout the plan is improving HOW the MCK operates and serves the community through greater accountability: clearer protocols and procedures, improved controls, more engagement and reporting with stakeholders. It's about becoming more responsible in how we make decisions.

At first glance, it may seem like an enormous undertaking to realize this ambitious plan. However, we are optimistic that we can tackle the change, overcome the adversity, and achieve what we set out to do for the next 7 years by working as a collective. We now have the plan that will help us carry this out in an effective, yet manageable timeframe.

It's crucial to remember that this blueprint is not etched in stone. The strategic plan is a living document that is open to change at any time, as we adapt to the evolution of our organization, employees and community.

I have confidence in the people that will drive this plan.

As more engagement and reporting are here, we have carved out a path forward for our collective future and I look forward to walking it with you every step of the way.

Onerahtókha Karlie Marquis

Executive Director



2009-2029 SHARED COMMUNITY VISION

Presented by the Visioning Committee on December 7, 2009.

In 2029, Kahnawa'kehró:non know, understand and live our roles and responsibilities as Onkwehón:we. Onkwehonwehnéha (Kanien'kéha) is the main language of communication in the home and community. Through our language and the daily practice of our culture we promote our strong collective identity. Kaianere'kó:wa with its teachings of Skén:nen, Ka'satsténhsera and Ka'nikonhrí:io, is our guiding principle.

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

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

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

**“WE ARE PROUD AND CONFIDENT
ABOUT OUR FUTURE”**

OHÉN:TON Í:IENTE NE RATITSÉNHAIENHS

KAHSENNENHAWE

SKY-DEER



Earlier this year, the Executive Office launched the 2023-2029 MCK Strategic Plan, which was formally adopted by the Ratitsénhaienhs (Council of Chiefs) at our November 28, 2022 Council meeting. We are exceptionally pleased with the direction that the organization is moving toward achieving the 2009 Shared Community Vision Statement, as well as following through on the feedback and direction provided by employees, community organizations and you, Kahnawa'kehró:non.

There is no better way to ensure collective ownership over any Strategic Plan than to be inclusive with every person and entity that has a stake in the direction this community is heading. The feedback received not only helps build the strategies and actions associated to this organizational strategic plan, but it also validates who it's for... our community.

Leading and guiding an organization that is both administrative and political has its challenges to say the least. At times, political issues affect how operations are managed, and vice-versa. Better alignment of the political and administrative bodies is an essential step towards limiting these issues.

Improving cohesion between these bodies, while continuing to enhance our governance procedures and policies will allow for better informed decision making, productive engagement and efficient reporting to the community.

The Kahnawa'kehró:non Ratitsénhaienhs are committed to carrying out as much work as possible to ensure we achieve the goals and objectives outlined in this plan. OUR collective plan.

We already have much to be proud of as Kahnawa'kehró:non and we look forward to a bright new future for us as a community.

Kahsennenhawe Sky-Deer

Ohén:ton Í:iente ne Ratitsénhaienhs



STRATEGIC PLANNING

A MESSAGE FROM THE STRATEGIC WORKING GROUP

On behalf of the entire organization, we are pleased to present this Strategic Plan to the community. Led by the Executive Office, the approach to develop this plan was to ensure we captured the feedback of every person and entity that has a stake in the outcomes of this plan. We are pleased with the amount of engagement that took place with the Council of Chiefs, Directors, Management, all employees, community organizations, and the community.

Working alongside the BDO Consultant group, the Executive Office along with the Council of Chiefs and the Strategic Working Group worked on developing this plan for the organization for the next 7 years. Throughout engagement, efforts toward analyzing the concerns, needs and direction of each stakeholder became the forefront in developing the direction that this plan would take, and the finalizing of the seven (7) goals and its related objectives.

We are confident that this collaborative approach well represents the interests of our community, thus creating ownership over ensuring we meet our goals with effective results.

This plan is a blueprint that guides us on improving how we function as an organization, as units and departments, and as employees. This slightly ambitious plan is scheduled for implementation over the next 7 years. Many of the goals and objectives are inward facing and may not be noticeable by the community until tangible results are on display, such as new/improved services, programs, improved customer service, and community engagement and reporting. However, many MCK units have already begun some foundational work on these goals, so we are not starting from scratch.

The Strategic Working Group is an internal collective of employees that ensures the communications, implementation and reporting of the strategic plan movement remains on track.

Richard Basque - Senior Business Analyst for Special Projects

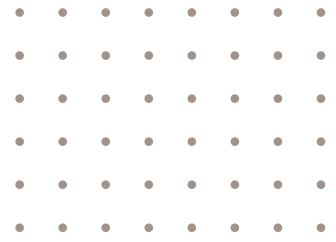
Aianóhon Kaylia Marquis - Executive Strategic and Accountability Officer

Dawn Marquis-Deere - Director of Strategic Planning and Organizational Change Management

Justus Polson-Lahache - Director of Public Relations

WHAT IS COMING

PAST & PROJECTED TIMELINE



Since the approval and endorsement of the 2023-2029 Strategic Plan in November of 2022, there were a few kickoff activities that took place. Further, there will be ongoing announcements made to update the community and other stakeholders on the status of the Strategic Plan implementation.

Below is a snapshot of projected dates to keep in mind.

Development of Strategic Plan	2020 to Nov '22
Action & Operational Planning	Jan '23 to March '24
Internal employee launch of Plan	Jan '23
Release Strategic Plan to Community	Jun '23
Foundational work & implementation	2024-2029
Stakeholder Updates	Jun '23 to Mar 2029

BEHIND IT ALL...

VISION, MISSION

VISION

Where we want to be in the future

The Mohawk Council of Kahnawà:ke supports the community's Shared Vision by collaborating with Kahnawa'kehró:non and fostering partnerships to sustain a strong and thriving Kanien'kehá:ka community.

MISSION

What we do now to achieve our vision

It is our mission to **support** Kahnawà:ke's collective interests, **protect** our resources and heritage, **build** capacity and opportunities, provide quality services, and **govern** our affairs.



SUPPORT

PROTECT

BUILD

GOVERN

OUR VALUES

How we carry ourselves

WE SERVE THE SEVEN GENERATIONS TO COME BY BEING:

VISIONARY, WE:

- Make responsible decisions for the success and wellness of our community.
- Safeguard the stability and viability of our organization.
- Promote innovative thinking and opportunities.

RESOURCEFUL, WE:

- Respect all people, land, environment, community and workplace.
- Are dedicated to the embodiment of our language and culture.
- Are driven to provide quality services for collective benefit.

ACCOUNTABLE, WE OPERATE AND COMMUNICATE WITH:

- Integrity
- Professionalism
- Transparency
- Engagement



MISSION VALUES

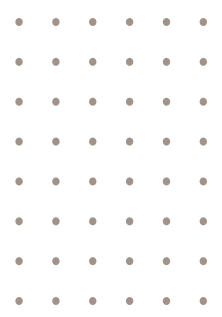
THE BIG PICTURE



Simply put, the MCK Vision, Mission and Values define where we want to be in the future and the approach we take to reach that destination.

They are the guiding principles that we follow when working on the specific goals we have identified in the strategic plan. These key principles guide MCK employees towards carrying out the tasks to achieve our long-term goals to better serve the community.

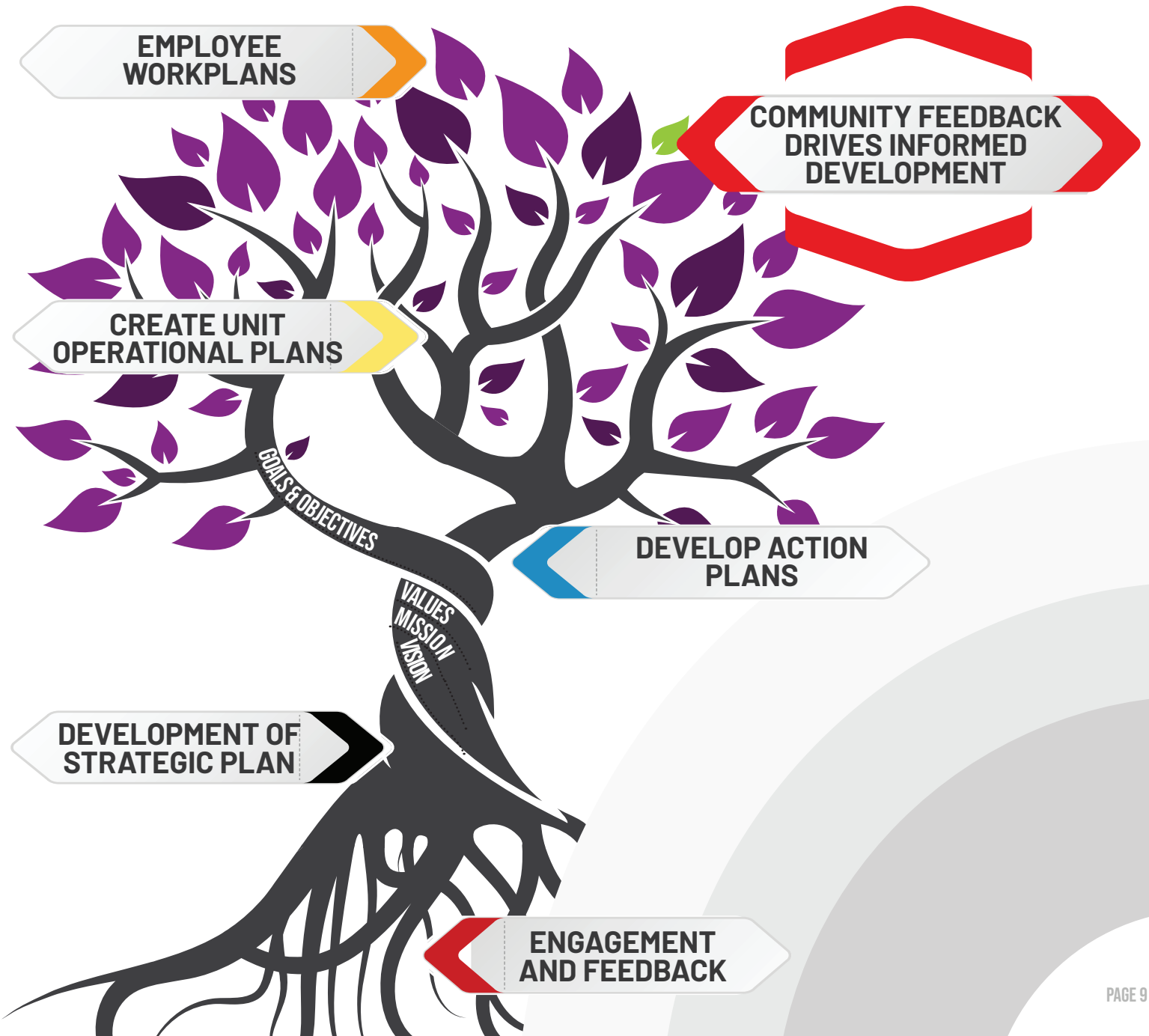


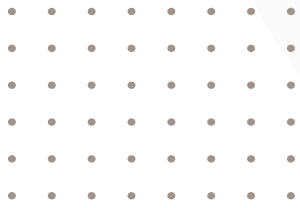


VISUALIZING OUR PLANS



The Strategic planning process is like the growth of a tree. The roots feed the development of a healthy trunk, which extend to branches, and eventually leaves, which all provide for the atmosphere. The community (roots) feeds into the Strategic Plan (trunk), which establishes goals and objectives that direct all the programs, services and day-to-day operations carried out by MCK employees (leaves) The community in this example would also be considered the atmosphere, which both benefits from the nutrients supplied by the tree, and also contributes to the growth through interaction and engagement. The end results of these plans result in improved processes that allow for adapted services (new, enhanced, streamlined) provided to the community.





LET'S DIVE IN!

STRATEGIC GOALS

Now that we've covered some fundamental principles of what, how and why we do what we do, it's time to take a closer look at the main goals outlined in the strategic plan.

There are seven strategic goals identified within the plan. Each of these goals:

- » contribute in one or more ways to the Shared Community Vision;
- » are aligned to the 2021-2024 political priorities - Language and Culture revitalization, Social Supports & Wellbeing, and External Government Relations;
- » are in line with the MCK Vision, Mission and Values which define WHERE, WHAT and HOW we achieve our goals
- » provides detailed objectives that guide employees toward planning their operations

1	Enhance Political/Administrative Function to Support Collective Interests
2	Build and Roll out More Effective Communication and Engagement Processes
3	Provide High-Quality Services Based on the Community's Evolving Needs and Priorities
4	Create a Positive, Open and Strengths-Based Workforce Environment
5	Improve Organizational Accountability to Achieve Community Outcomes
6	Enhance Capacity and Operational Effectiveness
7	Work Towards Socio-Economic Independence and Community Sustainability

*** The goals and objectives are written in less technical language. Please email swg@mck.ca for an official copy of the technical version.*

ROLES WITHIN THE PLAN

WHO DOES WHAT... AND WHY?

Every employee within the MCK has a specific role that contributes towards achieving the goals of the Strategic Plan. Over the next 7 years, MCK Unit action plans will be developed as part of annual operational planning exercises. The key to implementing an effective strategic plan is collaborating with our employees, Council of Chiefs and community. Effective communication and consultation with stakeholders is essential for success in all stages of the project, including design, implementation and reporting. In future engagement activities, it is important for the community to be actively involved and provide feedback that will help drive planning that incorporates the community needs and priorities.



GOALS & OBJECTIVES

Objectives are shorter term actions that help us achieve our long-term goals. These objectives will help direct the MCK to develop action, operational and employee plans. All of which, lead us closer to achieving our goals. Let's take a look at all seven goals and their associated objectives.

1

Enhance Political/Administrative Function to Support Collective Interests

WHAT WE WANT TO ACHIEVE

Improve how the Political and Administrative bodies function in MCK and work towards achieving collective interests, priorities and Portfolios by working together to be more efficient and effective

OBJECTIVES: WHAT WE WILL DO TO ACHIEVE THIS GOAL

- 1.1 Use a model (with supporting tools) to plan and prioritize, to help achieve both Political and Administrative priorities.
- 1.2 Communicate clearly and regularly with the community about what we're doing and how we're doing it. Show how we're making progress towards our shared goals (Shared Vision, portfolios, collective interests).
- 1.3 Contribute to the activation, support, and review of the role and operations of all Portfolios by communicating, sharing information, planning and collaborating better.
- 1.4 Create a process to follow when arising issues involve multiple Portfolios.
- 1.5 Ensure we have the right roles and skills to best support the Portfolio system, including considering an operational review of the Office of the Council of Chiefs.

GOALS & OBJECTIVES

2

Build and Roll Out More Effective Communication and Engagement Processes

WHAT WE WANT TO ACHIEVE

Increase awareness and confidence through improving internal and external communications and engagement processes, methodologies, and channels.

OBJECTIVES: WHAT WE WILL DO TO ACHIEVE THIS GOAL

- 2.1** Create a plan to improve how we communicate with employees that helps them become more involved and empowered.
- 2.2** Develop a strategy to engage both the community and employees, so we can share information, get feedback, and work together better.
- 2.3** We want to build better community awareness of MCK activities to be more transparent and to encourage community engagement.
- 2.4** Improve our ability to communicate by making our messages easier to understand and making sure everyone can access them.
- 2.5** Define and implement processes to increase transparency while still protecting confidential information and managing risk.

GOALS & OBJECTIVES

3 Provide High-Quality Services Based on the Community's Evolving Needs and Priorities

WHAT WE WANT TO ACHIEVE

Enhance existing services and/or provide additional or different services in the future to meet the Community's changing needs and priorities. Actively engage the Community in the design and delivery of services to improve the collective experience and support Community wellness.

OBJECTIVES: WHAT WE WILL DO TO ACHIEVE THIS GOAL

- 3.1** Continuously engage the Community to better understand their needs and priorities, and help us work together to design and improve services.
- 3.2** Collect and analyze data about community needs and feedback on the quality of services.
- 3.3** Evolve and redesign our services to better meet the changing needs, priorities and demographics of the community. Use feedback from community members to guide our improvements.
- 3.4** Improve how related services work together to improve the community's experience and to enhance efficiency.
- 3.5** Seek partnership opportunities for service delivery, within the Community (grassroots organizations, businesses and educational institutions) and with the private sector where appropriate.



GOALS & OBJECTIVES

4

Create a Positive, Open and Strengths-Based Workforce Environment

WHAT WE WANT TO ACHIEVE

Support the wellness and quality of life of our people, our organization and our Community by creating space for positive and open conversations and implementing initiatives that are designed to support holistic health.

OBJECTIVES: WHAT WE WILL DO TO ACHIEVE THIS GOAL

4.1 Integrate holistic approaches (mental, physical, emotional, cultural, and spiritual) into our processes, systems, and workforce culture.

4.2 Proactively support mental, physical, emotional, cultural and spiritual health.

4.3 Create safe spaces for complaints, grievances and seeking advice on issues, including support services.

4.4 Support and encourage employees to pursue opportunities to learn, express, and work in our language and culture.

4.5 Create more opportunities for collaboration across MCK, including enhanced conflict resolution, information sharing, listening, and learning from each other.

Strength-Based Workforce is a term that means focusing on what you're already good at in the workplace and building upon those strengths. Employees work in areas where they have natural talent, skills and abilities, allowing employees to feel more confident, motivated and overall satisfied.

GOALS & OBJECTIVES

5

Improve Organizational Accountability to Achieve Community Outcomes

WHAT WE WANT TO ACHIEVE

Put systems and processes in place to enhance individual and organizational accountability, facilitated by performance data. Create a positive culture of accountability based on open and honest communication, trust and a focus on performance results.

OBJECTIVES: WHAT WE WILL DO TO ACHIEVE THIS GOAL

- 5.1 Build a new engagement model between the Council of Chiefs and Executive Office including approved roles and responsibilities, communication channels and expectations.
- 5.2 Implement a measurement tool for strategic objectives and align all Unit Plans to the Strategic Plan.
- 5.3 Build and implement an organizational performance measurement, management and reporting system using technology, and align it with individual performance management.
- 5.4 Build processes to continuously collect, manage, and monitor data related to internal operations and the performance of our programs and services.
- 5.5 Increase and enhance reporting on performance outcomes internally, to the Council of Chiefs, and to the Community.
- 5.6 Create a program, project and change management centre of excellence and implement a change management culture into all aspects of our Strategic Plan.

Performance Data refers to valuable information that tells us how well we are operating at any given time (as employees or an organization)

GOALS & OBJECTIVES

6

Enhance Capacity and Operational Effectiveness

WHAT WE WANT TO ACHIEVE

Build additional, sustainable capacity across people, processes, and technology, to build strategic capabilities, promote innovation, and achieve higher performance. Leverage change management to achieve progress toward these objectives while focusing on people.

OBJECTIVES: WHAT WE WILL DO TO ACHIEVE THIS GOAL

- 6.1 Develop an integrated HR Strategy and Plan that addresses talent acquisition, retention, succession planning, strategic HR, learning and development etc. informed by a review of all capacities needs assessment.
- 6.2 Develop an Information Systems Strategy and Plan informed by a comprehensive evaluation and needs assessment.
- 6.3 Create and update Mandates, Policies, Processes, and Standard Operating Procedures to effectively manage risks and achieve greater organizational performance.
- 6.4 Create an Enterprise Risk Management framework to define, monitor and manage risks of the organization, supported by regular Internal reviews.
- 6.5 Create a Quality Management System to achieve greater quality assurance, quality planning, and quality control methods.
- 6.6 Explore new, innovative approaches to service delivery to improve capacity and effectiveness as an organization.

Change Management is a process or set of tools to help employees transition successfully. **Talent Acquisition** are the tactics to identify, recruit and retain the employees needed at the MCK. **Enterprise Risk Management** is a system to help manage risks and seize opportunities. **Quality Assurance** is the maintenance of a desired level of quality.

GOALS & OBJECTIVES

7

Work Towards Socio-Economic Independence and Community Sustainability

WHAT WE WANT TO ACHIEVE

Contribute to the Community's journey towards economic self sufficiency and enhanced opportunities for all, by fostering partnerships that benefit everyone and create innovative solutions. Ensure that environmental stewardship is at the forefront of our economic decision making processes.

OBJECTIVES: WHAT WE WILL DO TO ACHIEVE THIS GOAL

- 7.1 Create a team for exploring new, innovative revenue generation opportunities and develop an Investment strategy that is in line with our environmental stewardship responsibilities and core values.
- 7.2 Strengthen the engagement between MCK and Executive Directors Committee: improve alignment, collaboration and the achievement of joint goals and objectives to meet the community's needs.
- 7.3 Facilitate collaboration between Community organizations and external organizations on economic and social development opportunities that are sustainable and mutually beneficial.
- 7.4 Contribute to the development of regulations, policies and processes that assist community businesses to succeed.
- 7.5 Build a model of engagement for community initiatives and grassroots organizations, to support them from an economic, social and capability perspective.
- 7.6 Explore opportunities to collaborate with Indigenous Communities, Collectives, and Organizations.

BECOME PART OF THE TEAM

WHAT KIND OF EXPERTISE DO I NEED?

Now that we have an overall understanding of how the strategic plan guides the direction of the MCK, we can better understand as community members how we contribute to achieving each goal. Whether we are individuals, grassroots initiatives, boards, business owners, or community organizations, we all play a role as contributors. The MCK has a workforce of over 350 employees. There are many different types of jobs, and we regularly hire new staff members to better serve our community. The following is a list of training/certifications required for many of the positions at the MCK:

Qualifications

- DEC Civil Engineering
- Operator Surface and Ground Water Treatment Certification
- OSHA 10
- OSHA 30
- ASP 30
- ASP Construction
- First Aid
- Safety in Traffic Control
- Erosion Control Training
- Forklift Operator
- Asbestos Training
- Excavation Competent
- Excavation General Awareness
- Construction Worker Competency – Carpenter Laborer
- Construction Worker Competency – Ironworker Journeyman
- Construction Worker Competency – Survey Technician
- Scaffolding
- Hazardous Materials
- Aerial Lift & Platform Certification
- Quebec Ironworker Certification
- Railway Safety
- MA in Business Administration with a CPA or CAFM designation
- MA in Business Administration
- MA in Business Administration with a concentration in Management and/or Finance,
- Master of Information (MI)
- Master of Public Administration (MPA)
- Master of Public Policy (MPP)
- BA in Accounting
- BA in Administration
- BA in Business Administration with a specialization in Supply Chain Management

- BA in Business Administration with a major in Human Resources Management
- BA in Communications and Journalism
- BA in Commerce or Business Administration
- BA in Commerce or Business Administration with a major in Management, Accounting or Finance,
- BA in Commerce or Business Administration and a CPA or CAFM designation
- BA in Commerce (Business Technology Management)
- BA in Commerce (Accountancy)
- BA in Commerce (Strategic Human Resources Management)
- BA in Human Resources or Personnel Management
- BA Public Administration, Business Administration, or Political Science
- BA Policy Studies
- BA Public Policy
- DEC in Human Resources Management
- DEC Office Management
- DEC Business Analysis
- DEC in Office System Technology or Office Work Coordination
- DEC in Commerce
- DEC in Communication
- DEP in Accounting or Bookkeeping
- DEC in Accounting and Management Technology
- DEC in Accounting and Management Technology
- DEP in Accounting/Bookkeeping

Training / Certification

- CHRP (Certified Human Resources Professional) Designation
- Certified Human Resources Leader (CHRL)

- Designation
- Chartered Financial Analyst (CFA) Designation
- Chartered Professional Accountant (CPA) designation
- Certified Aboriginal Financial Manager (CAFM) Designation
- Records & Information Management Certificate
- Human Resources or Payroll certification
- Change Management Certificate
- Business Analysis Certificate
- Change Management Certificate
- Risk Management Certificate
- Business Analysis Certificate
- Facilities Management
- Operations Management Certificate (Facilities Management Option)
- Trauma-Informed Training
- Effective communication
- Effective business writing
- Minute taking
- Developing a strategic mindset
- Time management
- Critical thinking
- Emotional Intelligence
- Leadership
- Conflict Resolution
- Project Management Certificate
- Customer Service

Languages

- Kanien'kéha fluency
- English fluency
- French fluency

If you are planning long-term studies and/or training, many positions within the MCK require one or more of these certifications. If you are interested in pursuing a career in any of the above listed fields, please call MCK Human Resources at (450) 632-7500 for more information. Securing training in your desired field provides you greater eligibility to apply and join the MCK family when positions become available.



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SCAN HERE:

