



TEWATOHNI'SAKTHA

Strategic Plan

from

2009 to 2012

Year 3

The Systems Thinking Approach™

**Part of a
Yearly Strategic Management System Cycle
(Planning—Leadership—Change)**

Year 3 (2011-2012)

March 2, 2011

Table of Contents

TABLE OF CONTENTS.....	2
INTRODUCTION	3
A YEARLY STRATEGIC MANAGEMENT SYSTEM.....	4
FUTURE ENVIRONMENTAL SCAN	5
YEAR 2012 IDEAL FUTURE (VISION, MISSION.....	11
GUIDING PRINCIPLES OR CORE VALUES	12
KEY SUCCESS MEASURES (KSM).....	16
KSM YEAR 1 ACTION PLANS	18
CURRENT STATE ASSESSMENT (SWOT)	19
OBSTACLES TO OUR VISION	25
KEY GAPS BETWEEN DESIRED FUTURE AND CURRENT SITUATION	26
ORGANIZATIONAL STRATEGIES	27
ORGANIZATIONAL STRATEGY #1	29
ORGANIZATIONAL STRATEGY #2	31
ORGANIZATIONAL STRATEGY #3	33
ORGANIZATIONAL STRATEGY #4	35
ORGANIZATIONAL STRATEGY #5	37
ORGANIZATIONAL STRATEGY #6	39
YEARLY COMPREHENSIVE MAP	41
2010-2011 TOP PRIORITY ACTIONS.....	43
ANNUAL WORKPLAN TABLE OF CONTENTS	50
ANNUAL OPERATIONAL WORKPLANS.....	53

Introduction

Over the past 10 years, I have been privileged to work at Tewaohnhi'saktha. The Board, management team and employees continue to strive together as a cohesive team to fulfill our mission.

As I stated in my 2006 introduction, "Tewaohnhi'saktha is a high performing organization with significant opportunities for even higher levels of performance. We can and have raised the bar." That is still true three years later and it bears repeating.

What has helped our performance significantly over the past six years is the Strategic Management process, which we continue to refine and adjust. I want to thank all staff and Board members who provided their input to the plan. As we mark our tenth year of operations, I can state with conviction that we have come a long way and that our new plan is an excellent blueprint for continued success in our mission.

Bud Morris
CEO

A Yearly Strategic Management System

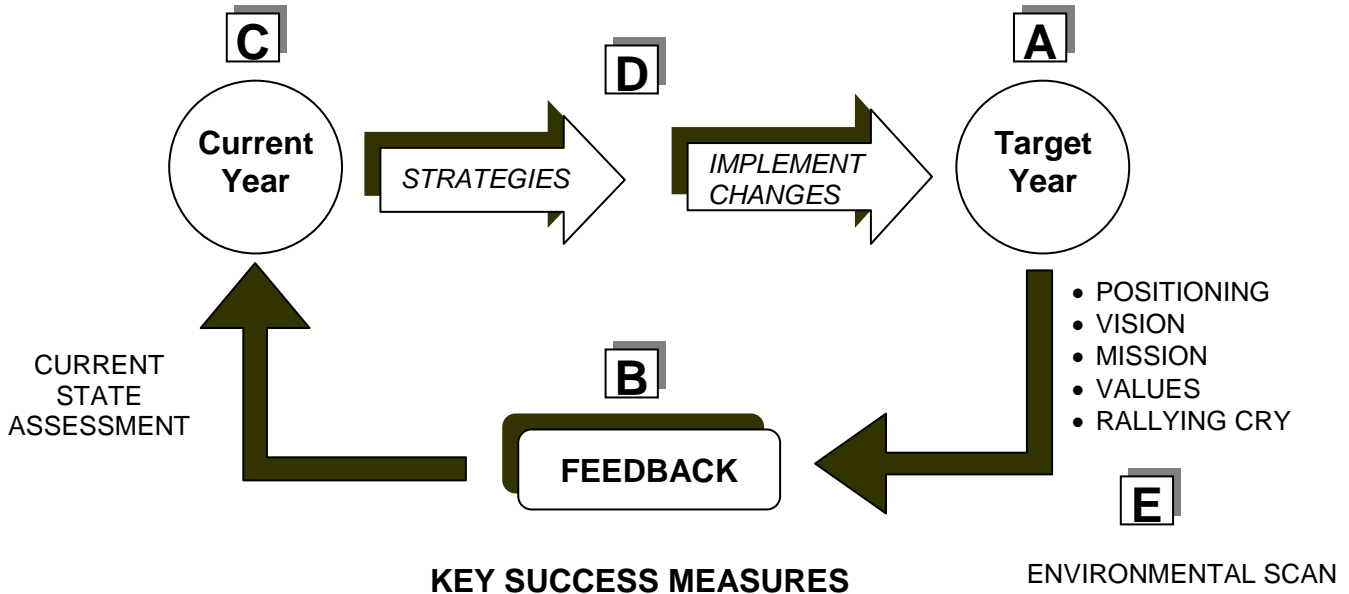
(Planning—Change—Leadership)

Topic

Five Phases

<i>Environmental Scan.....</i>	E
<i>Creating Our Ideal Future.....</i>	A
<i>Measurements of Success</i>	B
<i>Converting Strategies to Actions</i>	C
<i>Successful Implementation/Change.....</i>	D

STRATEGIC MANAGEMENT SYSTEM



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Out to the Year 2012 and Beyond

For each trend, ask yourself, “How would this impact the organization, your division, or your job function?”

Political/Governance

<i>Trends</i>	<i>Implications</i>
<ul style="list-style-type: none"> • Tightening of criteria to access First Nations programs (i.e. Post secondary funding issue, AHRDS renewal, ABC Devolution, and AIF 	<ul style="list-style-type: none"> • Potential for higher accountability reporting requirements • More students requesting programs and funding for post secondary education • AIF taking longer than anticipated to receive funds
<ul style="list-style-type: none"> • SSSL process stalled 	<ul style="list-style-type: none"> • Will impact potential business development and partnerships on SSSL lands.
<ul style="list-style-type: none"> • Federal or Provincial Elections could happen at any time 	<ul style="list-style-type: none"> • Potential for increased conflicts of ideology if there is a majority conservative government elected • Always the potential for a change in political power • Current relationship with Quebec Government not improving; change in power could positively or negatively affect relations with provincial government • Could have an impact on our plans for Autoroute 30
<ul style="list-style-type: none"> • KGC – developing agreements with other jurisdictions 	<ul style="list-style-type: none"> • Potential for increased revenue in hosting services, but decreased opportunity for job creation •
<ul style="list-style-type: none"> • KGC developing new regulations and fee structure 	<ul style="list-style-type: none"> • Could result in decrease revenue for C8 because clients could move to other jurisdictions
<ul style="list-style-type: none"> • Self-Government/Jurisdiction issues unresolved with provincial government 	<ul style="list-style-type: none"> • Potential for decreased revenue regarding online poker • Potential for job loss in tobacco industry • Increase in Social Assistance, E & T, and SBS services • Potential for local crime rate to rise • Land prices to decrease

	<ul style="list-style-type: none"> • Constant surveillance and pressure from provincial government Re: legality of gaming activities in Kahnawake • MSI • Tobacco • Unresolved “issues” on these files affect negotiations on other files.
<ul style="list-style-type: none"> • Increasing focus on environmental protection 	<ul style="list-style-type: none"> • Increase potential for green projects • Increases the time required to move ahead with other projects to satisfy the requirement for environmental studies. • Increased costs

Financial (Markets, money)

<i>Trends</i>	<i>Implications</i>
<ul style="list-style-type: none"> • Retirements plans are slowly rebounding 	<ul style="list-style-type: none"> • Older employees won’t be able to meet their retirement expectations • Retaining experienced employees • Fewer opportunities for younger employees
<ul style="list-style-type: none"> • Stabilizing North American economy due to U.S. and Canadian stimulus packages 	<ul style="list-style-type: none"> • Canadian Stimulus packages will expire on March 31, 2011; funds must all be spent by end of current Fiscal Year • Potential for projects in the U.S.
<ul style="list-style-type: none"> • Stable program funding 	<ul style="list-style-type: none"> • Must renegotiate every 3 – 5 years for program funding. Creates uncertainty about long-term funding. • SBS funding through MCK’s funding agreement. • E&T program funding stable through new agreement Aboriginal Skills Employment & Training Strategy (ASETS)
<ul style="list-style-type: none"> • Stagnant program funding for E&T 	<ul style="list-style-type: none"> • E&T funding stagnant since 1997 • ASETS program offers same amount of funding as past funding agreements. • E&T has to do more with the same amount of money, requiring innovation.
<ul style="list-style-type: none"> • Low U.S. exchange rates 	<ul style="list-style-type: none"> • Less capital to work with regarding foreign exchange • Increased job competition within community, fewer people seeking employment in the U.S.

	<ul style="list-style-type: none"> • Increased dependence on Social Assistance (SA) and Tewatohnhi'saktha
<ul style="list-style-type: none"> • Banks still averse to financing certain types of businesses due to slow economy. 	<ul style="list-style-type: none"> • Difficulty financing projects • Harder to find capital for investments
<ul style="list-style-type: none"> • Low interest rates will rise 	<ul style="list-style-type: none"> • Current interest revenue is low • Increased interest revenue potential with rise of interest rates

Business (Trends, opportunities, growth, decline, issues impacting)

<i>Trends</i>	<i>Implications</i>
<ul style="list-style-type: none"> • Cigarette trade constantly evolving 	<ul style="list-style-type: none"> • Requires ongoing monitoring of the industry
<ul style="list-style-type: none"> • Diversification of resources from cigarette industry into other business ventures 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Less reliance on cigarette industry 	<ul style="list-style-type: none"> • Less participation on the cigarette trade in favor of other jobs
<ul style="list-style-type: none"> • Importation of labour in Kahnawake 	<ul style="list-style-type: none"> • Imported labourers might accept lower salaries, thus lowering local minimum wage • Projects might require importation of labour • Increased spending in the community • Increase in clients • More requests for funding and allowances • Increase in phone calls and client visits • Budget constraints • Staff issues due to increased workload • Unemployed Kahanwa'kehró:non may need to take jobs with lower salaries that are still above minimum wage, or else remain unemployed.
<ul style="list-style-type: none"> • Increase in external investment or partnership opportunities 	<ul style="list-style-type: none"> • Successful partnership or investment will result in increased revenue • Requires increased demand for Tawatohni'saktha resources
<ul style="list-style-type: none"> • Local businesses targeting outside clients 	<ul style="list-style-type: none"> • Demand for skilled labour (French speaking, customer service training or experience required) • Potential for money injected into local economy
<ul style="list-style-type: none"> • Increased government infrastructure spending 	<ul style="list-style-type: none"> • Potential new joint venture opportunities
<ul style="list-style-type: none"> • Government funding to resolve disparity between native and non-native communities. 	<ul style="list-style-type: none"> • Potential for new businesses regarding government funding to resolve disparity
<ul style="list-style-type: none"> • ongoing discussion with Quebec re: return of Autoroute 30 lands (Additions to Reserve process) 	<ul style="list-style-type: none"> • Opportunity for economic development along Autoroute 30 lands
<ul style="list-style-type: none"> • Short term construction projects 	<ul style="list-style-type: none"> • Increased spending in community due to bridge project/construction

	<ul style="list-style-type: none"> • Potential labour disputes on Mercier Bridge project part B • Completion of project will result in unemployment; not all current employees guaranteed a job on part B of construction plan • Local businesses will be impacted by loss of employment • Increased demand for services when projects are complete and/or employees are laid off
<ul style="list-style-type: none"> • Growing awareness of the need to generate our own revenue 	<ul style="list-style-type: none"> • More support for community projects from the MCK and community in general.

Turmoil (local, regional, national, international problems that affect our business)

<i>Trends</i>	<i>Implications</i>
<ul style="list-style-type: none"> • Shift in Government policies to counteract terrorism 	<ul style="list-style-type: none"> • Laws enacted that prohibit money from organized crime being invested.
<ul style="list-style-type: none"> • Always the potential for health pandemics 	<ul style="list-style-type: none"> • Affect workforce within community organizations
<ul style="list-style-type: none"> • Natural disasters 	<ul style="list-style-type: none"> • Disruption of all community services

Labour Market (Including our employees)

<i>Trends</i>	<i>Implications</i>
<ul style="list-style-type: none"> • Potentially 1/3 of Tawatohnhi'saktha staff reaching retirement age (5-10 years) 	<ul style="list-style-type: none"> • Possible difficulty in replacing staff
<ul style="list-style-type: none"> • Employees still looking for employers with the best benefits 	<ul style="list-style-type: none"> • Need to continue investing in remaining an employer of choice
<ul style="list-style-type: none"> • Increased interest in education and training by community members and employees 	<ul style="list-style-type: none"> • Higher demand for E & T services • Time for training not available without sacrificing productivity

Clients/Stakeholders (i.e. ages, education, health)

<i>Trends</i>	<i>Implications</i>
<ul style="list-style-type: none"> • Changing dynamic in the working age demographics 	<ul style="list-style-type: none"> • More analysis of the changing work age demographics • Will have to re-calculate trend analysis for supply side of labour • Retirees starting part-time businesses • Quality jobs opening up in other organizations; Tewatohnhi'saktha may have staff turnover in current staffing. • Younger employees more willing to change jobs for advancement opportunities
<ul style="list-style-type: none"> • Demand for an unskilled labour force is declining 	<ul style="list-style-type: none"> • Importing of labour • Increased demand on E & T and SBS services
<ul style="list-style-type: none"> • Workforce is more health conscious 	<ul style="list-style-type: none"> • Less sick days by employees who care for their health • Employee fitness program will have to be renewed • Less claims on Manulife short-term and long-term disability making premiums stable.
<ul style="list-style-type: none"> • Younger community members interested in careers that do not require traditional forms of post-secondary education 	<ul style="list-style-type: none"> • Increased demand for E&T services • Increased demand for SBS services
<ul style="list-style-type: none"> • Recognition that targeting youth is more effective in preparing them for the labour force 	<ul style="list-style-type: none"> • Need for integrated youth strategy • Youth becomes more goal-oriented
<ul style="list-style-type: none"> • Shortage of qualified and experienced workers 	<ul style="list-style-type: none"> • Import labour; less money remains in community • Increased promotion for education and training • Organizations whose senior or executive level professional positions are vacant are having a hard time filling the position

Legal/Regulatory (legislation, changes to programs)

<i>Trends</i>	<i>Implications</i>
<ul style="list-style-type: none"> U.S. Gaming Laws – Move to Legal/Regulatory 	<ul style="list-style-type: none"> MIT, Continent 8, KOC tenants affected, could affect revenue and number of tenants
<ul style="list-style-type: none"> Changes in Kahnawá:ke Membership Law 	<ul style="list-style-type: none"> Increase in number of Indian status regarding McIvor case would increase clients eligibility for programs and services
<ul style="list-style-type: none"> More enforcement of rules for tax exemption for businesses 	<ul style="list-style-type: none"> May have to account for tax-based revenue in Revenue Generation projects Would affect mainstream and commercial businesses being hit on tax exemptions and more assessments
<ul style="list-style-type: none"> Continuing series of legislation to shut down tobacco industry (Bill 59) 	<ul style="list-style-type: none"> Potential for job loss in tobacco industry Migration of workers from tobacco industry to other places Increased unemployment; increase in SA, E & T, and SBS services Staff issues due to increased workload Potential for local crime rate to rise Land prices to decrease
<ul style="list-style-type: none"> Continuation of legal decisions narrowing the scope of tax exemption for First Nations peoples 	<ul style="list-style-type: none"> Can of worms (Tax exemption) (i.e. T5's not issued from CPK; possible legal implications)

Community (population, attitudes, economics)

<i>Trends</i>	<i>Implications</i>
<ul style="list-style-type: none"> Community attitudes are starting to shift to stay in school and further their education 	<ul style="list-style-type: none"> Potential increase in clients Need to create more job openings
<ul style="list-style-type: none"> Increase in retirements 	<ul style="list-style-type: none"> Organizations need to be prepared to replace retirees (succession planning)
<ul style="list-style-type: none"> Number of youth entering labour force greater than number of forecasted jobs in the community 	<ul style="list-style-type: none"> Not all youth will find jobs in the community (need to train people to work externally)
<ul style="list-style-type: none"> Community does not absorb information regarding MCK, Tewatohnni'saktha, MIT, Onkwawista, and Continent 8 	<ul style="list-style-type: none"> Could negatively affect future projects if public backing is required

Technology

<i>Trends</i>	<i>Implications</i>
<ul style="list-style-type: none"> • Technology is constantly evolving 	<ul style="list-style-type: none"> • Additional IT support needed • Need to upgrade software and hardware, and skills where necessary to stay current and competitive • Need for increased skill level for technology usage • Need to increase or allocate funds for replacement of old technology and for support
<ul style="list-style-type: none"> • Increased use of hand held computing devices 	<ul style="list-style-type: none"> • Increased bandwidth costs for computing devices and productivity software
<ul style="list-style-type: none"> • Increased number of clients using social networking sites (i.e. Facebook) 	<ul style="list-style-type: none"> • Security risk associated with networking sites • Increased opportunity to communicate with clients • Opportunity to get news more quickly
<ul style="list-style-type: none"> • More people accessing timely news on the internet 	<ul style="list-style-type: none"> • Increased opportunity to communicate with clients through advertising, press releases, project news • Opportunity to get news more quickly
<ul style="list-style-type: none"> • Increased usage of web-based service (i.e. Internet banking, purchases) 	<ul style="list-style-type: none"> • Possibility of providing web-based services to clientele. •
<ul style="list-style-type: none"> • Increased traffic on Tawatohnhi'saktha website 	<ul style="list-style-type: none"> • Need for more up-to-date content
<ul style="list-style-type: none"> • Increased programming on local television station 	<ul style="list-style-type: none"> • Increased opportunity to communicate with clients

Vision

Our vision statement describes ideally where and what we want to be in the year 2009 and hope our hopes and dreams for the future.

Tewatohnhi'saktha's vision is a self sufficient community that fosters quality of life for Kanien'kehaka Ne Kahnawa'kehró:non and creates collective prosperity for future generations consistent with our cultural values.

Mission

Our mission statement outlines the purpose towards which we commit our work life. These are the reasons for the existence of Tewatohnhi'saktha and it clearly describes who our customers are and what we produce as outcome benefits for them.

The mission of Tewatohnhi'saktha is to stimulate and enhance Kahnawake's Economic Growth by investing in people and businesses, as well as other economic opportunities.

Guiding Principles or Core Values

Values reflect who we are and what we continuously strive to become. At Tewatohnhi'saktha, we strive to be:

- *Results Oriented*
- *Accountable*
- *Progressive and Innovative*
- *Professional*
- *Customer Focused*
- *Employee Focused*
- *Teamwork Oriented*
- *Open and Honest*

Core Value #1

Results Oriented

Being results oriented is a core element of the Tewatohnhi'saktha culture that supports our reason for being and provides credible, recognizable and significant evidence to all our stakeholders and ourselves.

Results Oriented means:

- Ensuring our daily, weekly and monthly actions are planned towards meeting pre-determined goals and objectives and which are flexible to changing demands and new priorities.
- Setting key measures of success for short, medium and long term goals and objectives while ensuring alignment with the vision and mission.
- Creating strategies that are well thought out, supportive and effective to achieving the desired ends.
- Investing and deploying the required resources to ensure success.
- Continuously striving to produce excellent results
- Regularly evaluating progress, acknowledging our mistakes, and learning from them so we can do better next time.

Core Value #2

Accountable

Accountability is taking responsibility for doing what we said we would do in order to progress towards our goals while holding ourselves responsible for our progress. Being accountable is vital to establish credibility, gain support, and build trust for future projects and initiatives.

Accountability means:

- Taking responsibility for achieving results – doing what we said we would do.
- Living up to our responsibilities, meeting our obligations, fulfilling our Agreements and commitments.
- Tracking, measuring and reporting our results to our stakeholders.

Core Value #3

Progressive and Innovative

We strive to meet the needs of our community in an ever increasing and complex business environment by being innovative and progressive in our thinking in the design and delivering services/products to our external and internal customers.

Progressive and innovative means:

- Developing products, services and processes that go beyond the accepted standards in our community and our organization.
- Encouraging a climate that is open and supportive of suggestions and trying out new approaches and ideas.
- Challenging ourselves to achieve higher levels of productivity by being innovative.
- Encouraging all Tewatohnhi'saktha team members to take an active role in being progressive and innovative.
- A team that is admired for being innovative and progressive.

Core Value #4

Professional

We strive to provide to a high standard of professionalism by delivering products and services in a way that is courteous, respectful, competent and sensitive to our clients.

Professionalism means:

- Doing our best every time.
- Taking pride in what we do.
- Treating others as we would want to be treated, and

as they want to be treated.

- Being aware of the image that we project.
- Conducting ourselves with integrity and honour.
- Being competent and knowledgeable.

Core Value #5

Customer Focused

Tewatohnhi'saktha exists to build a prosperous and self-sufficient community. On a daily basis we strive to develop the economic base of our community by providing excellent customer services/products. Customers are community members who rely on us for service delivery, while our Board members and fellow employees rely on us for services to achieve our mission and strategic priorities.

Customer Service means:

- Providing every customer with high quality, efficient services that is delivered respectfully
- Creating positive customer experiences in all our interactions.
- Meeting and exceeding customer expectations.
- Seeking continual feedback by listening and learning from our customers in order to improve our services.
- Encouraging a culture of excellence in serving customers.
- Being role models in customer service excellence.

Core Value #6

Employee Focused

We value our employees by ensuring they are satisfied in their work, well trained to do their job and properly equipped to work at their very best. Satisfied, positive employees encourage others of the same caliber to join our team.

Employee Satisfaction means:

- Providing a work environment that encourages all employees to perform at their highest ability.
- Being responsive to the needs of and caring for employees.
- Sharing responsibility for creating a positive, productive work environment.
- Being supportive (of each other) and working together as a team.
- Having and utilizing opportunities for growth and development.
- Providing timely appreciation and fair compensation and benefits for employee contributions.

Core Value #7

Team Oriented

Teamwork is the realization that success depends on the whole team working together, not just one person.

Teamwork requires working both formally and informally with coworkers. This is done in a supportive and collaborative environment that contributes to and reinforces a positive work environment.

Team focused means:

- Being aware of and supportive of co-workers work activities.
- Working outside one's individual work plan and objectives.
- Respecting the ideas and input of others.
- Supporting the decisions of other co-workers.
- Participation in cross-functional planning.
- Working in cross-functional teams to achieve results.
- Giving appreciation to team members for accomplishments and efforts.

Other behaviors from initial brainstorm

- Planning together how we can help each other achieve our mission and vision.
- Understanding roles and responsibilities of others.

Core Value #8

Open and Honest

Being open and honest involves sharing key information with our community and stakeholders regarding our projects, initiatives, and activities. Being open and honest is the foundation for building trust in all our relationships.

Open and honest means:

- Communicating with our stakeholders in an accurate and timely manner.
- Confirming that receiver understands our message.
- Admitting when you don't know or don't understand and taking the time to seek out information when necessary.

Key Success Measures (KSM)

Key Success Measures are our outcome measures of success. They measure how effectively we are achieving our vision, mission, and values on a year-by-year basis. It is our scoreboard for continuous improvement of success.

Code for Anticipated Level of Attainment

ST – Surpass target

AT – Achieve target

BT – Below target

NOTE: the year 3 targets were set during year 1, in 2008-2009. Notes have been added whether the targets will remain the same, or be set **↑** or **↓**

KSM	2009-2010 Target	2010-2011 Target	2011-2012 Target
1 – REVENUE GENERATION			
Tewatohnhi'saktha Consulting	\$8,535 (AT)	\$10,052.0 BT	\$31,500 Note: based on change to revenue only* ↑
Billboards	\$9,600 (AT)	\$9,600 AT	\$9,600 same
Onkwawista	\$4,000,000 (AT)	\$4,200,000 ST	\$0 Note: 1.7 million being transferred from onkwawista to tewa from funds previously recorded
Meeting Room and Office Space Rental	\$15,800 (ST)	\$12,400 AT	\$5,000 Same or ↓ if loss of TC tenants
Business Complex	\$10,577 (AT)	\$3,420 AT	\$10,500 Same or ↓
Office Complex	\$179,616 (AT)	\$174,983 ST	\$195,000 Same or ↓
Sublease of office	N/A	N/A	Loss
TBLF loan interest	\$40,000 (AT)	\$45,000 (AT)	\$50,000 note: tammy f/u w barbara Same
2 – BUSINESS EXPANSION & JOB CREATION			
# of new businesses start/expansion	6 Micro (AT) 4 Small (AT) 1 Med (AT)	7 Micro (AT) 4 Small (AT) 1 Med (AT)	7 Micro 4 Small 1 Med Same
# of jobs created by new business	16 (AT)	16 (AT)	16 Same

KSM	2009-2010 Target	2010-2011 Target	2011-2012 Target
New loans under TBLF	\$300,000 (AT)	\$310,000 (AT)	\$325,000 Same
3 – SBS OPERATIONAL MEASURES(add to divisional plan)			
Total client contacts (SBS)	600 (ST)	700 (BT)	1000 ↓
Dollar value by year – products (SBS)	\$220,000 (ST)	\$220,000 (AT)	\$220,000 ↓
Total clients served (SBS)	300 (BT)	200 (BT)	600 ↓
New clients (SBS)	20 (AT)	20 (AT)	20 Same
4 – JOB CREATION & CAPACITY BUILDING			
Jobs Created (unsubsidized)Note: new jobs created	16 quarterly FTE's (150 people) ST	16 quarterly FTEs 150 people (AT)	16 quarterly FTE's 50 people ↓
Jobs Created (subsidized)	13 (AT)	11 (BT) * due to less employability measures i.e. KSSEP	12 ↓ * due to less employability measures i.e. KSSEP
Clients Attain Employment (unsubsidized)	25 (AT)	25 (AT)	22 Same or ↑ Due to ICT and CBS Program review might not see change right away.
Clients Attain Employment (subsidized)	15 (AT)	13 (BT) * due to less employability measures i.e. KSSEP	17 ↓ * due to less employability measures i.e. KSSEP
5 – E&T OPERATIONAL MEASURES (Add to Divisional Plan)			
Total client contacts (E&T)	2000 (ST)	2500 (ST)	1800 Will be seeing fewer clients more frequently
Dollar value by year – products (E&T)	\$1,250,000 (ST)	\$1,250,000 (ST)	\$1,250,000 Note: review this #
Total clients served (E&T) move to divisional plan	500 (ST)	750 (ST)	750 ↓ But more focus on

KSM	2009-2010 Target	2010-2011 Target	2011-2012 Target
			clients we do serve
New clients (E&T) Move to divisional plan	150 (ST)	150 (ST)	150 ↓ But more focus on clients we do serve
6 – EMPLOYEE SATISFACTION			
Employer of Choice	No survey. Implement improvements identified in 2008 Survey Results.	6.3 on 7 Full Survey (BT)	No survey. Implement/prioritize improvements identified in 2010 Survey Results. Same
Employee Retention	3 or less (AT)	3 or less (AT) (2)	1-3 is attainment, 0 is surpass
7 – STAKEHOLDER SATISFACTION			
Increase External Stakeholder's knowledge of Tewatohnhi'saktha's programs, services, and activities	No survey. Baseline from 2008 Survey is set at 2.36/5. Implement improvements identified in 2008 survey.	2.5/5 Full survey Information not available	No survey. Implement improvements identified in 2010 Survey Results.
Increase internal stakeholders satisfaction with the level of internal communications	4/5 or better (AT) (3.9/5)	4/5 or better (3.9/5 or better) Information not available	4 on 5 or better
External client satisfaction survey (E & T, SBS, and OSD services)	Establish baseline.	Information not available	

B

KSM Year 3 Action Plans

The Table below lists the indicators for each Key Success Measure area, and who is responsible for tracking and reporting progress towards each KSM target.

KSM Areas	Indicators for measuring progress	Who is Responsible
1. REVENUE GENERATION	1.1 Tawatohnhi'saktha Consulting 1.2 Billboards 1.3 Onkwawista/C8 1.4 Meeting Room and Office Space Rental 1.5 Business Complex 1.6 Office Complex 1.7 TBLF Loan Interest	KD KD BM NS TD TD BMC
2. BUSINESS EXPANSION & CREATION	2.1 # of new businesses start / expansion 2.2 # of jobs created by new business 2.3 New loans under TBLF	BMC
3. SBS OPERATIONAL MEASURES	3.1 Total client contacts 3.2 Dollar value by year – products 3.3 Total clients served 3.4 New clients	BMC
4. JOB CREATION & CAPACITY BUILDING	4.1 Jobs created (unsubsidized) 4.2 Jobs created (subsidized) 4.3 Clients attain employment (unsubsidized) 4.4 Clients attain employment (subsidized)	SH
5. E & T OPERATIONAL MEASURES	5.1 Total client contacts 5.2 Dollar value products 5.3 Total clients served 5.4 New clients	SH
6. EMPLOYEE SATISFACTION	6.1 Employer of choice 6.2 Employee Retention	NS
7. STAKEHOLDER SATISFACTION	7.1 Increase external stakeholders' knowledge of programs, services, and activities 7.2 Increase internal stakeholders satisfaction with the level of internal communications 7.3 External client satisfaction survey (E & T, SBS, and OSD services)	LL
Overall KSM Coordinator: Lisa Lahache		



Current State Assessment (SWOT)

In completing Step # 4 in our Strategic Planning Process – the Current State Assessment – a series of assessments were conducted and synthesized in the SWOT analysis summary on the following pages:

1. A Staff Satisfaction Survey was carried to assess progress in key areas from the 2005 survey.
2. A synthesis of Strengths, Weaknesses, Opportunities, and Threats facing the Tewaohnhi'saktha over the next 3 years.

With this information as a backdrop to our thinking, we then developed the set of seven Core Strategies and the related Strategic Action Items under each strategy. These are all listed in the next section of our Strategic Plan.

Current State Assessment (SWOT)

Current Internal Organizational Assessment (S–W)

Strengths (To build on)	Actions
1. Using the strategic planning process, refined for Tewatohnhi'saktha over the years	1. Continue the process of refining
2. Employer of Choice initiatives	2. Make sure Employer of Choice initiatives are current
3. Skilled & experienced employees with low turnover 2	3. Continue to invest in employee development
4. Strong and supportive board of directors 1	4. Look for additional ways to engage the B of D (focus groups, structure, orientation)
5. Our core values (e.g. results focused, customer focused, accountable, etc.) 2	5. Continue to live our core values – measure at an organizational level
6. Community recognizes and values services provided by SBS & E & T 4	6. Continue to be customer focused – measure (implement customer satisfaction survey)
7. Strong interconnected structures	7. Make sure structures are followed (purchase order system)
8. Strong leadership-CEO & Directors	8. Invest in development plan for the Management Team
9. There is a demand for the services we provide	9. Confirm that the services we provide are relevant.
10. Employees have professional attitude, qualified, educated, professional employees. 8	10. Continue to invest in initiatives that support this
11. Measurable accountability 5	11. Ensure accountability is addressed in PMP
12. Clear policies 1	12. Make sure our policies are consistently applied and reviewed
13. Service providers know the community 1	13. Continue to provide information to our employees about the community
14. Organization is seen as an knowledgeable entity re: economic development	14. Information Campaign – Socio Economic
15. Tools and resources to make progress towards our mission & vision	15. Identify new tools and resources required
16. Programs targeting younger age bracket	16. Implement official youth strategy
17. We have more money than we did last year 5	17. Invest in a major business opportunity
18. CBS and ICT course were successful; we continue to be innovative. 1	18. Follow up with graduates of CBS and ICT programs to ensure that the investment is not lost.
19. High level of employee engagement. Strongly engaged employees know why they are here and what their role is toward	19. Maintain employee engagement by continuing to have systems in place that drive employee engagement (e.g. PMP).

<p>the organization's mission Horizontal integration 5</p> <p>20. Healthy organization, strong employee satisfaction, good organizational culture 7</p> <p>21. Building support with MCK</p>	<p>Continue to involve employees when and where it makes sense; structure and define the interaction (planning, policy)</p> <p>20. Continue to support horizontal integration that have organization-wide benefits, but don't allow it to become a weakness; balanced workload.</p> <p>21. Continue relationship building and communication</p>
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Current State Assessment (SWOT)

Current External Assessment (O-T)

Weaknesses (To eliminate/cope)	Actions
<ol style="list-style-type: none"> 1. Lack of Communications Strategy Limited resources to meet communication requirements/demands. communication of results to the community. 16 2. Dependent upon single large potential investment; impacts ability to invest in smaller projects 2 3. Ability to manage large internal project (i.e. NEMS) 6 4. Funding Limitations and uncertainties relating to being highly dependent upon government funding transfers. 5. Not yet a perfect working relationship between Tewatohnhi'saktha and MCK operations. 8 	<ol style="list-style-type: none"> 1. Find more efficient and effective ways to communicate results and engage community in two- way communication 2. Review of project management in the future, learn to be more effective and efficient in future projects. 3. Prioritize communications function and strategy at organizational level (outsourcing, share MCK communication resources) 4. Seek creative ways to obtain funding and investments and utilizing Revenue Generation surplus funds 5. Continue to maintain the working relationship with MCK political and develop relationship with MCK operations.

C

Current State Assessment (SWOT)

Current Internal Organizational Assessment (S–W)

Opportunities (To exploit)	Actions
1. Funding from INAC available for infrastructure on commercial lands if business is created that requires infrastructure. 2	1. build infrastructure cost into business development costs
2. AIF capital available for businesses & Community Projects 8	2. Projects already submitted, have 2 years to submit new projects
3. \$4 million from Onkwawista in 2009-2010, \$8 million in 2010/2011. 11	3. Identify potential investments
4. ABC restructuring could result in SBS administering funds (means more SBS funding, increased opportunities for local businesses) 1	4. Awaiting decision from ABC/INAC
5. Use of technology to communicate and serve clients. 12	5. Utilize diverse communications vehicles internally and externally
6. Growing awareness of the need to generate our own revenue 4	6. Continue working with Council and other Community organizations to communicate the need for own-source revenue.
7. Employees always looking for employers with the best benefits	7. Continue to communicate that we are an employer of choice, continue to expand our benefits so that when we need to recruit it is easier, use feedback from misc surveys to identify and set priorities
8. Availability of private land to purchase 3	8. Identify lands that we would need and acreage required, determine the amount we would be willing to pay for land with the Board, and continue to monitor the cost of private lands.
9. Opportunity to secure government contracts 1	9. Continue to monitor MERX, continue to develop Tewatohnni'saktha Consulting's marketing plan.
10. Youth are receptive to higher education opportunities 5	10. Continue to promote higher education and employment opportunities, build on momentum, partnership with Champlain College
11. New ACVTC Aboriginal Construction Vocational Training Center	11. Promote programs being developed and administered within the community
12. Increase in poker houses means increase in employment	12. Approach poker houses and determine what their employment needs are, assist in recruiting local employees, examine what training could be offered to their employees
13. additional dollars for language development from Rogers land lease	13. Implement language & culture program.

<p>14. If SSSL Process moves forward opportunity for \$\$\$, land, etc</p> <p>15. KGC – new agreements with other jurisdictions could mean additional MIT clients licensed in other jurisdictions</p> <p>16. Potentially 1/3 of Tewatohnni'saktha staff reaching retirement age (5-10 years) is an opportunity for younger employees 2</p> <p>17. Q/KR could give Kahnawá:ke recognition in Economic Development 1</p> <p>18. Bigger potential labour pool that requires a more skills and education (e.g. SCHC). 2</p>	<p>14. continue to monitor SSSL process.</p> <p>15. monitor KGC agreements with other jurisdictions</p> <p>16. discuss programming for sustainable projects with Champlain College.</p> <p>17. /implement talent management strategy and succession planning process</p> <p>18. Create Economic Development agreement where Tewatohnni'saktha would be the lead entity. Be prepared to offer training and gear community projects (e.g. Hospital expansion) to accommodate the varied labour force make-up, promote skilled labour and higher education, use feedback from misc surveys to identify and set priorities, partnership with Champlain College.</p>
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C

Current State Assessment (SWOT)

Current Internal Organizational Assessment (S–W)

Threats (To ease/reduce)	Actions
<ol style="list-style-type: none"> 1. Tawatohnhi'saktha may not receive a share of the INAC funding from MCK; share of funding to be negotiated. 2 2. Funding shortfalls. 14 3. External political interference in gaming could have political implications for Onkwawista. 2 4. Tax Assessments on businesses and related income (MIT). 5. Might lose employees to private sector/businesses. 6. Impacts of aging workforce in community will result in competition for talent in the community 7. Competition for qualified & experienced replacements 8. Shortage of technical skills/professionals. 6 9. Unstable tobacco industry/Bill 59. 10. Funding levels do not reflect cost of living/inflation (E&T). 6 11. Health Pandemics 12. Move to legalize and regulate online gaming industry in the U.S. 13. Tighter rules for tax exemption. 14. Some local media outlets misinforming community re: C8 and Onkwawista; difficult to undo, leads to community expectation different from Tawatohnhi'saktha's re: use of dividends. 13 15. Revenue generation projects over \$1 	<ol style="list-style-type: none"> 1. reconfirm Tawatohnhi'saktha's contribution amount from INAC. 2. Review contingency plans - seek direction from Board and feedback from MCK what the priorities are in the event of budget shortfalls 3. Be aware of developments; have an investment strategy to replace Onkwawista revenue. 4. Reconfirm position re Tax assessments consistent with MCK's position 5. Implement talent management plan 6. Implement talent management plan 7. Implement talent management plan 8. Work with other organizations to prepare a joint strategy/social policy on awareness 9. Review contingency plan to deal with influx of clients Including budgets and social policy referred to above 10. Monitor policy the effect that policy amendments have on E&T operations. 11. Share information, make sure employees are aware. Implement Health & Safety Committee Policy & Procedures 12. Monitor 13. Prepare policy position consistent with MCK's. Submit position re: KSE advance tax ruling 14. Develop Communication strategy needed for C8/Onkwawista. Need to address different expectations on the use of funds

<p>million dependent on MCK approval. 2</p> <p>16. Increasing focus on environmental protection results in increased costs for projects</p> <p>17. KGC developing new regulations and fee structure may result in decreased revenues for C8 if clients move to other jurisdictions. 1</p> <p>18. Unstable program funding (CBS and ICT). 4</p>	<p>15. Engage council earlier in the planning process so that they are informed and approval is granted in a more timely manner</p> <p>16. Continue to investigate projects that have net environmental benefits.</p> <p>17. Continue to inform KGC of potential revenue impacts if our clients they move to another jurisdiction</p> <p>18. Re-examine present program policies to make funding go further. Work with the board and MCK to look at other methods for funding. Create jobs to decrease demand for services.</p>
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Current State Assessment (SWOT)

Obstacles to our Vision

Components of our Vision			
<ul style="list-style-type: none"> • Self-sufficient community • Fosters quality of life • Collective prosperity (for future generations) • Consistent in cultural values • Economic growth 			
Obstacles to our Vision			
Competing visions and ideologies exist within the community	Competing priorities within community leadership	Mismatch between supply and demand for labour	Lacking business tools to grow Kahnawá:ke's economy
5: 0	5: 0	5: 0	5: 0
4: 0	4: 0	4: 0	4: 0
3: 2	3: 3	3: 3	3: 2
2: 8	2: 5	2: 3	2: 4
1: 0	1: 0	1: 1	1: 4
<ul style="list-style-type: none"> • Element of the Community that is against virtually everything Community lacks a strategy on collective prosperity • Competing community priorities for land and funding • Disparity between cultural values and individual practices • Multiple political and cultural ideologies 	<ul style="list-style-type: none"> • Community members have their own priorities. • Always new requirements to get things done • Slow decision making process causes economic development delays • Competition for resources 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Conflict of jurisdictions • Financing for business projects are challenging

Current State Assessment (SWOT)

Key Gaps between our Desired Future and Current Situation

Major Gaps Identified

1. Community is not self-sufficient due to lack of community financial resources. 3
2. Inadequate funding for multiple economic ventures. 2
3. Lack of individual well-being (community). 1
4. Lack of support, communication, education, and transparency (community and organization). 5
5. Unwillingness to work outside of Kahnawake. 6
6. Lack of employment opportunities in the community match to supply of labour. 6
7. Lack of trust for community initiatives and organization structure. 7
8. Income levels are too stratified and not reflective of national profile.
9. Lack of collective prosperity. 7
10. Community sense of entitlement. 5
11. Insufficient self-generated revenue. 2
12. Lack of knowledge of the French language. 4
13. Lack of economic infrastructure. 2

Our organizational strategies are the primary means and methods we will use to move Tawatohni'saktha from today to our vision for the year 2012. Organizational Strategies are the primary ways we “close the gap” between today and our desired Future Vision. Thus, they are also the “glue” and “organizing framework” for all parts of the organization. They replace the obsolete concept of separate divisional goals.

1. Strengthen Relationships with Key Stakeholders
2. Increase Self-Generated Revenue Streams
3. Integrate Local Labour Market Needs into Economic Development Plans
4. Facilitate Business and Economic Infrastructure Development
5. Sustain Our Status as an Employer of Choice
6. Implement Language and Culture Program



Organizational Strategies

Organizational Strategies are the primary means and methods we will use to move Tewaohnni'saktha from today to our vision for the year 2012.

Organizational Strategies are the primary ways we “close the gap” between today and our desired Future Vision. Thus, they are also the “glue” and “organizing framework” for all parts of the organization. Some Organizational Strategies are common to all divisions (core), while others address the individual mandates of the divisions.

Each division has its own set of detailed Annual Operational workplans, which is a separate document, for the organizational strategies.

1. Strengthen Relationships with Key Stakeholders

Maintain and improve stakeholder support and trust.

2. Increase self-generated revenue streams

Diversify new revenue streams and maximize profits on existing ones.

3. Integrate Local Labour Market Needs into Economic Development Plans

Integrate the local labour market needs in our economic development plans, projects, programs, services, and investments in order to create and identify new opportunities that assist in meeting labour market objectives.

4. Facilitate Business and Economic Infrastructure Development

Assist in the development of basic physical infrastructure on common/commercial lands and the economic infrastructure to support business creation and growth.

5. Sustain Our Status as an Employer of Choice

Attract and retain the employees that will contribute to the success of Tewaohnni'saktha.

6. Implement Language and Culture Program

Engage all divisions in integrating Kanien'ké:ha language & culture in order to become part of Tewaohnni'saktha's organizational culture.

Organizational Strategy #1

Strengthen Relationships with Key Stakeholders

(MCK, Board Members, funding partners, community members, employees)

Maintain and improve stakeholder support and trust.

From 2009	To 2012
<ul style="list-style-type: none">◆ Supportive, clients are positive of our efforts.◆ Minority of Community is suspicious re: MIT, Onkwawista, Continent 8◆ Improved relations with MCK.◆ Good relationship/supportive Board of Directors◆ Model recipients of our funding partners (meet all requirements)◆ Some community members are uninterested.	<ul style="list-style-type: none">◆ Majority of Council Chiefs fully supportive of Tewaohnni'saktha◆ Board of Directors continues to make decisions in the best interests of the community & Tewaohnni'saktha.◆ Positive relationship with funding agencies.◆ Community members are knowledgeable, supportive, and trusting of our efforts.

1. Strategic Action Items:

	2009-2010	2010-2011	2011-2012
1.1 Implement organizational global communications strategy with a focus on different stakeholder groups and objectives for each. (Lisa)	√	☹	√
1.2 Continue relationship building with Council Chiefs. (Bud)	☺	☺	√
1.3 Maintain positive relationship with funding agencies (Management Team)	☺	☺	
1.4 Measure community satisfaction with Tewatohnhi'saktha's Services. (Lisa)	☺		√
1.5 Create and implement a plan for effective Management/Board relationships and training for new Board members. (Darlene)	☺	√	√
1.6 Engage Board in redesigning their role in the governance of Tewatohnhi'saktha. (Kyle)	☺		
1.7 Implement Board governance initiatives (Kyle/Board)		√	√
1.8 Implement recommendations from communications audit report (Lisa)		☹	√
1.9 Develop and implement recommendations for improving client satisfaction with Tewatohnhi'saktha services (Lisa)		√	√
1.10 Prepare and disseminate socio-economic information about the economy and demographics (Barbara)	√	√	
1.11 support the strategy(social policy reform) to have SDU/MCK work together with E&T programs and services (duplication of services e.g. employment enhancement program EEP, KSSEP, MSI return to work program, overall job search) (Steven)			

☺ = Accomplished – 90% +

√ = Future action required

☹ = Little or no progress – less than 35%

Organizational Strategy #2

Increase self-generated revenue streams

Diversify new revenue streams and maximize profits on existing ones.

From 2009	To 2012
<ul style="list-style-type: none">◆ Profit-making projects are being considered.◆ Dependent on MIT, FNHRDCQ (expires 2010 or 2011), INAC, Industry Canada, Quebec◆ Some revenue from Tewatohnhi'saktha consulting (200k)◆ Rental income◆ Income TBLF◆ Loan Interest◆ Interest - Term Deposit◆ Billboard revenue◆ Good successes with generating revenue	<ul style="list-style-type: none">◆ Additional revenue sources contribute to Tewatohnhi'saktha's income.

2.0 Strategic Action Items:

	2009-2010	2010-2011	2011-2012
2.1. Diversify Tewaohnhi'saktha Consulting to include a certification & specialization in a particular area. to increase Tewaohnhi'saktha contracts with a marketing campaign. (Marcy)	☺	√	
2.2. Identify two business opportunities, carry out pre-feasibility studies on both and select 1 out of the 2 to proceed to a feasibility study (Amy)	☺	☺	
2.3. Invest in a major business opportunity; have it fully functional by 2012. (Bud)	√	√	√
2.4. Develop tax exemption structure for pharmacy business. (Kyle)	√	☺	
2.5. Access Aboriginal Initiatives Fund (AIF) (Bud)	☺	☺	√
2.6. Work with the MCK and Tewaohnhi'saktha Board to seek new sources of funding to offset existing E & T funding shortfall (Steve)	√	☺	

☺ = Accomplished – 90% +

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Organizational Strategy #3

Integrate Local Labour Market Needs into Economic Development Plans

Integrate the local labour market needs in our economic development plans, projects, programs, services and investments in order to create and identify new opportunities that assist in meeting labour market objectives.

From 2009	To 2012
<ul style="list-style-type: none"> ◆ Salaries are relatively high for unskilled labour ◆ Relatively few people in community have university degrees ◆ Youth feel they don't need an education because they can work in the cigarette industry. ◆ Some parents are satisfied with youth completing a high school education ◆ Male youth tend to have traditional employment expectations. ◆ Silo approach with respect to mandates. Job Creation vs. Revenue Generation, Labour Market development, Small Business development. ◆ Lessons learned on jobs created but not filled by Kahnawakehrónon @ MIT and the Kahnawá:ke Office Complex ◆ Organizational culture supports horizontal integration in other areas (willing to change the way we operate) ◆ Reactive approach to training recommendations/enrollment due to certain employment opportunities ◆ 1/3 of jobs are public sector, 1/3 are private sector, 1/3 are tobacco-related jobs. 	<ul style="list-style-type: none"> ◆ Increased number of community members with university degrees & vocational DEPs to fill projected vacancies. ◆ Youth & parents with a positive mindset on school/value of education (more ambitious). ◆ Training plans based on labour market. ◆ Improved employment/quality of jobs. ◆ More effective partnerships with the Kahnawá:ke Education Center & Social Assistance. ◆ Increased number of high school graduates who go on to obtain a university degree. ◆ More males studying in business, engineering, and health. ◆ NEMS dashboard to assist with better integration of labour market into various initiatives. ◆ Better inter-departmental impact plan ◆ Using more tools to work together for same goal. ◆ Target set for creation of jobs, percentage of Kahnawake workers and average income ◆ Increase in lead time to recommend training to clients (be proactive) ◆ New quality jobs and opportunities have been created in the community. ◆ Transition from tobacco related jobs to public and private sector jobs.

3.0 Strategic Action Items:

	2009-2010	2010-2011	2011-2012
3.1. Develop a profile of existing Kahnawá:ke labour pool i.e. education, skills, career (Steve)	☺	☺	
3.2. Create a communication strategy designed to close the labour mismatch. (Lisa)		☹	√
3.3. Create/develop a systematic approach that identifies opportunities for labour and employers. (Bud)			√
3.4. Conduct an E & T program review and develop a contingency plan to deal with the influx of clients and communicate plan to the Board. (Steve/Management)		☺	
3.5. Create community jobs through one of Tawatohni'saktha's projects or business ventures(parking lot)			

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☹ = Little or no progress – less than 35%

Organizational Strategy #4

Facilitate Business and Economic Infrastructure Development

Provide the basic physical infrastructure on common/commercial lands and the economic infrastructure to support business creation and growth.

From 2009	To 2012
<ul style="list-style-type: none">◆ No physical infrastructure◆ No funding for physical infrastructure.◆ Have preliminary plans for infrastructure on SLS 14◆ Have class D estimate for infrastructure on SLS 14◆ Have political will to invest in physical infrastructure.◆ No market analysis for the lease market.◆ Tewaohnhi'saktha has political capital◆ Lack of MCK decision to recognize leasing arrangements◆ Limited ability to finance businesses on leased lands	<ul style="list-style-type: none">◆ Infrastructure on SLS 14◆ Additional mechanisms in place for financing of new buildings (to individuals)◆ Funding infrastructure for additional commercial lands.◆ Leasing instrument

4.0 Strategic Action Items:

	2009-2010	2010-2011	2011-2012
4.1. Confirm Council's priority level for infrastructure development. (Bud)	☺		
4.2. Resubmit application for infrastructure fund (Bud)	☺		
4.3. Develop a business case for financing infrastructure (Bud)	☺		
4.4. Research mechanisms for financing of new buildings. (Barbara)		☺	
4.5. If funding secured, act as project sponsor. (TBD)			

☺ = Accomplished – 90% +

√ = Future action required

☹ = Little or no progress – less than 35%

Organizational Strategy #5

Sustain Our Status as an Employer of Choice

Attract and retain employees that will contribute to the success of Tewaohnhi'saktha.

From 2009	To 2012
<ul style="list-style-type: none">◆ Tewaohnhi'saktha has established itself among its employees as an employer of choice◆ Tewaohnhi'saktha does not have a succession plan	<ul style="list-style-type: none">◆ Increased recognition as employer of choice amongst potential employees within Kahnawake and other First Nations.◆ EDC sponsor a public sector employer recognition award program.◆ A talent management system in place.

5.0 Strategic Action Items:

	2009-2010	2010-2011	2011-2012
5.1. Develop and implement a talent management strategy and system to optimize talent and drive other HR strategies. (Nancy)	☺	☺	√
5.2. Continue to implement areas prioritized as needing improvement to increase staff satisfaction (SSS action plan) – (Nancy)	☺	☺	√
5.3. Develop 1 initiative per year that would be considered a satisfier. (OSD – Diane)	☺		
5.4. Develop a proposal to the EDC to establish a community public sector employer recognition award program. (Nancy)			
5.5. Review employee satisfaction initiatives and make recommendations for continuation, deletion, or modification. (Nancy)		☺	√
5.6. Reassess staff satisfaction including measuring the perception of how core values are being practiced in the organization (Nancy)		☺	

☺ = Accomplished – 90% +

√ = Future action required

☹ = Little or no progress – less than 35%

Organizational Strategy #6

Implement Language and Culture Program

Engage all divisions in integrating Kanien'ké:ha language & culture in order to become part of Tawatohnni'saktha's organizational culture.

From 2009	To 2012
<ul style="list-style-type: none">◆ Policy and strategy drafted◆ Minimum use of the language◆ Limited fluency◆ Resources are allocated◆ Fluency targets set (Mohawk Law)	<ul style="list-style-type: none">◆ Policy implemented◆ All divisions engaged in learning Kanien'ké:ha language & culture◆ Fluency targets achieved◆ Dedicated resources annually◆ Daily informal use of language in the workplace

6.0 Strategic Action Items:

	2009-2010	2010-2011	2011-2012
6.1.Finalize and present the plan (Helen)	☺		
6.2.Prepare and implement the policy (Bud)	☺	√	
6.3.Create a standardized template for external correspondence using Kanien'kehá:ka dates, titles, and salutations. (Sandra)		☺	
6.4.Implement the Language & Culture Program (Darlene)		√	

☺ = Accomplished – 90% +

√ = Future action required

☹ = Little or no progress – less than 35%



Yearly Comprehensive Map

Date	Meetings
1. August 2009	Monthly Management Team Review Session
2. September 2009	Monthly Management Team Review Sessions
3. October 2009	Plan to Plan – Next Year
	Quarter 2 KSM Reporting Session & SAI Updating (Including review & assessment of planning process for 2009-2010)
4. November 2009	Conduct Annual Organizational Strategic Review and Update (2-4 days overall)
5. January 2010	Divisional Review & Update Three-Year Strategic Plans & Annual Work Plans/Budgets
	Quarter 2 KSM Reporting Session & SAI Reporting
6. February 2010	Complete Updated Annual Divisional Work Plans/Budgets
	Conduct Organizational Plan Review (.5 Days) & Finalize (Management)
7. March 2010	Finalize the 2009-2010 budget
8. April 2010	Smart Start: Conduct Plan-to-Implement with whole organization (.5day)
	Quarter 4 KSM Reporting Session & SAI Reporting

Date	Meetings
9. September 2010	Review and Assess Planning Process from past year.
10. October 2010	Plan to Plan – Next Year
	Quarter 2 KSM Reporting Session & SAI Updating (Including review & assessment of planning process for 2009-2010)
11. November 2010	Review and Update the Organizational Strategic Plan
	Begin Updating Divisional Three-Year Strategic & Operational Plan
12. December 2010	Review and Update the Organizational Strategic Plan
	Begin Updating Divisional Three-Year Strategic & Operational Plan
13. January 2011	Develop Divisional Work Plans/Budgets
	Develop Divisional Work Plans/Budgets
	Begin preparation of the Organizational 2011- 2012 budget
	Quarter 3 KSM Reporting Session
14. February 2011	Management Team review of finalized Strategic Plan
15. March 2011	Finalize the 2011- 2012 budget
16. April 2011	Smart Start: Conduct Plan-to-Implement (.5 day) – Communicate to staff and begin implementation.
	Quarter 4 KSM Reporting Session
17. July 2011	Quarter 1 KSM Reporting Session
18. September 2011	Review and Assess Planning Process from past year.

2011-2012 Annual Top Priority Actions

These are the key “Must Do” actions – focus, focus, focus – in addition to (1) the day-to-day operations, and (2) any other tasks you can complete.

Organizational Strategies	Lead Accountability	2010-2011 Top Priorities	
1. Strengthen Relationships with Key Stakeholders	Lisa	1.1. Implement organizational global communications strategy with a focus on different stakeholder groups and objectives for each	
	Bud	1.2. Continue relationship building with Council Chiefs	
	Lisa	1.4. Measure Community Satisfaction with Tewatohnhi'saktha's Services	
	Darlene	1.5. Create and implement a plan for effective Management/Board relationships and training for new Board members	
	Kyle/Board	1.7. Implement Board governance initiatives	
	Lisa	1.8. Implement recommendations from communications audit report	
	Management Team	1.9. Develop and implement recommendations for improving client satisfaction with Tewatohnhi'saktha services	
	Barbara	1.10. Prepare and disseminate socio-economic information about the economy and demographics	
	Steven	1.11. support the strategy(social policy reform) to have SDU/MCK work together with E&T programs and services (duplication of services e.g. employment enhancement program EEP, KSSEP, MSI return to work program, overall job search)	
	2. Increase Self-Generated Revenue Streams	Bud	2.3 Invest in a major business opportunity; have it fully functional by 2012
		Bud	2.5. Access Aboriginal Initiatives Fund (AIF)
3. Integrate Local Labour Market Needs into Economic Development Plans	Lisa	3.2. Create a communication strategy designed to close the labour mismatch	
	Bud	3.3. Create/develop a systematic approach that identifies opportunities for labour and	

		employers
	TBD	3.5. Create community jobs through one of Tewaohnhi'saktha's projects or business ventures.
4. Facilitate Business and Economic Infrastructure Development	Barbara	4.4. Research mechanisms for financing of new buildings
5. Sustain Our Status as an Employer of Choice	Nancy	5.1. Develop and implement a talent management strategy and system to optimize talent and drive other HR strategies
	Nancy	5.2. Continue to implement areas prioritized as needing improvement to increase staff satisfaction (SSS action plan)
	Nancy	5.5. Review employee satisfaction initiatives and make recommendations for continuation, deletion, or modification
6. Implement Language and Culture Program	Bud/Amy	6.4. Implement the language & culture program

