



**MOHAWKS OF AKWESASNE**  
*Community Settlement Trust*

325 Island Road, Suite 16, Akwesasne (Ontario) K6H 5R7 – [info.akwtrust@gmail.com](mailto:info.akwtrust@gmail.com)

**2016**

**Trust Handbook**

# **Mohawks of Akwesasne Community Settlement Trust Handbook**

This handbook has been developed to help applicants understand the questions in the application and provide a better understanding of what information is required.

## **Background**

The Mohawks of Akwesasne Community Settlement Trust was created to provide benefits to Members of the Mohawks of Akwesasne from the funds received from the Kawehnoke-Easterbrook Settlement Agreement and the OPG Settlement Agreement.

## **Our vision, mission & values:**

### **Vision:**

To fulfill the obligations of the funds pursuant to the Settlement Agreement and to create and promote health, safety, well-being and economic development for Akwesasronon while preserving and revitalizing the language and cultural heritage of the community of Akwesasne.

### **Mission:**

To provide funding to assist Akwesasronon in promoting their relationship with the land, traditional knowledge/language, culture and traditions, community health and wellness and economic development through activities that enhance the cohesiveness of Akwesasne as one community.

## **What the Trust is allowed to fund:**

The purposes of the Trust, or authorized use of the funds held in the Trust, are defined at Section 3 of the Trust agreement and are listed below:

- Assist with funding to create and promote economic development, including entrepreneurship, in conjunction with programs offered by other parties
- Promote and support health, safety and well-being of Members
- Assist in meeting the social needs of Members
- Assist and promote recreational programs for Members
- Construction or improvement of MCA facilities
- Promotion and preservation of language and culture of the Mohawks of Akwesasne
- Housing for Members
- Negotiation or litigation to protect or advance Treaty rights of the Mohawks of Akwesasne
- Programs or initiatives which promote justice, security and protection for Members
- Historical and legal research into land and other claims

- Programs to protect, maintain or enhance the natural environment
- Acquisition of land
- Emergency disaster relief
- Any other purpose that is of benefit to the Mohawks of Akwesasne

The Trust capital is to be maintained for the long-term benefits of the Beneficiaries. As a result, payments of funds for the authorized uses is made from the income generated by the Trust as a result of investing the Trust funds pursuant to investment guidelines of the Trust (Investment Policy Statement).

### **What the Trust will not fund:**

- Research (i.e. feasibility study, surveys & questionnaires)
- Payment of individual Band Members for personal benefit (i.e. per capita distributions to members of the Mohawks of Akwesasne)
- Individual “for profit” projects providing questionable or limited community benefits (i.e. subsidizing your business)
- Organizations with poor board governance structure and/or poor accounting procedures and practices.

### **How much money is available?**

Section 22.1 of the Trust Agreement includes the methodology to determine the amount available for community projects.

**Based on the provisions of Section 22.1 of the Trust Agreement, the Trust has \$1,359,000 available for community projects during 2016.**

### **What types of projects will be funded for 2016**

Given that limited funds are available (\$1,359,000), **it is not possible for the Trust to fund all community projects, and it is not possible to fund project for all of the authorized uses of the Trust funds.**

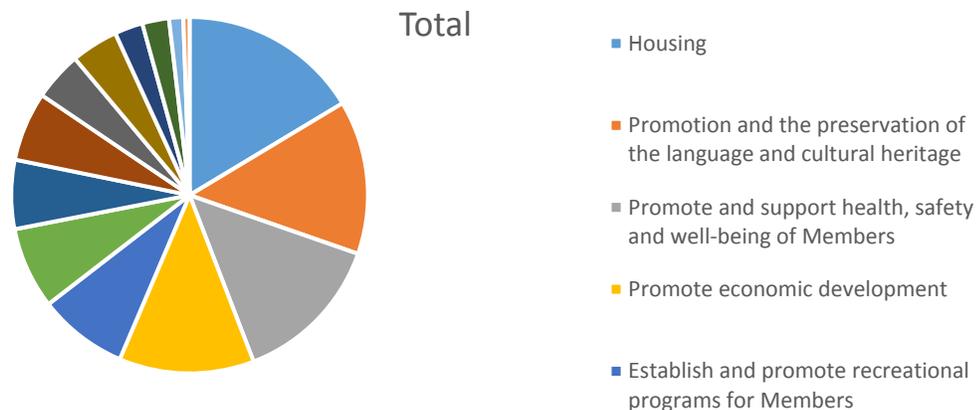
The Trust Agreement stipulates a process whereby the Community, the MCA and the Overseers are consulted by the Trustees in order to identify the community priorities. This process started in October 2015 and included the following steps:

1. Preparation of an on-line survey asking members to identify spending or allocation priorities;
2. The Trustees coordinated three Community Information Meetings to enter into conversations on what the Community recommends as priorities for projects and unmet needs in the Community that the Trust might address. The meetings were held as follows:

- a. Friday, October 23, 2015 – Kanatakon, St. Regis Recreation Hall;
  - b. Tuesday, October 27, 2015 – Kawehnoke, Tri-District Elders; and
  - c. Thursday, October 29, 2015 – Tsi Snaihne Homemakers.
3. Publication and distribution of a Trust newsletter which mentioned the on-line survey on the first page, asking members to respond to the on-line survey, or to visit the Trust’s booth at various local events.
  4. Publication in *Indian Times* of an ad asking for Members’ participation in the on-line survey, or to visit the Trust’s booth at various local events.
  5. Participation at various activities during the Winter Carnival to actively collect surveys. The Trust had a booth at a number of the events.
  6. Shared the link to the surveys through social media.
  7. Actively collected surveys at other suitable events.
  8. Offered a prize, an iPad Mini, to increase participation from Community Members in the above events.

As a result of this process, approximately 280 responses to the survey were collected. The results of these survey responses are summarized below:

*Chart 1 – Graph of responses collected from Community Members*



*Table 2 - Summary of responses collected from Community Members (percentage of responses received)*

	<b>As a % of Votes Received</b>
1. Housing	16.38%
2. Promotion and the preservation of the language and cultural heritage	13.96%
3. Promote and support health, safety and well-being of Members	13.82%
4. Promote economic development	12.25%
5. Establish and promote recreational programs for Members	8.12%
6. Acquisition of land	7.41%
7. Assist in meeting the social needs of Members	6.27%
8. Programs which protect, maintain or enhance the natural environment	6.27%
9. Negotiations or litigation regarding protection of Treaty or Aboriginal rights	4.42%
10. Construction or improvement of MCA facilities	4.27%
11. Historical and legal research into land and other claims	2.56%
12. Emergency disaster relief	2.42%
13. Programs which promote justice, security and protection	1.28%
14. Any other purpose	0.57%
<b>Grand Total</b>	<b>100.00%</b>

On March 4, 2016, the Trustees met with the Grand Chief and Council, the Internal Technical Team and the Overseers to discuss the results of the community consultation process and identification of community priorities. **Based on this meeting, it was agreed that only a limited number of priorities should be funded for 2016, in order to have a greater impact on these priorities.**

**As a result, the Trustees have decided that the funds available for 2016 are to be used on the following community priorities:**

- **Housing (to be coordinated with the MCA – the Trust will NOT be accepting project proposals for this community priority);**
- **Promotion and the preservations of the language and cultural heritage; and**
- **Promote and support health, safety and well-being of members.**

The Trustees reserve the right to reallocate funds between these community priorities based on the number, amounts and quality of project proposals received for each of the community priorities.

**Preference:**

Will be given to those eligible projects:

- New initiatives that have never been funded; and/or
- That have shown other sources of funding, collaborative approaches, in-kind, donations and fundraising.

**Eligible applicants:**

Those who may apply for project funding are:

- Registered Members of the Mohawks of Akwesasne; and
- Organizations that benefit the Mohawks of Akwesasne.

**Timeline:**

Your project application for funding from the Trust should be provided by Friday June 3, 2016 at 5:00 pm. Your application can be sent by email to [info.akwtrust@gmail.com](mailto:info.akwtrust@gmail.com), or by mail as:

Mohawks of Akwesasne Community Settlement Trust  
325 Island Road, Suite 16  
Akwesasne, Ontario K6H 5R7

Applications received after the deadline will be given no further consideration. The Trust will not be responsible for any delays in the delivery of application sent by mail.

As the Trust operates on a fiscal year of January to December, your project should fall within these timelines or within this time period.

## Application Tips

### Things to remember:

- The Trust reserves the right to request resubmitted bids or clarification from applicants.
- If your organization is approved for funding from the Trust, a financial agreement must be signed prior to the release of any funding.
- A 10% hold back of funding is placed on all Funding Agreements. Final payment will not be released until a final project report is received.
- If more space is required to answer questions please attach a sheet, indicate the number of the question you are answering.

### Required

- Only complete applications will be considered for funding.
- A letter of support from someone with authority to bind your organization (e.g. Chairman of the Board, director, senior management, etc.) indicating they are fully aware of submission of project application to the Mohawks of Akwesasne Community Settlement Trust.
- Projects where there are building renovations, land enhancements or infrastructure upgrades will need the following legal documentation included with the application.
  - Proof of insurance including third party liability;
  - Mohawk Council Resolution approving use of MCA-owned land, if applicable; and
  - Valid proof of ownership for land or building.

### **Application Deadline for applications is Friday June 3, 2016 @ 5:00 p.m.**

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## Part A – Information About You

**Organization** – Official Name of Organization applying for grant

**Mailing Address** – What is the official mailing address of the Organization?

**Physical Address** – What is the physical mailing address of the Organization (if different than mailing address)?

**Primary Contact Person/Telephone** – This will be the person we contact regarding your application and all correspondence will be addressed to this person. This person must be a member of the Mohawks of Akwesasne. To this effect, please complete the verification of membership form (located at Part F).

**1. What is your organization's mandate/mission?**

Your answer to this question helps us understand your organization's objectives or the reason why you exist. When we review your application, we look for consistency between your mandate and your proposal.

**2. How long has your organization/group been in existence and in operation?**

This shows the Trust the longevity of your organization/group.

**3. Is your organization a business for profit?**

**For-profit** - The Trust deems a for profit organization whereby individuals or the organizations receive financial gains.

**Not-for-profit** – The Trust deems a non-profit organization whereby individuals or the organization do not receive financial gains.

**4. How does your organization make decisions and how often do you meet?**

Describe the decision-making process of your organization, whether there is a Board of Directors/Advisory Committee and whether there is an existing calendar of meetings.

**5. How many employees do you currently employ?**

Tell us how many active employees you have. Are they full-time/part time/contract employees?

**6. What target group(s) of the Mohawks of Akwesasne are you currently serving?**

Your program may be available to all Mohawks of Akwesasne members but how many actually used your services in the past year. If you have only served organizations/businesses then list the local organizations/businesses.

## Part B – Information About Your Project

**1. Title of your project:**

This should not be the title of your organization. It should describe your project.

**2. Where will this operation take place?**

List the exact location where the majority of your planned activities will take place.

**3. Amount of funding requested:**

List the amount of money you are requesting from the Trust to contribute to your project. Make sure this amount matches totals in Part C.

**4. Other sources of funding:**

List any other sources of funding for your project. Preference may be given to projects that demonstrate multiple sources of funding.

**5. Project Start Date and Project End Date:**

The Trust operates on a fiscal year January to December. Your project should fall within this time frame.

**6. Give a brief description of your project:**

Your project should be clearly described. What will you be doing?

**7. Goals of the project:**

Your goals should state the primary purpose of the initiative. How will your initiative contribute to the quality of life in the community? How does it align with the identify community priorities? It may seem obvious to you but please tell us. Whether you want to host a workshop or build a park, what will this initiative do for the community/members? Your goals should be very broad but should align with the overall mission of your organization.

**8. What results do you expect to achieve over the course of your project?**

Your work plan will give us a list of concrete and measurable deliverables or outcomes that your organization expects to achieve. Each of the results should support your goal and be achieved through the activities you identify. Results should be achievable and measurable, they can be quantitative and qualitative.

**9. How will your project continue to operate after funding from the Trust is exhausted?**

Is your project a one-time initiative or does it lend itself to continue after year 1? The demand for funding will far exceed funding availability. Not all applications/proposals can be fully funded. There is no guarantee that a project funded in year 1 will be funded in year 2, or that community priorities funded in year 1 will be funded in year 2. The Trust seeks to fund projects that will be able to continue after funding from the Trust has ended. As such,

the Trust needs to know what you have planned in the future. You should be able to demonstrate to the Trust that you already have, or are planning for other sources of funding.

**10. Please explain how your project qualify under the current community priorities being funded?**

Please remember that your project has to provide concrete benefits for one or both of the following community priorities identified for funding during 2016.

***How does your project help with the promotion and the preservations of the language and cultural heritage?***

*and/or*

***How does your project help with the promotion and support health, safety and well-being of members?***

**11. Is there any research, studies, surveys and questionnaires that have been completed to demonstrate Community support and/or needs of your project, or that assisted in the development of your project?**

Please remember that the Trust cannot fund any research projects. The Trust requests a copy of any research that has been completed for review. (Examples: Community Plan, Feasibility Study, Internal Needs Assessment, Ministry Guidelines).

**12. How will the Mohawks of Akwesasne benefit from this project?**

Please identify the potential outcomes/deliverables of your project.

**13. Who will your project serve and how many individual community members will be served within the project funding timeline?**

Please identify the target population and estimate how many community members will actively participate in your project. Do not list how many will have access to your project. If your project will assist organizations/businesses list those organizations/businesses.

**14. What is your Community communication plan for your project?**

Explain how you plan to market your project to the Community. This can include print (newspaper, posters, newsletters, and press releases), radio (community bulletin board, live broadcast, live interviews, etc.) or personal contact (phone calls, direct letters). You will be required to provide specific details in your project reports.

**15. Detail how your organization will acknowledge the Trust for contributions made to your project.**

Explain how you plan to let the Community know that the Mohawks of Akwesasne Community Settlement Trust was involved in your project. This may include, but is not

limited to, having the Trust logo included in all your marketing or have a sign at your event or on the project itself.

**16. Will your project create employment for Mohawks of Akwesasne Members?**

When creating employment for Mohawks of Akwesasne members please remember to provide detail (full-time/part time/contract positions, job descriptions, etc.).

**17. Please provide a project work plan.**

**1. Activities:**

Once you have identified the results that you expect to achieve, the next step in the planning process requires you to develop your activities. Each activity should be tied to an expected result. Each result should have at least one activity associated with it. Remember that your results and activities should have a link to your organizations mission and your goal.

Please remember to include actual timelines (#3).

**2. Responsibility:**

In the next column, describe who will plan and deliver each activity. For example, if the results include updating wiring in a building, the workplan should include obtaining an inspection from Hydro One as an activity and specify who will have responsibility for organizing the inspection (example: a volunteer or a general contractor).

**3. Timeline:**

Each goal or activity should include an estimated timeframe as to when you will begin this activity and when you plan to complete. This will help you keep track in terms of planning and implementation.

**4. Results:**

Your work plan should include a list of concrete and measurable outcomes that your organization expects to achieve during the length of your project. Each result should support your goals and be achieved through activities you identified in the Activities column.

Your results should be an itemized list of what you hope to accomplish. Results should be achievable and measurable and can be quantitative (numbers and percentages) and qualitative (in-depth perspective on the impact of your project).

Example: Traditional Basket Weaving Camp – 20 teenagers will have increased their knowledge of basket weaving which will/may lead to future self-employment, increased knowledge of Mohawk culture and increased self-esteem.

When you are deciding how to measure results, here are a few suggestions:

- Is there any easy way to quantify results? Example: Attendance Log or satisfaction survey, identifying potential improvements to increase effectiveness of program.
- What do you need to build into our program to ensure we have measurable results? Example: Make sure participants fill out questionnaires to assess their satisfaction with the project/event.

**5. Developing an evaluation plan:**

Although an evaluation may not actually be undertaken until midway through a project or at its completion, planning for an evaluation needs to occur prior to the start of the project. Developing the plan prior to the beginning of the project enables you to identify and put in place the process and tools necessary to collect and analyze information required to conduct and evaluate.

**Evaluation Plan:**

The last column asks you to identify how you will know if your project has achieved the results you had planned for.

In this column you should identify the indicators of success: how you will know if your activities achieved the desired results and how will you measure them. The indicators of success in your evaluation plan should be connected to the measurable results you identified in the first column. If one expected result was to increase participation in a program, an increased number of participants would indicate success. One method of measuring would be through attendance logs.

*The form in the application is designed for straightforward evaluations of simple projects. If you have a more complex project you may want to develop a more elaborate evaluation plan.*

### WORKPLAN SAMPLE

<b>Activities:</b> What are the main steps needed to achieve your results?	<b>Responsibility:</b> Who will be responsible for each activity (in your organization or a partner organization)?	<b>Timeline:</b> When will each task begin and when will you complete?	<b>Results:</b> Your itemized list of expected accomplishments.	<b>Evaluation Plan:</b> How will you know if your work is successful? How will you evaluate the results of your activities?
<b>ONE TIME FUNDING</b>				
<ol style="list-style-type: none"> <li>1. Create a listing of new Mohawk language books to purchase</li> <li>2. Purchase new books</li> </ol>	<ol style="list-style-type: none"> <li>1. Manager will compile listing of books to purchase for Director approval</li> <li>2. Manager will place order</li> </ol>	May to June 2016	An enhanced supply of reading material in Mohawk language for community use	<ol style="list-style-type: none"> <li>1. The number of new books available</li> <li>2. Feedback from users</li> <li>3. Evaluation of actual book usage</li> </ol>
<b>CAPITAL PURCHASE</b>				
<ol style="list-style-type: none"> <li>1. Remove old play structure</li> <li>2. Prepare site for new play structure</li> <li>3. Install new play structure</li> </ol>	The selected contractor will be responsible for each step	Summer 2016 June & July 2016	A brand new play structure.	<ol style="list-style-type: none"> <li>1. Successful Safety Inspection</li> <li>2. Number of individuals using the stands at various events</li> <li>3. Comments/Feedback from public</li> </ol>
<p><b><i>You can add as many rows as you need for your project or initiative. In Addition to this particular sample you would include the goals of what your office expects to accomplish. This would be based on the nature of your organization.</i></b></p>				

## Part C – Financial Requirements

**1. *Has your organization/group completed any fundraising activities?***

Since funding is limited the Trust will look more favorably at organizations that have demonstrated they also have a financial commitment in the project.

**2. *List sources of previous and anticipated funding sources and funding amount(s)***

The Trust needs to know if there are existing financial commitments from other organizations or funders. You should also list any pending applications.

**3. *Will your project generate income or collect user fees?***

If you are generating income or collecting user fees, you should demonstrate how this income and these fees are going back towards expenses for this project. Fees should not offset expenses outside your proposed project.

**4. *Do you currently maintain accounting records?***

The Trust needs to ensure that you will maintain appropriate accounting records. These costs can be included in your proposal as project expenses.

**5. *Project Budget***

This budget should match the work plan expectations and funding requirements. The Project Budget is only a guideline. You can change the budget items listed or create your own to match your current budgets or financial statements.

## SAMPLE PROJECT FINANCIAL BUDGET

Item	Total Expense	Amount Requested from Trust	Incomes for other sources		In-Kind Contributions		Source of income or in-kind contribution & Contact Person Telephone & Email
			Confirmed	Potential	Confirmed	Potential	
<b>Salaries &amp; Benefits</b>	\$40,000	\$30,000	\$10,000	\$0	\$0	\$0	Source: Federal grant (\$10,000) Contact Person: Contact #: xxx-xxxx
<b>Program Costs</b> (Program-related expenses such as materials, resources, travel, promotion)	8,000	0	7,000	0	1,000	0	Source: Federal grant (\$7,000) Contact Person: Contact #: xxx-xxxx  In-Kind: books and programs (\$1,000)
<b>Administration</b> (Rent, insurance, office supplies, account & legal)	18,000	6,000	9,000	3,000	0	0	
<b>Capital</b> (Computers, office furniture, equipment, renovations, repairs)	4,000	4,000	0	0	0	0	
<b>Miscellaneous</b> (Please specify)	0	0	0	0	0	0	
<b>TOTAL</b>	\$70,000	\$40,000	\$26,000	\$3,000	\$1,000	\$ 0	

**Note:**

- Please include sponsorships, donations, grants and other financial assistance
- Include our own contributions to the cost of the initiative and those in-kind contributions of your donors and community partners
- Specify the source of confirmed and potential income (including in-kind contributions) and provide the name, phone # and e-mail
- Your total expenses should balance with the total of all income and contributions.

**Sample Project Budget for a proposal requesting funding for training of 10 community members in harvesting of traditional medicines**

**SAMPLE ONLY  
PROJECT BUDGET**

	Note/Detail of expense	1st Quarter Jan. to Mar.	2nd Quarter Apr. to Jun.	3rd Quarter Jul. to Sep.	4th Quarter Oct. to Dec.	Total
<b>REVENUE</b>						
Trust Funding			16,700	13,200	12,700	\$42,600
Program Funding			2,000	2,000	2,000	6,000
Other Funding						0
User Fees	\$100 enrolment fee per person		1,000			1,000
In-Kind	Program supplies provided by organization		1,000			1,000
						0
<b>(A) TOTAL REVENUE</b>		<b>\$0</b>	<b>\$20,700</b>	<b>\$15,200</b>	<b>\$14,700</b>	<b>\$50,600</b>
<b>EXPENSES</b>						
<b>Salaries and Benefits</b>						
Salaries	1 person: 25 hrs/wk x \$20/hr x 30 weeks		5,000	5,000	5,000	\$15,000
Benefits	CPP, EI, WSIB		600	600	600	1,800
Honoraria	2 facilitators @ \$250 per day			500		500
Training	Registration fee: COO workshop		1,000			1,000
						0
						0
						0
<b>Program Costs</b>						0
Advertising/Communications			2,000	600	600	3,200
Program supplies			1,000	1,000	1,000	3,000
Consulting Fees						0
Training Allowances	\$100/month x 10 participants x 9 months		3,000	3,000	3,000	9,000
Equipment rental				1,000	1,000	2,000
						0
						0
						0
<b>Administration</b>						0
Insurance	Per insurance quote		1,000			1,000
Office expenses	telephone, internet		500	500	500	1,500
Rent & Utilities	\$900/month for 9 months		2,700	2,700	2,700	8,100
Accounting and finance	4 hrs/month x \$25/hr x 9 months		300	300	300	900
Travel	Travel to/from COO workshop		200			200
						0
						0
						0
<b>Capital Costs</b>						0
Computers	2 laptops (see 3 attached quotes)		2,400			2,400
Furniture & Equipment	Purchase of bookcase and filing cabinets		1,000			1,000
Renovations						0
						0
						0
						0
<b>(B) TOTAL EXPENSES</b>		<b>\$0</b>	<b>\$20,700</b>	<b>\$15,200</b>	<b>\$14,700</b>	<b>\$50,600</b>
<b>(A-B) SURPLUS/DEFICIT</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

*Please note that a different form of budget may be more appropriate for your project. As an example, if your project is for the construction of a children playground, then the focus should be on the relevant cost elements (site preparation and clean-up, construction costs) with quotes for the major cost components.*

## **Part D – Project Team**

### **Project Team:**

Your project team consists of all of the members of your team who are involved with your project and carry responsibilities, such as but not limited to, contact person, signing authorities, resource members, etc.

Please note that these may be one of the same, for example, your contact person may also have signing authority.

### **Contact person:**

Your contact person is the member within your Project Team who is listed on the first page of your application.

This person will be the primary contact for your project and will liaise with the Trust. They must be a member of the Mohawks of Akwesasne.

### **Signing Authorities:**

Signing authorities are those team members within your Project Team who have authority to sign Financial Agreements and other documents (such as cheques, requests to the Trust, etc.) The Trust requires a minimum of 2 signing authorities.

## **Part E – Release of Information**

Please make sure that this section is signed by 2 (two) signing authorities listed on the Project Team.

## **Part F – Membership Confirmation**

For the individual named as a contact person, please complete Part F of the application form (Membership Confirmation), including your name and date of birth and submit this form to the Office of Vital Statistics for verification of membership status.

## **HELP NEEDED?**

If you require any additional assistance with your application please feel free to contact the Trust. Please remember that the Trust cannot write the proposal for you but we may be able to guide you in the right direction.

The Trust will be holding a workshop session on May 16, 2016 at Tri-District Elders starting at 6:00pm.

**Application Deadline for applications is  
Friday June 3, 2016 @ 5:00 p.m.**

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