



Mohawk Council Of Akwesasne

2016-2017

ANNUAL REPORT

MOHAWK COUNCIL OF AKWESASNE

2016-2017

ANNUAL REPORT



VISION STATEMENT

Sustaining our inherent rights, facing challenges together to build a strong and healthy future.

MISSION STATEMENT

The Mission of the MCA is to provide consistent quality services that will enhance the quality of life for all Akwesasronon today, while protecting our rights and preserving our resources for the next seven generations.

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OHÉN:TON KARIHWATÉHKWEN

As is customary among our people, we begin each meeting or gathering with the Ohen:ton Kariwatekwén, or Thanksgiving Address. In this greeting, we acknowledge the contributions of all elements of creation and say thank you. At the end of each meeting we close with similar words.

The following version of the Thanksgiving Address was sent by the Mohawk Nation and the Haudenosaunee Grand Council via Chief Jake Swamp to the Fourth Russell Tribunal, Rotterdam, The Netherlands, November, 1980.

The People

We who have gathered together are responsible that our cycle continues. We have been given the duty to live in harmony with one another and other living things. We give greetings that our people still share the knowledge of our culture and ceremonies and are able to pass it on. We have our elders here and also the new faces yet to be born, which is the cycle of our families-for this we give thanks and greetings. Now our minds are one.

The Earth

We give greetings and thanks to our Mother the Earth - she gives us that which makes us strong and healthy. We are grateful that she continues to perform her duties as she was instructed. The women and Mother Earth are our givers of life. We are her color, her flesh and her roots. Now our minds are one.

The Plants

We greet and thank the medicine plants of the earth. They have been instructed by the Creator to cure our diseases and sicknesses. Our people will always know their native names. They come in many forms and have many duties. Through the ones who have been vested with knowledge of the medicine plants, we give thanks. Now our minds are one.

We give greetings and thanks to the plant life. Within the plants is the force of substance that sustains many life forms. From the time of the creation we have seen the various forms of plant life work many wonders. We hope that we will continue to see plant life for the generations to come. Now our minds are one.

We give a greetings and thanks to the strawberry plants. We see them when the wind becomes warm again on the earth; the strawberries are indeed hanging there. And it is also true that we use them, that we drink the (straw)berry water. Now our minds are one.

The Three Sisters

We have been given three main foods from the plant world-they are the corn, beans, and squash - the Three Sisters. For this we give thanks and greetings in the hope that they too will continue to replenish Mother Earth with the necessities of the life cycle. Now our minds are one.

The Waters

We give thanks to the spirit of waters for our strength of well being. The waters of the world have provided many things - they quench our thirst, provide food for the plant life, and are the source of strength for the medicines we need. Now our minds are one.

The Animals

We give thanks and greetings to the animal life. They are still living in the forests and other places. They provide us with food and this gives us peace of mind knowing that they are still carrying out their instructions as given by the Creator. We therefore give greetings and thanks to our animal brothers. Now our minds are one.

The Trees

We acknowledge and give greetings to the trees of the world. They too continue to perform the instructions which they were given. The maple trees are the symbols as the head of the trees. It is the maple trees that provide us with sap for our syrup and is the first sign of the rebirth of spring. The trees provide us with shelter, shade, and fruits. Long ago our people were given a way of peace and strength and this way is symbolized by the everlasting tree of peace. Now our minds are one.

The Birds

We now turn our thoughts toward the winged creatures. They have songs which they sing to help us appreciate our own purpose in life. We are reminded to enjoy our life cycle. Some of the winged creatures are available to us as food and they too are carrying out their responsibilities. To us the eagle is the symbol of strength. It is said that they fly the highest and can see the creation. We show our gratitude for the fulfillment of his duties. Now our minds are one.

The Four Winds

We listen and hear the voices of the four winds. We are assured that they are following the instructions of the Creator. They bring us strength. They come from the four directions. For this we give greetings and thanks. Now our minds are one.

The Thunderers

To the Thunderers we call our Grandfathers we give greetings and thanks. You have also been given certain responsibilities by the Creator. We see you roaming the sky carrying with you water to renew life. Your loud voices are heard from time to time and for the protection and medicine you give, we offer our thanksgiving. Now our minds are one.

The Sun

Our thoughts now turn to the sky. We see the sun, the source of life. We are instructed to call him our Eldest Brother. With the sun we can see the perfect gifts for which we are grateful.



OHÉN:TON KARIHWATÉHKWEN

Our Brother sun nourishes Mother Earth and is the source of light and warmth. Our Brother is the source of all fires of life. With every new sunrise is a new miracle. Now our minds are one.

The Moon

During the night time we see the moon. We have been instructed to address her as our Grandmother. In her cycle she makes her face new in harmony with other female life. Our Grandmother Moon still follows the instructions of the Creator. Within these are the natural cycles of women. She determines the arrival of children, causes the tides of the oceans and she also helps us measure time. Our Grandmother continues to lead us. We are grateful and express our thanks-giving. Now our minds are one.

The Stars

The Stars are the helpers of Grandmother Moon. They have spread themselves all across the sky. Our people knew their names and their messages of future happenings even to helping to mold individual character of mankind. The Stars provide us with guidance and they bring the dew to the plant life. As we view the beauty of the Stars we know that they too are following the instructions of the Creator. Now our minds are one.

The Four Beings

The four powerful spirit beings who have been assigned by the Creator to guide us both by day and night are called the Sky Dwellers. Our Creator directed these helpers to assist him in dealing with us during our journey on Mother Earth. They know our every act and they guide us with the teachings that the Creator established. For the power of direction, we give greetings and thanks to the Sky Dwellers. Now our minds are one.

The Creator

We now turn our thoughts to the Creator himself. We choose our finest words to give thanks and greetings to him. He has prepared all things on earth for our peace of mind. Then he said, “I will now prepare a place for myself where no one will know my face, but I will be listening and keeping watch on the people moving about the earth.” And indeed, we see that all things are faithful to their duties as he instructed them. We will therefore gather our minds into one and give thanks to the Creator. Now our minds are as one.



INTRODUCTION

Thank you for taking the time to read through the Mohawk Council of Akwesasne's 2016-2017 Annual Report. The MCA is pleased to provide the community this report in our ongoing efforts to be a more open and transparent government. This document has been provided to the community since the 1980s in an effort to be accountable and dedicated to the community. This report is a showcase of accomplishments throughout the organization and represents the fiscal year from April 1, 2016 to March 31, 2017. It is sent to all district residents households, available online at the www.akwesasne.ca website, and is accessible at the Mohawk Government offices. Whether you are reading this for official business or personal interest, we hope you will find the report useful and informative.

MCA has had the continued challenge of implementing many changes over the 2016-2017 fiscal year and will continue with all changes necessary to make the organization and the community strong, independent and sustainable. It is the goal of MCA to build a strong and healthy community that is a leader amongst First Nations. Providing fair and quality services to our community is our top priority, and we are looking to improve any aspect of our organization necessary to be a leading service-provider.

Major organizational accomplishments are described throughout this report. Departments and programs across MCA worked diligently to help reduce our deficit from the

previous year and while some cut backs were required, our employees were dedicated to the MCA-wide team effort and they should be commended for that.

The MCA received new leadership from Executive Services. The new Executive Director is Jordan Wapass, from Thunderchild First Nation in Saskatchewan. His knowledge and experience will assist the MCA in providing quality services to the community.

The community may have had experiences this past year with the changes MCA is undergoing and your patience is appreciated. Change is a difficult undertaking, and in the years ahead, we hope to increase the number of people we serve through our many services. We know that trust, professionalism, and quality service are all important and keys to a successful future for our organization. We are committed to hearing from you, to addressing your needs, and to increasing the flow of information between us, your government and service provider, and you, our customer, client and valued community member.

We look forward to many improvements at MCA in the years ahead and a bright future for our organization and community. Nia:wen to the staff that make the delivery of services to the community possible.



INTRODUCTION





MOHAWK GOVERNMENT

2015-2018 GRAND CHIEF AND COUNCIL



STANDING (LEFT TO RIGHT): KAWEHNO:KE DISTRICT CHIEF LOUISE BENEDICT; TSI SNAIHNE DISTRICT CHIEF CONNIE LAZORE; KAWEHNO:KE THOMPSON; KANA:TAKON DISTRICT CHIEF TIM "DOOLEY" THOMPSON; TSI SNAIHNE DISTRICT CHIEF KAREN LORAN; KAWEHNO:KE DISTRICT CHIEF VINCE THOMPSON; TSI SNAIHNE DISTRICT CHIEF APRIL ADAMS-PHILLIPS; KANA:TAKON DISTRICT CHIEF DARRYL LAZORE; KAWEHNO:KE DISTRICT CHIEF TROY THOMPSON.

GOVERNMENT SUPPORT

Vision

"Efficient, effective coordination, collaboration, and responsiveness for the council, the MCA organization, and the community."

Mission

The role of the Mohawk Government Technical Team is to identify and employ best practices in assisting the Grand Chief and Council in fulfilling their day to day responsibilities and provide routine, effective communications on behalf of Council to the people of Akwesasne; to the departments and administration within MCA; to the Akwesasne leadership (St. Regis Mohawk Tribe, Mohawk Nation Council of Chiefs), to other

First Nations territories, and to external governments.

Highlights / Accomplishments Additions to Mohawk Government

In March 2017, Mohawk Government welcomed Chelsea Francis on board as the Government Support Manager and said niawen:kowa and farewell to Lisa Francis-Benedict, who served as the Acting GSM.

Work Activities Throughout the Year:

- Council moved their weekly Council Meetings (formerly Special Meetings) to every Monday rather than every Tuesday.



MOHAWK GOVERNMENT

GOVERNMENT SUPPORT

- Hosted Economic Roundtable with Tehotienawakon-Council met with members of the Cornwall Chamber of Commerce, City of Cornwall, Akwesasne Chamber of Commerce, Akwesasne Area Management Board and Cornwall Tourism.
- MCA and the City of Cornwall signed a formal agreement between the two parties which outlined their responsibilities with respect to being co-owners of the Cornwall Harbour.
- Aboriginal Affairs Minister for Quebec, Geoffrey Kelley, visited Akwesasne to meet the new Council.
- Council hosted an "Edge of the Woods" ceremony and luncheon for the Honourable Elizabeth Dowdeswell, the Lieutenant Governor of Ontario.
- Signing of the Port/Harbour of Cornwall Transfer agreement with Transport Canada.
- Hosted luncheon and tour of Akwesasne for Minister of Aboriginal Affairs for the Province of Quebec, Justice Minister for the Province of Quebec, Nationals Assembly of Quebec for Huntington, Member of Parliament NDP, Minister of Indigenous Affairs for Ontario, representatives from the Minister of Justice Canada's Office, and members of Cornwall City Council (Mayor of Cornwall).
- Meeting with Higgins Executive Search for the recruitment of the Executive Director position.
- CBSA Cultural Awareness training sessions held for new recruits at CBSA Port of Entry in Cornwall at the OPG Visitor Center.
- Council and the Workplace Revitalization Workgroup hosted Change Management Plan Presentation to all MCA Employees at the A'nowara'ko:wa Arena.
- Student Bursary Presentations.
- Indigenous and Northern Affairs Canada – Land and Economic Development Branch visited Akwesasne for Economic Development presentations and tour of Akwesasne.
- Signing of Memorandum of Understanding with St. Lawrence College and SUNY Potsdam.
- Akwesasne Harbour Development Corporation Meeting.
- Tsi Snaihne Walking Trail Groundbreaking Ceremony.
- Council hosted a barbeque at Iakhihsotha.
- Council met with Assistant Deputy Minister (ADM) Paul Mackinnon of Public Safety Canada and Joelle Montminy, ADM of Indigenous and Northern Affairs Canada, and Steve McNaughton of CBSA to discuss pre-clearance and alternative reporting. Meeting was held and a tour of the community highlighted the realities of the International Border in Akwesasne.
- Great Lakes Forum in Toronto.
- Dreams Take Flight send off in Montreal - four Akwesasne youth were selected to attend.
- Grand Opening for the Tsi Snaihne Walking Trail.
- Community Holiday Dinners in all 3 Districts.
- Guided tour of Akwesasne for representatives from INAC, Transport Canada, Public Safety, CBSA, and the Department of Immigration, Refugees and Citizenship.
- Mohawk Council Open House held in all three Districts.
- Council participation in Health and Safety Training.
- Prep meeting held for a meeting with Minister Special Representative on First Nations Border Issues.
- Council hosted a barbeque at Tsiionkwanonhso:te.
- Council hosted Open House for the Triplex in Whoville, Tsi Snaihne.
- Quebec Cultural Development Agreement.
- Assistance on various Council portfolios, committees, and Working Task Groups.
- Assistance to the community for residency letters, tax letters, and Declaration of Status letters.
- Monthly coordination for District, Focus, or General Meetings dates, locations and times.
- Copy and distribution of all outgoing Council and Grand Chief correspondence.
- Scanning, hard copy, numbering, and archiving of Mohawk Council Resolutions.
- Communications with departments for participation and coordination of organizational events and meetings.
- Translation of documents from French to English or vice versa, and notary services via the Quebec Liaison Office.
- Research on banking services for Akwesasne in Tsi Snaihne (ongoing).
- Networking with the various Quebec, Ontario and Federal Government agencies and ministries, First Nation governments, the St. Regis Mohawk Tribe, the Mohawk Nation Council of Chiefs, the community (agencies, businesses, households), the MRC municipalities, institutions, businesses, and individuals that connect with MCA on a regular basis.
- Files for portfolio meeting minutes established on the common drive and minutes maintained on an ongoing basis, as received.
- Preparation of Council and staff Annual Reports.
- Conducted a community call out for MCA Youth Representatives.
- Creation, edit, and submission of Portfolio System Terms of Reference document, along with MCR recommendation to Council.



MOHAWK GOVERNMENT

GOVERNMENT SUPPORT

Council's Portfolios:

Council 2015-2018 was sworn in on Ohiarikhkó:wa/July 14, 2015. Working Conditions Agreements were signed Ohiarikhkó:wa/July 15, 2015. Council was provided with orientation throughout the months of Ohiarikhkó:wa/July-Seskehkó:wa/September. The following portfolio listing was updated on April 10, 2017.

Department of Community and Social Service

- Chief Tim Thompson
- Chief Ryan Jacobs

Department of Technical Services

- Chief Joe Lazore
- Chief Vince Thompson

Akwesasne Mohawk Board of Education

- Chief April Adams-Phillips
- Chief Ryan Jacobs

Executive Services

- Chief Tim Thompson
- Chief Darryl Lazore

Department of Health

- Chief Karen Loran
- Chief Dennis Chaussi

Department of Housing

- Chief Darryl Lazore
- Chief Vince Thompson

Department of Justice

- Chief Connie Lazore
- Chief Louise Thompson

Public Safety

- Chief Steve Thomas
- Chief April Adams-Phillips

Department of Tehotiennawakon

- Chief Steve Thomas
- Chief Troy Thompson
- Chief Dennis Chaussi

Tehotiennawakon - Environment

- Chief April Adams-Phillips
- Chief Troy Thompson

Council's Committees

- Akwekskó:wa
- Finance
- Governance

- Lobbying
- Property Acquisition Team
- Office of Vital Statistics
- Quebec Negotiating
- Youth, Elders, Culture & Language

Council Strategic Goals

- Self-Determination
- Well-Being
- Sustainability
- Modernization

Council Meetings

Meetings are held routinely between Council and the Executive Director to communicate information, consult, provide updates and consider administrative, business and community issues concerning Council, the MCA organization and/or the community. These meetings have been changed from Tuesdays to meeting every Monday.

Akwesasne Leadership Meetings

Meetings involve Chiefs from the St. Regis Mohawk Tribe, Mohawk Nation Council of Chiefs, and the Mohawk Council of Akwesasne.

General Meetings

Meetings are held routinely between community members and Council to communicate information, consult, and/or provide updates on issues concerning Council, the Mohawk Council of Akwesasne organization, and/or the Community.

Residency Letters

Residency letters are used to confirm the residency of a community member in one of the three districts in Akwesasne. They are requested for different purposes, including birth certificates, Child Tax Benefits, and credits such as Family Allowance, GST/PST Tax Exemption, Ontario and Quebec Health Cards, income security program (Old Age Security), Shaw Direct or Bell Canada, Societe D'Assurance Automobile Du Quebec, and others.

An applicant must provide a completed application, proof of residence such as an electric bill in the applicant's name.

Goals for 2018/2019

- Continue to transition to “paperless”.
- Improvements to Staff Work Flows.
- Improvements to Organizational Communications.
- Development of proposals for funding and research on available funding sources.



EXECUTIVE SERVICES

ADMINISTRATION

Vision Statement

One organization, working together, for our community.

Mission Statement

Our role within MCA is to ensure core services are provided to all departments and programs for the continuity of operations through responsible and ethical management of community resources. We strive to honor our traditional values of: Language, culture, safety for all and protection and respect of our environment and each other.

Highlights and Accomplishments

Operating Budget

The 2016-2017 operating budget for the Mohawk Council of Akwesasne was approved with an operating surplus of \$103,989 and an accumulated deficit of \$1,537,040. The MCA worked on reducing the deficit throughout the organization while ensuring that services to the community and community needs were met.

Change Management Plan

Presentation to MCA Employees

An organizational review of the MCA governance and management processes/structures was concluded in 2015, which resulted in the development of an amended organizational structure and overall improvement plan which was concluded in 2016.

Workplace Revitalization Workgroup (WRW)

This workgroup was created consisting of Council and the MCA Administration to address four priority areas of Council, which are:

- Develop a Workplace Environmental Health Action Plan to respond to the results of recent employee surveys;
- Develop a strategy to strengthen MCA's community focused culture;
- Update MCA's performance review and employee development policies and processes; and
- Develop and propose options to strengthen the MCA Administration's organizational structure.

A Change Management Plan presentation to all MCA employees was held at the A'nowara'ko:wa Arena on August 9, 2016, to share the overall goal of providing quality service to the community and excellence in service delivery. This fiscal year saw the development of a plan to create milestones to attain the goals for the priority areas.

Long Service Recognition

In May 2016, 51 employees were recognized for their long term service to the organization. Management and Council participated in the recognition dinner. On a special note, Mr. Henry Lickers of the MCA Environment (Tehotiennawakon) was

recognized for 40 years of services.

There were 7 retirees: Patti Adiaconitei (Iakihsotha/Tsiionkwanonhso:te), Donna Delormier (Justice), Leona Delormier, (OVS), Daniel George, (Conservation/Justice), Arlene Lauzon, (Tsiionkwanonhso:te), Carol Thompson, (Akwesasne Family Wellness Program) and Margaret Thompson, (Home Care Home Support).

New Executive Director:

The search for a new Executive Director occurred in this fiscal year, resulting in the announcement of the hiring of new Executive Director, Jordan Wapass. Jordan Wapass left his home community as the Director of Operations in Thunderchild First Nation in Saskatchewan to serve the community of Akwesasne in this capacity. Mr. Wapass brings a wealth of knowledge and experience in senior management in various sectors of governance, and is an asset to the Mohawk Council of Akwesasne as he directs multi-year strategies for the organization. Mr. Wapass began his tenure on December 5, 2016.

MCA Open Houses

In December 2016, the MCA held open houses to all the three districts in Akwesasne, providing program and service information to the community. Information was distributed in the form of brochures, pamphlets, and games. Information was gathered by surveys and interpersonal interviews with community members. The open houses were held on December 5th in Kana:takon, December 12th in Tsi Snaihne, and December 14th in Kawehno:ke. This was the inception of MCA's actions to achieving the goal of striving for excellence in service delivery.

Mohawk Language Strategic Plan

This fiscal year saw great collaborative work occur with various stakeholders at MCA and the community in the development of a Mohawk Language Strategic Plan. The revitalization, preservation, promotion, and protection of the Mohawk language were themes that resonated throughout the meetings on the development of this strategic plan. This plan was finalized in March 2017, and eventually was approved by MCR in April 2017, and put on the MCA website.

Union Negotiations

During the 2016/17 fiscal year, Public Service Alliance Canada (PSAC) negotiations for Akwesasne Mohawk Board of Education (AMBE) began.

Negotiations with the Akwesasne Mohawk Police (AMPS) - Akwesasne Police Association (APA) occurred in this fiscal year.



EXECUTIVE SERVICES

ABORIGINAL RIGHTS AND RESEARCH OFFICE

Mission Statement

The Aboriginal Rights and Research Office will work to advance the full recognition of the Inherent, Aboriginal and Treaty Rights of the Mohawks of Akwesasne within the political, legal, social, and economic environments in which they are affected. The Aboriginal Rights and Research Office will initiate activities and projects that make known and understood our Inherent, Aboriginal and Treaty Rights within the community of Akwesasne and the public at large. The Aboriginal Rights and Research Office will work toward settling the land claims of the Mohawks of Akwesasne in an expeditious manner, and will educate and inform the community to the best of its ability to ensure that issues leading to settlement are favorable, commensurate, and acceptable.

Strategic Goals

Council set out Strategic Goals for the 2015-2018 term. ARRO is tasked with four Core Goals:

Administrative Core Strategy #1: Use communication to create stronger internal and external relationships.

Governance – Political Core Strategy #2: Solidify and enhance community jurisdiction/Inherent rights.

Governance – Political Core Strategy #3: Secure lands and islands for Akwesasronon

Governance – Political Co.re Strategy #4: To monitor, adapt, anticipate and develop strategies on changes in CBSA movements.

Accomplishments and Challenges

The Mohawks of Akwesasne Settlement Trust

The Trust held its second callout for project proposals in 2017. Fourteen (14) project proposals were awarded funding. ARRO continues to coordinate the Internal Technical Team, as mandated by Council, to provide technical support to the Trustees as requested, as well as keep Council updated on the activities and issues regarding the Trust.

Community Education

One of the core functions of the ARRO program is to provide educational activities to support the knowledge of our Inherent, Aboriginal and Treaty Rights for the Akwesasne community at large. ARRO is often requested to provide historical information to various groups within the community. In 2017, these activities included information sessions regarding claims, presentations at General and District Meetings, as well as historic presentations to various schools and community organizations. ARRO was also involved in the development and implementation of the History Summit co-sponsored by the Entewatha:wi Nation Building Program.

Cultural Awareness Training

Ongoing cultural awareness training is provided to newly trained CBSA personnel taking part in an on-line course, as well

as a two day information session. A proposal was sent to CBSA in March 2017 to continue this cultural awareness training. A new contract is currently being worked out and should be completed soon. Once this contract is finalized, another cultural awareness session is being planned for September/October 2017. ARRO continues to provide cultural awareness courses to those organizations requesting such assistance.

Tsikaristisere/Dundee Claim

The Mohawks of Akwesasne received an offer for the global settlement of the Tsikaristisere/Dundee Specific Claim in April 2015 with negotiation of particular details still under discussion. After completion of the Final Settlement Agreement, ARRO will begin an extensive community education campaign in anticipation of referendum. The ongoing challenge will be to educate the community on the particulars of the settlement as opposed to ongoing litigation or other avenues, such as the Specific Claims Tribunal. Additionally, gaining the required amount of community participation remains challenging.

Archaeology/Cultural Properties

ARRO is mandated with the protection and preservation of cultural properties within the jurisdiction of the Mohawk Council of Akwesasne. ARRO coordinates archeological assessments for MCA departments and programs and in areas of elevated potential for cultural properties. ARRO also consults with external organizations on projects that fall within the traditional territory to ensure that cultural properties are identified and protected. For 2017, ARRO received a handful of requests for such work including work with the Algonquin's as well as a solar panel project and housing development.

Seaway Update

The Seaway proceedings were initially filed in June 1976 after unsuccessful attempts to negotiate the settlement of claims against the St. Lawrence Seaway Association (SLSA) arising from the expropriation of lands and damages as a result of the Seaway Project. The SLSA took the position that no compensation was owed to the Mohawks of Akwesasne, but were prepared to return about 125 acres of land on Cornwall Island which included land from filling, land no longer required, and lands from the abandoned railway.

Issues relating to the Seaway Project include dredging in the St. Lawrence River, expropriation and excavation of eastern islands, expropriation and excavation of lands on Cornwall Island, Area M, water levels and operation impacts, and the Bridge Project.

There are also constitutional challenges to the Seaway Project including a breach of trust, or fiduciary obligations of Canada. The breach of trust or fiduciary obligation of Canada deal with the disregard to order in Council's and Band Council Reso-



EXECUTIVE SERVICES

ABORIGINAL RIGHTS AND RESEARCH OFFICE

lutions, how the expropriations were carried out, the taking of too much land, the failure to return lands for over 50 years, and the failure to have lands that were taken, properly appraised and fairly compensated.

Since December 2015, MCA, Transport Canada and Indigenous and Northern Affairs Canada have been meeting to discuss the possible solutions outside of the legal framework, where the Seaway case could potentially be dropped by agreeing to an out-of-court settlement.

Additions to Reserve

The Additions to Reserve (ATR) process is a formal, administrative process between a First Nation and Canada that allows for lands to be added to Reserve status. The ATR process includes surveying, title searches, and environmental and archaeological assessments. A revised ATR policy was released by Canada in July 2016 under which the existing ATR process of Akwesasne will be carried out.

The Block 1 area lands on Kawehno:ke are in its final stages of the ATR process. We are working on the final pieces of legislation that will return the lands to Akwesasne.

The Four OPG Islands – Toussaint, Presquile, Adams and Sheek – are also in the ATR process working on the necessary assessments and remediation.

Cairn Island is also in the process of being added to reserve status within the ATR process. Cairn Island was designated

a national historic site in 1921 and was expropriated in 1922 by Canada without consultation or accommodation from Akwesasne. The island is currently held by the Parks Canada agency who is working with ARRO for the administrative return to reserve status. A claim is also being produced in conjunction with negotiations to protect the island from further intrusion.

Additional Initiatives

The Aboriginal Rights and Research Office is often asked to participate in various working groups to advance those projects having a positive effect on the community at large.

Cultural Ambassador Project

ARRO is working with the Akwesasne Tourism Working Group to develop an Akwesasne Cultural Ambassador Project designed to provide a designed training program for those who may become Cultural Ambassadors within the Akwesasne Tourism Strategy.

Kawehno:ke Corridor Improvement Project

As of May 2017, ARRO is serving as a technical advisor for the Corridor Improvement Project.

Tsiionhiakwatha / Droulers site

ARRO maintains a seat on the Board of Directors as a technical advisor to the Tsiionhiakwatha/Droulers Archaeological Site.



The Mohawks of Akwesasne received an offer for the Tsikaristisere/Dundee Specific Claim. ARRO will begin an extensive community education campaign in anticipation of the referendum.



EXECUTIVE SERVICES

COMMUNICATIONS UNIT

Mission Statement

The Communications Unit will work with Council and the departments and programs of MCA to effectively communicate and distribute information to advance the goals of the Mohawk Council of Akwesasne and the community that it serves.

The Communications Unit will initiate and engage in public and community relations, community education, and informational campaigns designed to inform Akwesasne of the initiatives, undertakings and responsibilities of the Mohawk Council of Akwesasne. In addition, the Communications Unit will assist in improving internal communication between departments, Executive Services, and Council.

Program Highlights

Annual Report

The Communications Unit works directly with Executive Services to produce the annual report document. The annual report provides a fiscal-year report on the programs and services provided by MCA. There are currently two different formats: a book style that is distributed to directors and those who require it for their records, and a PDF version posted to the website. This year we will return to our former practice of mailing a copy to each household in the MCA jurisdiction as well.

Copywriting

The Communications Unit's daily work entails writing for the organization and Council. Communications staff writes speeches for chiefs and staff members, reports to be distributed at meetings, letters to government officials, standard Press Releases and Notices, and presentations.

Customer Service

To improve the quality of service provided by MCA, the Communications Unit assists the organization in communicating in a positive manner with the community. We may edit communications ourselves or make suggestions to staff to reword for better customer service. We respectfully point out issues that may have a negative impact on the community's perception of MCA. To assist community members in reaching MCA with their questions and concerns, the Communications Unit has created info@akwesasne.ca for all to utilize. Emails sent to this address are forwarded to the appropriate department or staff.

Social Media

The Communications Unit has expanded its use of social media this year as an effort to reach more community members and modernize our efforts.

Facebook remains the most used form of social media among community members (based on surveys we conducted this year) and therefore we have utilized additional tools Facebook

offers for communicating, including Facebook Live. Facebook has become an increasingly preferred method for community members to ask questions or make complaints to MCA, and it is the most preferred way of receiving MCA information according to our recent survey. Our Facebook page is now "liked" or followed by 4,800 people. The Communications Unit forwards questions and complaints to the appropriate person/department when they are received via social media.

MCA also utilizes Twitter, YouTube and Instagram, with goals to expand to Snapchat as well.

MCA Facebook: www.facebook.com/akwesasne.ca

MCA Twitter: MCAkwesasne

MCA Instagram: MCAkwesasne

MCA YouTube: Mohawk Council of Akwesasne

General Meeting Videos

In January 2017, the Communications Unit began recording the MCA General Meeting (monthly) and posting it on the MCA Youtube channel. It has been well received and accepted, and has increased Council's visibility in the community with up to 300 views per video. The meetings are generally attended by 10-30 community members so the increase of informed community members is viewed positively.

Video Projects

The Communications Unit has utilized additional video footage and is in the process of completing an Akwesasne video.

Drone Footage

MCA has received drone footage of the community that all departments may utilize for their purposes.

Open Houses

The MCA Communications Unit plays a key role in the MCA open houses through organization, promotion, and the elements of a successful event incorporated (food, entertainment, etc.) The open houses were a huge success when first held in December 2016.

Website

The Communications Unit is responsible for outgoing information of MCA but is not responsible for the MCA website. Information Services (Computers) is responsible for all content of the website. Demands for a better, more useful, and regularly updated website continue to be received. The Communications designed a new layout to make the website lively and informative, and would incorporate a few features such as slideshows and a community calendar for all MCA events. The layout/design was presented to the Information Services.



EXECUTIVE SERVICES

COMMUNICATIONS UNIT

E-newsletter

The Communications Unit is in the process of launching an e-newsletter community members can receive in their email to stay up to date with MCA.

Staff Announcements Email

This year the Communications Unit began sending daily "MCA Announcements" to staff. Previously, announcements were sent individually and could result in numerous emails in one day on various MCA events and activities. The single email reduces the amount of emails and keeps staff informed with updates provided.

Media Relations

The Communications Unit continues to be responsible for the media relations of the MCA, coordinating media interviews and responses, and maintaining a positive relationship with local and outside media.



The Communications Unit began filming the monthly MCA General Meeting to increase engagement with the community on MCA/Akwesasne issues and to reach a wider audience with the information. The video is posted on the MCA Youtube channel and shared via social media.



The Communications Unit received drone footage of the community for departments to utilize. Here is an aerial image of Kana:takon.



EXECUTIVE SERVICES

OFFICE OF VITAL STATISTICS

Mission Statement

Advancement through Change

Our role within Mohawk Council of Akwesasne is to facilitate changes that lead to better productivity, improved accountability and consistent business practices. Within Executive Services, we make progress when we are able to find innovative solutions to everyday problems. We advance the organization and the reputation of Executive Services when we are able to implement innovative solutions.

The Mohawk Council of Akwesasne, Office of Vital Statistics has five components, which are:

- Lands
- Estates
- Membership
- Leasing
- Indian Registration

Office of Vital Statistics Administration

The Office of Vital Statistics (OVS) is responsible for obtaining, recording, reporting and retaining the correct information about the land and people under the Mohawk Council of Akwesasne Jurisdiction. Personnel maintain integrity of the certificates of possession and leases for parcels of land. They also ensure that: all land transactions are performed in accordance with any MCA Laws and with the Indian Act; that an appraisal is done every three years on all leased lots owned by MCA; the integrity of the official record of registered persons for the membership of the Mohawk Council of Akwesasne and for Aboriginal Affairs and Northern Development Canada. Staff also assist bereaved individuals with fulfilling their obligations to MCA and Indian and Northern Affairs Canada in relation to a deceased's assets (particularly, land lots) as outlined in any applicable MCA Law and the Indian Act. Community members may also apply for bridge passes or status cards through this office. The Office of Vital Statistics Staff is trained in their specific areas, and they possess general knowledge of each other's work; therefore, we are better able to serve the needs of the community. The needs of the Akwesasne Membership Board are incorporated into our structure. Office of Vital Statistics provides monthly reports. Information is provided to the community in the monthly "Onkwe'ta:ke" newsletter.

Program Highlights & Accomplishments:

The OVS Manager and Estates Facilitator Submitted a proposal to Aboriginal Affairs and Northern Development Canada for estates planning; OVS was awarded \$13,216.00 for community presentations, advertising, venue rentals, postage, copying, miscellaneous for food, promotional items, and giveaways.

A radio commercial regarding Estates Planning was scripted and recorded by the Estates Facilitator and was aired on CKON for a two-week period.

OVS scheduled two days per month for staff to be available to community members who aren't able to attend the office at CIA 3 on Kawehno:ke. Staff were scheduled at Iohahi:io and MCA Administration Office in Kana:takon on a monthly basis, beginning in September 2016.

Updates

During this fiscal year, the Office of Vital Statistics has provided guidance and recommendations to the Grand Chief & Council on estates issues involving: Justice Department, Population Statistics, Community Land, Right of Ways, Easements, and Numbers of Persons off-reserve.

Administrative Statistics:

- **1,999** Status Cards were processed during this Fiscal Year.
- **3,171** Inquiries were received by phone, fax, e-mail, in person regarding the different components of OVS.
- **115** Membership application packages were distributed.
- **97** Residency application packages were distributed.
- **133** Good Standing inquiries were received.
- **2,074** Membership and Status Confirmation were provided to Departments & Educational Institutions.
- **340** Land Confirmations were provided to Departments and Programs within MCA.
- **146** New Certificates of Possession were issued to Community Members.
- **270** Land Transfers were processed.
- **356** Leasing Registrations and Correspondence were processed.
- **234** Estate Registrations and Correspondence were processed.
- **1,592** Administrative functions were performed.

Problem Areas

Membership

There is currently a backlog of approximately 130 applications. The Membership Board holds bi-monthly meetings to process applications for Membership and Residency Permits. There has been an increase in applications for Membership due to a change in policy, allowing parents to apply for their children at any age.

Objectives and/or Strategic Goals

- To ensure that Mohawk Traditions/Customs/Beliefs/Philosophy are respected as they pertain to estates, lands & membership for the Community of Akwesasne.
- To ensure the integrity of Vital Statistics' information in the areas of lands, membership and estates.



EXECUTIVE SERVICES

OFFICE OF VITAL STATISTICS

- To clearly identify and provide the resources and knowledge needed to operate an efficient and productive Office of Vital Statistics.
- To disperse appropriate information to community members on: how to prepare a will, Estate Planning, Registration of members' Births and Deaths, Residency Law, and Membership Applications.

During this fiscal year the Office of Vital Statistics has taken an active role in:

- Executive-Core Advisor's Meetings
- Onkweta:ke Submission
- OVS Chief's Committee Meetings
- OVS Staff meetings were held once a month, when possible.
- Property Acquisition Team
- Nation Building, Land Code Taskforce & Negotiations with Canada
- Akwesasne Housing Authority Meetings
- Special Meetings-Mohawk Council and the Akwesasne Membership Board
- Additions to Reserve-Seaway Return of Block 1 Lands.

Surveys

This fiscal year, five approvals prior to submission were given. Six survey instructions were received for community member's lots. Easements were registered for waterline access on Walter Delormier Rd./John Thompson Rd., Okwaho Rd., and David Lane.

A "Regional Survey Ontario Without Survey," is a survey where the surveyor does not mark the survey with bars. The surveyor combines information obtained from the First Nation, existing surveys, mapping and aerial photograph records and other pertinent information. In areas where there have been more than four Regional Survey Ontario Without Surveys, parcels have been resurveyed and bars installed. Every year Office of Vital Statistics submits a list of surveys that have too many Regional Survey Ontario, old estates that cannot be settled because of lack of surveys and other issues that may arise. Natural Resources Canada decides what surveys will be done according to funding that is identified. The Office of Vital Statistics makes recommendations on the priority of surveys but the decision lies with Natural Resources Canada. The Office of Vital Statistics and the Housing Department recommends the suspension of Regional Survey Ontario, but in some cases lots qualify for a Regional Survey Ontario Without Survey. Regional Survey Ontario Without Survey is less costly. Cost range for surveys is \$1,000 to \$3,000 and up. The Mohawk Council of Akwesasne does not receive survey funds from Aboriginal Affairs and Northern Development Canada. Survey monies are identified by Aboriginal Affairs and Northern Development Canada and Natural Resources Canada on a fiscal year basis.

To date, individual members are responsible for the cost of their surveys. Aboriginal Affairs and Northern Development Canada will no longer accept a sketch of severance of property. All severances must be done by a Canada Lands Surveyor Registration. Aboriginal and Northern Affairs Canada will no longer register a Permit without a survey. The Office of Vital Statistics must approve all surveys that have been completed within the Territory of Akwesasne even when they are paid for by community members.

Entewatatha:wi - Nation Building

The Lands Negotiation Table: The Lands Negotiation Table, including OVS, completed negotiations on the lands sectoral agreement in principle. The Mohawk Council of Akwesasne and the Minister have signed the Land Sectoral Agreement in principle. Next fiscal year, negotiations will begin for the final agreement.

Akwesasronon Onkwenwhentsiashon:a – (Land Code Taskforce)

The taskforce is an initiative of the Entewatatha:wi (Nation Building) program which works on a Land Code and the development of a Sectoral Agreement for the self-government negotiations with Canada. The Land Code Taskforce consists of four technicians and three chiefs. The Land Code Taskforce has representatives from the Justice Department, Nation Building, Office of Vital Statistics and Elders from the Community. Other Mohawk Council departments are consulted on their perspective components of the Code. Chiefs from Council also sit on the taskforce. The taskforce also consults with Mohawk Council legal counsels.

Additions to Reserve/Land Claims

OVS has worked on several additions to reserve/land claims over the past year. They have worked on the following:

- Seaway Block 1 Lands
- Chatelain Island
- OPG return of Land
 - Adams
 - Sheek
 - Toussaint
 - Presquile
- Cairn Island

Permission to enter the Mohawk Territory of Akwesasne

Permission to enter the Mohawk Territory of Akwesasne was given to:

- Ronald H. Smith Surveying in the three Districts
- Ronald A. Denis Surveying in the three Districts
- Kevin R. D. Smith Surveying in the three Districts
- John Kennedy Surveying in the three Districts
- Brian Kerr Groundtruthing on all Islands (except



EXECUTIVE SERVICES

OFFICE OF VITAL STATISTICS

Kawehno:ke) of Akwesasne Reserve No. 15, Province of Quebec, and Akwesasne Reserve No. 59, Province of Ontario

The Office of Vital Statistics is a member of both the National Aboriginal Lands Managers Association and the Ontario Aboriginal Lands Association. These two associations enable the Office of Vital Statistics to interact with other First Nations in Ontario and on a national level. The associations also provide a link with Aboriginal Affairs and Northern Development Canada concerning new initiatives and policies.

Services

The Office of Vital Statistics provided approximately 14 services per day per staff member to the Community, Mohawk Council of Akwesasne and outside Governments/Agencies.

There are approximately 12,458 people registered/affiliated with the Mohawks of Akwesasne as of March 31, 2017. Please take note that not all of these registered/affiliated with the Mohawks of Akwesasne are Members.

The Mohawks of Akwesasne has a total land base of 11,712.04 acres for the Territory of Akwesasne. The Mohawk Council of Akwesasne has approximately 2.54 acres situated at Concession 1 Cornwall, 45.82 acres at Drum Street, Fort Covington, New York, Township of Dundee approximately 1,173.98 acres, 9011.24 acres on the St. Lawrence River including Tsi Snaihne and Kana:takon, and 2700.80 acres on the St. Lawrence including Kawehno:ke.

The Office of Vital Statistics manages approximately 231 cottage leases which generate an annual income of approximately \$659,771.45 and 14 Non-Agricultural permits which generate an annual income of approximately \$37,430 for the Mohawk Council of Akwesasne. The total individual land holdings at this time are 3,308.

Membership Files

The Office of Vital Statistics is responsible for the creation and updating of membership files for the 12,458 people registered with the Mohawks of Akwesasne. The Office of Vital Statistics requires birth, marriage, divorce certificates, paternity statements and death documents.

Akwesasne Membership Board

The Office of Vital Statistics provided administrative support to the Akwesasne Membership Board. The administrative support consists of: attendance at Membership Board meetings, drafting of correspondence, completion of information packages for meetings, newspaper articles and scheduling of appointments for the meetings. The Membership Officer also gives out and receives all applications for Membership and Residency.

During this fiscal year, the membership board had regularly scheduled meetings two Saturday of each month to interview applicants for membership & residency. The Board attended meetings with the Grand Chief and Council, at Council's request, to discuss procedure review/revisions.

103 Membership Applications were sent to the Membership Board. The Membership Board approved 77 full membership, 12 probationary membership, and 4 probationary membership expirations. The Membership Board denied 3 applications. 7 applications were cancelled.

The Membership Board received 26 Residency Permit applications. Of these, the Membership Board approved 14 applications, renewed 9 applications, denied 0 applications, and cancelled 3 applications.

Lands Component

Only members of the Mohawks of Akwesasne are entitled to hold title to land. The Office of Vital Statistics, lands component, and the Aboriginal Affairs and Northern Development Canada require for each of the 3,308 registered land holdings, documents which verify the correct holder of a specific lot, which is a Certificate of Possession. Supporting documentation are land transfers, land sketches and Registered Survey of Ontario (RSO). Anyone purchasing or receiving a portion of a Lot, must be advised that it takes approximately one year to obtain a Certificate of Possession (CP). If you are purchasing or receiving a whole Lot, it will take approximately six weeks to receive a Certificate of Possession (CP). The Office of Vital Statistics, lands computer system is directly linked to Aboriginal Affairs and Northern Development Canada lands registry in Ottawa. This enables us to obtain information concerning a parcel of land as soon as it is registered.



EXECUTIVE SERVICES

ENTEWATATHA:WI

Vision Statement

To unite and communicate with the community on common goals of establishing a new Government-to-Government relationship with Canada.

Mission Statement

The Entewatathá:wi Program commits to work together with cross organizational groups facilitating the development of codes and agreements in association with Council's vision of asserting jurisdiction.

Priorities for Fiscal Year 2016-2017

- Final Self-Government Negotiations
 - A. Main Table Negotiations
 - B. Final Governance and Relationship Agreement & Sectoral Agreement Negotiations – pre and post meetings included
 - C. Collaborative Fiscal Working Table
- Capacity Projects
 - A. Tsi Nonwe Entewatathá:wi (Akwesasne Governance Code)
 - B. Akwesasronon Onkwenwhentsia'shon:a (Akwesasne Land Code)
 - C. MCA Estates Facilitator
 - D. Education capacity development
 - E. Community Governance Law Developments
 - F. Comprehensive Communication Development and initiatives
 - G. Consultation Policy
 - H. Communication

Final Self-Government Negotiations

The Mohawk Council of Akwesasne has been exploring Self-Government matters since 1999 and in 2005, signed a Process and Schedule Agreement (PSA). The PSA signaled the intent to develop and draft a Governance and Relationship Agreement in Principle (AIP) as well as a Lands and Estates Sectoral Agreement in Principle with Canada (now known as the Sectoral Agreement to include other jurisdictions we intend to govern). Both AIPs were signed in Ottawa on November 4, 2013.

Main Table Negotiations

Entewatathá:wi staff meet regularly with Canada's negotiation staff to prepare for every agreement negotiation session, developing agendas, undertakings, work plans and determining presentations by federal government officials. These presentations reflect recent government announcements on new policies, court cases and budgets. We also collaboratively develop presentations to Mohawk Council leadership and government officials titled "Akwesasne Self Government 101" which reflects the evolution of Akwesasne's Governance and Akwesasne/Canada Historical Relationship.

Final Governance & Relationship Agreement & Final Sectoral Agreement Negotiations

This fiscal year's accomplishments involved transitional matters

related to the future negotiations of a Final Governance and Relationship Agreement, along with a sectoral agreement which will include Lands & Estates, Education, Environment, Resource Management, Public Order and Safety, Public Works, Regulation of Businesses, Landlord Tenant and Local Traffic.

Final negotiations with Canada commenced on May 19 & 20, 2016 and continued on the following dates for this fiscal year:

- July 7 & 8, 2016
- September 22 & 23, 2016
- November 30 & December 1, 2016
- January 26 & 27, 2017
- March 23 & 24, 2017

Our negotiating team had 32 prep negotiation sessions throughout the year, estimating 5 - 6 prep meetings per negotiations.

Collaborative Fiscal Working Table

During this fiscal year, Canada has agreed to include negotiating First Nations in the Fiscal Policy Review. Akwesasne has since been included in 10 sessions starting in October 2016. These initial sessions brought together representatives from all negotiating First Nations to collaboratively discuss a new fiscal chapter related to self-government negotiations. For fiscal year 2017/2018, Akwesasne will implement a Fiscal Working Table which will develop the Fiscal Relationship agreement as part of the Governance and Relationship Agreement.

Capacity Projects

The following are the eight areas that were captured in the Entewatathá:wi 2016/2017 proposal and identified in the Indigenous and Northern Affairs Canada (INAC), Gathering Strength Terms and Conditions.

Tsi Nonwe Entewatathá:wi (Akwesasne Governance Code) – Akwesasne Governance Code Committee (AGCC)

The draft Tsi Nonwe Entewatathá:wi is a multi-year project. During the 2016/2017 fiscal year the Tsi Nonwe Entewatathá:wi went under legal review. The AGCC implemented the recommendations based on the legal review to ensure that the Governance Code is in align with the Final Governance and Relationship agreement. In addition, the AGCC worked to ensure that the Akwesasne Governance Code reflected our Mohawk culture and values.

There were 10 meetings of the Akwesasne Governance Code Committee in fiscal year 2016/2017, approximately once a month.

Akwesasronon Onkwenwhentsia'shon:a (Akwesasne Land Code) – Land Code Task Force (LCTF)

The draft Akwesasronon Onkwenwhentsia'shon:a is a multi-year project. During 2016/2017 fiscal year the Akwesasronon



EXECUTIVE SERVICES

ENTEWATATHA:WI

Onkwenwhentsia'shon:a went under legal review. The LCTF implemented the recommendations based on the legal review to ensure that the Land Code is in alignment with the Final Sectoral Agreement. In addition, the LCTF worked to ensure that the Akwesasne Land Code reflected our Mohawk culture and values.

There were 10 meetings of the Akwesasne Land Code Task Force in fiscal year 2016/2017, approximately once a month.

MCA Estates Facilitator - Office of Vital Statistics (OVS)

The Memorandum of Understanding to establish a framework for estate administration was signed on January 31, 2012. The MOU sets out the intent for a new government-to-government working relationship to streamline estate administration in Akwesasne. One component of this agreement included hiring an Estates Facilitator. The goal is for the community to have a solid understanding of what an estate is, what the steps in the estate process are, and to realize that writing a will is a necessary step to help our families. Learning the importance of a Will, and understanding estate management is important to instill in our people.

For Fiscal Year 2016/2017, we approached educating the community differently, such as using media sources (for an example a radio commercial was created informing the community of who to contact to open an estate and to write a will). There were articles in the newspaper with information about the importance of having a will. There were information sessions to target specific community groups such as the Elders. OVS participated in other community activities such as the Elders Festival, Wellness Day and Diabetes Day that took place within the Territory of Akwesasne to provide information and answer questions stressing the importance of estates planning. There were information sessions held regarding Wills and Estate Planning in each of the three districts.

This year the Estates Facilitator resolved 29 of the 82 estates, leaving 53 pending resolution.

Education Capacity Development Akwesasne History Summit

In March 2017, Entewatathá:wi hosted an Akwesasne History Summit at the former IGA building on the southern portion of Akwesasne. A committee consisting of representatives from Mohawk Council of Akwesasne, St. Regis Mohawk Tribe, Mohawk Nation Council of Chiefs, Native North American Travelling College, and the Akwesasne Museum successfully executed a five-day informational Summit featuring speakers and presenters from Akwesasne about Akwesasne. Each day focused on a different theme; Pre-Contact, Contact, Transition, Unity and the last day for Youth and Elders. The Native North American Traveling College recorded the entire event and we

have procured the raw footage which will be edited and placed on flash drives for our use and for future history summits.

Mohawk Language Strategy

Entewatathá:wi developed a comprehensive Mohawk Language Strategy for Akwesasne bringing together stakeholders from the community to revitalize Mohawk Language use throughout the community. It was completed and is now being the base for future language initiatives for self-government.

Collaborative work with Educational Facilities

Ahkwasahsne Mohawk Board of Education (AMBE) undertook to review and make current their governance policies. We met with their school board trustees and presented the components of our self-government process. There will be an education section included in the Sectoral Agreement. AMBE has assumed control over education since 1987; however this education system will be formally recognized through the ratification of the agreements.

Iohahi:io, our adult education facility, continues to support Entewatathá:wi with marketing projects and tools developed by their students and assist us in our communication strategy to the community of Akwesasne. Their innovative products are on display at various local events the Entewatathá:wi staff are in attendance.

Akwesasne Area Management Board (AAMB) through their projects have provided us with salary funds for interns as they gain work experience while being engaged as staff members within Entewatathá:wi. These young adults being exposed to self-government also become ambassadors for their age group at events throughout the community. We have been able to keep one intern for the fiscal year and extended his contract for fiscal year 2017/2018.

Community Governance Law Developments

The Akwesasne Governance Laws that will continue to be reviewed, refined and/or developed in this fiscal year are:

Development of the Education Law

An Education Draft law was completed which we have entered this piece of legislation into our Law Enactment Process as stipulated by our Justice Department. The Education law will form part of the Sectoral agreement.

Governance Capacity Training

We are participating in a comprehensive Mohawk Council Initiative called the Mohawk Governance Committee which are developing a governance orientation program for Mohawk Council members that outline their responsibilities, working conditions and accountability to the community.



EXECUTIVE SERVICES

ENTEWATATHA:WI

Inherent and Aboriginal Rights

Research and review of current court cases that have in recent years provided a backdrop for a renewed look at issues as they pertain to governance here in Akwesasne.

Comprehensive Communication Development and Initiatives

The Entewatathá:wi Program will continue to provide the community with some background educational information and also to enlist other partners within the Territory of Akwesasne.

Akwesasne Economic Development Agency (AEDA)

Mohawk Language Translation and Services.

Iohahi:io (Adult Education)

Recruited their Human Resources Class to develop communication tools to the community at large.

Native North American Travelling College (NNATC)

Engaged their media professionals to record the Akwesasne History Summit held in March.

Akwesasne Rights and Research Office (ARRO)

For the elders, especially those elders who are members of EAC, ARRO provided a number of historical presentations for their educational process and also assisted in hosting the Akwesasne.

History Summit

MCA Multi-jurisdictional Table – Entewatathá:wi staff were included in meetings with provincial officials (Ontario and Quebec) along with their federal counterparts.

Communication with Mohawk Nation Council of Chiefs

Through our Mohawk Council Chiefs, we have established and developed a new relationship with our traditional leaders with respect to self-government, respecting their international status and nation to nation relationships with Canada and the United States.

Entewatathá:wi Advisory Committee (EAC)

The Entewatathá:wi Advisory Committee is delegated by the Mohawk Council of Akwesasne to support, assist and advise the Entewatathá:wi staff to inform Akwesasronon about the self-governing process. The EAC continues to move forward with confidence towards the Self-Governing approach by developing informational tools and assisting the Entewatathá:wi staff.

Informational Tools Developed for 2016/2017:

- Flyers
- Brochure
- Postcards
- Newsletters
- Two coloring books for children

The Entewatathá:wi Advisory Committee (EAC) held 13 meetings in 2016/2017 fiscal year. The committee members have also attended and assisted Entewatathá:wi several events.

Summary of Events Entewatathá:wi attended 2016/2017

- Wellness Day, July 21, 2016
- Akwesasne Powwow, September 10 and 11, 2016
- MCA Change Management Meeting, August 2016
- MCA Open House, October 12, 15 and 22, 2016
- Diabetes Workshop, November 14, 2016
- Winter Carnival, February 11, 2017
- Heritage Fair, February 25, 2017
- Akwesasne History Summit, March 13-17, 2017
- Summary of Entewatathá:wi Presentations 2016/2017
- Native North American Traveling College, June 15, 2016
- MCA Community Support Program, September 21, 2016
- Nav Can, September 26, 2016
- MCA Human Resource Department, October 28, 2016
- MCA Computers Services, October 28, 2016
- Consultation Policy

Consultation Policy

Through the newly created Governance Committee chaired by Mohawk Council Grand Chief, Entewatathá:wi is involved in the research and development for the drafting of a consultation policy as a guide to begin the early process of how the ratification of Akwesasne Laws will be voted on. Working with Mohawk Government Officials, Executive Director and MCA justice are reviewing current consultation policies and best practices which will be considered in the writing of a consultation framework.

Communication

In the past there were many attempts to reach Akwesasronon (Akwesasne Community members) through various communication tools and venues which were reaching only a few. This was reflected in many conversations and through unofficial surveys and questionnaires taken at major public events within Akwesasne. The results were disturbing. A more comprehensive approach was undertaken that included the participation of new members from all districts and representatives from age groups, especially more representatives from the youth. As reflected in different parts of this report, a successful communication strategy was developed and by staffing a permanent Policy Analyst Communicator and educator person responsible to implement the communication strategy was a major component for success. One major initiative was to educate the employees of Mohawk Council (900+) through formal presentations and information sessions at their respective workplaces. New informative documentation were also produced that captured community concerns and issues surrounding myths and misinformation about self-government and answers in plain language to their questions. A strong media approach was



EXECUTIVE SERVICES

ENTEWATATHA:WI

also implemented utilizing a webpage connected to MCA's web page, Facebook and Twitter and the introduction of a communication working table to assist in our efforts of educating the community.

This is all leading to ensure we have strong community par-

ticipation when we come to ratifying the Akwesasne/Canada agreements in the near future. The ratification vote threshold still needs to be determined, however it must be more than just 150 participants voting on major laws, policies and initiatives that has been evidenced in past.



The Entewatatha:wi staff are frequently at community events to educate Akwesasne residents on the Nation Building process.



CORE SERVICES

HUMAN RESOURCES

Mission Statement

To provide in-service sessions, guidance and advice to all management and staff to ensure the consistent application of HR related policies and procedures.

Program Description

Human Resources (HR) is recognized as one of the core services within Executive Services, and provides guidance and advice to management on the various HR issues that they encounter on a daily basis. Guidance and advice is also provided to MCA employees, Grand Chief and Council and community members.

Responsibilities of HR is inclusive of but not limited to the following: recruitment and selection, compensation strategy, total rewards benefits, labor relations, policy development; training and development on the many policies, procedures, SOPs and Admin Directives and HR processes; work jointly with payroll to ensure pay and benefits are applied across the organization consistently; knowledge and advisement to management and employees on the legislative requirements as well as the internal policies and procedures that are applicable.

Accomplishments

The following is a generalized list of accomplishments during the fiscal year 2016/17:

- MEA Committee submitted a new draft proposal.
- Completion of the Water/Wastewater Salary Grid.
- Completion of the AMBE Administration Salary Grid.
- Implementation of the OPSEU Collective Agreement at Tsiionkwanonhso:te.
- Implementation of summer students invited to a job interview for summer jobs. This process will become an annual exercise. It gives experience/exposure to the students on job interviews. There were 51 students hired.
- Began creating the 'Leadership Development Series Certificate' Program through Iohahio and St. Lawrence College.

Pay & Benefits

The MCA continues to offer a total reward compensation package to their employees. The total rewards package is inclusive but not limited to the following; accrued sick and vacation time, annual personal time, statutory and Council Designated Holidays as well as an annual base salary.

In addition to this the MCA offers the Akwesasne Pension Plan that is a cost shared contribution by both the employer and employees. This means that for every dollar the employee contributed to their own retirement savings account, the MCA equally matches.

Group Health Care

The MCA provides group health insurance to their employees. The Group Health Insurance provides additional coverage to eligible employees that go above and beyond what their individual provincial healthcare coverage allows. For example: the main components of health care through MCA's Insurance Carrier provides the employee with Life Insurance, Spousal Life Insurance, Dependent Life Insurance, Accidental Death & Dismemberment Insurance, Short-term Disability, Long-term Disability, Vision Care, Prescription Drug Coverage, Paramedical Services, Major Medical Supplies, Travel Insurance and Trip Cancellation Insurance.

MCA equally matches the cost for health care coverage for employees. For every dollar that is charged for premium costs, MCA pays for half that amount and the employee pays the other half.

Compensation & Salary Grids

- In 2016, a COLA of 1.5% was given and all effected salary grids were revised.
- Development and implementation of a revised Water/Wastewater Salary Grid and Policy.
- Development and implementation of new AMBE Administration Salary Grid.
- HR Training in the areas of Salary Administration Policy, PREA, Nurses Salary grid.
- On-going evaluations and re-evaluations of job descriptions to place them on salary grid.
- Created a draft on a newly revised performance management system; implementation date April 1, 2017.

Job Opportunities

As with every fiscal year, there are plenty of job opportunities and posting jobs is a continuous exercise and is open to the community and surrounding areas. 'Critical Skills Shortage' positions are posted via internet.

Career Opportunities

The MCA services the community in almost every avenue possible, from professional technical support to front line support. There are various disciplines in each department. Examples include;

Teachers	Truck Drivers
Cooks	Bus Drivers
Accountants	Personal Support Workers
Paralegal Services	Information Technologists
Admin Assistants	Policy Analysts
Social Workers	Early Child Educators
Field Workers	Research Writers
Registered Nurses	Data Analyst



CORE SERVICES

HUMAN RESOURCES

The above mentioned list is not inclusive of all available positions within the MCA; it is just a sample.

The following list specifies areas that are deemed “Critical Skills Shortage Areas”;

Registered Nurse	Emergency Medical Technicians
Registered Practical Nurse	Information Technologists
Registered Social Workers	Engineers
Registered Social Service Workers	Electricians
Nurse Practitioners	

MCA is always looking for individuals who are experienced or attending school in the areas of the Critical Skills Shortage area.

Policy Development

HR continues to review existing and current policies as they are applicable to HR. Where and when policies are required or require policy amendment, and where there is external legislation that impacts MCA, HR works with a team to address these issues. This past fiscal year was hugely spent on the finalization of the General Personnel Policy.

Other policy development & revisions projects include:

- DTS ON-Call Policy,
- Management Core Competency Catalogue Toolkit,
- Project Respect- Video Project on MCA Guiding Principles,
- Benefits Binder inclusive of guidelines and responsibilities,
- Ambulance SOP on Back-Up Calls
- AMA Voluntary Back-up Call System
- Inclement Weather Administrative Directive
- PCN Training Module
- 24 Hour Continuous Operations Addendum
- Staffing Administrative Directive Review
- Supervisors Course Development
- Staffing Administrative Directives
- Criminal Records Check Policy
- Succession Planning Policy
- Progressive Discipline Standard Operating Procedure
- Management Addendum
- Inclement Weather Administrative Directive
- Employee Assistance Program SOP
- Long Term Disability SOP
- Benefits Guidebook
- COLA SOP
- AMPS Complaints Process SOP

Other HR Related (on-going) Activities:

The Mohawk Council of Akwesasne negotiates collective agreements between the Ahkwasasne Mohawk Board of Education (AMBE) and the Public Services Alliance Canada (PSAC); between the MCA and the Akwesasne Police Association (APA); between the MCA and the Management Employment Agreement (MEA) and between the MCA and the Ontario Public Service Employees Union (OPSEU).

Action Plan Timeframe on the roll-out of the new Performance Review Evaluation Appraisal (PREA) format.

Switch over to a new Health Insurance Provider. Implementation date is July 1, 2017.



CORE SERVICES

INFORMATION SERVICES

Mission Statement

Advancement Through Change.

Program Highlights and Accomplishments

Information Services takes pride in providing all information-related services to the Mohawk Council of Akwesasne. We provide the following services: Administration, Technical Support, Information Systems Support, and Information Management. Information Services oversees the maintenance, repair, upgrade of more than 800 devices, 700 computers, 25 local area networks (and servers) , and one wide area network. Information Services also oversees the development/maintenance of software systems within the organization, and the classification and archive of documents.

Bulk Purchase

Information Services coordinates the yearly bulk purchase of all computer systems and computer related equipment for the Mohawk Council of Akwesasne. This project usually includes the purchase of approximately 70 -100 systems per year. This bulk purchase is done to keep the cost of the systems down and to ensure that all IT purchases meet the minimum requirements set by Information Services.

Employee Computer Purchase Program (EPP)

Information Services coordinates (twice per year) the Employee Computer Purchase Program twice per year. This program allows employees to buy computer systems or laptops to use at home, and pay back the cost via payroll deductions.

School Preparation

During the summer months, Information Services is responsible for ensuring that the district schools are prepared and ready for the upcoming school year. This includes verifying the operation of 125 to 150 systems. The systems are refreshed by reformatting, updating software and operating systems and then placing back into the schools.

Anti-Virus

Three different Anti-Virus companies were reviewed and quoted for approximately 600 devices. Vendor was selected and all devices were installed and verified. This installation will help in protecting the Mohawk Council data network from the many new computer viruses created each day.

Photocopier Tender and Selection

Three companies were reviewed for the tender and a vendor was selected for a 3-year lease contract. Photocopiers were rolled out with user accounts implemented. The new photocopiers should see a cost savings as the charges for colour are implemented within a gradient scale.

Fiber to the Home

Information Services assisted with preliminary information gathering for DSL speeds available within the northern territory of Akwesasne. Employees canvassed the areas and obtained speed tests. Our GIS technician created a speed map to be submitted as a part of the grant submission. Technical assistance was provided to the grant writing team throughout the process.

New Kawehno:ke Server Installation

A new domain server was implemented on the west end of Kawehno:ke. This server will manage both the Mohawk Council network and the Ahkwasasne Board of Education network for the west end area.

Iohahi:io

Iohahi:io was taken on as an additional network. Both computers and network were reviewed and many upgrades were implemented. A new server was setup and outdated computers were changed out. All staff and students were added to the Ahkwasasne Mohawk Board of Education domain.

Wireless Upgrade

The radio connections to the east end of Kawehno:ke were upgraded and installed. The wireless equipment was well in age and had experienced numerous outages. The new equipment installed created a 40% increase in the data speeds for the buildings within the cluster.

A’nowara’ko:wa Phone Upgrade

Arena phone network upgraded to a voice over IP installation. A total of 8 handsets were installed. The upgrade enabled the arena to implement additional handsets in locations that the last system could not serve and also provides additional features such as voicemail boxes for all employees.

Electronic charting

Information services (IS) provided assistance with the implementation of Electronic Charting for Ambulance. IS orchestrated the testing and selection of compatible tablets. IS also worked with vendors for installation of all required components and software.



CORE SERVICES

OPERATIONAL SUPPORT

The Operational Support Program (OSP) is located at the Administration Building 4, 13 First Street, Akwesasne, QC H0M1A0. They share this building with the Department of Housing.

Annual Operating Budget

The Operational Support Program continued to provide assistance to departments and programs within the Mohawk Council of Akwesasne in different areas that impact service delivery to the members of the community. Staff participated in a variety of working tasks groups or project teams. Space Needs Project Team; Health Facility Renovation Project; Equipment Tender preparation and presentation meetings; and coordinating services for major shredding (contract services with Shred It).

Major Equipment / Furniture

Assisted and coordinated with several programs on new furniture and equipment acquisition. Equipment leased this year totaled 40 pieces with an annual expense of \$51,334. OSP prepared a Request for Proposal for the entire fleet of Multi-function Equipment (MFEs); this was completed with the staff of Information Services. After a few discussions and analysis, it was recommended to the Executive Director that this function would be best situated with Information Services as it fits better with their function (data processing, network, internet connection, and technical support).

Mobile Devices

Mobile devices are cellular/smart phones. There were approximately 171 mobile devices within MCA with an annual expense of \$148,952.74.

Mail Services

OSP personnel carry out the function of mail services. Pick up at local postal outlets and Cornwall. Delivery between districts (interoffice mail) including the schools and Board of Education office. The annual expense for postage (including Purolator / Priority Services) was \$23,868.

Health & Safety - “Akwe:kon Sken:nen Enshontenti” (Everyone Goes Home Safe)

OSP personnel coordinated the delivery of health and safety training to personnel of the MCA. Training completed this year included: Young Worker Awareness; CPR/First Aid; Safe Driver Training; Fire Extinguisher Use, Crisis Prevention Techniques, and WHMIS. Management team also attended several days of training that covered roles and responsibilities. Ergonomic assessments were completed and recommendations provided to the worker and supervisor.

Annual First Aid Kit inspections were completed in all facilities including the three recreation centers, Awesasne Homemakers and Tri-District Elders. The Ahkwesahsne Mohawk Board of Education conducts their own inspections and fills for the schools and buses.

Automated External Defibrillators (AEDs)

The OSP Office supplied these units for all of MCA facilities. OSP staff also coordinates the training requirements and inspections of the AED Units. *The following locations, indicated by the graph at the bottom of the page, have AED Units.*

The Assistant Manager also ensures that all equipment in the units are up to date. Replacements for batteries, keys, and pads are done on an “as needed” basis. A few incidents involving the opening of the units at a few locations were recorded. Opening the unit sets off an alarm and needs to be reset.

OSP staff member Theresa Thompson obtained from CPI her Instructor Certification that enables her to train MCA staff in Nonviolent Crisis Intervention. She also started her Instructor Training with St John Ambulance.

Fleet Management

OSP coordinates on an annual basis the renewal of registration for all MCA vehicles; MCA has 108 items in their fleet; including buses, cars, trucks, heavy equipment and they also have a number of trailers that need to be plated. MCA also

Kana:takon	Kawehno:ke	Tsi Snaihne
Kanonhkwatsheri:io (Health Facility) Kana:takon School Admin Bldg 1 Admin Bldg 3 (Information Services) Admin 4 (Housing/OSP) Kana:takon Recreation/Daycare Akwesasne Mohawk Police Station Justice Building Mohawk Government Bldg	AMBE Office Ahkwesahsne Mohawk School Tsiionkwanonhso:te A'nowara'ko:wa Arena CIA 1, CIA 2, CIA 3, Family Wellness Program Treatment Center Kawehno:ke Recreation, Kawehno:ke Daycare, Tri-District Elders Center Roads Garage	Snye School Snye Daycare Iakhihsohtha Snye Recreation Iohahi:io Snye Homemakers



CORE SERVICES

OPERATIONAL SUPPORT

has 57 other items in the fleet like boats, ATVs, snowmobiles, tractors, etc.

Total kilometers: 1,567,026

OSP maintains the record for all MCA drivers. There are a total of 246 approved drivers. All drivers are required to complete a safe driver training program. The drivers are required every 3 years to do the training. For the FY 2016/2017 there were 85 drivers that were trained. This type of training is provided by DriveWise Canada who utilize a simulator. Participant rating varied between excellent and not good (it made some feel nauseous).

Each month, each program and or department that has a vehicle are to submit their Monthly Use Report. Unfortunately, not all are submitted. There are quite a few missing, so the annual expenses shown are not accurately reported:

Annual Reported Expenses

Maintenance: \$54,937
Fuel: \$71,423
Registration: \$15,977
Total: \$142,337



The Operational Support Program is responsible to carry the function of mail services.



DEPARTMENT OF HEALTH ADMINISTRATION

Vision Statement

“The Department of Health will proactively collaborate with the Akwesasronon to provide high quality professional services that are mindful and respectful of our culture, traditions and uniqueness of individual families.”

Program Highlights

Physician Recruitment – The Department of Health met with six perspective physicians that are interested in providing care to the community of Akwesasne. Aboriginal Health Access funding provides for physicians’ salaries. Currently we are working on four pending contracts on a part time basis for the community that will include the Quebec portion of Akwesasne.

Ministry of Health & Long Term Care (MOHLTC) Renovation project –

AHAC Kanonhkwashteri:io Renovation meeting ongoing bi-monthly to review the plans and phasing projects that were required to move forward in the phasing. MOHLTC advised that we required an Infection Prevention and Control (IPAC) portion to be added to the renovations project. Request for Proposals went out and we secured a specialist as required. Currently we are at Phase 4 of the agreement waiting for Final Approval from MOHLTC.

Workplace Revitalization Workgroup

In following up with the presentation made last summer, the MCA Employee Development – Action Plan, Health has taken on the challenge for program managers to participate in the First Nations Health Managers Association training.

Health Advisory Board

The first Health Board meeting for the new Health Advisory Board was held in February 2017. A youth representative and two (2) members each from Tsi Snaihne, Kana:takon and Kawehno:ke will be attending monthly meetings to represent their districts. The Health Board attended orientation training for their first meeting, reviewed Terms of Reference and Access to Information and Protection of Privacy policy, and met with DOH staff and the new director.

Ambulance

Seven staff members have been attending EMT-CC class at SUNY Canton, as this is a requirement to move ahead with the Advance Life Support license. They are scheduled to finish in June 2017.

The billing system was reviewed for U.S. services. An IRS number has been secured and billing will commence in late June 2017.

Licenses have been updated for ALS Provider, Narcotic License and Medical Director.

The Mohawk Ambulance Unit received approval from the Community Trust Fund for a rapid response vehicle which should be received by late July 2017.

A substation has been leased at the Hogansburg-Akwesasne Volunteer Fire Department location on Route 37 in Hogansburg.

Five Year Health Transfer Evaluation report

There is a ten (10) year Health Transfer Agreement in place where a Community Health Plan is developed and revised on a yearly basis and revisions are submitted along with the Community Based Reporting Template to Health Canada. This is the first year that the five-year Health Transfer Evaluation report was allowed to be written by staff.

Electronic Medical Records system

The Aboriginal Health Access Center has been updating our Computer Specialist with changes, a new provider, new information, etc. for the upcoming year to the Electronic Medical Records system that we are utilizing. Training has been ongoing for all users.

Regional Health Survey

Over the 2016 spring and summer, several surveyors went out to survey community members. We had a total of 650 surveys completed. The annual report for the province is expected to be completed by June 2017.

“Breaking the Silence”

Improve Cancer Survivorship Transitions for First Nations Peoples: This study builds on our foundational study (in which Akwesasne participated) that used arts-based methods (photography, storytelling, journaling) to document cancer survivorship needs of Indigenous people across Canada. These findings overwhelmingly identified a gap in culturally sensitive health care approaches and community-based programs for cancer follow-up and psychosocial survivorship care.

An Indigenous Knowledge Translation Strategy

This study builds on our foundational study (in which Akwesasne participated) that used arts-based methods (photography, storytelling, journaling) to document cancer survivorship needs of Indigenous people across Canada. Participants identified the need for approaches and programs to include traditional medicines; wholistic approaches to healing that incorporate spirituality, nature, and ceremonies (such as sweat lodges, smudges and sage burning); cultural understandings of cancer etiology and treatments; and the impact of residential schools’ legacy on relations between Indigenous Peoples and western institutions (including health care organizations).



DEPARTMENT OF HEALTH ADMINISTRATION

National Phase I & II

This study furthers the work and action plan provided by the University of Ottawa in discussion with the community to make access easier to all community members and to implement healthcare approaches and community-based strategies to address cancer survivorship needs. Strategies being considered include: caregivers support, ways to support healing, culturally supportive health care, ways to support social isolation, and access to knowledge gaps via navigator.

Growth

Mohawk Language Program

One of the objectives within the Department of Health is the encouragement of employees to participate in the Mohawk language program. In January 2016, 28 students were registered in the Mohawk classes. In December 2016, there were 37 students registered. As of June 2017, there are currently 42 students registered in class, and there are 246 users from MCA registered on the Can8 system.

Prescription Drug Strategy

A new strategy is currently being developed by the Wholistic Health & Wellness Program that will give the opportunity for all the new managers, directors, and staff to have input and insight into the new strategy.

Computer technology

Utilization has been ongoing with new hardware (mobile tablets); Training for all staff is ongoing as well, ensuring that any problem areas are addressed immediately. Our reporting standards are improving with having the Electronic Health Information System Support personnel on site to work collaboratively within the health program. The Electronic Medical Recording (EMR) system “Nightingale” had been sold to Telus Health. The changeover of the system started in September 2016; all data is currently being migrated to the new program. Training is ongoing. Program should be fully running and implemented in late December 2017.

External Working Relationships

The Department of Health continues to explore service availability for community members. We made contact with the McGill University Health Centre, Ottawa Cancer Care, and the various services within the area of Valleyfield and Huntington for Centre Local de Services Communautaires (CLSC) for Quebec Health Card holders.

The Department of Health has been collaborating with numerous agencies and with the Department of Technical Services on Facilities Management and Capital Improvements to Kanonhkwashteri:io, Tsiionkwanonhso:te, and Iakhihsotha.

We collaborate with other First Nations, at information

sessions with organizations such as Independent First Nations, Chiefs of Ontario, and Assembly of First Nations. We attend regular meetings of the Health Alliance of Eastern Counties & Akwesasne; of the Champlain Local Health Integration Network – Aboriginal Health Circle; and the Ottawa Hospital Cancer Centre Aboriginal Cancer Program - responsible for delivering Cancer Care Ontario’s Aboriginal cancer strategy throughout the Champlain Health Region, University of Ottawa.

Internal Working Relationships

We meet monthly with Health Portfolio Chiefs, Health Board, and Program Managers, other Directors (department and Executive) for discussion and update progress of our initiatives. We worked with Council on major initiatives such as: Promote a Safer and Healthier Community, Prescription Drug Abuse, Ambulance & Medical Clinic in Tsi Snaihne District, Midwifery discussion, Jordan’s Principle, IFN, Health Canada, and through these partnerships and collaborations we identify the resources that will enhance the ability of the programs to deliver adequate support services.

Health Accreditation Review 2016-2017

In 2018, Akwesasne will be going through the Accreditation Survey cycle. We are presently going through the self-assessment phase in which surveys will be completed by participants. Deadline dates have been set for each of the 12 self-assessment surveys. Once surveys are completed, a report will be generated which will be color coded corresponding to each of the bullets. Red and yellow flag sections will require the team to make some recommendations on how to remedy the problems. Green flag is very good.

Twelve teams will be guided in reviewing the accreditation(s) standard applicable to their programs. The Required Operating Practices (ROP) will also be reviewed at the same time to ensure that the ROPs are applied to their programs. In reviewing the standards, this is where the self-assessment template is useful in leading the team in using energy in the right bullets. Green flags indicate that the standard is understood; red and yellow require attention. The self-assessment template will indicate an evidence submission area to show as to how this section will be corrected and implemented.

Regional Health Survey (RHS)

The accreditation coordinator has had the opportunity to participate in finishing up the collection of the Regional Health Survey. Another worker was assigned to this project and went on leave. The processing of the RHS report is usually within the year so hopefully we will have a report before the end of the calendar year. We are not sure as to whether Akwesasne qualified to be able to obtain its own report.



DEPARTMENT OF HEALTH ADMINISTRATION

Staff Training

Accreditation funds have been directed to staff training to ensure that Health & Safety and Privacy Protection are met. 125 staff members attended the training sessions. A majority of the staff members received both certifications (Access to Information Privacy Protection and Threat Ready training.)

During the summer, DOH participated in the Regional Health Survey and made a little bit of money on different categories of the contract. These funds were used to pay for additional meal costs for the training sessions as there was an increased interest in attending the training sessions.

Change Management Plan Presentation to MCA Employees of August 9, 2016 along with information received in November, 2016 from First Nations Health Managers Association in that Program Manager training is now an accredited program with Athabasca University was worked on to enhance knowledge to staff members.

In following up with the change management growth, 13 program managers and staff enrolled in taking the training.

Participants receive assignments to be reviewed along with a binder of information and textbook four to five weeks prior to the training session.

This is a 5 part series of training sessions in which participants attend a one week on site training session.

Planning

Community Health Plan (CHP)

This is a 10-year contribution agreement which applies to 28

sections to be updated on a yearly basis. Each year, a review is taken to update the office copy of the CHP binder and submitting the findings to the Senior Program Officer with Health Canada to update their copy. This is a tedious task as it involves information from a variety of programs.

Community Based Reporting Template (CBRT)

This report is solely based on data from the programs and also ensuring that registered personnel are licensed. Information is gathered for the Annual Report for activities carried out for additional funding dollars given out on a one-time basis.

Access to Information Privacy Protection (ATIPP)

This project has been a go since 2002 with the same consultant (Yvon Gauthier) who delivered the working document for Akwesasne.

COMPLICATION: Health and Social are the main users of the document. We have been waiting for the rest of the organization to add their input into correcting the document which has yet to be worked on. Health and Social have completed their review process and indicated deficiencies which have yet to be addressed. This year we thank the support of the new Executive Director to implement, train, amend and proceed with recommendations. A committee has been formed.

Ethics

This project has been written and re-written and hasn't come into fruition as yet. We have done all the training using the second version of the document. Dr. Doris Cook has re-written this document and delivered training.



The Department of Health administration are friendly and always ready to help out the community.



DEPARTMENT OF HEALTH AKWESASNE NON-INSURED HEALTH BENEFITS

Goal and Objectives

- To fulfill administrative requirements and comply with policies and procedures,
- provide a safe & healthy work environment adhering to quality, risk management, and accreditation & ethical standards. promote team work and respect in the workplace
- provide the community with services that reflect honesty, dignity, respect and confidentiality.

Management & Administration

The Akwesasne Non-Insured Health Benefits Program consists of:

- Program Manager
- Supervisor
- Mail Clerk
- Benefit Analysts (7)
- Medical Transportation Coordinator
- Medical Transportation Drivers (2)
- Health Service Consultants:
- Dental Consultant
- Orthodontic Consultant
- Pharmacy and MSE Consultant

The program manager would like to acknowledge the ANIHB staff for their hard work and dedication throughout the year. Every day they give their 100% to get the numerous amounts of claims out of our office and into the provider's hands. Without their dedication we would not be able to continue providing this valuable service to our community.

Learning, Growth and Transition

Training: Ongoing annual training for staff, Health and Safety, CPR recertification employees.

Interdepartmental Meetings

Department of Community and Social Services and Department of Health Management Team ensures programs and services are delivered in a manner consistent with our goals and objectives.

The Falls Prevention Committee meets on a monthly basis and is coordinated by the Program Manager of Home Care Home Support.

We meet regularly with the IT team from Computer Services to ensure a smooth transition into the new program as there are so many variables to be considered when processing a claim, including:

- Ethical Deliberation and Decision Making
- Ideas Introductory Quality Improvement Program
- Best Practices in Meeting Human Resource Objectives

Administration

The programs follow criteria set forth by policies passed by Mohawk Council of Akwesasne resolution. They include:

- Registered Member with Mohawks of Akwesasne
- Residence in Canada
- Health care coverage for the province in which you reside.

All programs have policies and framework guidelines that are provided to us by First Nations & Inuit Health. For a more detailed listing of Dental Benefits, please access the Health Canada Website or MCA Website at: www.healthcanada.gc.ca/nihb-publications or at Akwesasne.ca These include The Drug Formulary, Dental Fee Schedules, Medical Transportation, Vision and Medical Supplies & Equipment. The Co-Payment Agreement provides coverage for clients that have Quebec Health insurance and seek services in the province of Ontario.

Service Accomplishments

Dental:

Dental Benefits Funding: FY 16/17	\$4,575,404
Total claims to date:	49115
Dental Exceptions approved:	1099
Denials:	1153
Appeals:	29
Approved:	22

**Estimates only: Fiscal year has not been closed to date.*

Medical Co-Payments

Co-Payment Funding: FY 16/17	\$335,402
Total number of claims to date:	7814
Claims submitted to Quebec for reimbursement:	785 Vouchers
Denials:	14
Appeals:	13
Approved:	7

**Estimates only: Fiscal year has not been closed to date.*

Medical Supplies and Equipment

MS&E Benefits Funding FY 16/17	\$302,596
Total number of claims to date:	2142
MS& E Exceptions Approved:	583
Denials:	41
Appeals:	3
Approved:	2

**Estimates only: Fiscal year has not been closed to date*

Medical Transportation

Medical Transport Funding: FY 16/17	\$459,106
Akwesasne Mohawk Ambulance Runs:	591
Approved	576



DEPARTMENT OF HEALTH
AKWESASNE NON-INSURED HEALTH BENEFITS

Other Ambulance Runs:	98	New medications are added to drug formulary; however there
Handicap Accessible Van:	1331	are no increases to funding to support the additional medi-
Private Vehicle Runs:	1156	cations.
Medical Transport Applications Approved:	36	
Incomplete	4	Administration has yet to be considered a factor in service
Appeals:	0	delivery costs. Yet we are the only program in Ontario that
Approved:	0	successfully administers the Non-Insured Health Benefits

**Estimates only: Fiscal year has not been closed to date.*

Pharmacy

Drug Benefits Funding FY 16/17	\$2,910,862
Total number of benefit items:	121160
Drug Exceptions Approved:	1072
Denials:	2465
Appeals:	88
Approved:	74

**Estimates only: Fiscal year has not been closed to date*

Vision

Vision Funding: FY 16/17	\$522, 093
Total number of claims to date:	4030
Vision Prior Approvals:	3990
Vision Exceptions:	63
Denials:	69
Appeals:	1
Approved:	1

**Estimates only: Fiscal year has not been closed to date.*

Issues for Concern

Out of Country travel insurance needs to be purchased for all members traveling outside of Canada for leisure or business. Costs associated are not being covered by Provincial Health Cards or Non-Insured Health Benefit's Program.

Medical providers want to be paid Ontario Medical Association (OMA) rates, which are three times the rate of Ontario Health Insurance Plan, especially when they are specialists.

Medical supply & equipment costs are still a factor; we cannot access Assistive Devices Program (ADP) in Quebec for alternative coverage, and therefore we pay for 100% of cost.

The need for medical transportation vehicles is increasing; no funding has been received to purchase new vehicles.

It is not the intent of the Akwesasne Non-Insured program to take over the responsibility of "transporting your own family members to medically necessary appointments" whether your parent/grand-parent is either at home or in a nursing home, all attempts should be made prior to contacting the office for assistance.

Our program requires a new database system to sustain our delivery; no funding has been allocated for such a purchase or consideration from Health Canada.

Program Achievements

Our program has been successful in maintaining the service delivery of all the programs that have been transferred to Akwesasne under the Non-Insured Health Benefits Agreement. The Program Manager and Supervisor of ANIHB participate on the Drug Strategy Team, Case Management and the interdepartmental and leadership meetings.

- Supervisor updates to the database which include any changes such as births, new registration, deaths, divorce, name changes are submitted to us by OVS. These easily amount to over 441 per year.
- A Benefit Analyst actively participates and sits as a member of the Occupations Health & Safety Committee to ensure staff safety.
- Participation in assisting with the Accreditation for Leadership & Partnership Team as well as the Information Management Team as a requirement of the CCHSA.
- For this fiscal year the ANIHB program has processed a total of 5213 pieces of mail for the year.
- The ANIHB Benefit Analysts have processed 6780 prior approvals.
- The ANIHB program has received Incoming 119252 / Outgoing 91258 for a total of 210510 phone calls for this year.



DEPARTMENT OF HEALTH
AKWESASNE MOHAWK AMBULANCE

Vision Statement

"The Akwesasne Mohawk Ambulance's vision is to provide high quality, professional, advanced level emergency service to all Akwesasronon and the traveling public, respectful of culture, tradition and uniqueness of individual."

Staff

The Akwesasne Mohawk Ambulance (AMA) Program consists of eight (8) full time staff, four (4) Casual Emergency Medical Technicians (EMT) and one (1) Administrative Assistant. Three (3) employees are certified as Critical Care Technicians, and one (1) has reached Paramedic Status. Seven (7) staff attending CC course with SUNY Canton and expect completion date in June, 2017.

Training is an ongoing process to maintain and advance current knowledge and skills. Training is offered through the New York State Department of Health, Mountain Lakes Emergency Medical Services, St. Lawrence County EMS, via Massena Rescue, St. Regis Mohawk Tribe, HAVFD, FEMA, CDC and Homeland Security online.

Service Accomplishments

The Akwesasne Mohawk Ambulance (AMA) provides 24/7 service to the community of Akwesasne. For the 2016-2017 fiscal year there were a total of 940 Calls/Runs; 759 for the Canadian portion, 12 ALS runs based on staff availability; 175 for the New York State portion and 6 for the Akwesasne Mohawk Casino.

Application approval from Akwesasne Community Settlement Fund for purchase of a Tahoe Emergency Vehicle at \$96K is expected to be delivered in late July 2017 due to manufacturers delay.

A Medical Director with professional qualification in New York State to oversee the AMA was identified. Located in Malone, his responsibilities are to oversee all AMA EMTs and to provide quality assurance and insurance to the program. He will also be supporting the AMA's requirement to become an Advanced Life Support (ALS) service. AMA will also continue to work to secure an agreement with an outside entity for the billing of all U.S. invoices. AMA has also recently leased space from the Hogansburg-Akwesasne Volunteer Fire Department to provide an enhanced level of service to the community; also helping in our goal toward achieving ALS Certification.

Community Involvement

- Iron Workers Festival
- Head Start Program Ambulance Tour
- SRMT – Job Fair
- SRMT – Health Fairs
- Akwesasne Freedom School Survival Race

- Akwesasne Job Fair

Challenges

EMT Staff

AMA requires a total of 12 Advanced Care Providers at the Critical Care Level to provide ALS service to the community and to remain cost efficient. We continue to encourage community members to attend Basic Certification. Staff fulfilling the requirement for "Ride Time" to pass the advanced course continues to be an ongoing struggle. Our Fleet Management Policy often prohibits young applicants from following through, as there is a strict age requirement of age 25. Policies need to be reviewed and amended; if we are going to recruit and entice this age group, they should be able to fully satisfy the criteria and one of them is driving an ambulance unit.

Dispatch

Ongoing issues with dispatch regarding lack of triage for patients, training, tracking of vehicles or recording their outgoing transmission requires attention. A training initiative needs to be implemented; this will have a cost factor.

Ambulance Replacement

Ambulances are required to be replaced every four (4) years. The approximate cost of a new ambulance is \$160,000.

Canadian Border

There have been numerous complaints from staff, patients and family members regarding the delays/wait times at the Canadian border crossing; sometimes for up to 15 to 20 minutes for non-emergency transports. Complaints from Canadian Border Services policy of using lights to expedite passage through Customs then turning them off once passed Customs. Issues have been discussed with CBSA & SIBC throughout the year with the assistance most times from Council.

Substation in Tsi Snaihne District

With the Akwesasne Mohawk Ambulance EMT's transforming into a Paramedic or Advanced Life Support Provider there will be a need for a larger space to accommodate the transition.

Deficit Program

Our overall deficit has not been decreased. With the U.S billing implementation we should start to see a revenue source in early July 2017.



DEPARTMENT OF HEALTH

HOME CARE HOME SUPPORT

Program Goals & Objectives

- To provide high quality therapeutic and supportive services to our eligible community members.
- To support community members to remain in their home environment for as long as possible, ensuring health and safety to both client and employee.
- To maintain and build strong internal and external relationships.
- To manage all resources to ensure program sustainability within service standards.
- To maintain accreditation certification standards.

Community Focus

The Home Care and Home Support Program is building and maintaining a strong and sustainable system of seamless community support services that meet the needs of Akwesasne. The Electronic Medical Record (EMR) is now being used by the Home Care Nursing team, facilitating equitable access to and navigation within the community health sector. This process helps with client transitions between health service providers within the Department of Health (DOH). Health care is ever-evolving at a fast pace, with an aim of putting clients at the center of proper care, at the right time, and in the right place. The Home Care and Support Program are serving increasing numbers of people and families in their homes, and providing increasingly more complex care over a longer period of time. The program is looking forward to a challenging new fiscal year and we hope new ideas and possibly new programming will help with building a seamless stream across the health care teams.

Health Services contracted:

Physicians: 2
Physical Therapy Aide
Massage Therapy
Chiropracist
Lab Work (provided by Life Labs)

Service Accomplishments

Nursing Care Services

Our nursing team, all of whom are licensed in both Ontario and Quebec. We strive to provide all aspects of nursing services to eligible clients and their families, all within their own homes. We provide discharge planning for all eligible clients who are released from hospital, and provide physician and nurse practitioner-directed medical referrals for wound management, cancer care, infection control and in-home palliative care services. The nursing statistics for the 2016-17 fiscal year consisted of a caseload of over 749 clients and over 3,739 visits.

Personal Support Worker (PSW) Services

Our PSW's provide in-home care to eligible clients in all three (3) districts, services include the following; personal care, meal preparation, respite care, light housekeeping, local transpor-

tation and palliative care (end of life).

The Personal Support Worker statistics for the fiscal year 2016-17 consisted of a caseload of over 910 clients and over 7,321 visits.

Medical Social Worker

Our Medical Social Worker provides assistance to clients in need of advocacy for financial, legal concerns, environmental and housing deficiencies. He/she also provides assistance with long-term care placement, case conferencing and referrals for clients and families. The worker also actively participates in community outreach programs, multidisciplinary committees and provides presentations on program services to elders at various facilities.

Home Maintenance Services

Ensuring clients' homes are free from hazards is of prime concern to our Home Maintenance Services. We complete home assessments and provide referrals to appropriate agencies should a safety concern be evident. We also provide minor home maintenance services, delivery and installation of equipment to homes, grass cutting, and snow removal to those who qualify for dialysis services.

Challenges

- To sustain program funding for day-to-day operations now and into the future by working on the requirements to adjust funding.
- To fill vacant nursing and PSW positions, due to retirement and leaves which cause laps in service time and are also an added stress on those who try very hard to fulfill our mandate to the community.
- Massage therapy services are offered but clients must come to the Ontario portion of the territory to receive the service. Specialty foot care is also offered but clients must go to Cornwall for these services. Occupational therapy is currently only being offered to clients who hold valid OHIP cards. Finding licensed Quebec professionals that will offer services within the Quebec portion of Akwesasne remains a challenge.
- Engaging families to take part in their family members' wellness is a challenge. We continue to strongly encourage families to participate in decision making and goal setting for their loved ones and elders, and to remain an integral part of the overall health care team. When the family member fails to fulfill their duties it creates an impact on our staff by trying to fulfill the needs of the client, which at times leaves us in a shortfall and creates stress to our staff.



DEPARTMENT OF HEALTH

COMMUNITY HEALTH

Vision Statement

"Our vision is to create healthier generations."

The Community Health Program aims to honor our community's culture and traditions and to empower families to reach their full potential through innovative health care practices.

Communicable Disease Control and Management and Environmental Health

To reduce the incidence, spread and human health effects of communicable diseases, and infections as well as to improve health through prevention and promotion activities, Community Health offers: an immunization program, sexually transmitted infection testing, disease surveillance, pandemic planning, contact tracing, presentations, health fairs, social marketing, education and resources, infection control measures, outbreak management at our long-term care facilities, and outbreak management at our three schools and daycares. Services are provided by our Community Health Nurses (CHN) and Environmental Health Officer (EHO).

We provide advice, guidance, recommendations and public education of health and safety within the community and community organizations. These services include: housing assessments, beach water sampling, septic assessments, well water sampling, food safety training, disease surveillance, private and public building assessments, surveillance of viruses and pestilence, Lyme disease prevention and education, public health training and education. Services are provided by the EHO, CHNs and Community Health Representatives (CHR).

Program Achievements

- We provided over 25 educational events/activities for Infection Prevention and Control.
- We supported MCA programs and departments with outbreak management.
- We conducted over 109 public health/environmental health inspections.
- Over 1050 beach samples were collected and tested.
- Our EHO developed and implemented training for MCA staff.

Diabetes Prevention & Management

We provide health promotion, prevention and diabetes management services. Services include one-to-one counseling, group presentations, the Get Fit program, diabetes boot camps, health promotion fairs, Green Food Box, social marketing, resource development, healthy eating programs in schools and daycares, an employee gym subsidy program, cooking classes, gardening and canning workshops, health breaks, action breaks, smoking cessation campaigns, the little chefs program, heart health presentations, diabetes screening, as well as health promotion education and training. Our chronic disease prevention and treatment services are provided by CHNs,

Diabetes Prevention Workers, Health Promoters, Registered Dietitians, and Contract Staff.

Program Highlights

- We provided over 4,000 Green Food Bags this year. Over 250 families benefited each month from this service.
- We provided daily healthy snacks and food to children in the Ahkwasasne Mohawk Board of Education schools. We also provided a little chefs program, as well as weekly physical fitness activities through latch key. Over 600 children received weekly snacks.

478 clients were seen this year for diabetes management services. Clients also received foot care, and comprehensive case management which involved a Registered Nurse (RN), Registered Dietician, and Endocrinologist. A local supper-conference was organized for World Diabetes Day in November 2016 which allowed participants to learn from and ask their questions directly to an endocrinologist, nurse practitioner and optometrist.

Maternal Child Health and Early Years

Our maternal child health services assist families to provide the best opportunities for healthy development for children and families through home visiting, service coordination and referrals. To provide early interventions in the lives of children and families, we are able to support and foster health habits and positive parenting. We provide encouragement and support to families through community partnerships and supportive services. These services are provided by our Healthy Babies Workers, Health Promoter, CHNs, Registered Dietitians, and Contract employees.

Highlights

- 812 clients were seen through our home visiting services.
- 1214 home visits were conducted.
- We hosted or participated in 86 community events with approximately 8,697 participants.
- All new community babies born at the Cornwall Community Hospital received a visit at the hospital from one of our CHNs.



DEPARTMENT OF HEALTH

IAKHIHSOHTHA

Vision Statement

“Contributing to improving the quality of life of adults, elders and families by delivering services to sustain their health, social, cultural and life enrichment needs. We deliver services in a warm and caring, fun and safe, home-like environment. We are committed to working cooperatively and professionally to fulfill the diverse needs of our Mohawk people, our partners and regulatory bodies.”

Collaborative Partnerships

Medical Arts Pharmacy, Home Care/Support, Wholistic Health Wellness, Dental, Optometry, Akwesasne Non-Insured health Benefits, ARJO Huntly (mechanical equipment), Vital Aire, MCA Justice Department, St Regis Mohawk Tribal Office of Aging, Family & Community Support, Native North American Travelling College and the Akwesasne Freedom School.

Service Accomplishments

Nursing & Residential Care Services

Iakhihsohtha Lodge provides 16 hour nursing, medical, nutritional, housekeeping, laundry, restorative care and social & leisure activities in a secure environment for adults and elders. The Lodge has 20 long-term care spaces and six (6) short stay (respite care) spaces. One (1) double room is reserved for exclusive use of palliative care families. Palliative care for those requiring comfort measures during end of life situations. We also house the clinic for Dr. Horn’s Women’s Procedure clinic.

Residential care service statistics:

20 clients in-house
(6) Respite Care (short-term)
One (1) Palliative Care client
Total residential Days of Care: 7,208 days

Ratinatare Outreach Services

Ratinatare Day Programs deliver an array of activities for adults and elders that are therapeutic, reduce isolation, loneliness and include transportation to events. Services support elders, adults and families living at home through provincial funding from the Community Support Services initiative.

Activity Day Services are coordinated by the Activity Supervisor and offer organized recreational activities, meals, and education and/or assessment sessions.

Participation Statistics:

Event Days: 60 events
Face-to-Face Attendance: 2196 elders, 1692 adults and 300 youth
Transportation: 40 clients were transported to events.

Congregate Dining Services

Coordinated by the Activity Supervisor and Food Services Supervisor, bringing together residents, visitors and volunteers

for breakfast, lunch or supper meals for special family events. Box Lunch Bingo is a monthly event in which we provide a full course luncheon with themed décor, local entertainment and games.

Participation Statistics:

2534 elder visitors, 1762 adult visitors, 315 youth visitors
MOW Service Statistics:
74 MOW clients; delivered 19, 200 meals (some clients get more than 1 meal a day)

Total Meal Service Statistics:

Total individual meals prepared 57,599

Community Focus

Cultural Project: The Linking Generation’s Project students come once a week. This project remains a highly anticipated event for both residents and students. The Native North American Travelling College also visited for several socials that involve singing and dancing.

Partnerships: We continue our partnerships with the Saint Regis Mohawk Tribe’s (SRMT) Family & Community Support and SRMT’s Office for the Aging, the Akwesasne Mohawk Singers, the Methodist, Catholic and Assembly of God churches. New partnerships include; the Native North American Traveling College, the Akwesasne Freedom School, and the Ahkwesahsne Mohawk Board of Education (AMBE); with whom we partnered to hire several students for the summer.

Fundraising: No fundraising activities in 2016/2017

Community Entertainment: Our home hosted a number of visitors including local law enforcement Christmas Carolers, the Akwesasne Mohawk Choir, as well as many local musicians. We hosted a Volunteer Appreciation Day to thank and recruit volunteers. The Opening Ceremony for the Akwesasne Winter Carnival was once again held at Iakhihsohtha. Our Thursday evening community bingo remains a popular event in which community members are encouraged to come and socialize with our residents. For this event we send our new Tsi Snaihne hand-capped-accessible bus to pick up bingo players in Hogansburg and Kana:takon. We continue to celebrate resident birthdays at our monthly birthday luncheons; we have two “Box Lunch Bingo” events for guests from SRMT Office for the Aging & Tsiionkwanonhsote: The residents enjoy participating in the Tsi Snaihne Christmas Enchantment.

Challenges

Community Involvement

It is a challenge to get new involvement from families, community members and other volunteers to assist our residents and with fundraising. We encourage everyone who is interested in volunteering to contact us.



DEPARTMENT OF HEALTH

IAKHIHSOHTHA

Aging Infrastructure

Our home was built in 1990. We continue to deal with mechanical and electrical system issues, as well as roofing, sewage and other maintenance concerns. The Lodge recently acquired a new hand-capped vehicle which requires a garage in which to store it.

Financial Challenges

Our home continues to have difficulties maintaining solvency due to minimal funding increases and the obligation to comply with Ministry of Health Long-Term Care (MOHLTC) regulations.

extended delays in approval are jeopardizing continued medical coverage for residents who come to us from the US.

Bad Debt

Current Year \$28,160.59

Prior Year \$77,850.11

Grand Total of \$106,010.70 - a decrease of \$17, 959.00 from 2015/16.

Kitchen Expansion

\$360,000 is required to fund our kitchen expansion project. An initial response from the MOHLTC indicated a partial amount of that funding. Over the past year, the Meals on Wheels program was exclusively delivered by Iakhihsohtha Lodge staff. Régie de l’assurance maladie du Québec (RAMQ) – Rules for RAMQ applications change with each client that applies and the actions to resolve vary from one client to the next. The



Iakhihsohtha staff and Council Chiefs during a barbeque for residents, hosted by Mohawk Government.



DEPARTMENT OF HEALTH

LONG-TERM CARE

Vision Statement

Contributing to improving the quality of life of adults, elders and families by delivering services to sustain their health, social, cultural and life enrichment needs. We deliver services in a warm and caring, fun and safe, home-like environment. We are committed to working cooperatively and professionally to fulfill the diverse needs of our Mohawk people, our partners and regulatory bodies.

Our goals are to focus more on prevention in heart disease and diabetes; develop family based approaches; provide congregate dining to the families at Iakhihsohtha; to reduce the hazards that are in the homes of the elderly by providing home maintenance service; to promote nutritional information and education on healthy eating and healthy lifestyles so our elders will be happy and healthy; to prevent premature and inappropriate institutionalization and to provide respite care; to have the needs met for the physically disabled. The total funding for this arrangement remains at \$1,112,441 for 2016/2017.

Accomplishments

Congregate Dining Services are provided at Iakhihsohtha and are coordinated by the Activity Coordinator and Food Services Supervisor. Congregate meal service brings together residents, visitors and volunteers at breakfast, lunch or supper meals for special family events. The Diners' Club is a monthly event providing a full course luncheon surrounded by themed decor and entertainment. **Participation Statistics:** 705

Meals on Wheels (MOW)

The Food Service Supervisor coordinates meal preparation and delivery of meals; Home Care/Home Support Program completes client assessments and applications for clients residing in Snye, Cornwall Island and St. Regis. Statistics: 99 MOW clients; delivered 28877 meals annually. Based on family assessments, 40% of MOW clients receive supper meals.

Home Maintenance

Providing safe living environments for our chronic health clients. They have excelled in meeting client requests and work orders; in many cases they were emergencies. **Total number of clients served is 152.**

Foot Care

There has been a waiting list as there is limited access. **Total number of clients served is 150.**

Tri-District Elders

The assistance of this funding is a major supplement to offer to the program. This program has been able to focus more on healthy lifestyle and healthy living. The Wellness Day held each month has been a success. **Total number of clients served is 32.**

Independence Training

The Crisis Intervention Social Worker through the Home Support Program has taken on these four clients to better serve them. The service provides activities of daily living and necessary skills to increase personal independence through working with clients and family members, and providing appropriate service to clients living with family. **Total clients served are 4.**

Crisis Intervention

The Medical Social Worker provides assistance for our elderly and families coming out of the hospital and back into their home. The total clientele is 118. Aging at Home/Respite: Total clients served is 58. Security Checks: Total clients served are 19.

Learning, Growth and Transition

Working directly with our Financial Analyst, Finance Department to continue to meet the quarterly deadlines. Their expertise has been quite helpful to meet the Ministry requirements.

We are always striving to improve as well as assisting managers to become knowledgeable in the statistical data collection is an ongoing challenge.

Community Focus

The focus on this arrangement with the MOHLTC was to fill the service gap areas that are amongst our elderly. In order to qualify you must be a senior and fill out the assessment application with the Home Support Program or directly with the service program.

Challenges and Obstacles Iakhihsohtha Kitchen Expansion

The expansion of community services, such as Meals on Wheels and congregate dining has added to the urgency for a kitchen expansion. The Department of Health has been in contact with the Ministry of Health and Long Term Care and the proposal has been approved for the design phase only. The design has been completed and this project is on hold due to funding constraints.

Meals on Wheels (MOW)

With the help of the Home Support Program we were able to receive their used vehicles to continue the service to the community.



DEPARTMENT OF HEALTH

TSIIONKWANONHSO:TE

Mission Statement

“Contributing to improving the quality of life of adults, elders and families by delivering programs and services to sustain their health, social, cultural and life enrichment needs.”

We deliver in a warm and caring, fun and safe, home-like environment.

“We are committed to working cooperatively and professionally to fulfill the diverse needs of our Mohawk people, our Partners and regulatory bodies.”

Collaborative Partnerships are with Home Care/Support, Iakhihsohtha Lodge, WHW, Dental, Optometry, ANIHB, ARJO, Vital Aire, MCA Justice Department, SRMT Office of Aging, CCAC, Tri-county Mental Health Services, Ministry of Health and Long Term Care, CIHI, EOHU, Arvan, Cornwall Medical Pharmacy.

Service Accomplishments

Nursing & Residential Care Services

Tsiionkwanonhso:te provides 24-hour nursing, medical, nutritional, housekeeping, laundry, restorative care and social & leisure activities in a secure environment for adults and elders. The home has 50 long-term care beds and must maintain full capacity to be compliant with regulations. One (1) double room is reserved for exclusive use by residents and their families requiring palliative care support.

Statistics

- Occupancy rates have been above 97%: For March 2017, 98.7% and for April 2017, 98.0%
- Residential care service statistics: 49 residents.
- Total residential days of care: 15892 days from June 1, 2016 – March 30, 2017.
- We presently have 25 Native and 24 Non-Native Residents.

All Long Term Care Homes in Ontario are governed by Long Term Care Homes Act, 2007. It is designed to ensure that residents receive safe, consistent, high-quality, resident-centered care. The goal is to ensure that residents feel at home, are treated with respect, and have the sports and services they need for health and well-being. Tsiionkwanonhso:te has policies and manuals regarding resident care, infection control, restorative care, fire safety, occupational health and safety, quality assurance, dietary, environmental and the recreation and leisure program.

In-house training

All staff are being re-oriented to the General Personal Policy, Respect in the Workplace Policy, and their collective agreements. Two sessions are held monthly for new staff and

are mandatory for current staff.

- The Recreation and Leisure Supervisor has taken on the task of in-house trainer.
- Future in-services for staff; resident abuse, addiction awareness.
- RNs are to do in-house training with the PSW's with regards to their job duties, descriptions and what is expected.
- Community Focus
- Community Snowflake Dinner held at facility.
- Presentations on “Elder Abuse”, “Signs to Look For” and scams, including financial. Melissa Jacobs did a presentation on Power of Attorney and the importance.

A catered event was held for residents and staff. Chief and council were present, along with the Mayor of Cornwall who came and had lunch. Community were invited and attended, with entertainment after lunch including a photo booth that the residents enjoyed.

Current budgetary constraints may hinder monthly community events.

Partnerships: We developed new partnerships with the Akwesasne Coalition/Akwesasne Family Wellness program, SRMT Family & Community Support, SRMT office for Aging and the Akwesasne Mohawk Singers, Akwesasne Police Services; Ahkwesasne Board of Education (AMS); Native North American Travelling College (singers/dancers); Iohahi:io (student placement).

Challenges

- Respiratory & Enteric Outbreaks.
- Administrator needs to be in place full-time, A/Administrator current.
- DOC has been hired from within, needs mentorship.
- Hiring qualified & registered staff to meet MOHLTC Regulations.
- Resident Care – medical care needed is specialized (Dementia, Addictions, Emotional) and inexperienced staff is ill-equipped to handle their needs.
- Para-Bus: maintenance and repairs costs for wheelchair lift continue to be costly.
- Equipment: aging and outdated. Facility has been utilizing four lifts for resident safety, these lifts are out of date and parts are no longer available, only two are in use.
- Financial Challenges – Complying with MOHLTC regulations and rising operating costs with minimal increases in funding, our home continues to be challenged to maintain current operations.
- Aging Infrastructure – Our home was built in 1994 and the Ministry has cited various maintenance issues during



DEPARTMENT OF HEALTH Tsiionkwanonhso:te

- their annual Resident Quality Inspections which increases the debt situation. Capital Reserves have been depleted. Roof leaks in several places, floors need to be replaced etc.
- Bad Debt - Past and Current Years total - \$114,867.58 frequently the bad debts relate to issues involving the Power of Attorney authorization.
- MCA entered into a Collective Agreement with Ontario Public Service Union Local 4102.
- Community Involvement – We continue to actively encourage community and family involvement, along with volunteers of all ages to come spend time with our residents and to assist with fundraising efforts.
- 24-Hour policy needs to be revised. Resident care depends on consistent coverage of all staff.



The Native North American Travelling College facilitated a social for staff, visitors, and residents to enjoy.



DEPARTMENT OF HEALTH Wholistic Health and Wellness

Vision Statement

“To connect people to resources and support individuals in their desire for attaining wellness and maintaining a balanced life.

“To inspire, empower, educate and facilitate individuals to achieve harmony in Mind, Body and Spirit.”

Service Accomplishments

Akwesasne and Kawehno:ke Medical Clinics

The Wholistic Health and Wellness Program-Clinics are comprised of a team of five (5) physicians, one (1) Nurse Practitioner, three (3) Registered Practical Nurses (RPN), one (1) Clinic Coordinator and three (3) Clinic Receptionists.

Physicians hold regular clinics from four (4) sites within the community. The clinics are now held in all three (3) districts of Akwesasne; both walk-in or by appointment, with hours extending into the evening to increase accessibility. The Kawehno:ke Medical Clinic is open five (5) days per week, with evening hours each Wednesday from 5pm-8pm and an additional Saturday Clinic from 9am-noon once per month.

The Akwesasne Medical Clinic at the Kanonhkwa'tsheri:io Health Facility is open five (5) days per week. Scheduled monthly are Men's Clinics, Skin Assessments, Cancer Screenings, Well Child, Diabetes, Endocrinology and Women's Clinics.

Dr. Saylor specializes in Pediatrics and works primarily in the Akwesasne Medical Clinic at the Kanonhkwa'tsheri:io Health Facility.

Dr. Horn specializes in Family Medicine. She provides her services at Kanonhkwa'tsheri:io and the Iakhihsohta Home for the Elderly.

Dr. Forson is a Family Doctor located at the Akwesasne Medical Clinic at the Kanonhkwa'tsheri:io Health Facility. Dr. Forson also provides care for our elderly at both Tsiionkwanonhso:te and Iakhihsohta Home for the Elderly.

Dr. Young specializes in Emergency Medicine MCFP (EM). He is located at the Kawehno:ke Medical Clinic on Kawehno:ke (Cornwall Island).

Dr. Levac specializes in Endocrinology and Metabolism as well as General Internal Medicine. She is available by appointment at Tsiionkwanonhso:te, the Akwesasne Medical Clinic at the Kanonhkwa'tsheri:io Health Facility, the Kawehno:ke Medical Clinic, and at the Diabetes Center Office.

Janet Brant, NP is a Primary Health Care Nurse Practitioner.

She is located at the Kawehno:ke Medical Clinic on Kawehno:ke (Cornwall Island).

Specialty Clinics include; Diabetes Clinic (in collaboration with the Akwesasne Diabetes Program), Woman's Clinic, Men's Clinic, FASD Clinic (in collaboration with the Community Health Program).

The Medical Clinics have had 12,136 primary health care visits consisting of both the Physician and the Nurse Practitioner client visits.

The Medical Clinics' 1301 referrals have been made to specialists as specific services or specialists are not available on-site. The Registered Practical Nurse and Physician have reviewed 3485 laboratory results that have been received and 4461 reports from the Cornwall Community Hospital (consisting of diagnostic testing), with 409 Emergency Room reports.

Renovations to the Physiotherapy room at Tsiionkwanonhso:te Long-Term Care was completed.

Ononhkwaon:we - Traditional Medicines Program

The Traditional Medicines Program provides our community with traditional healing services, access to healers and seers, cultural counseling, medicines and ceremonial teachings.

Emotional, physical, mental & spiritual well-being are assessed and once completed, an individualized treatment plan is developed. This plan may include such services as individual healing sessions, medicine walks, sweat lodges, cultural counseling and medicines. All services are confidential and do not require any previous experience or knowledge of traditional practices to participate. 1288 community members have accessed the Traditional Medicines Program during 2016-2017.

Community-based activities and teaching sessions including workshops have been offered throughout the year. **These activities include:**

- Staff attendance at the Great Law Recital
- The Council of Elders Retreat located at Thompson Island
- Ten Day Feast Workshop
- Longhouse 101
- Medicine Walks throughout the summer months
- Monthly Tobacco Burnings at the Kanonhkwa'tsheri:io Health Facility
- Creation Story 20 Week Education Series 75 Participants Weekly
- Akwesasne History Summit

Mental Health Program

The Wholistic Health and Wellness: Mental Health Program



DEPARTMENT OF HEALTH WHOLISTIC HEALTH AND WELLNESS

offers out-patient community mental health services.

As a community-based clinic, services are offered to a diverse age range of clients from pre-school to the elderly. Staff operate on a client-centered focus, and receive referrals from individuals themselves, family members, and external agencies. The Wholistic Health and Wellness Mental Health component provides dynamic and fluid services to the community, accounting for over 1129 client visits this fiscal year. The overall goal of the community mental health component is to continue to meet the clients mental health needs. This includes working cooperatively with addiction services, medical clinic, and traditional medicine to provide the best possible service.

Tekanikonrahwa:kon - Addictions Programs

The Wholistic Health & Wellness Addictions Program provides community-based out-patient addictions services. Addiction services are provided to ensure early identification of people who may be at risk for developing or already have a substance abuse problem. This is accomplished through the provision of screening, assessment and referral services for individuals who may be at an elevated risk for substance abuse, and may require addiction related service provision and family addiction education assistance. Screening and assessments are provided both on site and continue to be provided on Cornwall Island at our addictions office located at CIA III.

Family Recovery from Addictions, four-week educational groups, were held in each District.

The Strengthening Families initiative offers private in-home sessions for the purpose of helping families become educated and build awareness to break the cycles of addiction.

An Addictions Expo was held in March 2017 at the former IGA building. Over 150 participants attended the collaborative effort of the Wholistic Health & Wellness Program and Sewakwatho.

Many referrals are reflective of the duality of addiction and mental health. Our staff works closely with our mental health and traditional medicines teams when necessary to ensure that clients receive treatment for any concurrent disorders.

There were 297 client sessions for our Addictions Case Managers in 2016-2017. The Wholistic Health & Wellness Addictions Program maintains on-going contact with both Onentokon and Partridge House treatment facilities. Clients also can access other services as necessary. We also maintain strong working relationships with both Addictions Services of Eastern Ontario and the Saint Regis Mohawk Tribe Drug and Alcohol program.

Prevention Program

The Prevention Program of the Wholistic Health and Wellness Program provides education and awareness to the community on substance abuse, addictions, and mental health issues. These services are provided to the community through various workshops, activities, community events and in-office. The program also assists with linking families with other services provided both in the Wholistic Health Program and other programs of the Mohawk Council of Akwesasne.

Events

Akwesasne held the first Sexual Assault Awareness Walk, “Teal to Heal” community-wide event. A total of 108 community members participated. Program information tables were present to spread awareness regarding sexual assault and to provide information on program services and resources. The Teal to Heal community event is now held annually in April in Akwesasne.

Wholistic Health & Wellness Program co-hosted and participated in a Queen of Hearts community event targeted for mothers / female parental guardians. A variety of interactive activities were provided. Wholistic Health provided a positive self-talk/positive affirmation activity to the mothers in attendance. A total of 88 community members participated.

The 3rd Annual Me and My Guy Dance 2016 was hosted by the Akwesasne Coalition Committee for Community Empowerment. Our prevention unit plays an active role in delivering positive community events in a drug and alcohol free environment. Akwesasne fathers had an opportunity to show their young girls how important it is to spend time together. A total of 48 young girls and 41 fathers were in attendance.

Akwesasne Wellness Day 2016 held at the Generations Park new lacrosse box. 900 community members were in attendance.

The 4th Annual Celebrating Families of Akwesasne Event was held at the Barnhart Beach in Massena. The Prevention Unit offered a positive family-oriented activity with a beach scavenger hunt using the Mohawk language. 145 community members were in attendance.

The prevention unit hosted a Self-Injury Behavior in Youth educational workshop with a target audience of youth ages 12-18. A total of 12 youth were present.

1352 community members attended the Annual Trunk or Treat community-wide event.

The Prevention Unit organized and hosted the 4th Annual Women in Recovery event in Akwesasne at the Senior Center. The primary focus was on Akwesasne women and approaches



DEPARTMENT OF HEALTH WHOLISTIC HEALTH AND WELLNESS

to self-care and healing from addiction. There were 40 female attendees.

The Prevention Unit participated in the annual National Child's Day community event held at the St. Regis Mohawk School. Activities were geared towards alcohol prevention education, and safety prevention. For example: what to do if you find a needle at the playground, and anti-bullying education and awareness. A total of 50 youth ages 5-18 participated.

The Prevention Unit organized and hosted “A Family in Recovery.” The film maker of “The Hungry Heart”, Betsy O'Brien, related to family pain while caring for a loved one battling drug and alcohol addiction. A total of 35 community members attended.

The Prevention Unit organized and delivered a workshop facilitated by Geo Neptune from Maine, NY. The LGBTQ+ educational workshop with a focus of Two-Spirit Identify and Generational Gender Identity in the new millennium was presented to 500 students in grades 9-12.

The inaugural First Responder's Wellness clinic addressed organizational health in Trauma-Exposed Environments. The two-day conference offered service providers an opportunity to address the effects of stress & trauma in the workplace. Law Enforcement, members of the Fire Department, Ambulance, Physicians, Midwives and their spouses learned techniques to reduce stress & effects of direct and vicarious trauma in the workplace. Healers were on hand for one on one sessions, as well as group discussions.

Facilitators will provide specialized confidential and supportive care through a variety of proven and effective techniques such as:

- Traditional Teachings
- Ceremony
- Mindfulness
- Integrative Massage



Wholistic Health and Wellness were in attendance at the MCA Open Houses to share information with the community.



DEPARTMENT OF COMMUNITY AND SOCIAL SERVICES

ADMINISTRATION

Mission Statement

Celebrating Life, Improving Families.

Departmental Highlights and accomplishments

For the Department of Community and Social Services' (DCSS) Programs, it has been a very productive and successful 2016-17 year. In addition to the clients served, administration and the management team have been busy with training, developing new programming; addressing community concerns, and continually evaluating and improving our services for the children, youth and families of Akwesasne.

The departmental programs have provided activities and services ranging from summer programs, cultural camps, training, parenting and prevention programming, in addition to the three (3) community engagements. All DCSS programs participated in the three (3) MCA Open House events this past year and had great fun seeing and talking with all the community members who came out to learn about MCA services. DCSS programs took advantage during these events to ask the community for feedback on our services, specifically on how can we improve or expand services to meet or address existing service gaps or challenges. DCSS programs reviewed all the comments and have been busy with implementing many of the suggestions that were received. It is the goal of DCSS programs to increase awareness, improve access, and provide the necessary supports required by the community. So, thank you Akwesasne, for your time, feedback and participation, in helping our programs move forward and provide opportunities for growth, learning, healing and success.

As a condition of funding and licensing requirements, three (3) DCSS programs adhere to Annual Provincial Program reviews and facility inspections. Programs are expected to maintain compliance with consistent attention to files, timelines adherence, service requirements, and facility inspections by all staff. The following programs have successfully met licensing requirements and provincial standards: Akwesasne Child Care program (ACCP), Akwesasne Child and Family Services (ACFS) and Ionkwanonhsasetsi Adolescent Treatment Center (IATC). So, CONGRATULATIONS to all the staff from ACCP, ACFS and IATC on another successful year! THANK YOU ALL for your continued commitment and dedication to providing quality services to our community.

The Mohawk Council of Akwesasne and Quebec Roundtable meetings/discussions have continued throughout this year. The meetings include Valleyfield Judges and Lawyers, along with MCA's departmental staff from the Department of Justice, DCSS and Akwesasne Mohawk Police. The intent and purpose of the meetings are to increase awareness, improve relationships and resolve existing issues experienced by Akwesasne members involved in the Quebec judicial system. The meetings continue

to be valuable, solution-driven, positive in information sharing, and multi-jurisdictional focused to improve community relationships and processes.

The Department of Community and Social Services values and recognizes the strength and skills of our staff and their ability to provide the best services to our community. It is a priority of DCSS to promote life-long learning and provide the opportunities for staff to grow and enhance their skills. Therefore, training and learning for DCSS staff is an on-going strategy to expand and foster competent, capable and effective employees to deliver quality service and provide meaningful assistance to our clients and community. In an effort to support this initiative, the Department has been working diligently with Iohahiio and Carleton University to bring the Bachelor of Social Work Program to the community for the next school year. In addition, the staff from DCSS had the opportunity to attend various training sessions throughout the year.

In addition to receiving training, the programs have provided teachings and programming to the youth, children and families within the community. This includes cultural programming; cultural teachings; emergency support and assistance to families; food baskets, winter clothing, crisis interventions; educational supports and books to the families and children. As we move forward, DCSS will continue to provide children and families with programming opportunities, and training that promote resiliency, growth, well-being, education, awareness and development. Over the years, DCSS has fostered various partnerships to help service families and children in a more organized way, and we will continue to work with our partners for the betterment and healing of our community. Our goal is to strengthen our services and relationships which in turn empower our families and community through consistent communication and awareness.

Statistical Information

Total Clients Served by DCSS Services	1104
Total Crisis Calls	196
Total # of Cultural Activities	145
Total # of Participants	2,241
Total # of Prevention Activities	155
Total # of Prevention Participants	9154
Total NCBR Projects	13
Total NCBR Clients	4058
Total NCBR Families	2939



DEPARTMENT OF COMMUNITY AND SOCIAL SERVICES

IETHINISTEN:HA-AKWESASNE FAMILY WELLNESS PROGRAM

Mission Statement

The mission of Iethinisten:ha is to provide emergency and short term safe housing for victims of domestic violence, abusive situations and historical violence related trauma, through offering a culturally specific therapeutic educational healing program.

The mandate of the program is to provide educational healing services to women, men and children. There is a separate residential unit for males who are victims of domestic violence. The 24 hour information and support line is operational 365 days a year. 1-800- 480-4208. Violence is a learned behavior and the program is committed to the unlearning process.

Program Highlights and Accomplishments

The cultural therapeutic educational program is 6 weeks in duration and can be attended either residentially or non- residentially and is available to those who meet the eligibility requirements. The program has four (4) family units and one (1) accessible unit on the main floor for those who may have mobility issues. The program has eighteen (18) beds in the main building.

The Outreach Program provides long term safe housing, up to four months for women, men and children who have completed the 6 week program. The Outreach educational Educational program Program is ten (10) weeks in duration and can be attended on a residential or non- residential basis, for those that may already have safe housing. The long term long-term housing option offered through the Outreach Program and consists of 4 fully furnished 3 bedroom town house style independent units. The Outreach program Program has thirty-two beds, including six (6) that are specific to the men's unit. The Outreach Program can offer one on one domestic violence education and counseling to those who are not able or do not wish to become a resident of the in-house program. The program offers a lot of flexibility to meet the individual needs of the clients they serve.

The program received a \$303,030 grant from Indigenous Northern Affairs Canada (INAC) to implement domestic violence prevention programming within the community and to provide training to front line workers who work with victims of violence. With this grant, the program was able to host a number of events throughout the year that were well attended.

The program received \$182,127 from The the Ministry of Children and Youth Services to develop a program that promotes Family Well Being within the community. The Family Well Being program will receive an annual budget of \$332,332 to deliver services within the community. The program will be hiring three full time staff to implement the program.

The program was able to host 9 trainings for front line workers with 230 participants attending, and 14 workshops within the community with 1608 people who attended. There were 10 Cultural cultural activities with 113 people in attendance.

Some cultural and prevention events that were held:

Sexual Assault Awareness Walk with 100+ people attending;
Suicide Prevention Awareness Walk with 54 people attending;
Drum Making with 18 people in attendance;
Color Run for Youth with 300 youth in attendance;
Traditional Song, Dance with 24 people attending;
Cultural Ceremonies with 11 people attending;
Wellness Day with 700+ people attending;
Alternative Medicines Workshop with 15 people attending;
Traditional Roles and Responsibilities with 15 people attending;
Log Pounding Class with 11 people attending;
Basket Making Classes with 30 people attending;
Diva Dinner with 50 people attending;
Animal Skinning Class with 10 people attending;
Cultural Cooking Class with 20 people attending;
Cultural Medicines with 14 people attending;
Youth Culture Camp with 17 youth attending;
Purple Light Campaign with 100+ people participating;
Lesbian Gay Bi-Sexual, Transgender, Questioning Awareness Conference with 75+ people attending;
Traditional Cooking with 15 people attending;

The program was able to sponsor the Akwesasne Cultural Restoration Program, which held more than 25 various cultural teaching activities within the community.

The program held its 19th annual Celebration of Life Conference and 110 people attended daily;

The program held an anti-bullying "Pink Shirt" awareness day and 500+ people participated by wearing the shirts that the program provided.

The residential program served 21 women, 4 men and 14 children from April 1, 2016 to March 31, 2017.

The program received 89 crisis calls from April 1, 2016 to March 31, 2017.

The program has obtained a conditional grant of \$650,000 from Canada Mortgage and Housing Canada, (CMHC) to build a newer more modern facility within the next two years. The program hopes to create new positions within this new facility to accommodate additional services to the community. The program is currently seeking additional funding to cover the shortfall to build the new shelter.



DEPARTMENT OF COMMUNITY AND SOCIAL SERVICES

COMMUNITY SUPPORT PROGRAM

Program Vision, Mission & Values:

To administer non-institutional service environments to provide competent professional services to meet the needs of Akwesasne with special focus on individual responsibility, social maturity and community growth and development.

Program Goals

National Child Benefit Reinvestment Program

NCBR “Economic Hardship Funds” under the CSP have been exhausted for this past fiscal year 2016/2017. (Amount Approved\Spent: \$20,000.) (NCBR Discontinued as of 2017)

Economic Hardship Fund
Families - 29 # Children - 51
Akwasne Heating Assistance Program (AHAP)
Elder Heating Assistance Program (EHAP)

Total Approved Applicants 644
approved applicants x \$400 dollars.
= \$257,600

Total Approved Elders
358 Elder applicants x \$600 dollars
= \$214,800

Total Amount Distributed
\$472,400.00

Successes

Effective May 2, 2016 we formally began transitioning a Community Support Program (CSP) Case Manager relocation to the Akwesasne Area Management Board (AAMB). The Case Manager is responsible for intakes, assessments and referrals for social assistance clients referred to the AAMB from the CSP-DCSS. The CSP makes referrals to client support activities for social assistance clients 18 to 30 years old. The CSP has done so by creating a partnership with the AAMB, requiring those in this age category who apply for social assistance, to apply at the Akwesasne Area Management Board for an initial intake assessment appointment. This will improve access and opportunities for 18 to 30 year olds who will require employment and educational support activity. As of May 2016, the CSP and AAMB have seen 159 social assistance clients referred to the 18 to 30 initiative. (an initial ERS report is attached as a separate email to this report)

The CSP and previous Social Portfolio for DCSS informed INAC that CSP was administering our own disability support program. It was shown that we produce cost savings, and we are capable of providing better quality services for disabled clients than the Ontario Disability Support Program model. ODSP administers monthly checks only, where the MCA-CSP offers additional services and support to assist the client. We

provide yearly annual renewals to monitor and support client needs and possible options for long-term rehabilitation. ODSP has since expressed an interest in our delivery model as a best practice they may wish to adopt. At present, ODSP Case Managers have limited interaction with their disability clientele.

FNJF (First Nation’s Job Fund) Local AAMB (ASETS)

Aboriginal Skills Employment Training Strategy submitted a proposal on May 20, 2016 identifying the AAMB having an employment strategy relationship with its community social assistance (CSP-DCSS) program. Ahead of this, our 18 to 30 year old partnership between our MCA-CSP and the AAMB has already set in place a partnership to work with our youth and young adults, many of whom are on social assistance. We (CSP and AAMB) have already incorporated a partnership, and have already initiated a “Client Referral Strategy” INAC and Services Canada (ASETS) was were asking for.

The CSP-DCSS has completed work with Mohawk Government and their Trails Committee to start a “make work” project and skills training to build a trail behind the Snye Rec Center as a start-up project. This is a prelude to MCA and the Saint Regis Mohawk Tribe’s beautification and tourism projects. The FNJF (First Nations Job Fund), AAMB and CSP-DCSS Training and Job Creation Partnership was also a shared partner in this initiative.

INAC and Services Canada have targeted Akwesasne as the second phase of the First Nations Job Fund Employment Readiness project. The AAMB has been provided funding in the amount of \$101,000 in 2016 to create a 26-week training and make work project specific to CSP clients becoming employment ready. The trails project as noted above was our partnership kick-off to a continuation of this project.

The trails initiative created 9 immediate employment and training opportunities for 15 identified social assistance clients. The remaining 6 clients received other employment ready training activities in 2016. The safety, health and training component was completed and work on the trail at the Snye Recreation commenced on September 6, 2016, which concluded with a ground-breaking ceremony with Chief and Council.

Contact North, Cornwall and Our Akwesasne Workshop Committee pursued this education and training program to provide on-line learning services within the community of Akwesasne. Negotiations are now being discussed between the AEDA at the Peace Tree Mall and Contact North to open a satellite office at their location.

Our partnership pilot project for the **“Beautify Akwesasne”**



DEPARTMENT OF COMMUNITY AND SOCIAL SERVICES

COMMUNITY SUPPORT PROGRAM

campaign wrapped up December 2016. A formal report of activities is available.

The CSP received a series of plaques from the AAMB and the ABGC in 2016 for recognition in successfully working toward and creating partnerships with external agencies.

The Community Support Program-DCSS continues to contract with the Ahkwasahsne Mohawk Board of Education to provide bus transportation from Kawehno:ke and Kana:takon to the Iohahi:io Adult Education Center in Tsi Snaihne, which will continue into the 2017/2018 school year, and hopefully beyond.

The Community Support Program-DCSS continues to provide funding to Iohahi:io Adult Education for adult learners and a hot-lunch program called “Lunch for Learners.” Students are assured a good hot meal if they otherwise are unable to afford a lunch during their studies.

Six of our ten existing CSP staff are former social assistance clients of our program. This is worth mentioning, as each of them brings experience, knowledge, compassion and due diligence with their daily interaction with clients.

Client Statistics

Monthly Averages:

The 2016-2017 fiscal year is realizing a moderate decrease of client numbers due to impacts of enhanced programs and service delivery under education and employment. Increased partnership activity with programs such as Iohahi:io, AAMB, AERC and AMBE is having a positive effect in serving the needs of our client population who are ending up transitioning into education and training programs at an accelerated pace.

	2012	2013	2014	2015	2016
April	572	658	810	869	807
May	637	727	728	875	782
June	648	749	863	911	804
July	664	751	862	836	784
August	679	730	853	935	796
Sept.	648	692	838	837	741
Oct	664	683	837	842	730
Nov	663	694	833	812	706
Dec	632	712	1058	832	649
Jan	630	746	867	821	676
Feb	570	752	884	821	662
March	655	777	912	802	651

Totals: (Monthly averages do not remain constant, and fluctuate many and varied reasons. From April 2015 to March 2016 active client numbers have somewhat stabilized from last year, averaging from 802 clients served to 935 clients served each month)



The ground-breaking ceremony with individuals that made the trails initiative possible at the Tsi Snaihne Recreation.



DEPARTMENT OF COMMUNITY AND SOCIAL SERVICES

IONKWANONHSASETSI-ADOLESCENT TREATMENT CENTER

Program Updates and Developments

Ionkwanonhsaseti is rooted in the philosophy of the Mohawk and First Nation's culture and has a deep respect for the Seventh Generation way of thinking. This is viewing adolescent dysfunctional behavior as correctable when accepting ones understanding of who, what, where, and why we are. Healing our feelings, understanding the reality of our survival, growing within structure, and reaching for our spiritual life, are integrated into our Seventh Generation thinking. In this approach, it is important to understand our actions affect all our community and the generations to come.

Ionkwanonhsaseti Adolescent Treatment Center (IATC) provides a supportive homelike environment focused on therapeutic healing through the promotion of cultural and traditional teaching practices to adolescents aged 13 to 18 and their families. The program strives to strengthen our families and create a healthy community that's drug free.

During the 2016-2017 fiscal years, the Cree Board of Health and Social Services of James Bay (CBHSSJB) suspended their emergency bed to take a look at other tendering options. The interim Executive Director and a Cree delegation had the opportunity to tour our facility and to meet DCSS Director and the Portfolio Chief. During this fiscal year, the IATC generated \$374,190.00 in revenue. After the visit, Mr. St-Amour was very pleased with our services and granted us a two-year contract to continue our partnership where the maximum total amount for securing 3 beds and 1 emergency bed does not exceed \$466,666.67.

The IATC has qualified trained personnel whose teamwork reflects our successes.

The IATC assisted 11 families seeking program services and addiction information. The IATC worked individually with

these families and provided information and services to assist in the well-being of those seeking help.

The IATC received 11 calls from First Nation/Community members seeking assistance for Addiction Services resulting in 3 admissions.

The IATC ensures that we have the qualified personnel in the treatment center. We are pleased to have four staff employees accredited by Canadian Certified Addiction Counselors (CCAC). They were all successful in submitting their qualifications to the Canadian Addiction Counsellors Certification Federation (CACCF). The CACCF promotes, certifies and monitors the competency of addictions specific counselors in Canada using current and effective practices which are internationally recognized.

The Ionkwanonhsaseti Adolescent Treatment Center participated in MCA activities promoting our services to the community. The MCA offered open house events in the districts of Tsi Snaihne, Kana:takon, and Kawehno:ke. All programs within the Department of Community and Social Services (DCSS) attended these open houses with all other MCA programs. The DCSS had started an annual snowsuit drive in the past years and during that time, DCSS programs were able to purchase snowsuits for community members in need. DCSS participated by having their programs available and to provide information to the community regarding our services. We were able to reach out to community members with great success. Based on our successes, the MCA coordinated open houses in all districts with all MCA programs participating. We hope that this will become an annual event based on the turn out from the community.



The Ionkwanonhsaseti Adolescent Treatment Center (IATC) provides a supportive homelike environment.



DEPARTMENT OF COMMUNITY AND SOCIAL SERVICES

AKWESASNE CHILD CARE PROGRAM

Mission Statement

To inspire early learning by providing children with opportunities for growth and development in a professional and culturally appropriate setting within the three districts of Akwesasne.

Highlights and Accomplishments

We continue to be licensed with minimal conditions and our Registered Early Child Educator (RECE) team successfully worked through the new changes and standards and the change in the Child Care and Early Years Act. The Akwesasne Child Care program Program is leading the way in developing child directed learning and many neighboring centers have requested a visit to observe our child directed curriculum.

“Emergent pedagogies” are observed in all of our classrooms. The “learn through play” and “child lead” philosophies are engrained within the learning day. Documentation of learning is promoted through individual learning stories which highlight each child's learning. Each child is viewed as capable, competent and rich in potential. Our RECEs are enhancing their portfolios and becoming pedagogical leaders while developing their learning environment based on each child's interest.

Family engagement and parent support is an area we are expanding into, especially in the area of potty training and language development. RECES are working towards enhanced communication with parents and assisting them through the challenges and frustrations of potty training. Resources are provided and tools shared to ensure the success of the child.

The “Tota” program continues to be a success as it supports our language efforts in all three centers, and has become a staple of the learning day. Mohawk words can be seen within the centers to promote oral language and also enhance literacy.

Early literacy has emerged to promote language, learning, and networking. We have been diligently working on story walks, book exchanges, and promoting reading at home across the program. A book mobile is also in the works across the department to promote literacy and community services within Akwesasne.

Cultural awareness also emerged as a new initiative this year as we have been promoting language, social songs, singing and foods within the center. It was noted that we need to enhance our RECE's knowledge on Akwesasne and its history. We have been having professional conversations and surveying staff and parents to determine needs. Feedback has been positive. In addition to learning the Mohawk language, the request has been made to learn how to cook traditional meals, to learn social dances and ceremonies, and simply visit the longhouse.

ACCP has also continued its networking and sharing resources working within the area, region and province. It has proven to be such aa great opportunity to support one another, improve programming, and also provides the chance for our staff to assist other first First Nnations.

Challenges

Two waves of new changes in licensing and another new Program Advisor.

Financial constraints are also a challenge that we continuously work on to keep the parent fees low.

The Kana:takon center Centre is in need of a preschool room to continue expanded services.

Staffing on leave and communication and consistency across three centers.

Goals

- Update ACCP policies with new Ministry changes.
- Promote literacy program and Early Development Instrument(EDI) within Schools centres.
- Secure additional funding to offer more permanent positions.
- Reestablish Kana:takon Centre with classrooms and staff.
- Establish a web page and new billing system.
- Create cultural awareness initiatives with children, families and staff.

Statistical Information

Average Daily Enrollment: 92 children.

Ages of Children Served: 3months – 6years

Average Age of Child: 2 years

Families Served AnnuallyAnnually: 153

Special Needs Assisted: 4

Referrals Made: 4

Serious OccurancesOccurrences: 23

SO Resolved: 23

Nippissing Developmental Screens Completed: 107.



DEPARTMENT OF COMMUNITY AND SOCIAL SERVICES

AKWESASNE CHILD AND FAMILY SERVICES

Mission Statement

We care, trust and believe in the strength of Akwesasne.

Mandate

As a fully designated Child Protection Agency, we are committed to promoting the best interests, protection and well-being of children.

Program Highlights and Accomplishments

On April 26, 2016, Akwesasne Child and Family Services and the Children's Aid Society of Stormont, Dundas and Glengarry Counties signed a revised working protocol that outlines how each agency will work in partnership together for the sharing, transfer or supervision of files of Akwesasne families that reside in either jurisdiction.

In May 2016, ACFS underwent their annual Foster-care Licensing Review. On May 31, 2016 ACFS' license to provide residential care (to approve and license foster-homes) was renewed by the Ministry of Children and Youth Services.

In May 2016, ACFS held their first "high risk" meeting. High risk files were identified and discussed with all assigned staff and the entire supervisory team with the intent of minimizing risk by increasing awareness of the file and by the team collectively brainstorming possible solutions to issues. This forum helped staff feel supported by management and to understand difficult issues should not be handled in isolation.

In May 2016, ACFS conducted registration for a six-week summer program for children between the ages of 6-12 years. All 60 spots were filled and a waiting list was created. The program was held during July and August. ACFS Community Support Workers, Traditional Support Workers and Case Aides coordinated this program, along with assistance from six summer students. ACFS received positive feedback from parents and participants of the program.

ACFS co-sponsored the Akwesasne Area Management College Prep program by assisting with covering some costs of this program, for the second year.

ACFS selected four male youth in care to attend the OACAS 4th Annual Indigenous Youth in Care Gathering in Bark Lake Leadership Center in Irondale, Ontario. Two ACFS staff transported and chaperoned the youth during the three-day cultural camp. ACFS purchased camping supplies for these youth to keep after their trip.

ACFS received increased prevention funding from Indigenous and Northern Affairs Canada (INAC) and the Ministry of Community and Youth Services (MCYS) – Ontario Indigenous Child and Youth Strategy (OICYS). Plans were developed for

increased programming and services that will utilize these funds.

ACFS and the Akwesasne Family Wellness Program (AFWP) identified a house for sale on Whoville Road in Tsi Snaihne. ACFS and the AFWP will partner in the purchase and renovation of the residence in order to meet serve ACFS programming/food pantry and AFWP outreach service needs.

ACFS assisted with support for the Tsi Snaihne Walking Trail project in the amount of \$10,000. This walking trail promotes a healthy lifestyle for children and families.

ACFS purchased 45 bookbags and supplies for children identified as in need. The intent was to ensure that all children ACFS is involved with have the same opportunity and resources as other children do. ACFS also wanted to eliminate the use by our program on community businesses that collect donations for children in need to allow those businesses to serve community members who are not clients of ACFS.

ACFS sponsored Rock and Skate events to be held at the A'nowara'ko:wa Arena in October 2016 to February 2017, as well as their Halloween Party, National Child's Day and New Year's Eve Rock and Skate events. The sponsorship included the cost of DJ services, door prizes and decorations (at the larger events).

In October 2016, a Ministry of Children and Youth Services MCYS Crown Ward review team was onsite to conduct ACFS' second annual Crown Ward Review. Since ACFS only had four Crown Ward files, the entrance meeting, review and exit meeting were all conducted within the same day. The results of the review demonstrated a marked improvement from their first annual review. ACFS staff were very happy with these results as they worked hard to make improvements to data collection and service delivery to their Crown Wards as recommended in the previous review.

ACFS, the Department of Community and Social Services and the Department of Justice staff were invited to a meeting with Quebec judges and lawyers in Valleyfield, Quebec. A tour of the renovated court house and an overview of expanded services were provided. This marked the start to an improved working relationship and future collaboration between Akwesasne and the Quebec youth and criminal court system.

In October 2016, ACFS learned through Indigenous and Northern Affairs Canada (INAC) representatives from INAC Ontario and INAC Quebec that INAC resolved negotiations with the foster-parent union in Quebec in terms of foster-care compensation rates. Retroactive payments were made to all foster-parents in Quebec regardless if they were unionized or not, with the exception of Akwesasne. INAC agreed to provide revised compensation scales and ACFS agreed to share infor-



DEPARTMENT OF COMMUNITY AND SOCIAL SERVICES

AKWESASNE CHILD AND FAMILY SERVICES

mation on the number of foster-parents that provided care for a Quebec child in care and the ACFS foster-care compensation rates paid to determine what retroactive payments may be due to them.

ACFS staff selected four children to participate in "Dreams Take Flight" with the Montreal chapter in November 2016. These four children along with other children from Quebec were flown to Walt Disney World for the day in an all-expense paid trip. The Dreams Take Flight is a non-profit volunteer organization that provides eligible children with a once in a lifetime opportunity. ACFS assisted the parents of the children selected in completing the documentation requirements, transporting family members to all required meetings including the day of the trip. Two MCA district chiefs – Chief April Adams-Phillips and Chief Troy Thompson were present for the children's departure for their trip to Walt Disney World in Orlando, Florida. The initiative was made possible through the generosity of the Mohawk Council of Kahnawake Chiefs who extended the invitation for Akwesasne to participate in this opportunity.

In January 2017, the Department of Technical Services (DTS) provided preliminary drawings for the renovation of the house on Whoville Rd in Tsi Snaihne that would be purchased and used by ACFS and AFWP for programming and outreach services.

ACFS with cooperation from the Akwesasne Child Care Program (ACCP) has identified plans to purchase a customized book mobile for the community. The book mobile will serve a number of functions: promote literacy among children and the community, increase outreach services by promoting information about program services, establishing a parent resource library of self-help books, distributing non-perishable food items (as needed) and building a connection with community members. Features, sizing, supplier and pricing of book mobiles are being explored. The bookmobile will be purchased within the next fiscal year.

In February 2017, the second class of the Youth Business Group held their graduation. Three youth completed the program. This program was sponsored by ACFS in partnership with Economic Development and the Akwesasne Chamber of Commerce. On average six youth participated in this program, with sessions offered monthly.

In March 2017, ACFS held a parenting conference at the Akwesasne Mohawk Casino for the community. The theme of the conference was resiliency. 75 community members attended the event. ACFS received positive feedback in regards to the speakers and their presentations.

ACFS services extend beyond child protection. This past fiscal year assistance was provided to over 67 clients or families that were aimed at preventing the child's admission into ACFS care

and to support the family unit. Items purchased or assistance provided include (but are not limited to): emergency food, crib, mattress, bedding, diapers, clothing, household items, snowsuits, boots, hats, driver's license fees, birth certificate replacement, Green Food bags, Criminal Reference Check fee reimbursement, Electric bill payment, beds, mattresses, school clothing, play therapy costs, furniture, food for family visits, gas cards, car seats, prescriptions, hospital parking fees, hotel fees, gym memberships, books, massage sessions, school supplies, Christmas gifts, hygiene products and bikes

Beginning last fiscal year, ACFS purchased non-perishable food items and created emergency food baskets to have within the office at all times, to give to clients or families when needed. This initiative continued this year and at least 14 boxes were distributed to families in need (6 in Ontario and 8 in Quebec).

In the winter, ACFS purchased boots, jackets and/or ski pants for 44 children who were identified as in need.

ACFS provides age appropriate books and puzzles to all children in care, to promote early literacy and educational success. These books and puzzles are distributed throughout the year. This past year approximately 194 books and 97 puzzles were distributed.

As part of their appreciation to their foster-parents, ACFS provided foster-parents with gift baskets (that included DVDs, snacks, games and crafts supplies) and gift certificates to attend the McMaze Farm for Foster Care Week in October 2016. Families had activities to do each day of the week. This was in addition to gift certificates for foster-mothers to attend a local spa on Mother's Day, gift certificates for vehicle detailing for foster-fathers on Father's Day and gift certificates at Christmas for a Christmas Dinner.

Full-time staff: 38 (8 vacant positions at year-end)
New child protections investigations: 114 (52 in Ontario, 62 in Quebec)
New admissions of children into care: 10 (8 in Ontario, 2 in Quebec)
Children discharged from care: 12 (1 in Ontario, 11 in Quebec)
Children in Care (at year-end): 18 (13 in Ontario, 5 in Quebec*) *1 child returned home during March 2017
Placement Type: 16 in Family Based Care, 2 in Group Care
Active Foster Homes: 18
Active Adoptive Homes: 4
Completed Adoptions: 0
Prevention programming delivered: 141
Total participants: 7,546
Cultural programming delivered: 135
Total participants: 2,128



DEPARTMENT OF TECHNICAL SERVICES

ADMINISTRATION

Mission Statement

The Department of Technical Services will provide professional project delivery service to the Mohawk Council of Akwesasne in the planning, design, construction and maintenance of all community buildings and infrastructure. This service will be delivered according to policies and directives of the Organization.

Strategic Goals

- To provide safe drinking water to all residents within the community.
- To effectively manage MCA's Capital Planning Process.
- To provide Project Management services for all capital projects.
- To continue with lobbying strategies to seek funding from various sources for the provision of Community Infrastructure as identified in the 20-year Capital Plan and 10-year Nation Building Capital Investment Strategy.
- To provide direction to the Mohawk Council of Akwesasne's Community Building Maintenance Programs, Water & Wastewater Operations and the Roads Program.
- To continue to seek funds from various funding sources to provide for the proper maintenance of existing infrastructure.
- To exercise jurisdiction over the implementation of Water & Wastewater Management standards and regulations.
- To continue to build the capacity of Akwesasne's workforce and foster the self-reliance of our people in the construction industry.
- To continue to provide the opportunities to expand the inventory of professionals in the Architectural and Engineering Fields.

Program highlights and accomplishments

The following are Projects that the Department of Technical Services has been working on in 2016/2017 Fiscal Year:

Road Reconstruction

The Buckshot Road detailed design was completed and funding applications submitted. Funding approval was received in March 2017 to proceed with construction.

The Park Street and Hilltop Drive design phase remains incomplete as further investigations are required to determine if sidewalks can be accommodated as part of the project. Additional easements are required in order to achieve this. These efforts will be on-going into the New Year.

Road Equipment Purchase

The 2001 single axle plow truck was replaced with a new tandem (double axle) plow truck. This important purchase was made to continue to provide an acceptable level of service in winter maintenance and other program tasks.

James E. Memorial Road Waterline Extension

Water supply services were extended to the end of James E. Road to support housing development. A one-year warranty inspection will take place in Fall 2017.

Kahnonkwatsheri:io First Floor Renovations

The Detailed Design Phase of this project is complete. Funding applications have been made to the Ministry of Health and Long Term Care (MOHLTC) and Health Canada. Currently waiting for funding approval from MOHLTC.

Tsi Snaihne School Subdivision Treatment Plant

The Project Funding Submission was resubmitted to Indigenous and Northern Affairs Canada (INAC). Extensive lobbying efforts took place throughout the year.

First Nations Infrastructure Investment Plan (FNIIP)

The FNIIP as well as the Project Description forms have been submitted to INAC. The plans identify all of Akwesasne's priority Community Infrastructure Projects.

Family Wellness Conceptual Design Study

Conceptual Design was completed for a new Family Wellness Center. Funding to proceed to detailed design is being requested by the Department of Community and Social Services.

Hamilton Island Bridge Replacement Project:

Preliminary Design Study of the Bridge replacement project was initiated this year. The study identified that additional road access is required on the mainland. Negotiations to obtain additional access have taken place and the Purchase Agreement is being completed. Preliminary Design will now be completed as well as the detailed design.

Ontario First Nations Technical Services Corporation (OFNTSC)

Throughout the year the Director of Technical Services has been a member of the Executive Committee of the Ontario First Nations Technical Services Corporation (OFNTSC). This involvement gives the Department of Technical Services an opportunity to be exposed to the Regional Forum of policies and initiatives that impact Akwesasne. The involvement allows Akwesasne to influence Aboriginal Affairs and Northern Development Canada Policies and Procedures as well as funding allocations.

Some of the priority areas the director advocates for are:

- Operation and maintenance funding levels.
- Safe Drinking Water Regulations for First Nations in Ontario.
- Source Water protection planning.



DEPARTMENT OF TECHNICAL SERVICES

ADMINISTRATION

As a result Akwesasne benefits directly and indirectly.

Capital Management

The First Nations Infrastructure Investment Plan (FNIIP), as well as the Project Description forms, has been submitted to Reports Ontario. Monthly progress reports for Proposal Driven Projects are submitted to Reports Ontario.

Lobbying Strategies

Efforts continue to implement strategies to access additional funding for infrastructure projects. Funding applications to various federal and provincial departments and ministries have been made throughout the year with the hopes of receiving approvals in the new year. Funding applications are focused on new infrastructure projects as well as repairing and retrofitting existing infrastructure, such as water and wastewater plants, roads and community building renovations.

Infrastructure Maintenance

Core Capital Dollars were allocated to the Department of Technical Services Maintenance Programs. The allocation of funds is meant to support Maintenance Management and the general operations and maintenance of all MCA community buildings. In addition to program funds where available, the Core Capital funds were utilized to undertake numerous Health and Safety related building repair projects.

Problem Areas:

The most significant challenge over the past year is the lack of funding. The department is constantly required to cut budgets but maintain Level of Service Standards. Reduced government funding for the operation and maintenance of the community's infrastructure is having a significant impact on already inadequate budgets. The organization is having major difficulty off-setting funding shortfalls. Building repairs and replacements are being shifted to future years which will have an impact on building and infrastructure life expectancy.

Capital funding cut backs are also a huge challenge. The lack of government funding for Capital prevents Akwesasne from building new infrastructure required to sustain the community government. Funding is more and more dependent on "Own Source Revenues".

More lobbying efforts are required to allow tender ready projects to proceed and progress other priority projects such as community building replacements.



The Department of Technical Services attended the MCA Open Houses in December 2017 to provide information to the community of Akwesasne.



DEPARTMENT OF TECHNICAL SERVICES

BUILDING AND MAINTENANCE OPERATIONS

Program Vision, Mission, Values

To develop and implement a strategy based maintenance plan incorporating preventive and predictive activities that are subject to continual improvement and linked to the Department Vision; implement a means in which we can effectively operate and maintain the assets we have today; develop a process to ensure effective funding is in place to realize and maintain the infrastructure we have today and for the future.

To effectively oversee the operation and maintenance of the approximately 520,000 square feet of floor space within MCA operations and to direct and affect effective repairs consistent to current standards that apply.

Building Maintenance Management Operations Program

Responsible, Operations and Maintenance oversight of MCA Facilities and structures, 57 Assets

1 Senior Maintenance Manager

Program Staff;

Ahkwasasne Mohawk Board of Education Building Maintenance Manager,

Department of Health and Community and Social Services Building Maintenance Manager

1 Skilled Trade, Construction

1 Certified Staff Electrician

1 Computerized Maintenance Management Systems Coordinator

1 Administrative Assistant

1 Caretaker Admin Operations Kana:takon

1 Head Caretaker Admin Operations Kawehno:ke

Provided oversight and direction to maintenance managers and head caretakers under administration operations and the forty full time staff members, one, skilled tradesman, one electrician as well as operational support staff members for Computerized Maintenance Management and administrative assistant positions. Total of forty-seven full time staff members serving 57 different assets and facilities within the community. It is noted that in May of 2016 one manager under admin operations left MCA operations and the position has not been back filled.

Goals and Objectives

- To ensure our Computerized Maintenance Management System is fully operational in all areas of maintenance.
- Continued to maintain oversight of all assigned maintenance programs and ensure we realize the intent and effectiveness of the maintenance program, staff and to coordinate, deal with and address pertinent issues that may arise.
- Ensure Maintenances Management Service Agreements are consistently applied as established for each department director. Perform regular review of the document in

coordination with managers, directors and maintenance personnel responsive to the program being served.

- Refusal of contractors to come and work within the community and in particular the Kana:takon and Tsi Snaihne districts continues. Many contractors have refused to come to Akwesasne in general due to the hardships and lost time and production while having to travel through the border.

Special projects

Reconstruction of our Computerized Maintenance Management System (CMMS) Program in house utilizing MCA IT Personnel, local MCA Server. MCA IT identified service providers who were able to assist in decompiling the program so that we as MCA can manipulate the program and preform repairs as needed for the program.

- Asset Condition Reporting System.
- Arena Pavilion project.
- Actively developed Operation and Maintenance plans and budget projections in consultation with the Maintenance Managers and support staff for all assets we are responsive to.
- AMPS lower flat roof replacement project.
- Submitted Standard Operating Procedure documents for consideration, Inclement Weather, Building Security as well as suggestions/recommendations on Human Resource document reviews.
- AMS School Heating Ventilation and Air Conditioning grant for design was submitted and notification of approval confirmed in February 2017. Design commenced in March 2017 with anticipated completion of design only in July 2017.
- Coordinated the AMS school LED lighting project retro fits. Project included changing out all of the older fluorescent light fixtures and replacing with high efficiency low power use LED fixtures. Project competed with demonstrated hydro cost reduction estimated to be \$1500 per month.
- Fuel tank inspection program for all systems scheduled, focus on Kana:takon School underground storage tank project with intent to remove and replace with above ground tank system. Pending funding approval.
- Submitted application under Canada 150 project for replacing all refrigeration system equipment for the Arena. Submission was approved in February 2017, project delayed while waiting on balance of funding approval from other sources. Submitted to AEDF program for balance of funding, waiting on decision.
- Submitted funding requests under Canada 150, as well as Akwesasne Community Grants Program for Solid Waste, Building Maintenance Operations, and assisted in submissions for Roads operations Grader replacement and Water, Waste Water Systems Operation and Maintenance program.



DEPARTMENT OF TECHNICAL SERVICES

BUILDING AND MAINTENANCE OPERATIONS

- Submitted with Iohahio a request for funding to replace HVAC equipment and Roof system. Ontario 150 Community Grants Program under Ministry of Training, Colleges and University, Aboriginal initiatives. No response by year end.

The Department of Education Maintenance

Responsible Floor Space of 12,563 sq. meters (135,178 sq. ft) in 10 Assets

- The head caretakers are overall responsible maintenance persons who are on site at their respective schools. They are tasked with taking control of the facilities and ensuring complete and consistent operation throughout the year.
- During the summer months when the school operations were closed, the three schools were sanitized, cleaned and priority areas were painted. Additional duties include, floors to be stripped, cleaned, re-waxed and resealed. HVAC systems were cleaned and tested including boiler systems service and repairs.
- Several minor projects completed throughout the year at all three sites. Larger tasks of operation and maintenance towards HVAC equipment service and repairs. Kana:takon School fuel tank replacement project is ready to go once funding is committed.
- Overall operations were consistent with prior years; no exception again in that this year again all of MCA experienced an extended winter season. Heating fuel and propane cost remained relatively stable with slight impact on projected budget expectations.
- Kana:takon School had major replacement service needed on HVAC equipment, more than normal as it included the humidifier systems also.
- Replaced flooring in three main office areas and board room of the Ahkwasasne Mohawk Board of Education office as well as painted.
- Community Health Program and the Environmental Health Officer assist regularly and coordinate cleaning programs as may be directed when there are high illness rates in school related to cold/flu seasonal events. Additional staff and cleaning programs are initiated at this time.

The Administration Building Maintenance services

Responsible Floor Space 13,769 sq. meters (148,154 sq. ft.) in 29 Assets.

- The Administration Building Maintenance Program oversees operation and maintenance at 29 different facilities in Kana:takon, Kawehno:ke, and until this fiscal year, sites on Hamilton and Stanley Island. As of May 2015 there is no active maintenance manager in this position.
- There are two district areas where this program is utilized: Kawehno:ke Administration Complex CIA 2,3, CIA Roads buildings, Environment and Hamilton Island. The second

operation is in the Kana:takon district: all MCA Admin facilities, DTS Maintenance Shop, Roads, Akwesasne Mohawk Police Services and substation.

- Many small projects were completed with the main projects pending funding approval. DTS is recommending changing several oil fired heating systems to high efficiency propane systems to reduce environmental risk and liability, to reduce insurance cost, as well as make it easier to get licensed contractors to service the equipment. Many contractors are going away from oil heating systems due mainly to insurance and liability coverage issues.
- In general, our tasks were to arrest and prevent deterioration of the existing assets that may be demolished in the coming year, with our main goal to ensure the building and systems are fully operational and functioning at all times.
- No major projects started for administration assets, as it has been determined MCA will be focusing on construction of a new facility in the coming years. Hamilton Island facility was demolished this year; Stanley Island cabins are now under Department of Tehotiennawakon operation as they have a seasonal carpenter on staff now.
- AMPS lower flat roof contract was awarded in September 2016, but contractor did not start due to delays and inclement weather. Spring 2017 project to be completed. AMPS also had one of the roof top HVAC systems replaced with a new high efficiency unit.
- Peace Tree Trade Center had one roof top HVAC unit replaced with a new electric heat system, with a higher efficient unit as compared to the old units.
- Removed two fuel tank and oil fired heating systems, replaced with high efficient propane fired systems, CIA Roads Garage area and the DTS Maintenance shop office area were done.
- Admin 3 had the upper level floors replaced, as well as other general minor repairs.

The Department of Health and Social Services Maintenance services

Responsible Floor space, 22,044 sq. meters (237,193 sq. ft.) in 17 Assets.

- Siding project for the Snye Recreation was completed with assistance from Akwesasne Area Management Board employees who were brought on for work experience. The team moved on to also complete the siding replacement projects on Kawehno:ke.
- Health Facility had all of the older roofing shingles replaced under a one-time maintenance funding agreement through DCSS funding agent. This also included funding for the AITC siding project and new flooring for the site.
- Two of the older air handling units were replaced at the arena with smaller more efficient units. These two units can now be serviced by local technicians rather than



DEPARTMENT OF TECHNICAL SERVICES

BUILDING AND MAINTENANCE OPERATIONS

- having one come from Ottawa each time they need service. DTS is planning for two more units to be replaced in the new FY, pending funding availability.
- A number of sites had existing lighting systems changed out to LED lighting systems to assist in energy efficiency,
- more work planned for the new FY.
- Arena pavilion project was completed in FY 15-16, with substantial completion noted in April of 2017.

ROADS PROGRAM

Mission Statement

The Roads Program will provide continual service to all community roadways, streets and related infrastructure within the Territory of Akwesasne. This will be completed according to established policies, procedures and directives and by utilizing the best available equipment, materials and methods, in order to ensure the safety of those who utilize our roadways.

The main goals of the Roads Program are to provide maintenance services to over 50 km of roadway, both gravel and asphalt surface, in Tsi Snaihne, Kana:takon, and Kawehno:ke; to maintain adequate surface water drainage from roads and streets; to maintain three bridge crossing structures; and to participate in the completion of and provide oversight to roads related capital projects, coordinated by the Department of Technical Services.

Maintenance Tasks

Maintenance of asphalt surface roadways: Roads Program staff completed regular inspections of asphalt roadways to determine areas in need of maintenance. Tasks included patching of potholes, spot resurfacing, sweeping of curbsides and intersections, crack sealing, line painting and pavement markings, etc.

Maintenance of gravel surface roadways: Roads program staff completed regular inspections of gravel surface roadways, to determine areas in need of maintenance. Tasks included grading/shaping of road surface, installation of granular material on roadway, application of liquid and/or flake dust suppressant, etc.

Winter Roadway Maintenance: Manufactured sand was pre-treated with a 20% liquid magnesium chloride solution and stockpiled indoors, to prevent freezing of the material. Weather conditions were continually monitored throughout the winter months, to determine if winter maintenance was required. Tasks included: plowing of snow from roads and streets, sanding/salting of roadways, clearing of parking areas, snow removal from curbsides and sidewalks, etc. Maintenance this winter season was particularly difficult compared to previous years, as the region endured more ice than snow accumulation due to the changing climate. This change resulted in program staff working more overtime hours and using much more de-icing material, in order to achieve acceptable driving

conditions. The program also brought on an additional snow plow operator for the winter season as an emergency hire, in an effort to address community concerns regarding the timeliness of winter road maintenance operations. Overall, it is believed that the program was successful in fulfilling its mandate in meeting minimum maintenance standards and keeping the roads and streets safe for the community.

The program's Winter Maintenance Policy and Procedures document was revised this year, to include statements regarding rural route mailboxes and sidewalks, which address the program's responsibilities for each. The policy was distributed to those who attended the community open house sessions held in each district this year. This document can be found on the MCA website.

Roadside Maintenance

Grass and weeds were cut along roadsides and at intersections, in order to maintain sight distances for motorists. Drainage ditches were cleaned as required and were kept cut, in order to ensure the free flow of surface water runoff. Driveway culverts were installed for property owners who required access from the roadway. Curbsides and catch basins were cleaned, in order to maintain drainage on streets. Street lights were inspected and repaired as required, to maintain visibility at night. Guide rails were inspected regularly, grass and weeds were kept cut around guide rails and bridge approaches. Damages to guide rails were reported to the AMPS for possible third party billing for repairs. Road signs, speed limit signs road/street name signs were inspected, installed or repaired as required, as a result of accidents, vandalism, etc.

Bridge Maintenance

Bridge crossings were swept and flushed with water, in order to remove dirt, salt and sand that had accumulated over the winter months. Grass and weeds were cut along approaches and guide rails, in order to maintain visibility. Crossings on the Quebec portion were inspected by Ministry of Transportation Quebec (MTQ) engineers, who made recommendations for any required maintenance and/or repairs to the bridge structures. Repairs were completed on the Hamilton Island crossing as recommended in a study completed by Keystone Bridge Management, Ltd., as an interim measure, to prevent the premature failure of the crossing until such time as the structure can be replaced. The structure was load-tested and it was determined that the crossing should have a posted weight limit of twenty (20) tonnes.



DEPARTMENT OF TECHNICAL SERVICES

ROADS PROGRAM

Equipment Maintenance

Roads Program staff completed regular, routine maintenance on vehicles and equipment utilized by the program. Tasks included cleaning and washing, performing pre-trip inspections, checking fluids, belts and hoses, lubricating chassis and moving parts, identifying problems or defects and reporting them, in order for repairs to be completed by a qualified repair facility. Safety inspections and emission tests were completed, in accordance with MTO guidelines.

Assistance to other departments

Program staff provided assistance to other programs/departments within the organization, by lending technical advice, assisting with the operation of equipment and addressing requests for assistance in a timely fashion, whenever possible.

Community Requests

The Roads Program receives many requests for assistance directly from community members, groups or outside organizations. In each instance, every attempt is made to address the request promptly, by providing assistance where possible, offering technical advice or support, suggesting alternative solutions, or referring the request to the proper department/program within the organization.

Other Accomplishments

The Roads Program staff worked with staff and equipment from both Lazore's Construction and Jock's Excavation on the annual drainage improvement project. The work took place on Harbour, Buckshot and Island roads, all on Kawehno:ke, as well as James Lazore Road in Tsi Snaihne. Roadside ditches were installed, driveway culverts were replaced and entrances restored, and vegetation was planted to stabilize the ditchlines.

Challenges

Limited Staffing

The number of full time program staff was reduced in December 2015 from seven (7) to six (6) including the program manager and crew foreman. In an attempt to reduce the program's operating deficit, it was agreed at the time not to fill the vacant position on a trial basis, to determine whether the reduction in full time staff would adversely affect the ability of the program to meet its operational requirements. Since that time however, the program has struggled to continually maintain acceptable levels of service delivery to the community. Scheduling of vacation leave has become difficult, as it further reduces the number of staff at work through the summer months. Budget deficit aside, it is felt the program needs to fill the position vacated in 2015 on a full-time basis, in order to continually provide acceptable levels of service to the community.

Community Expectations

Over the past few years, the community has raised concerns about road conditions during the winter months. Unfortunately, the program does not maintain 24-hour winter operations. Provincial and Federal laws restrict the number of hours a road maintenance operator may work in a weekly cycle and, while the limit may not always be reached, the community's demand for enhanced service may require that an additional shift of six (6) workers be hired on a seasonal basis, in order to provide 24 hour winter maintenance services to the community.

Climate Change

This topic has been causing serious concern for the program. Over the past three years, the region has experienced changes in the temperature through the winter season, as well as the type of winter precipitation. The warmer temperatures result in much more ice/freezing rain than snow accumulation, which requires additional material and man-hours to deal with, and this costs money. The Association of Ontario Road Supervisors have been discussing the issue of climate change and are actively seeking alternative methods and materials for use in combating the changes in precipitation, in order to ensure safe roadways during the winter months.

Abnormal weather changes cause an issue with roadways and the expansion of water beneath, creating cracks and potholes. While crack sealing is a proven method of slowing the deterioration of asphalt roads, it is not a fix all solution. There are many roads in Akwesasne that have deteriorated beyond the point where traditional maintenance methods are effective. These roads require repaving/reconstruction, which the program does not do. While paving and construction of roads is a very costly undertaking, it is one that is absolutely necessary for the well-being of the community. Alternative solutions or funding/financing options must be actively pursued, in order to bring the existing road network up to acceptable standards.

Goals for the upcoming year

The program will strive to continue to encourage and practice teambuilding exercises and techniques within the program staff, and to continue with training and skills development plans, all of which will enhance the ability of the program to complete work tasks and deliver services to the community in an effective, efficient manner.



DEPARTMENT OF TECHNICAL SERVICES

WATER AND WASTEWATER INFRASTRUCTURE

The Water and Wastewater Infrastructure Program is part of the Department of Technical Services. This program provides safe and healthy water and wastewater services to Akwesasne by continually improving the operations and maintenance of the water and wastewater systems.

Goals

The goals of the Water and Wastewater Infrastructure program are:

- To deliver potable water to the community and to discharge safe wastewater to the environment.
- To comply with the Aboriginal Affairs and Northern Development Canada Protocols for Centralized Drinking Water systems in First Nations communities and centralized wastewater systems in First Nations communities.
- To maintain efficient operations of all water and wastewater treatment plants and all water distribution and wastewater collection systems.
- To fulfill water and wastewater operator certification requirements including training, testing, and experience.
- To follow health and safety plans during all work activities.
- To implement a computerized maintenance management system

Budget Amount: \$997,061

Training

The water and wastewater plant operators, including the manager, must maintain their certification. They are required by the Ontario Ministry of Environment (MOE) to apply for renewal every three years. Requirements include attending MOE director approved training 40 hours per year.

Projects

- Installed new Water Service on Kawehnoke Distribution
- Block 97 Waster Water Discharge Weir
- St. Regis Wastewater Plant G.E.O. Drive Repairs
- New Water Service Snye Distribution
- High Lift Pump Repair Snye Water Treatment Plant
- Snye RBC Wastewater Repair (Broken Pipes and clamps)
- Valve Chamber Inspection Block 97 RBC Discharge.

Infrastructure

The MCA Water & Wastewater Infrastructure Program operates and maintains the St. Regis Water Treatment Plant and the Cornwall Island Water Treatment Plant. The St. Regis Water Treatment Plant serves all of Kana:takon and Tsi Snaihne with 27 kilometers of water main and approximately 950 service connections. The Cornwall Island Water Treatment Plant serves Kawehno:ke with over 9 kilometers of water main and approximately 450 service connections.

The wastewater facilities are the St. Regis Wastewater Treatment

Plant, the Tsi Snaihne RBC & Lagoon, the AMS RBC, the Block 97 RBC, the Arena RBC, the Chapman Rd Septic Field, and the Kawehno:ke Child Care Septic Bed.

Activities

- The Water/Wastewater Infrastructure Program had no major water main breaks this year.
- We changed approximately 20 broken curb stops.
- Fixed approximately 15 broken fire hydrants in all three districts.
- Conducted all the water testing required under Ontario Guidelines.
- Wastewater purchased a new grinder for the village wastewater plant.
- Worked on repairing over 30 manholes that were cracked and leaking.
- Worked on over 20 sewer service blockages in all three districts.
- Did the required sampling to ensure we are discharging treated waste water back into the receiving waters.
- All operators had training on water and wastewater issues eg: filters, chlorine, confined space, safety.
- Completed a Circuit Rider Training at the Waterplant with trainer Dave Markell on Drinking Water Guidelines, jar testing, miltronics and corrosion protection

Acknowledgement

The Aboriginal Water and Wastewater Association of Ontario recognizes MCA's operator Clayton Barnes as outstanding First Nation water and wastewater operator and declares him Paul Strohach 2016 Operator of the Year of southern Ontario.



The Water and Wastewater facility on Kawehno:ke.



DEPARTMENT OF HOUSING

ADMINISTRATION

Mission Statement

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

Vision Statement

The Department of Housing will strive to provide a Housing Program that meets the needs of the community and to ensure these programs survive for future generations.

Program Highlights & Accomplishments Indigenous and Northern Affairs Canada (INAC)

INAC – Whoville Triplex

INAC will be spotlighting the Akwesasne Triplex project,. The Department of Housing has been approved for \$889,800 (non-repayable grant) to construct two triplex apartment buildings. Soil testing has been completed, lot layout and concept plan completed. Engineered site drawings and the building design have been ordered. The triplex apartment buildings will be constructed during the summer months and completed by the fall of 2017.

INAC – Capacity Development

On Reserve Housing Budget 2016 capacity development. We have been approved for \$100,000 (non- repayable grant) Needs Assessment project. The needs assessment is a much-needed study to determine the amount of needed repairs and services required for the 1500 homes located in the community of Akwesasne. This project will greatly assist the Department of Housing when applying to Provincial and Federal funding agencies. A sub-committee has been set up for this project. This project will take place during the summer months with completion in October 2017.

Canada Mortgage and Housing Corporation – Section 95

The Department of Housing completed two, four-unit apartment buildings with funds borrowed from Canada Mortgage and Housing Corporation (CMHC). The contracts for the site prep and septic installation and construction of buildings were completed by request for tenders. Two different Mohawk contractors won the bids: DTC construction completed the site prep, the parking lot and septic installation. BT Custom homes completed the turnkey construction of two 4- unit apartment buildings. Construction commenced in July 2017 and was completed by February 2017. The move in date for tenants was set for April 1, 2017.

Community Settlement Trust Fund

The Department of Housing applied to the Community Settlement Trust fund for an air quality, septic system and emergency repair fund. We were approved in September 2016 for \$250,000.

As of March 2017, the Department of Housing has received approximately 21 applications for the septic program – 14 jobs completed \$88,400. 67 applications for the HRV, 39 complete \$85,200 utilized and 51 for the emergency repair, 38 jobs completed \$72,800. As of this date we have approximately 48 applications that we will not be able to complete due to budget limitations.

First Nations Market Housing Fund

The Department of Housing has been approved for \$36,000,000 from the First Nation Market Housing Fund. The Housing Authority has reviewed agreement and made recommendations to the Mohawk Council of Akwesasne to approve the agreement. The Department of Housing is currently working with First Nation Market Housing staff to develop capacity projects. The First Nation Market Housing Fund would enable other financial institutions to offer mortgages, creating options for Akwesasne community members.

Housing Services Updates

Housing Loans

The Department of Housing approved three new home construction projects for the 2016-2017 fiscal years. This funding is from an allocation from Indigenous and Northern Affairs Canada, (INAC). The approved loans are in the amount of \$136,000 which is the current (maximum) amount for new construction loans. There is approximately 10 million dollars in housing loans. The Housing Loan Recovery Plan was approved in the 2000-2001 fiscal year. This plan laid the framework to recover existing housing arrears. The Department of Housing is developing a recovery strategy that will include garnishment and home repossession.

Upgrade Program

The Upgrade Program is a Mohawk Council of Akwesasne Initiative that was started by using community dollars to create a revolving loan fund for repair and renovation to homes. If this loan program does not get payback from the homeowners who borrowed money, it will cease to exist for future homeowners. Indigenous and Northern Affairs Canada, does not provide any type of funding for these types of programs. The Department of Housing currently offers three different types of Upgrade loans. These loans consist of Renovation Loan (maximum \$12,000 per loan), Repair Loan (maximum \$8,000 per loan) and Maintenance Loan (maximum \$1,500 per loan).

For fiscal year 2016/17 there was a total of 10 renovation loans allocated for a total of \$120,000, 11 repair loans allocated for a total of \$88,000 and no maintenance loans.

Overall payments received for Housing Loans and the Upgrade Program were approximately \$770,000 for fiscal year 2016-2017.



DEPARTMENT OF HOUSING

ADMINISTRATION

Bank of Montreal – On Reserve Housing Loan Program

The Mohawk Council of Akwesasne provides financial guarantees for community members who choose to use the Bank of Montreal on Reserve Housing Loan Program. These mortgages are for new home construction, purchase of existing homes, and major renovations. The maximum loan amount is currently set at \$150,000. As of March 31, 2017 there are 81 open loans open through the Bank of Montreal – On Reserve Housing Loan Program which totals \$5,227,764. Three of these loans were processed through the ORHL program in the 2016/2017 fiscal year.

Summary of Housing Loans Outstanding

The following table shows the amounts and various housing loans the Department of Housing are responsible for in 2016-2017.

Loan Type	Amount
CMHC	\$6,800,734.00
BMO	\$5,227,764.00
Upgrade Loans	\$595,000.00
Housing Loans	\$10,090,860.00
Total	\$22,714,358.00

CMHC –Administration Services

Residential Rehabilitation Assistance Program (RRAP)

The Department of Housing administers this Canada Mortgage and Housing Corporation (CMHC) program which provides a maximum of \$16,000 for essential repairs to a home. The Department of Housing received no RRAP approvals from CMHC for fiscal year 2016-2017.

Emergency Repair Program (ERP)

The Department of Housing administers this Canada Mortgage and Housing Corporation (CMHC) initiative, which provides a maximum of \$12,000 for emergency repairs to a home. The Department of Housing received one approval for ERP from CMHC for fiscal year 2016-2017.

Home Adaptation for Senior Independence (HASI)

The Department of Housing administers this CMHC program which provides a maximum of \$3,500 to make modifications to home for seniors. The Department of Housing did not receive any approvals for HASI for fiscal year 2016-2017.

Canada Mortgage and Housing Corporation – Rent to Own Housing

The Department of Housing applies for loans under Canada

Mortgage and Housing Corporation (CMHC) Section 95 program for the Rent-to-Own housing. The Department of Housing currently has the following Rent-to-Own units throughout Akwesasne:

Rent-to-Own Units

The various projects that each of these homes was built under have a separate operating agreement. These agreements spell out the responsibilities of the First Nation, and Canada Mortgage and Housing Corporation. The rent collected pays the mortgage, and subsidies received cover the operating expenses, along with a replacement reserve fund, to help cover any major repairs needed for each unit.

Elders Emergency Fund

The Department of Housing receives annual funding of \$70,000 from Mohawk Council of Akwesasne to provide emergency repairs to elders' homes. The fund provides a one time amount of \$5,000 per home. The Department of Housing assisted 21 elders with emergency repairs to their home.

Home Inspection Services

The Department of Housing provides home inspection services for community member's homes with referrals from Mohawk Council of Akwesasne Departments, Bank of Montreal or individual residents. The number of inspections completed for fiscal year 2016-2017 was 180.

Housing Rental Services

MCA Rental Units

The Department of Housing has a number of apartment rentals within all three districts of Akwesasne.

During the 2016/2017 fiscal year, the apartment rentals were at 99% capacity.

Hydro Quebec

The Mohawk Council of Akwesasne, Hydro Quebec Liaisons are responsible for the collections of payments for Hydro Quebec. This includes the collection and depositing of various amounts from community members from the Quebec portion of Akwesasne that have existing accounts with Hydro. All cash collected is remitted to the bank, where it is transmitted to Hydro Quebec. Total amounts collected by the Hydro Quebec Liaisons for the 2016/2017 fiscal year was \$1,454,500.

Problem Areas

The issues that are predominant within the Department of Housing are:

- Community members not in good standing
- Repayment of Housing Loans
- Completion of Updated Policies and Procedures
- Home Insurance



DEPARTMENT OF JUSTICE

ADMINISTRATION

Mission Statement

The Akwesasne Justice Department provides a comprehensive Justice System for Akwesasronon members which reflects our collective rights, Culture and Heritage as a Mohawk First Nation people.

The Akwesasne Justice Department has three divisions:

- **Justice**
 - Administration
 - Legal Services
 - Legislative Services
 - Compliance Program
 - Conservation Program
- **Akwesasne Community Justice Program**
 - Administration
 - Ministry of Child and Youth Services
 - Native Inmate Liaison Officer Program
- **Akwesasne Court**
 - Akwesasne Court Services
 - Probation Ontario
 - Probation Quebec
 - Onkwehonwehneha Special Projects Officer

Program Highlights

Justice

The Akwesasne Justice Department provides advocacy and referral services for community members regardless of where they are situated.

With the Akwesasne Court Law coming into force in August 2016, Akwesasne made national history again. The Akwesasne Court became the first Indigenous Court in Canada, not directly associated with the Canadian judicial system. This national attention prompted news articles and requests for interviews. Various media outlets were, notably, keen on restorative justice principles the court implements.

At the same time as the announcement for the Akwesasne Court Law, the Akwesasne Justice Department announced the establishment of an "Indigenous Justice System" in Canada. With requests from different First Nations and law students, the Akwesasne Justice Department designed an Akwesasne Justice Forum to roll out what an Indigenous Justice System could look like. The department was able to secure funding from the Ministry of the Attorney General. The Akwesasne Justice Forum was held in 2016.

The Grand Chief's office was able to secure a commitment from the Provincial Justice Ministers to establish a "Justice" table on the recognition of the Akwesasne Court. As a result of the Federal government sanctioning the MCA enacted Iatathróna Raotiientáhtsera (Couples' Property Law) (see Annual report 2015/16) all matrimonial real property matters will be sent to

the Akwesasne Court. The new Justice table is working on a process for the recognition of court orders.

In September 2016, the first Justice table meeting was held with Provincial and Department of Justice representatives to begin a dialogue on the justice. The newly established "Technical Working Group on the Administration of Justice" generated Terms of Reference and a communication plan.

The Justice Paralegal works with community members to resolve issues or process a complaint against the Canada Border Service Agency. Due to CBSA confidentiality rules, the outcome of community member complaints is not made available to the Paralegal. A community pocket guide was designed as a reference for community members during an encounter/conflict with CBSA.

In this fiscal year, the Justice Paralegal generated a comprehensive list of active Akwesasne-based decision-making bodies for posting on the MCA website.

Fact sheets were also created for every Authority/Board/Commission and Tribunal (ABCT) was generated and a draft charter template for decision-making bodies was created.

Authorities, Boards, Commissions and/or Tribunals which Justice participates in:

- Akwesasne Review Commission;
- Akwesasne Review Panel;
- Akwesasne Election Appeal Board;
- Akwesasne Legislative Commission
- Property Acquisition Team;
- Internal Technical Team (Trust Agreement);
- Working Task Groups on Legislative Development: Akwesasne Election Law; Akwesasne Rontorie's Raotiianerenhsera/Drivers' Law; Akwesasne Wildlife Conservation Law; Akwesasne Water Law; Akwesasne Education Law; Governance Code; Land Code.
- Interim Tobacco Commission;
- Space Needs Committee

External Committees/Tables

- Governance and Relationship (G&R) negotiation team (Nation Building Program)
- Multi-jurisdictional Committee (as needed)
- Table on the Administration of Justice (Ontario, Quebec and Canada)
- Ontario Tobacco Strategy with Tehotienawakon
- Indigenous Justice Advisory Committee (Ministry of the Attorney General)

Akwesasne Interim Tobacco Commission: The interim commission reviews application for the Tax Exempt Tobacco



DEPARTMENT OF JUSTICE

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Products from local vendors. If approved, the local vendors will receive a permit allowing them to sell tax-exempt cigarette products from an MCA-approved cigarette wholesale.

Akwesasne Election Law amendments: The Akwesasne Justice Department is the lead facilitator for election law amendments. A survey was available to the community during the month of November 2016 based on modified questions from the governance survey done in 2012. The survey was to gain community guidance on leadership criteria, selection and voting through a secure electronic voting system. The results were published in February 2017.

Gladue Reports: The Onkwehowehneha Special Projects Officer wrote three Gladue reports to Valleyfield court for community members. These Gladue Reports were the first Gladue report submitted in a Quebec court. A Gladue report is a type of pre-sentencing and bail hearing report that a Canadian court can request when considering sentencing an offender of Aboriginal background under Section 718.2(e) of the Criminal Code of Canada.¹

Prescription Drug Abuse Strategy: The Akwesasne Justice Department continues to assist persons who are involved in the criminal justice system as a result of their drug addiction. Some other initiatives in regard to the Prescription Drug Abuse Strategy are, but not limited to:

- Mohawk Language interpretation in court.
- Assistance to fulfill community services hours issued by a court order.
- Aboriginal Court Worker Program to assist community members, and their family, through the Canadian courts.
- Youth Court Worker.
- Youth Reintegration Plan (preventative).
- Local community supervision of offenders who are on Probation or Parole through Ontario and/or Quebec Court orders.
- Facility address and/or phone number of the facility where a family member is incarcerated (anywhere in Canada or the United States).
- Addressing concerns about issues regarding the treatment (or lack thereof) of family member who is incarcerated.
- Ability of family member, who is incarcerated, to call collect to the Akwesasne Justice Department at least once a week to address concerns.
- Native Inmate Liaison Officer programming at the Ottawa Carleton Detention Centre: providing cultural counselling and native programming (sweat lodge, smudging, medicine bags, etc.), assistance with drug counselling or applications to rehabilitation centers.

- Early Release Parole through Federal Parole hearings, providing the person was not convicted of selling drugs.
- Drug Banishment hearing through the Akwesasne Court for persons who have been convicted of selling drugs.
- Assistance to draft child custody papers for children who may need to be placed in custody during incarceration.
- Assistance to draft Limited Power of Attorney for those who will be incarcerated to handle personal affairs while a community member is in custody.
- Assistance at the St. Regis Mohawk Tribal Court – Wellness court and bridging of services offered through Mohawk Council of Akwesasne.
- Assistance to divert limited criminal offenses (criminal) to the Neh Kanikonriio Council (Pre and Post sentencing).

Justice assists the Chief Electoral Officer with election support, if needed. Because of the efficiency of the CEO, very little administrative support was needed.

A summer law intern for Jury Duty, spent the summer at the Akwesasne Court. During this time, curriculum was designed for jury duty.

Because of Mohawk Council of Akwesasne's success on e-voting, the Centre of e-Democracy invited the Grand Chief to attend a conference for an Online Voting Roundtable: Electoral Futures in Canada. The Grand Chief referred the organizers to MCA's Chief Electoral/Referendum Officer and the Director of the Akwesasne Justice Department to present. The presentation was live-streamed on CPAC.

Services offered to the community include:

- Notarial Services
- Commissioner of Oaths
- Certified True Copy (for documents)
- Referral and documentation submission to Quebec Legal Aide
- Referral and documentation submission to Ontario Legal Aide
- Posting and providing copies of Akwesasne Laws
- Assistance with processing legal forms
- Residency affidavits and complaints
- Complaints against CBSA
- Mohawk Council of Akwesasne Ethical Conduct complaints
- Advocacy for Quebec issues (see Quebec Legal Aide Program)
- Appeals for Programs and services (if no appeal exists)
- Referral to programs; referral to other MCA employees and/or referral to off-territory programs and services if Justice is not able to assist the community members with their issues.

Land disputes continue to be an issue. The Justice Coordinator is working with Nation Building on a Land Code Sectoral Agreement with Indian Affairs. Indian Affairs will continue to regulate Akwesasne lands until MCA can secure land jurisdiction.



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ADMINISTRATION

Legal Services

Legal Counsel provided legal services to Mohawk Government, Justice, Community members and programs. Issues being dealt with include:

- Review of legislation,
- Research on various legal matters including the Interim Akwesasne Tobacco Commission;
- Development of the Akwesasne/Cornwall Harbour Development Corporation;
- Akwekskowa Corporation Board of Directors annual filing to CRA;
- Three Feathers Corporation development;
- Negotiations with Nation Building Program;
- Lead Negotiator on the Justice Table with Quebec, Ontario and Canada for the recognition of the Akwesasne Court.

Paralegal (Quebec Legal Aide Program)

Administrative Authority(ies): Family Advocacy Steering Committee

Under the general supervision of the Director of Justice, the incumbent was employed for a one-year project to Combat Poverty and Social Exclusion by developing a legal aide clinics, assist community members in accessing justice and also to access other programs and services in Quebec and federally.

Matters varied from dissemination of information concerning: custody, access and child support, assisting with preparation of legal aid applications to the institution of motions for custody, access and child support. Moreover, related family matters consisted of advocating for parents whose children were apprehended through the Youth Protection Act and informing them of their rights and responsibilities in the youth protection file, as well as assisting with finding and securing legal representation.

Advocacy was provided to low income and socially disadvantaged persons in intervening in community support program benefits (social assistance). The Paralegal acted as a liaison between the Community Support Program and the beneficiary in the explanation of their obligations as service providers and as recipients with regards to program objectives and limitations. Additionally, assistance was provided in other areas that impacted the household income, such as family benefits, other credit benefit programs, and acting as an intervener during family benefit audits.

Legislative Services

The Justice Coordinator has 14 legislative files to address. They are in various stages of development. The Akwesasne Tekaiatohethá:ke Kaianerénhsara (Akwesasne Court Law) was passed last year, but the coming into force was this fiscal year. Currently, the Court regulations are being worked

on to compliment the law. As well, the Akwesasne Review Commission Charter and Procedures were modified to reflect the Court Law.

The Akwesasne Law Registry is now posted to the MCA website www.Akwesasne.ca/lawregistry or you may call the Akwesasne Justice Department to request a copy of any Akwesasne law.

This year, the Paralegal on Authorities/Boards/Commissions and Tribunals (ABCT) worked on a grant through INAC to examine all ABCT under the Mohawk Council of Akwesasne. Fact sheets and a final project report have been remitted to the funding agencies. A summary of all MCA Authorities/Boards/Commissions and Tribunals are being prepared to be posted on the MCA website.

*ALER – Akwesasne Legislative Enactment Regulation

Compliance Program

Administrative Authority: MCA Public Safety Committee
The purpose of the Compliance Program is to enforce the regulations of the by-laws, which have been enacted by the Mohawk Council of Akwesasne. Activities by the Compliance Program include: Patrols to Hamilton Island and Hopkins Point to view MCA-owned assets and to note any damage to the Office of Vital Statistics; patrol the waters on the weekends to ensure boaters comply with the Akwesasne Wildlife Conservation Law (bag limit; bait; non-First Nation members acquire an Akwesasne fishing permit; boating safety for water vessels; removing obstruction and debris from the river; boaters needing assistance; no wake zone compliance; erosion damage investigation; and boat transportation for MCA programs. Road patrol includes: abandoned stray dogs; nuisance dogs; assistance to other programs when there is a danger to workers for home visits due to aggressive dogs; dog traps (cages) set up when dogs are an issue and the canines cannot be located by the time Compliance arrives.

The Compliance Officers and the Conservation Officers actively participate in the Iakwaneri'tstihshas;ks Winter [Youth] Cultural Camp and Summer Camp.

Conservation Program

Administrative Authority(ies): MCA Public Safety Committee (until the Akwesasne Conservation Authority is re-established)

Hyper Abundant Deer Management Plan

- Two weekends of hunting on Hill Island, one in December to provide venison for Mid-Winter ceremonies and another weekend in January for personal harvest
- 11 deer were harvested.

¹ https://en.wikipedia.org/wiki/Gladue_report



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Akwesasne Winter Youth Cultural Camp

- The Conservation Officer actively participates in the Iakwaner'tsihsha'ks Winter [Youth] Cultural Camp and Summer Youth Camp. This year, the Conservation Officer assisted a local trapper, Gary Gray, for trapping in the marsh and to assist with snowshoeing activities. Animals that were captured were skinned and/or eaten.
- Assisted with organizing, transporting youth in the camp

Restorative Justice Forum – March 14-16

- Presentation for Conservation on the Enforcement panel

Conservation Law

- Completed the Law read-thru with many Chiefs on Council in attendance. The Law is ready for the next step in the law enactment process
- The Conservation Law working task group started working on the regulations for the Law

Akwesasne Community Justice Program

Tribunal Authority: Neh Kanikonriio Council

Akwesasne Community Justice Program is made available to you through the Mohawk Council of Akwesasne with funds provided jointly by the Department of Justice Canada, Justice Quebec, Ontario Ministry of the Attorney General, and the Ministry of Child & Youth Services.

Community Neh Kanikonriio Council

Members of the Akwesasne Mohawk Territory have been trained to facilitate community justice values and principals. They are committed to the well-being of the community by offering culturally based responses to conflict to strengthen the community and re-establish social harmony.

RESPECT: All those involved in a crime or conflict are provided with an opportunity for their input. We recognize that diverse points of view are part of creating wise, effective decisions.

REPAIR: The concept of repair includes restoring the peace & healing of individuals and community with a reasonable plan of accountability. This is an opportunity to repair the harm to the fullest extent possible.

RESPONSIBILITY: We share responsibility for the members of our community. Offenders are accountable to the victim and the community for their actions. We recognize that our actions, thoughts and attitudes affect others and that we are responsible to act for the greater good.

Aboriginal Courtworker

The Aboriginal Courtworker assists Aboriginal individuals

at the earliest possible stage of the justice process by acting as a liaison between the individual and the Court; works with various officials of the court to ensure that an individual receives fair treatment; explains to the accused, with timely and accurate information, the nature and consequences of their charges, their legal rights, responsibilities and the Community Justice processes; explains to the victims or witnesses their legal rights and responsibilities within the system including Akwesasne Community Justice processes available;

Community Service Monitor

Monitors, supervises and finds placement for adult and youth who receive community services hours through Ontario and Quebec Probation, Akwesasne Court and the Akwesasne Community Neh-Kanikonri:io Council. Monitors the Quebec Compensatory Program Clients, and also monitors for Ontario the Intermittent Community Work Program Placements.

Intermittent Community Work Program

This is available for Akwesasne members who receive an Intermittent custody sentence in Ontario Federal or Provincial Court for nonviolent crimes. They are assessed at Ottawa Carleton Detention Center for their eligibility to the program. Once they are eligible, the referral is sent to Salvation Army or Elizabeth Frye Society. ACJP will then receive a referral. Akwesasne members are then placed at the A'nowara'ko:wa Arena on weekends for community service. This program started in 2012; since then we have assisted 64 men and women through this process.

Quebec Compensatory Work Program

Eligibility requires a person within the province of Quebec who has a sentence connected to a fine amount over \$25,000.

Open to adults unable to pay their fines the opportunity to be involved in the community while working off their debt by working for non-profit organizations giving municipal and provincial courts an alternative way to manage cases that are difficult to collect;

Participants perform different kinds of tasks for free for one of the program's partners, which include food banks, parishes, soup kitchen's, recreations, and other non-profit organizations.

Ministry of Child and Youth Services

Youth Liaison Worker:

Extrajudicial Measures (EJM) are interventions that happen without the use of the court system. It is the process of dealing with a young person's offence before being formally charged. It is more commonly known as a pre-charge diversion. Referrals to this program come from police & schools.



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Extrajudicial Sanctions (EJS) may be used only if a young person cannot be appropriately dealt with through EJM due to the extremity of the offence. It is more commonly known as a post-charge diversion. At a youth's first appearance, the Crown Attorney would have screened for EJS eligibility. The youth is referred to the ACJP and charges receive a stay of proceedings for up to one year. Charges are withdrawn.

Youth Reintegration Worker: Assists Aboriginal Youth (status and non-status, Metis, and Inuit) between the ages of 12-17 years at the time of offence, who have been found guilty and are currently on probation, conditional supervision or community supervision.

Notable Highlights

Camps: Annually hosts a Summer and Winter Youth Cultural camps. Total of 40 youth participated in both camps.
P.A.R.T.Y: Prevent Adolescent Related Trauma in Youth (P.A.R.T.Y.) is an annual trip to the Ottawa Civic Hospital. 25 youth participated.

Native Inmate Liaison Officer Program

- Community gave book donations after a call out. Overwhelming support from the community saw around 50 books donated to aboriginal inmates at the Ottawa Carleton Detention Centre (OCDC).
- Provides all aspects of support, counseling, referral services to men, women and youth incarcerated at OCDC.
- Provides links for locally incarcerated men, women and youth to the outside community to help facilitate release and reintegration.
- Assists women, men and youth in their pursuit for resources, ensuring their legal and human rights.
- Promote and maintain the Agency's and Institution's ideas and philosophy by contributing to program development, case management and evaluation at Ottawa-Carleton Detention Centre as well as provide documentation required by incarcerated youth, women and men at OCDC.
- Act as a general liaison between Elizabeth Fry Society, John Howard Society and Salvation Army and the detention centre staff as well as management for the purposes of providing services and advocacy to incarcerated men, women and youth population at OCDC.
- Keep up-to-date and accurate records in accordance with the organization's mandate and the requirements of OCDC.
- Keep up-to-date and accurate logs, records and statistical data, as required.
- Participate in case management and other related meetings, with Correction Staff at OCDC to enhance the services to the female, male and youth population and provide effective services.

Akwesasne Court

Akwesasne Court Services

The Tekai'a'torehtha:ke Kaianerenhsera (Akwesasne Court Law) came into force on August 16, 2016 and gives the Court formal authority based on the principles and values of the people of Akwesasne. The Court Law sets out the eligibility and the conduct for a Ratiianerenhserakweniehstha (Justice), a Teshatiia' torehtha (Appellate Justice), and rules governing lawyers and advocates. The Court has jurisdiction to hear offences under Akwesasne laws, contracts, disputes, interpretation of laws and procedures of other Akwesasne decision making bodies and includes subpoenas, warrants, skennen (peace) orders, restraining orders and other remedies to ensure a just decision. The Court Law identifies the Akwesasne Review Commission to oversee the eligibility of the Justices and advocates. The Court law directs the community to set out various court regulations, forms and procedures to make it easier for the community to utilize. The law outlines an appeal and enforcement process.

The Akwesasne Court Law gives the Court authority from the people of Akwesasne. The Court Law now gives the court the authority to hear disputes within contract law.

Other services include:

- Adjudication of all Akwesasne Laws
- Mediation Services
- Dispute Resolution
- Future direction

The Akwesasne Court Justices are exploring the use of more restorative justice remedies using the existing restorative programs in the community. In the long term, the Court is seeking to diminish its use of the adversarial process, which will mean less time and costs. In addition, the court is exploring jurisdictional, administrative and cost issues related to other areas of civil and criminal law.

Probation Ontario

- Ministry of Community Safety and Correctional Services

Monthly activities included the supervision of new and existing clients in addition to various general Akwesasne Justice Department duties and initiatives. Meetings, counselling, and referrals of clients were carried out with regards to issues ranging from: breaches of correctional sentences, warrants, addictions, legal aid, social services inquiries, job searching skills, and employment opportunities.

Supervision meetings are conducted with clients in accordance with their probation and/or conditional sentence orders. Client meetings focus on their probation orders: specific conditions and responsibilities. Referrals are made to MCA programs for counselling or programming as part of their Probation Order.



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The Native Community Court Worker (NCCW) is continuing to work with the Cornwall Probation and Parole Officer on developing an aboriginal client anger management program which will be delivered from Cornwall P&P Office. Anticipatory delivery date is during the summer months.

The NCCW continues to meet with Cornwall Probation & Parole on a weekly basis for the uploading of case notes, file management and general liaising with other Probation and Parole Officers.

Probation Quebec:

- Client files are overseen by the Ministry of Public Security

The role of the Quebec Probation Supervising Officer is to ensure the terms of probation, parole, conditional sentence orders, conditional release and temporary release are met by persons subject to these terms who reside within the jurisdiction of Akwesasne. The Supervising Officer conducts scheduled meetings with clients to monitor the compliance of the conditions as directed by the Court. Referrals to services are made when deemed necessary or when ordered by the Court. Reports are completed on individual clients, documenting their progress, or lack of, and recommendations are made on an individual basis. Monthly statistical reports are prepared to document client tracking.

Statistical Information Justice Administration

Administration: On average, 20 – 30 community members seek the services of the Akwesasne Justice Department on a weekly basis.

Legal Services:

Cost Centre	Hours	%
Akwesasne Justice Department	100	6
Community Members	180.5	11
Mohawk Government	231.5	14
Other MCA Programs	1,153.25	69
Total	1,165.25	100

Paralegal stats: 2016/2017 had 4 complaints, 4 third party applications, 5 car seizures, 1 person leaving customs without being released, 1 Akwesasne Remission Order appeal and 24 informational meetings with community members on the process of complaints and how to file a complaint online.

Legislative Services:

Operating Plan 2016/2017	Status	ALER* % Completion
A k w e s a s n e Tekaiat'orehthá:ke Kaianerénhséra (Akwesasne Court Law)	Enacted February 12, 2016 Coming into Force August 12, 2016	100%
Akwesasne Tobacco Manufacturing & Products Law	Vote took place June 2016 and Enacted	100%
Akwesasne Traffic Law (Amendment to By-law 10A)	ALER Phase IV – Enactment	80%
Akwesasne Conservation Law (Amendment)	ALER Phase I – Drafting Law	10%
A k w e s a s n e Financial Administration Law	ALER Phase II – Accept Draft in Principle	20%
Akwesasne Education Law	ALER Phase I completed January 2017 – Legal Review	10%
Akwesasne Water Law – (Amendment)	ALER Phase I - Community Notice	5%
Akwesasne Election Law – (Amendment)	ALER Phase I – Accept Draft in Principle	20%
Akwesasne Legislative Enactment Law	ALER Phase I – Initiate a Law	0%



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Compliance Program

	Amount
Community Calls	176
Quarantines & Dog Bites	8
Loose & Nuisance Dogs captured	36
Dog traps set	40
Dogs to Kennel	26
Claimed Dogs by Owner	6
Non-member residency open cases	10

Problem areas still include:

Stray cat complaints – There is no facility equipped to handle stray or unwanted cats.
Need for a local holding facility/dog shelter.

Conservation Program

Permits issued:

Types of registration	Number of registrations	Earnings	Notes
ATV registrations	7	\$245.00	\$35.00 each registration
Boat registrations	69	\$345.00	\$5.00 each registration
Fishing and Hunting permits	757	\$500.00	Hunting permits free to other First Nations persons. Fishing permits are free to children under 16 and adults over 65 years of age.

Problem Area: 2nd Conservation Officer needed; Accreted lands enforcement.

Akwesasne Community Justice Program (ACJP) Administration

- 46 Diversion circles were held for Adults and Youth this fiscal year.

- The Aboriginal Courtworker assisted 410 community members with Criminal Court related matters in Akwesasne, Cornwall ON, and Valleyfield Quebec.
- The Community Service Monitor assisted 5 people to find placements.

Ministry of Child and Youth Services

Extrajudicial Measures: 38 Youth were served this fiscal year.
Extrajudicial Sanctions: 7 Youth were served this fiscal year.
Youth Reintegration: 8 Youth were served this fiscal year.

Native Inmate Liaison Officer (NILO)

Approximately 60 – 70 First Nation inmates per each quarter are assisted.

Akwesasne Court

Akwesasne Court Services

This report is generated from April 2016 until March 2017
214 traffic tickets were laid for offences such as driving without a license, no insurance, no plates, no registration or driving while under suspension.

- 119 speeding tickets
- 40 miscellaneous traffic infractions
- 12 dog complaints
- 5 public intoxications
- 4 mediations
- 3 Peace Bonds
- 3 Couples Property Law applications
- 1 ethical conduct allegation
- 1 breach of a Peace bond
- Income from fines:** \$20,114

Probation (Ontario)

The total number of successful clients completing programming during fiscal year 2016-2017 was 32 and 10 were carried over from the previous fiscal year. A total of 42 clients were served at a cost of \$2,156 per client over the same period.

Probation (Quebec):

Month	# of Clients
April 2016	10
May 2016	12
June 2016	12
July 2016	12
August 2016	12



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September 2016	12
October 2016	12
November 2016	11
December 2016	11
January 2017	14
February 2017	17
March 2017	17

Quebec Legal Aide

- Commissioner of Oaths provided: 126
- Services provided to 112 Community members:
 - 53 client files affecting 53 adults and 59 children.



The Compliance Program officer's responsibility is to enforce the regulations of the by-laws. They also frequently participate in community activities.



TEHOTIENNAWAKON ADMINISTRATION

Introduction

The Department of Tehotiennewakon was created in January 2012 and included a merging of four programs into one department: Anowara'ko:wa Arena, Economic Development, Environment, and Emergency Measures. In addition, the Department is tasked with assisting Council in the implementation of projects identified within its Economic Recovery Strategy.

Mission Statement

The Department of Tehotiennewakon has a mission to embrace culturally-based principles to promote sustainability and a commitment to the well-being of current and future generations of Akwesasronon. It strives for community involvement through surveys, workshops, and delivery of services. It seeks a balance between the activities of people in the community and the ability of the natural world to retain its fundamental integrity.

Program Highlights and Accomplishments

Tobacco Pilot Project

Work continued on development of an Akwesasne tobacco law. The Oien:kwa Kaianerenhsara (Akwesasne Tobacco Law) passed in a referendum that was held on June 11, 2016. Work for the remainder of the fiscal year focused on developing regulations to implement the Akwesasne Tobacco Law.

Presentations were made on the Tobacco Pilot Project and included to the Assembly of First Nations Quebec and Labrador gathering and to Iroquois Caucus in November, 2016 and at the Ontario First Nations Tobacco Forum in March 2017. Based on the work of the Tobacco Pilot Project, Ontario released a proposal to all First Nations in Ontario at the March Tobacco Forum offering to share a portion of all provincial tobacco revenue with First Nations that develop tobacco laws and regulatory frameworks.

TransCanada Energy East Oil Pipeline and Eastern Mainline Natural Gas Projects

Work continued to evaluate the TransCanada Energy East Oil Pipeline and Eastern Mainline Natural Gas proposed projects. Two meetings were held with TransCanada to discuss Mohawk concerns with the proposed project. A Traditional Land Use Study of Mohawk Traditional Territories that could potentially be impacted by the proposed pipeline route was completed in January 2017. Discussions were initiated in February 2017 to use Economic Development funding in the Communications Engagement Funding Agreement to support development of a fibre-optic broadband application.

Demolition of Three Nations High Level Bridge

Monitoring of the demolition of the Three Nations High Level Bridge continued into the 2016-2017 fiscal year. The demolition was completed in May 2016. By the end of demolition project, thirty-eight (38) Mohawks had been employed and they repre-

sented over 14% of the contract requirement. They were paid over \$1.8 million in wages. Seven Mohawk companies served as subcontractors representing over \$308,800 of work. Total Mohawk participation was valued at over \$2.1 million in the demolition project exceeding the minimum Mohawk content requirement by \$700,000.

Community Energy Plan

Work on completion of a Community Energy Plan was undertaken during the fiscal year. Jazz Solar Solutions was hired as the consultant for the project. The primary goal of the project was to create a baseline of information on energy consumption in the community. Energy audits were performed in 2016 of a representative sample of homes and MCA facilities. Two community engagement sessions were held to present on the progress of the Community Energy Plan, on February 22nd 2017 in the Tsi Snaihne District and on March 22, 2017 in the Kana:takon District. A third community engagement was scheduled to take place in early April 2017 in the Kawehno:ke District. The report for the project will be finalized in late summer 2017.

Renewable Energy Strategy

In response to a petition prepared by Kawehno:ke residents for Council to address their high energy prices, a Renewable Energy Strategy was developed in February 2016. It was updated in October 2016 to reflect new information gathered and refinement of projects within it. Substantive changes included development of a Renewable Energy Technology Park as an objective as well as the identification of investment possibilities related to participation in the Ontario Feed-in-Tariff program to promote First Nation involvement in renewable energy projects in the province.

Iroquois Caucus Economic Summit

The Department hosted an Iroquois Caucus Economic Summit at the Akwesasne Mohawk Casino on November 29 and 30, 2016. 70 participants from Six Nations, Kahnawake, Tyendinaga, Wahta, Oneida, and Akwesasne were in attendance. Key note speaker for the conference was Dr. Stephen Cornell, Native Nations Institute, Tuscon, Arizona. Dr. Cornell presented on groundbreaking work he has been doing on economic development by Tribes and First Nations.

Border Crossing

Stayed active on the border crossing file. Presented to the Ministry of Public Safety on an Akwesasne Alternative Reporting proposal at a September 25th, 2016 meeting. Presented to the Assembly of First Nations Working Group on Border Security and Border Crossing meeting on November 9-10, 2016 on secure First Nation Identification Cards and Alternative Reporting.



TEHOTIENNAWAKON

A’NOWARA’KOWA ARENA

Introduction

The A’nowara’ko:wa Arena was built in 1995 and is a multi-functioning sport and recreation facility with an ice surface in the months of September- March and a floor surface in the months of April – August. The arena has the capacity to comfortably (according to facility safety) seat 1200 and standing room fits 300 around the circumference of the arena rink; depending on the event the rink floor can hold an additional 200-500 seats. The circumference on the second level is used as a walking or running track in which 8 laps equal a mile. Also located on the second level is a multi-purpose room, with projector & screen, this room can seat up to 60 for parties, meetings and workshops. On the first floor at the main entrance, you will see an ice cream & snack room and then the arena concession stand with comfortable seating with café tables and café stools at the looking glass into the arena rink. The lobby also depicts local art, outside we have spacious room for play, soccer, field lacrosse, and powwow, social & family events and a newly built pavilion.

Mission Statement

Promote a healthy, safe, alcohol and drug free environment for the use and enjoyment of Akwesasne residents and the surrounding area.

It is our mission to create an environment through exceptional recreation facilities, programs, and services where recreation, fitness wellness/sport services can inspire, educate, and empower our community members to cultivate lifestyles to enhance health and wellness.

Vision

The Department of Tehotiennewakon, along with the arena staff, is committed to becoming a recognized leader in community focused, innovative recreation/sport facility. Our dedicated professional staff strive to positively transform lives by offering exceptional facilities, programs, services & resources.

Our core values serve as a decision-making gauge for our team – Tehotiennewakon and portfolio chiefs. They drive and influence how we approach our job, relate to one another, and are a reflection of our organizational culture and business. We will continue to work together to improve the quality of life for our community and increased revenues that will encourage a positive financial state for the arena.

Our Core Values

Team Player – “Striving to reach common goals in support of one another”

Ability to Have Fun – “Having fun at work fuels our success and wellbeing”

Passion for Recreation Services – “Our work, our play, our lives, our passion is the key to success”

We work to provide the best services in the upmost positive

methods, to deliver services in renting floor/ice time, renting the Turtle Room for meetings, recreation activities and events, workshops and parties. We sell space for sales and advertising, we assist in the Community Green Food Bag, and we are resourceful in developing new programs & sports.

The arena is an Ontario recognized facility by the Ontario Recreation Facilities Association and a registered organization with High Five Quality Standard committed to ensuring the healthy development of children and community.

Arena Strategic Goals & Objectives:

- To provide procedures, contracts and rental agreements to all users recreational/sporting activities.
- To provide resources and assist in organizing recreation, fitness & sporting activities to youth, elders & groups.
- To improve and develop the arena facility and grounds to promote greater use.
- To improve marketing of the arena.
- To create and maintain supportive learning & awareness environment.
- To create positive change and assist in building an active and healthy community.
- To organize a wellness, fitness and sport summer program for local youth ages 5-10.
- To implement a management procedure.
- To work closely with DTS and use Asset Nav as a vehicle to communicate in managing the facility.

Accomplishments

Dialogue, communication, various assessments and community planning are being strategized to make future developments to the Arena grounds, facility and to reduce arena deficit. A Community Comprehensive Survey was developed & carried out in 2015-16 which was completed to investigate what will be MCA’s strategies and plans to achieve the goals.

Developed a marketing plan for the A’nowara’ko:wa Arena to analyze the arena’s current strategy and investigate potential marketing opportunities. The Marketing Plan includes a number of scenarios and strategic recommendations for management and stakeholders to consider. The Marketing Plan examines existing revenue challenges internal and external to the Arena; opportunities to address the challenges and accompanying strategy and implementation activities required. Activities suggested in the marketing plan will generate additional revenue for the MCA and enhance the profitability of the arena.

Program Rentals

Summer & Spring

Akwesasne Minor Lacrosse, Seaway Roller Derby, Tewa’ara:thon Festival, July 1st celebration activities, Arena Sport & Fitness



TEHOTIENNAWAKON

A’NOWARA’KOWA ARENA

Cultural Kids camp ages (7-14), assisted by Thompson Island Crew & The Aboriginal Sports & Wellness of Ontario.

Also: Playoff series with the Kahnawake Tomahawks vs Ottawa, Akwesasne Men’s Master Lacrosse Championships, Ontario Provincial Women’s Lacrosse Championship & The Akwesasne International Powwow.

Fall & Winter

Akwesasne Minor Lacrosse, Akwesasne Skate Program, Akwesasne Hawks Broomball, Glen Walter Men’s Master Hockey, Robidoux Men’s Senior Hockey, Men’s Law Enforcement Hockey, AMPS Hockey Tournament, MCA ACFS National Children’s Day Rock & Skate, Arena Weekly Rock & Skate, JD Lussier Power Skating, Gibb’s Hockey Skills System, Kawehno:ke Recreation & MCA Family Wellness Ohserase-New Year’s Rock & Skate, Winter Carnival Rock & Skate, Akwesasne Novice Hockey Tournament, Akwesasne Atom Hockey Tournament, Akwesasne Hawks Broomball tournament, Senior Men’s Hockey tournament, Friends of the River Rock & Skate, Roy Delormier Kids Hockey, Peewee Hockey game Malone vs Long Sault, Dangles & Dekes Hockey, League & Hockey Tryouts for Prowlers, Charlan Peewees & Steve Austin Charity Hockey game, Cass Terrance Men’s Hockey, Gibb’s Hockey System, Own the Ice Hockey, twenty parties, Freedom, AMS & TR Leger School skate, MCA Community Health March Break Public Skate & Sticks & Pucks with healthy snacks & Adult Skate at 12 p.m. Mon-Fri.

Program Highlights

- 4th Annual Tewa’ara:thon Wooden Lacrosse Festival
- 5th Annual Rock, Skate & movie events every Friday at 8pm.
- 4th Annual season of Community Health Fitness.
- 5th year for Green Food Bag
- 3rd year for Electric Subsidy Assistance Program
- Tournament Highlights
- Women’s Provincial Championships hosted by Women’s Warrior’s.
- Akwesasne IP & novice hockey tournaments hosted by Akwesasne Wolves Hockey Club
- Broomball tournament for ages 5-8, 9-11 & 12-16 hosted by Akwesasne Hawks Broomball Club
- Law Enforcement Hockey Tournament consisted of 6 teams that were hosted by Akwesasne Mohawk Police.
- Science, environment fair along with a community rock & skate, hosted by the “Friends of the River” and the MCA Environment

Arena Operations

Administration now runs on a staggered shift to better service our clientele 8am-4pm & 1-9pm.

- Organized & operated the Rock & Skate, Sticks & Pucks events, March Break activities utilizing Kawehno:ke Recreation, Akwesasne Child & Family Services, Akwesasne Family Wellness and Akwesasne Community Health as partners for these programs.
- Partnered with Economic Development Business Expo.
- Organized, operated the Fall Country Fest with Tribute Bands.
- Organized & partnered up with the Kawehno:ke Recreation to have a Trunk & Treat on Halloween.
- Partnered up with Akwesasne Little Men Tug of War event.
- Arena continues to be the distribution point for the monthly Green Food Program.
- Arena organized and hosted a community sport & wellness brainstorming meeting with Wes Marsden of the Aboriginal Sport Wellness Council of Ontario.
- Arena participates in doing maintenance and operating the arena concession stand during the International Powwow which hosts approximately three thousand visitors & participants.

34 Existing Programs

22 Additional Programs

Total = 56

70.4% increase

(We continue to add programs to the increased number of existing programs)

Issues/Concern

Arena facility is now twenty years old, and original infrastructure/equipment is currently getting replaced or refurbished because of it being obsolete. The arena staff, Economic Development and Department of Technical Services worked on putting a plan together to resolve the arena facility issues of aging. They have submitted a grant to the Canada 150 and received monies for facility upgrading, renovations and improvements to the arena grounds.

Mondo pad has been added to the Turtle Room rental cost. New Olympia ice resurfer has been ordered and will arrive in August 2017.

To effectively run programs for our youth, we will need to meet the program’s needs and follow through with proper equipment and experienced staff.

The arena need for a marketing plan has been worked on in 2016-17, and has been completed and finalized June 2016. Arena staff is referring to this plan and the Community Comprehensive Plan to use as a guide to fulfill the needs of the community., Arena staff have been integrating a marketing plan in the arena’s daily plans.

Arena Internet service is limited. Along with the MCA



TEHOTIENNAWAKON A'NOWARA'KOWA ARENA

computers staff we are working together to research & study what a feasible system will be.

The relocation of the Canada Border Services Agency and Seaway International Bridge Corporation toll booth plaza to the base of the bridge in Cornwall continues to negatively impact attendance at sporting events at the arena. For special events we have to be creative and innovative in our business strategies to get customers here at the arena.

The A'nowara'ko:wa Arena and grounds played host to the 14th annual Akwesasne International Pow-wow on September 12-13, 2016. Over three hundred dancers registered plus an additional fifty Tiny Tots. Visitors enjoyed the two-day event on the shores of the St. Lawrence River as the Pow-wow brought together the best Native artisans, drummers and dancers from throughout the region. Attendance was in the thousands even though the Powwow event experienced some rain, and had to move their dance competitions inside the arena.

Site Management

A head caretaker oversees a crew of four maintenance staff in ensuring the arena facility and grounds are properly maintained. The A'nowara'ko:wa Arena has earned a reputation of some of the best ice in the eastern region of Ontario and credit goes to the dedicated workforce. In the summer, the grounds are well

maintained for outdoor recreation activities.

Due to the higher cost of maintaining the turf, DTS and the arena decided that the turf was not to be installed until funds can be traced to assist in maintaining the turf.

Financials

The Mohawk Council of Akwesasne subsidizes the operation of the A'nowara'ko:wa Arena to keep rental fees reasonable and to promote usage by the community. Revenue for the arena comes from user fees and operation of the concession stand at the arena. Additional revenue is generated from rink board advertising in the arena and from renting the Turtle Room for meetings and events. Revenue continues to pick up with consistent invoicing and recording rental payments.



The A'nowara'ko:wa Arena located on Kawehno:ke.



TEHOTIENNAWAKON ECONOMIC DEVELOPMENT

Mission Statement

The Economic Development Program's mission is to support the growth and development of a clean and sustainable Akwesasne economy through the development of Economic Wealth Generators, through business development and through the delivery of training and finance programs to Akwesasronon, to assist in the development of local employment opportunities.

Program Highlights and Accomplishments Business Support

Economic Development provided assistance to community entrepreneurs for both start-ups and expansions through one-on-one consulting and/or through group workshops in collaboration with other agencies in and around Akwesasne.

Business Registrations/Access to Territory

Economic Development provides business registrations to businesses in order for them to be able to open business accounts with financial institutions. Economic Development registered 19 new businesses and 4 renewals during the fiscal year.

Small Business Grants

Economic Development provides financial assistance to support business development in the form of a matching dollar grant for business plan development, marketing initiatives and capital costs. Business plan development includes preparation of a complete business plan completed by a qualified consultant, an environmental assessment, appraisal(s) and architectural drawings, if required. Marketing initiatives include radio and newspaper advertising, promotional items and marketing research costs. Capital costs include leasehold improvements, fixtures, displays, office equipment, other equipment and machinery. During the fiscal year, 14 businesses were assisted for a total of \$28,420.

Akwesasne Economic Development Fund

This fiscal year was year four of the five-year agreement between Mohawk Council of Akwesasne and Quebec's Aboriginal Initiative Fund II. The Akwesasne Economic Development Fund (AEDF) is a multi-year \$3.29 million dollar fund designed to stimulate the economy of Akwesasne through start-up or expansion of businesses within the jurisdiction of the Mohawk Council of Akwesasne. Throughout the fiscal year, \$9,100 was distributed to two businesses.

Courses/Workshops

The Economic Development Program continues to participate on the Akwesasne Workshop Committee that includes the Saint Regis Mohawk Tribe's Office of Economic Development, Akwesasne Area Management Board, Akwesasne Employment Resource Center and other organizations to provide entrepreneurship, and business and financial planning courses in the

community. The Workshop Committee developed a survey that was circulated within the community to engage what workshops were needed. This fiscal year Economic Development partnered with Akwesasne Area Management Board to deliver Marketing Basics; 11 attendees, Beginning Gardening; 22 attendees, Facilitator Training; 10 attendees.

Technical and Specialized Trades Training

Economic Development provides financial assistance for programs/courses in Technology and Specialized Trades. The amount of assistance available per individual depends on other contributions being made by other community funders including Akwesasne Area Management Board, Saint Regis Mohawk Tribe, Ahkwesasne Board of Education, MCA Community Support Program, etc. Financial assistance covered was \$20,694 to 13 community members.

Akwesasne Business Directory

The annual Business Directory was in partnership with the Saint Regis Mohawk Tribe Office of Economic Development. The directory was updated, re-designed and released in March 2017.

Business Expo

The Akwesasne Business Expo was held on September 2016 at the old IGA building in partnership with the Saint Regis Mohawk Tribe Office of Economic Development, Akwesasne Chamber of Commerce and the Akwesasne Employment Resource Centre. Booths were set up for entrepreneurs to promote themselves and there were workshops held throughout the day for training and information.

Peace Tree Trade Centre

The Peace Tree Trade Centre is a total of 14,000 square feet and includes eight (8) units including four units that are 2,000 square feet and four units that are 1,500 square feet. The tenants include Bank of Montreal, Assembly of First Nations, Akwesasne Sports, Purple Ribbon, Experience Akwesasne Welcome Centre and Akwesasne Economic Development Agency. Two tenants had leases expiring; both were renewed.

Stanley Island Log Cabins

Economic Development has been given the responsibility to oversee the sale of cabins located on Stanley Island. There are two cabins being re-assessed and will be going to bid in the summer of 2017 for Akwesasronon.

Buy Local Campaign

Economic Development has made it a priority to make purchases that stimulate the local economy; if it be gift certificates, advertising, services or goods. This fiscal year, \$22,157 was spent on local businesses and artisans. Economic Development also assisted with the Winter Carnival Brochure



TEHOTIENNAWAKON

ECONOMIC DEVELOPMENT

publication which offered free advertising to local businesses who agreed to have a special sale/coupon.

Economic Development began a monthly mail out newsletter, Economic Times, to every mailbox within the Northern Portion of Akwesasne. It was developed to keep the community informed of our activities, upcoming events, and promote our local businesses.

Akwesasne Local Market

The Akwesasne Local Market was held at the Peace Tree Trade Centre on Kawehno:ke every Thursday during July and August. The goals of the market are to stimulate the economy on Kawehno:ke, promote our local businesses at the Peace Tree Trade Centre as well as provide additional support for our local vendors.

Akwesasne Welcome Centre

In October 2015, the Experience Akwesasne Welcome Centre opened at the Peace Tree Trade Centre on Kawehno:ke. The results of the Economic Leakage Study, which was conducted in 2014, identified that Akwesasronon in the Northern Portion spend \$140 million per year. Out of that \$140 million, \$107 million or 76% of that is leaked off and spent outside the territory. The goal of the Experience Akwesasne Welcome Centre is to bring in more revenue from outsiders to increase local economic activity. The Centre serves as a hub for the entire community to utilize and promote local businesses, artisans and events.

The Experience Akwesasne Welcome Centre project is funded by the Economic Diversification Grant of the Aboriginal Economic Development Fund. An initiative of the government of Ontario, the Aboriginal Economic Development Fund supports promising projects that lead to employment, training and business opportunities for Aboriginal people.

Youth Business Fair

Economic Development continued the partnership between Akwesasne Child & Family Services and the Akwesasne Chamber of Commerce to provide training and opportunities for youth to be entrepreneurs. This is open to youth ages 11-18 years old. There were a total of 19 classes held, included Introduction to Entrepreneurship, Finance, Communication, Goal Setting and Time Management. Three youth completed the training in February 2017.

Akwesasne's Comprehensive Community Plan (CCP)

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

community to look like in next 20 to 40 years. We engaged the community through a variety of sessions including meetings, surveys, presentations, one-on-one interviews and various events and activities throughout the community.

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

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

Tourism

Economic Development hired Macleod Farley & Associates, who is a leading expert and consultant in Tourism for First Nation communities, to assist with the development of an Akwesasne Tourism Strategic Action Plan as well as assist the A'nowara'ko:wa Arena, Thompson Island Youth Camp, and the Experience Akwesasne Welcome Centre to apply for funding.

An Akwesasne Historical Markers, Phase I of a beautification project was implemented. Economic Development worked with an Akwesasronon Consultant to develop a plan which included twelve historical interpretive stories and design images that go with each story. Each story is related to Akwesasne and the markers will be placed within the community as they are completed.

Objectives/Strategic Goals

- Continue to provide assistance and encourage business start-up and expansion.
- Provide assistance to businesses opening business accounts at financial institutions and seeking commercial loans.
- Provide financial assistance to support business development.
- Administer the Akwesasne Economic Development Fund
- Provide financial assistance for technical and specialized trades training.
- Continue to manage the Peace Tree Trade Centre.
- Continue to manage the Stanley Island Log Cabins.



TEHOTIENNAWAKON

ENVIRONMENT

Mission Statement

The Environment Program strives to achieve sken:nen for all of creation by undertaking programs, projects and services that respect, protect and preserve the natural world.

We will fulfill our responsibility to the People and all creation by operating the Environment Program with a goal to achieve a clean and healthy environment in accordance with the traditions and culture of Akwesasro:non, thereby promoting peace.

Staff will strive for excellence in all they do, will encourage innovative approaches to the challenges ahead, will emphasize teamwork as an operational value, will have fun in the process, and will be welcoming to our colleagues, neighbors, and visitors.

To organize and coordinate Akwesasne's response to minor and major emergencies, facilitate critical decisions in an emergency, shorten reaction and set-up times and smooth the transition from normal operation to emergency operations and return to normal.

Program highlights and accomplishments

Successful grant applications: Aboriginal Fund for Species at Risk Prevention Steam-Small fish project integrating Aboriginal Traditional Knowledge (final year of 3 year project).

EA staff completed 45 assessments for DTS, Housing, Economic Developmenet, OVS and private individuals.

GPS/GIS Technician completed 209 maps/assignments for Environment, Economic Development, OVS, Housing, Emergency Measures, the Arena, ARRO, Environment Canada and Transport Canada and participated in 48 field visits for forestry, fish and environmental assessment and other projects as needed.

Thompson Island Youth and Elders Camp had a total of 410 youth and adult visitors, an increase of 10% over the 2015-16 fiscal year.

The Minnow Project completed 113 field visits and participated and/or hosted four meetings with community members for the project. Minnows identified included the tessellated darter, fallfish, bluntnose minnow, emerald shiner, fathead minnow, spottail shiner, mimic shiner and brook stickleback. Several training sessions were also attended by staff with partners and/or in house regarding small fish identification and first aid and cardiopulmonary resuscitation.

Environmental Science Officer

The year 2016 – 2017 has been a hectic one. The Environment

Program has continued to work with our major partners on various projects. An Environmental History of Akwesasne was presented at the Akwesasne History Summit and we have continued to work on the environmental history of Akwesasne which is very pertinent to the current climate change issues.

Working with the Conservation Department we have continued to advise the Canada / USA Rabies Committee.

The Climate Change project has worked with Engineers Canada, INAC & OFNTSC to test and develop an infra-structural toolkit for First Nations. Ministry of Environment and Climate Change Ontario is interested in Alternative Energy plans and Climate Change adaptability plans for First Nations.

Environment and Conservation are working together to amend the Akwesasne Conservation Law to enhance, update and add regulations to this law. The Wildlife Conservation Community Law was the first comprehensive law of Akwesasne.

The Environment Program, in order to protect the local water of the St. Lawrence River, has continued to work with the Cornwall Administration Sediment Strategy, the St. Lawrence River Institute, Wetland River Clean-up and Cornwall/Massena Remedial Action Plan to carry out research and action on the river environment. On a larger scale, we continue to work with the International Joint Commission, Science Priorities Committee and the Eastern Ontario First Nations Working Group to understand and add our knowledge and concerns to their projects.

Partnerships

Algonquin 2 Adirondacks partnership is helping to develop a trail system from the Adirondack Mountain at Tug Hill to Algonquin Park. This is a local volunteer partnership of citizens from Canada and US.

Ontario Professional Foresters, Eastern Ontario Maple Syrup Producer and Eastern Ontario Model Forest are provincial and local forestry groups that are composed of people working together to create sustainable forests in Eastern Ontario.

A new partnership with the Ontario Ministry of Transport has conducted a successful Traffic Survey that supplied useful information on traffic flow to the Mohawk Council of Akwesasne.

Aboriginal Traditional Knowledge has become an important issue. We have been asked by the provincial and federal government to advise them concerning TEK and science. The Alberta Government has established an Indigenous Wisdom Panel that the Environmental Science Officer has been appointed to.



TEHOTIENNAWAKON

ENVIRONMENT

We have continued to help various universities and colleges. Lectures on a variety of environmental issues have been given to McGill, McMaster and University of Toronto. Canada 150+ events are also being planned.

Our partnership with Parks Canada has expanded to include Thousand Island National Park and the Rideau Canal National Historic Site with cultural awareness training and possible camps for our children at each of these parks.

Worth noting is that Environment is still a member of the Fluoride Alliance Network and as such, keep up with new research into contaminants and human health.

Important events

The visit of Elizabeth Dodswell, the Lt. Governor of Ontario, and her invitation to the Grand Chief to attend Queen Elizabeth 90th Birthday Celebration in Toronto.

The St. Lawrence River Symposium in May has become an important event to voice our concerns about the river and collect new information about new issues on the river e.g. microplastics.

Presentations to Quebec/Ontario, Mohawk Chiefs on Pipelines to be designed for Eastern Ontario and Quebec.

Meeting to advise Chiefs of Ontario and the Assembly of First Nations concerning Canadian Environment Assessment Act, Canadian Environmental Protection Act, Environmental Issues, Water, Biosphere in Canada and the Great Lakes Water Quality Agreement.

Meeting with governments concerning Eastern Wolf, Fisheries, Akwesasne Harvesting Areas and Seaway Opening.

Kanesatake came to visit to examine how we work and protect the environment.

Updates

Working relationships and partnerships are continuing to contribute to the success of the Environment Program. Partnerships include provincial and federal government agencies, Non-governmental organizations, various universities and colleges in both the US and Canada and other First Nations, including our sister communities of Kanesatake, Kahnawake and Tyendinega.

Problem areas

Staffing seems to be an area that requires special attention. There are many projects Environment is involved in; when there is an emergency situation (spills, floods etc.) there is not enough staff to handle both the emergency and the day-to-day

program needs.

Goals

- Train all staff in emergency response and/or find assistant for Emergency Measures Officer.
- Have more staff trained in small watercraft operation, safe boating and trailering; develop standardized SOP's for boating and trailering.
- Develop standard SOPs for field work, equipment use and care, incident reporting within program, environmental assessment process.



The Environment Program frequently provides presentations to the community on how to preserve and protect the environment.



AKWESASNE MOHAWK POLICE SERVICES

ADMINISTRATION

Mission Statement

The mission of the Akwesasne Mohawk Police Service is to enhance Peace, Harmony, Justice and Cultural Values throughout Akwesasne. To honor and respect all living things. To acquire the highest level of professionalism and accountability in serving the community members of Akwesasne and surrounding areas.

Core Values/Goals

- To serve and protect the community of Akwesasne
- To enforce the laws of akwesasne and canada in a fair and unbiased manner to enforce a variety of assignment areas including; traffic law, anti-drug and smuggling and criminal enforcement
- To protect our community today, for the seven generations of tomorrow
- To provide leadership and role models for our youth
- To work as part of a team

The Akwesasne Mohawk Police Service (AMPS) consists of 27 active sworn police officers, 5 full time dispatchers, 2 sub dispatchers and 4 civilian members who are responsible for delivering police services to approximately 8,000 citizens within the Canadian portion of Akwesasne. In 2016, two new officers joined AMPS.

The Akwesasne Mohawk Police Service is a progressive organization committed to refining and adjusting our service delivery model to create a sustainable and effective approach to crime reduction and to building a safer and healthier community.

AMPS maintains a strong presence in the community through their core policing objectives and community service events. AMPS will continue to strongly invest in the concepts of community-based, intelligence-led, problem-oriented, and risk-focused models of policing. Members of the Akwesasne Mohawk Police Service are dedicated and committed to enhancing the quality of life in the Territory of Akwesasne by working cooperatively to enforce the laws, preserve the peace, reduce fear, and provide for a safe environment. A community that is healthy, inclusive, cohesive, and resilient, where members can expect to live free of crime and violence and the fear of crime and violence, is something that benefits us all.

In 2016, we began a transitional

phase where we replaced the Deputy Chief Position with two Inspector positions. These positions are currently being filled as acting positions by Sergeants until we can find two qualified candidates for the positions.

The AMPS Containment Response Team (CRT) was developed in 2014. The CRT consists of four active Patrol Officers and one Patrol Sergeant who have obtained advanced training in specialized weapons and tactics. This team consists of five AMPS officers who are highly trained to effectively and safely control and contain a volatile situation.

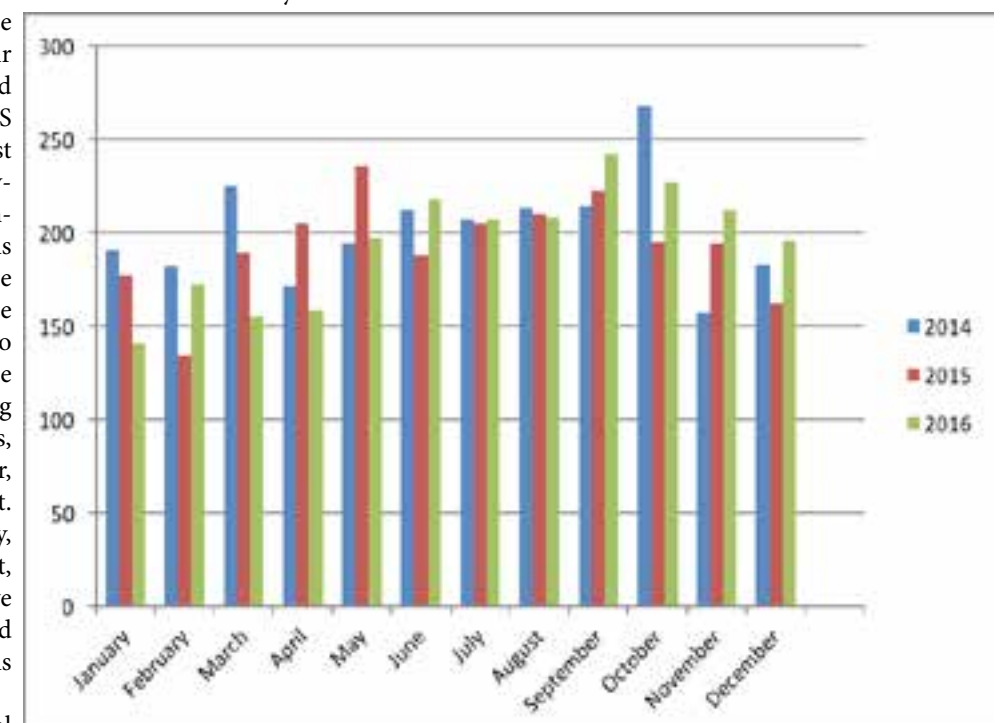
The team members carry out regular patrol duties and are deployed on an on-call service as required. In 2016, CRT had 9 call outs.

In 2016 the Joint Investigative Team (JIT) had 31 calls for service/investigation

Seizures for 2016

In 2016 the Joint Investigative Team (JIT) had 31 calls for service/investigation

- \$6629 Canadian Currency
- \$1571 US Currency
- Cocaine: 1oz, 4grams, 3.39 grams, 2.87 grams
- Marihuana: 98.90 grams, 93.19 grams, 50 lbs with an estimated street value of 100,000 us funds, and 20 plants resulting in numerous Criminal Code Charges being laid.





AKWESASNE MOHAWK POLICE SERVICES

ADMINISTRATION

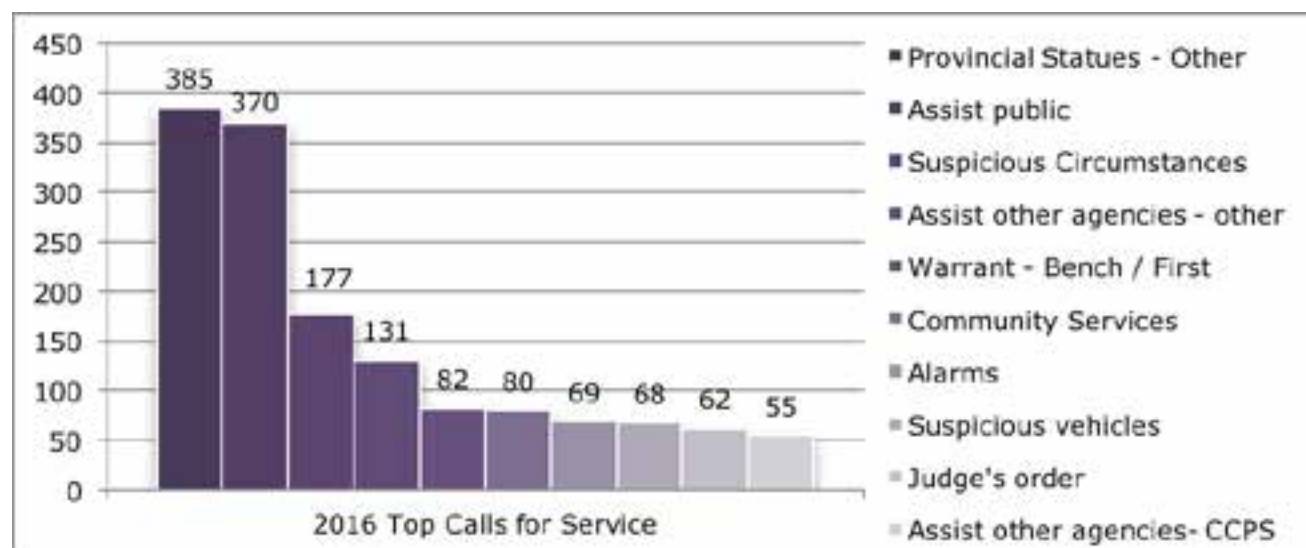
Total number of Occurrences by Year That an Officer is Required to Attend a Scene or Respond to an Accident

2014	2417
2015	2316
2016	2334

*The Akwesasne Mohawk Police Service's Reception, Dispatch and administration handles over 14,000 calls for service annually. These calls for service are for administrative assistance in areas including: being placed on the house watch list, community service requests, reporting requirements, legal consultations, community safety bulletins. The chart above is an indication only when an officer is required to attend a scene or respond to an incident. That Akwesasne Service responds to over 12,000 reported calls for service annually. In addition to actual records management system (RMS) calls for service and incident occurrences the Akwesasne Mohawk Police Service responds to thousands of additional telephone calls, walk-in events and individual officer contacts with citizens for advice and information that are not usually recorded within the RMS due to time constraints and operational requirements.

CHARGES LAID BY AKWESASNE MOHAWK POLICE 2016 – 1016

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	TOTAL
CRIMINAL	56	28	10	22	17	22	35	18	24	13	28	20	293
PROVINCIAL, BY-LAWS & Community Laws	17	28	44	38	29	56	58	68	70	122	96	97	723
TOTALS	73	56	54	60	46	78	93	86	94	135	124	117	1016



Community Events Attended by Akwesasne Mohawk Police

The members of the Akwesasne Mohawk Police service attended are represented the Service in 97 events during the 2016 calendar year. We are striving to be a major partner in each and as many Community events that we can some of which are listed below. This also includes Bus details at each district school .

- Christmas Carolling
- Trunk or Treat
- Youth Cultural Camp
- Power Wheels Race
- Boys Night Out
- Canoe Club
- Police Week events
- Kids for Fishing
- Presentations in area schools
- Elders dinners



AHKWESAHSNE MOHAWK BOARD OF EDUCATION

ADMINISTRATION

Motto:

“Iethihahon:nien – We Make the Road for Them.” Our motto encompasses our vision and mandate of providing our children with the highest quality education possible and “building a road for them” that will lead to success.

Mission

To provide our Mohawk students with an education that is inclusive in nature, based on the highest quality instructional practices, and is steeped in our Hotinoshonni customs and our Kanien’kéha language.

The AMBE believes in ensuring a safe and inclusive learning environment, where every student is given the opportunity to participate and is valued. We will prepare our students for the future by providing them with the knowledge, skills and values they will require to successfully respond to an ever-changing world.

Department Overview

The Ahkwesahsne Mohawk Board of Education (AMBE) was formed by a resolution of Council in December of 1985, with the Board taking full control of the education system from the Department of Indian and Northern Affairs Canada in 1987. Six Board Members (or school trustees) are elected for a three-year staggered term of office, with two members from each district. AMBE is responsible for the operation of the three schools, transportation, Post-Secondary Assistance, Head Start, Food Services, the After School Program, Iohahi:io Adult Learning Center, and the Education Services Agreement with both the Upper Canada District School Board and the Catholic DSB of Eastern Ontario for students in Grades 9 – 12.

Educational Staff at Our Three AMBE Schools

Educational Staff – 68

First Nation Status – 49

Non-Status - 19

The following positions provide services to students and staff in all three schools: Psychological Associate; Inclusive Services Program Facilitator; Art, Music, & Technology Teachers; English Curriculum Specialist; Speech & Language Pathologist; Speech Aides.

Major Activities for 2016-17

Mohawk Language Improvement Initiative

The AMBE team is continuing to create literacy curriculum at each grade level with a series of new books being developed using Mohawk artists. These books will continue to be used as part of the language instruction. This will support the students' comprehension, by using the key sentences from the literacy curriculum dialogue during the reading instruction.

The teachers continue to utilize the dialogue in the books to reinforce and engage the students in conversation. The students are expected to ask and answer questions in complete sentences with a partner.

Teachers are engaged in training on the neuro-linguistic approach to teaching language. The language teachers are being coached in oral fluency strategies for teaching and assessment. Assessments, resources and Year Two literacy curriculum are under development. This is the second year of a five year initiative. Students are assessed three times per year to monitor growth.

Comprehensive Improvement Initiative

The Board, in the eighth year of the First Nations Student Success Program (FNSSP), continues to implement school success plans to address literacy, numeracy, student retention and assessment. FNSSP also provides funding for the licensing costs of a student data management system.

FNSSP enables the Board to contract with the Success for All Foundation (SFA). The Foundation assists schools in identifying and implementing strategies designed to reach every student, and provides a full array of supports that help every child reach his or her full potential. Students are provided with intensive instruction in language arts using cooperative learning strategies. Teachers receive extensive professional development throughout the school year to better help every student succeed.

Assessments and Student Achievement

AMBE administers numerous formative assessments throughout the school year, and a final summative assessment in late May and early June. The formative assessments are designed for teachers to monitor student progress and to make adjustments to their instructional program as necessary. The summative assessments are used to gauge student progress from year to year, and are useful for school administrators to monitor and evaluate the entire instructional program.

During the school year, teachers administer formative assessments in their classrooms using the Scholastic Reading Inventory (SRI), the Ontario Writing Assessment (OWA), the Scholastic Mathematics Inventory (SMI), and for the Early Years students, the Dynamic Indicators of Basic Early Literacy Skills (DIBELS).

EQAO is administered at grades 3 and 6. Students at AMS and Tsi Snaihne take this test at the end of each school year. This is a provincial test. All of our students in grades 3 and 6 are registered for this exam. Students with identified learning disabilities are provided the supports allowed in their Individual Education Plans, or IEPs.



AHKWESAHSNE MOHAWK BOARD OF EDUCATION

ADMINISTRATION

AMBE also administers the Canadian Achievement Test 4 (CAT4) for Grades 1, 2, 4, 5, 7, & 8, which is a summative standardized test that is norm referenced and indicates how our students are doing compared to other students at the same grade level in Canada.

CAT4
(No data below for Grade 3 and 6 as they take EQAO)

2015-16
Percent of Students at Stanine 4 and Above at Tsi Snaihne School

	Reading	Word Analysis	Vocabulary	Spelling	Writing Conventions	Mathematics	Comp. & Estimation
Grade K	100	89	N/A	N/A	N/A	100	N/A
Grade 1	67	47	60	67	N/A	47	87
Grade 2	89	67	89	72	72	94	89
Grade 4	75	N/A	69	63	78	88	94
Grade 5	100	N/A	85	100	100	92	100

CAT4
(No data below for Grade 3 and 6 as they take EQAO)

2015-16
Percent of Students at Stanine 4 and Above at AMS

	Reading	Word Analysis	Vocabulary	Spelling	Writing Conventions	Mathematics	Comp. & Estimation
Grade K	74	65	N/A	N/A	N/A	100	N/A
Grade 1	73	78	65	78	N/A	83	91
Grade 2	50	52	62	57	43	76	76
Grade 4	56	N/A	86	63	83	94	82
Grade 5	76	N/A	77	57	74	81	90
Grade 7	78	N/A	83	78	64	81	67
Grade 8	63	N/A	59	62	41	62	59



AHKWESAHSNE MOHAWK BOARD OF EDUCATION

ACTIVITIES, PROGRAMS AND SERVICES

Akwesasne Head Start Program
The Akwesasne Head Start Program, one of the original 15 Head Start sites on reserve in Ontario, has been providing pre-school services to the children of Akwesasne for over 14 years. Program enrolment is limited to 16 three-year-olds per site due to provincial legislation. We have three classrooms, one in each school. Over the 2016/2017 fiscal year, 48 children have been enrolled in the Akwesasne Head Start Program. Head Start is the entry level for children into AMBE's Early Years Program. Early Years consists of children in Head Start, K-4 and K-5. It is worth noting that our early years model was in place prior to the Early Learning initiative of the province of Ontario.

The Akwesasne Head Start Program is an integral component of the AMBE Early Years Program. Head Start teachers work as a team with the K-4 and K-5 instructional staff to provide an enriching program for our young children in each of the three AMBE schools. Each Head Start classroom is licensed under the Ministry of Education of Ontario.

Food Services Program
Because of the positive correlation between good nutrition and school achievement, the Board has run an unfunded Food Services Program for many years. Breakfast is free for all AMBE students; lunch is either free, reduced, or at a minimal cost. The program provided free or reduced lunches daily to 68% of the AMBE student population. With support from National Child Benefit Reinvestment Fund (NCBR) and the Department of Health, the Board is able to offer affordable and nutritious meals because of this supplemental funding that covers food purchases.

After School Program
The program is for children whose parents are unable to provide supervision for their children in those critical late afternoon hours because they are either working or full time students.

Each site is supervised by 2 to 3 after school workers depending on the number of students. Parents sign a participation agreement that defines rules of the program and the fees for the program. The average attendance at each site was 30, with some students leaving the program if a parent was no longer employed or in school.

Transportation
The AMBE Transportation Program employs twenty-one bus drivers, six monitors, and two spare drivers. Transportation is provided to all AMBE schools as well as Iohahio and Upper Canada Secondary schools. Late buses for academic and social activities are also provided to support student involvement.

Transportation has the mission to safely and efficiently transport students from home to school and back. We use trained and caring personnel who care about the well-being of the students.

Secondary School Services
Nominal Roll:
114 students at CCVS
31 students at AMBE Foundations
1 student at TR Leger main campus
19 students at the Iohahio Adult Education Center
3 students at St Joseph's Catholic Secondary School
3 students at Akwesasne Freedom School
3 students at Private Schools

CCVS
AMBE has an Education Services Agreement with the Upper Canada District School Board for students in Grades 9 – 12. The agreement with the Upper Canada DSB funds one full time resource teacher at CCVS.

Highlights:
Students are involved with school sports & activities: Dance, Guitar, Music, Art, CCVS Student Leadership, and Native Student Leadership. We are also seeing more student participation in sports such as Volleyball, Basketball, Football, and Lacrosse. CCVS Lacrosse hosts a Lacrosse Tournament.

Let's Talk Science Mentorship Programme: 10 students participated. AMBE students won 2 of the 3 categories in the Science Fair. The students were also invited to dinner at the residence of the Ambassador of Ghana. The students met with the ambassadors' wives from Ghana, Libya, Indonesia, Kazakhstan, and Serbia.

24 students participated in UCDSB Native Student Leadership. Students attended presentations in Kemptville, 8 students participated in the UCDSB Truth and Reconciliation Commission Gathering, partook in Opening Ceremonies at Bridgewood Public School, and also participated in Viscount Public Catholic's 150th Celebration.

About 7 students participated in CCVS Student Senate or Student Council, or Yearbook Committee.

The Native Resource Center is open five days a week from 8:00 am to 4:00 pm for students who need extra help or access to computers. The staff consistently worked with an average of 27 students during the day, an average of 21 students during the lunch period, and an average of 13 students after school.

There was an average of 26 students who made Honor Roll and Principal's List in the past three marking periods.



AHKWESAHSNE MOHAWK BOARD OF EDUCATION

ACTIVITIES, PROGRAMS AND SERVICES

The Class of 2017 consists of 25 students; 15 plan on attending post-secondary institutions in the fall; 10 will enter the world of work.

AMBE Foundations/TR Leger School Activities: AMBE Foundations is one of the highest producing campuses in TR Leger. AMBE Foundations is an alternative high school specifically designed for Akwesasne youth who require a classroom setting that is unlike that of a mainstream school. The students do not necessarily function well in a strict classroom and yet they thrive in the Foundations setting. The staff does a great job of getting students out from their desks and learning outside of the classroom.

There are 9 students in the Class of 2017. One student plans to work then attend college in January 2018; the other 8 students will enter the world of work.

AMBE Foundations continues to evolve as a high school by focusing on the cultural, emotional and physical needs of the students. Strong relationships have been formed with resources and programs in the community. Joey David and Vikki Horn implemented the Sons and Daughters of Tradition and meet with the students on a weekly basis. A mental health counselor also meets with a student on a weekly basis.

Seven students did co-op placements (Akwesasne Mohawk Casino, Jreck Subs, Kana:takon School, Jocks Corner Store, Summer Heights Golf Course, Cross Fit, Total Cyclery and A'nowara'ko:wa Arena).

A field trip included a cultural excursion to the Azure Mountain Museum of Natural History, Sugar Camp, Algonquin College, and Iohahi:io Open House.

Iohahi:io: 19 students registered at Iohahi:io in September 2016. Eight of the students are in grade 12. Of the 8 students, 5 have been confirmed for graduation.

TR Leger School: One student is registered in grade 12 at the main campus. There are 2 other students who enrolled after the nominal roll deadline and are confirmed for graduation.

St Joseph's Catholic Secondary School: 3 students enrolled at St Joseph's this past September and 2 students made Honour Roll.

Akwesasne Freedom School: AFS received a special classification to keep their students who wish to continue on for their high school diploma. Three students were registered for high school courses.

Private Schools: Three students are registered at private schools.

Post-Secondary Assistance Program
The AMBE PSAP was increased by a new staff member this year to help students be successful academically in their post-secondary pursuits. The office location changed.

The program sponsored 386 students including full-time and part-time.

89 students graduated this year, with more to graduate in the summer.

The post-secondary institutes with the highest attendance from Akwesasne students in Canada included:
St. Lawrence College and Algonquin College

The post-secondary institutes with the highest attendance from Akwesasne students in the U.S. included:
SUNY Potsdam and Syracuse University

Graduate Statistics:	
Female	67
Male	22
American Institutes	34
Canadian Institutes	55
Certificates (1 yr)	32
Associate/Diplomas (2 yr)	23
Ontario Advanced Diplomas	3
Bachelor Degrees (4 yr)	27
Master's Degrees	4

- Post-Secondary Highlights**
- Participated in the Institutional Reorganization of the AMBE Post-Secondary and Adult Education.
 - Participated on the OSAP Transformation Steering Committee.
 - Attended all high schools (CCVS, Massena and Salmon River) in order to inform students about the Post-Secondary application process.
 - Presented at a booth for the Iohahi:io Open House.
 - Attended information sessions concerning the new Excelsior Scholarship for N.Y. State.
 - Attended training for N.Y. State Financial Aid.
 - Attended training for the U.S. Federal Pell Award.
 - Ended the year as the Acting Associate Director of Post-Secondary and Adult Learning.



AHKWESAHSNE MOHAWK BOARD OF EDUCATION

IOHAHI:IO

Mission, Goal and Objective
The mission of Iohahi:io is to provide adults with ongoing, quality learning opportunities that promote relevant individual and community development. The overall goal of Iohahi:io is to provide learning and training opportunities which allow participants a chance to increase their abilities, acquire new skills and further enhance their potential to obtain employment in Akwesasne and the surrounding area.

Background
Iohahi:io Adult Education Program was established in 1989 to deliver community-based, accredited educational programming to Akwesasronon. Iohahi:io's programming is directed at adult learners and is delivered through partnerships with publicly funded colleges and universities.

The name "Iohahi:io" means "A good path" and is meant to illustrate that a learner's educational journey leads to greater awareness, knowledge, skills, and opportunities for generations to come.

Community Outreach
The Iohahi:io Akwesasne Adult Education Program is guided by the Adult Education Advisory Committee consisting of representatives from community service agencies, businesses, employers and other stakeholders. The committee meets quarterly and assists Iohahi:io staff to identify current and emerging labour market demands and trends within Akwesasne and surrounding communities in order to select training to meet these demands.

2016-2017 Programming Summary
Iohahi:io delivered educational programs and training to approximately one hundred and twenty (120) students during 2016-2017 in Academic Upgrading, Secondary, Post-secondary, and Training Programs.

Literacy and Basic Skills (Academic Upgrading)
Students looking to upgrade their knowledge and skills and prepare for secondary school attend Iohahi:io to learn both in a formal classroom environment, and independently - at their own level and pace. During the year, fifty-three (53) learners were enrolled in the Literacy and Basic Skills program. Fifteen (15) of them were new learners, four (4) continued on to the Secondary School Program and three (3) students will be continuing in the program in the fall.

Secondary
Iohahi:io partners with the T.R. Leger School of Adult, Alternative and Continuing Education to deliver secondary school programming. Students looking to earn their Ontario Secondary School Diploma or certain credits required for college or university admission attend Iohahi:io full-time to

learn independently - at their own level and pace.

During the year, fifteen (15) students were enrolled in Secondary School courses on a full-time basis, one (1) student was enrolled in Home Study, five (5) students earned their OSSD, and four (4) students are continuing in the program. This year Iohahi:io was honoured to celebrate one of its OSSD graduates as the 2016-17 TR Leger Eastern Region Valedictorian. One graduate entered into the General Arts Pre-Archaeology program in January, a second graduate applied to the Business Accounting program for Fall 2017, while another graduate has achieved her goal of full time employment.

Postsecondary
Iohahi:io partnered with St. Lawrence and Algonquin Colleges to deliver various diploma and certificate programs during the year as summarized in the following table.

PROGRAM	PROGRAM TYPE	DATES		STUDENTS	
		START	COMPLETION	ENROLMENT	GRADUATES
Computer Networking/Tech Support	Diploma	September 2014	April 2016	17	17
Business – Human Resources	Diploma	September 2014	April 2016	11	11
General Construction/ Carpentry Tech	Certificate	September 2015	May 2016	10	7
General Arts/ Pre-Health Sciences	Certificate	September 2016	April 2017	10	8
Food Service Worker	Certificate	September 2016	April 2017	16	14
General Arts/ Pre-Archaeology	Diploma	January 2017	April 2018	10	TBD
TOTALS				74	57

Four (4) Pre-Health Sciences graduates have been accepted into the Bachelor of Science-Nursing program at St. Lawrence College/Laurentian University for Fall 2017. Four (4) Food Service Worker students graduated with honours.

Acknowledgements
Iohahi:io would like to thank its committed funders and educational partners that support Iohahi:io's delivery of quality adult educational programming to the Akwesasne community. Funders include the Ontario Ministry of Advanced Education and Skill Development, Indigenous and Northern Affairs Canada, MCA Community Support and the Akwesasne Area Management Board.Educational Partners include St. Lawrence College, Algonquin College, and the T.R. Leger School of Adult, Alternative and Continuing Education.



FINANCE REPORT

Mission Statement

As an office we have accepted the Executive Services Mission Statement: ‘Advancement through change.’

Our role within MCA is to facilitate changes that lead to better productivity, improved accountability, and consistent business practices. Within Executive Services, we make progress when we are able to find innovative solutions to everyday problems. We advance the organization and the reputation of our department when we are able to implement innovative solutions.

Program Highlights and Accomplishments

External Financial Reporting:

The 16/17 annual audit was accepted by Council on October 30, 2017. We obtained an unqualified or clean audit opinion for the 16/17 fiscal year. Once again 75 + year-end statements were prepared for auditor review, with each receiving the appropriate level of audit attestation. Our annual audit, as well as the Schedule of Salaries, Honoraria, Travel Expenses and Other Remuneration Paid to Chiefs, have been posted to our web site at Akwesasne.ca.

Internal Financial Reporting:

We have continued to change our internal processes in order to reduce the timelines for internal financial reporting. Management has access to their data by using a common drive for distribution and reporting is monthly. Last year we reported that we had selected and acquired a new budgeting and financial reporting program. This system is being tailored to our specific needs with the budgeting module being our focus during 17/18. We have commenced the development of the financial reporting module. This system once fully implemented in fiscal 18/19 will provide management with real time access to their financial data and will facilitate data analysis.

Budgeting:

Our new budgeting package has been developed, tested and is being implemented with the 18/19 annual budgeting process currently underway. This will be the first year that excel is not utilized for budgeting. This software supports both single and multi-year budgeting and projections. Our expectation is that multi-year budgeting will be implemented in fiscal 19/20.

Akwesasne Community Settlement Trust:

Council has transferred \$40,843,520 is settlement funds to the Trust up to March 31, 2017. This leaves two additional annual payments in the amount of \$2,560,000 each resulting from the OPG settlement to be received. A schedule of amounts received and transferred is included in this report.

Financial Overview

Our Current Financial Position

Council opened the 16 /17 fiscal year with an accumulated operating deficit of (\$544,395). Council ended the 16/17 fiscal year with an annual operating surplus of \$1,045,354 and an accumulated operating surplus of \$500,959. Council has continued to reduce its reliance on applying the OLG annual revenue to offset annual operating costs: applying \$1,575,092 to offset the costs of unfunded programs and services. This amount will be further reduced by \$500,000 in fiscal 17/18 to \$1,075,000. Council attained the goal set in 15/16 of eliminating the accumulated deficit by the end of the 16/17 fiscal year.

While the accumulated deficit has been eliminated, deficits that are program specific continue to be generated as Council, in response to community needs, continues its support of unfunded programs. It must be acknowledged that many vital programs and services remain unfunded or funded at levels that do not reflect community needs. Our goal of setting a break-even budget each year when faced with the understanding that some programs will operate at a deficit is an ongoing challenge. Council and its management team continue to work with our funders to identify new funding sources.

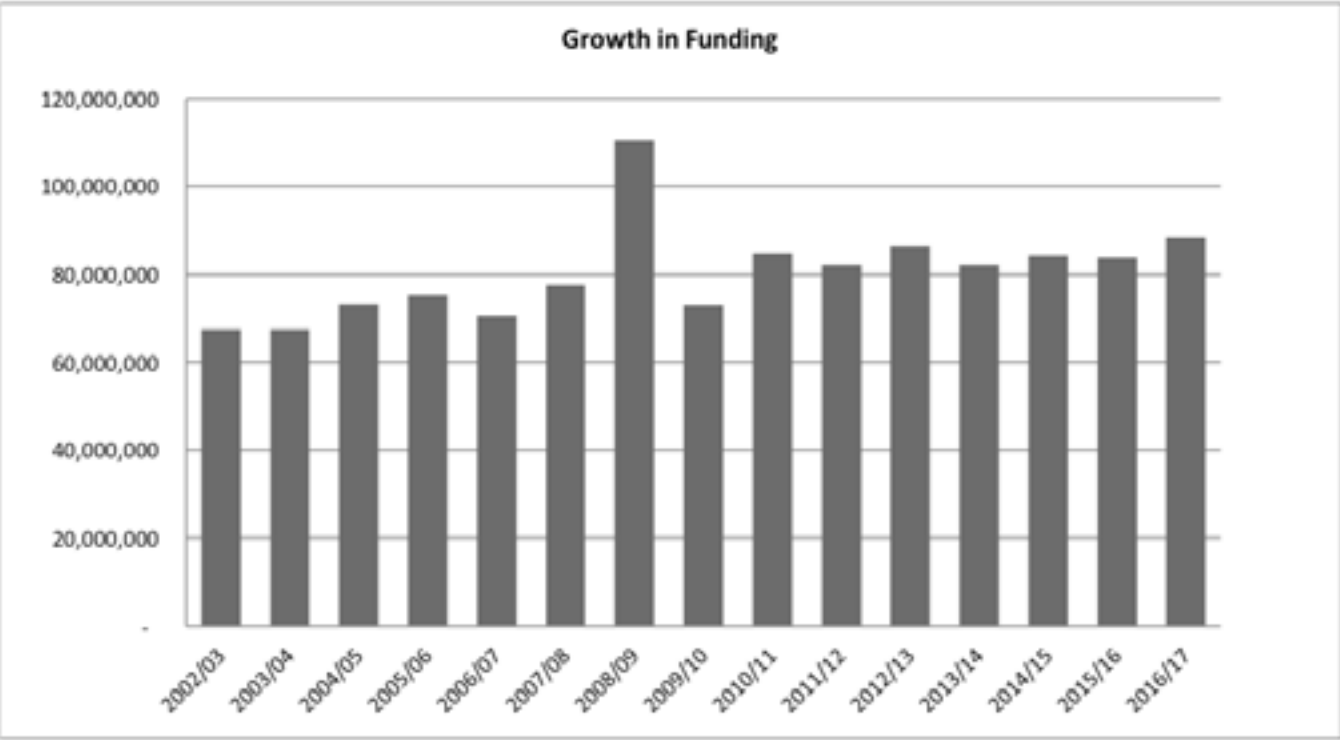
In 16/17 our Non- Insured Health Program generated an operating deficit of \$1.2 million that resulted in the Department of Health generating a deficit of almost \$1 million. The deficit is a result of the increasing cost of prescription medications. In the absence of an increase in funding, we project this deficit to more than double in 17/18. Council is working with Health Canada to increase funding levels. This unexpected funding shortfall unless remediated by increased funding will make if very difficult to realize our goal of breaking even in fiscal 17/18. We have included departmental summaries of actual costs incurred by program compared to the initial approved budget, and have provided a brief description of the primary sources of funding for each department.



FINANCE REPORT

The following graph highlights our growth:

MOHAWK COUNCIL OF AKWESASNE
COMPARISION OF FUNDING LEVELS
FROM 2002/03 TO 2016/2017



Funding has grown consistently since fiscal 1994/95,with funding doubling from \$42.6 million 94/95 to \$88.4 million in 2016/17. The primary reason for the spike in funding in 08/09 is the OPG settlement. The OPG settlement resulted in Council recognizing \$39,930,553 in additional funding in fiscal 08/09.



FINANCE REPORT

OLG (Casino Rama) and Federal Revenue Trust Funds (Island Revenue)

Mohawk Council of Akwesasne Settlement Funds Transactions to March 31, 2017

Summary of OPG Fund

Total OPG settlement	\$	45,963,520
OPG payments received to date:		
October 2008	\$	20,363,520
September 2009		2,560,000
September 2010		2,560,000
September 2011		2,560,000
October 2012		2,560,000
September 2013		2,560,000
September 2014		2,560,000
September 2015		2,560,000
October 2016		2,560,000
Total paid to March 31, 2017	\$	40,843,520
Transferred to Akwesasne Settlement Trust in 14/15		(24,860,270)
Transferred to Akwesasne Settlement Trust in 15/16		(13,423,250)
Transferred to Akwesasne Settlement Trust in 16/17		(2,560,000)
Balance held to MCA at 3/31/17	\$	-
Balance remaining - 2 payments	\$	5,120,000

All funds received to date that resulted from the OPG settlement have been transferred to the Trust.

While Council has transferred all of the OPG settlement funds to the Trust as they have been received, the MCA has no obligation to do so.

Please refer to note 22 on page 20 of the 16/17 Annual Audited Financial Statements for additional note disclosure.

Summary of Easterbrook Settlement

Settlement received October 2, 2012	\$	4,448,932
Transferred to Akwesasne Settlement Trust		(4,448,932)
Investments held by MCA at March 31, 2015	\$	-
Interest earned and segregated to March 31, 2015	\$	129,521
Interest Transferred to Akwesasne Settlement Trust		(129,521)
Interest income held by MCA at March 31, 2015	\$	-

**All settlement funds received to March 31, 2016 have
been transferred to the Trust.**



FINANCE REPORT

MCA continues to apply Island Revenue and a portion of Casino Rama revenue to its operations. In addition, Council has reserved OLG revenue to meet current and future community needs as follows: the future generations revenue has been reserved and all of the interest generated is used for special needs; Council continues to hold a portion of the 1 time allocation's received in previous years in reserve for

future needs. OLG has separate reporting requirements and an annual audit is issued for the OLG funds. All expenditures of OLG funding are supported by either a Council Resolution or a recorded majority vote. The following schedules summarize the application of these additional dollars to MCA operations.

Mohawk Council of Akwesasne Schedule of Federal Revenue Trust Funds For the year ended March 31, 2017

Earned revenue has been applied to Council programs & services as follows:

	2016/2017	2015/2016
Income earned and applied to Council programs	\$ 574,548	\$ 579,331
Interest income earned	\$ 28,509	\$ 51,614

The interest income has been applied to global Council operations.

Please refer to Schedule 3 on page 25 of the 16/17 Annual Audited Financial Statements for a detailed listing programs and services supported by this revenue.



FINANCE REPORT

Mohawk Council of Akwesasne
Application of OLG funds (formerly Casino Rama Funds)
For the year ended March 31, 2017

OLG / Casino Rama revenue has been applied to the following:

	Final 2016/2017 \$	Final 2015/2016 \$
Akwesasne Winter Carnival - annual	5,000	5,000
Akwesasne Pow Wow Committee - annual	5,000	5,000
Elders housing repairs - administered by housing	56,767	57,836
Community fund - distribution	146,153	137,244
3 Recreation committees @ \$40,000 each	120,000	120,000
Water distribution		
Tri District Elders	15,000	15,000
Community fuel program	254,296	467,911
Seaway Claim	298,507	672,941
Snye Homemakers	15,000	15,000
Individuals -small donations	66,081	79,064
Library & Cultural Centre	5,000	
Summer Student Program	105,000	105,000
Housing Rental Shortfall	150,000	150,000
AMBE After School Program	71,700	36,000
AAMBE School Bus		
Kawhenoke Water Line	1,700	96,263
TsiSnaihne Water Line	134,364	(7,930)
Tsionhiakwatha	-	-
AEDA Can 8 Language instruction	100,000	100,000
St. Regis Church Insurance	5,880	5,527
Allocated to Roads		
Allocated to Garbage Collection		
Allocated to Hot Lunch Program		
Allocated to Water/Waste Water Operations		
Allocated to Arena		
Mode Maps - Community Recreation Plan		
Allocated to cover unfunded operations	1,575,092	1,748,639
Interest Earned - Allocated to MCA Operations		
Enhancements to Council programs	324,785	302,480
Organizational Improvement	30,000	94,894
CBSA seizures	-	(7,408)
	3,485,325	4,198,461
Special Needs	74,865	137,244
Total OLG Expenses	3,560,190	4,335,705



FINANCE REPORT

Sources of Income

The Summary of Operations forms the basis of the "Statement of Financial Activities" which is an integral part of our 2017 audited financial statements. The Summary of Operations

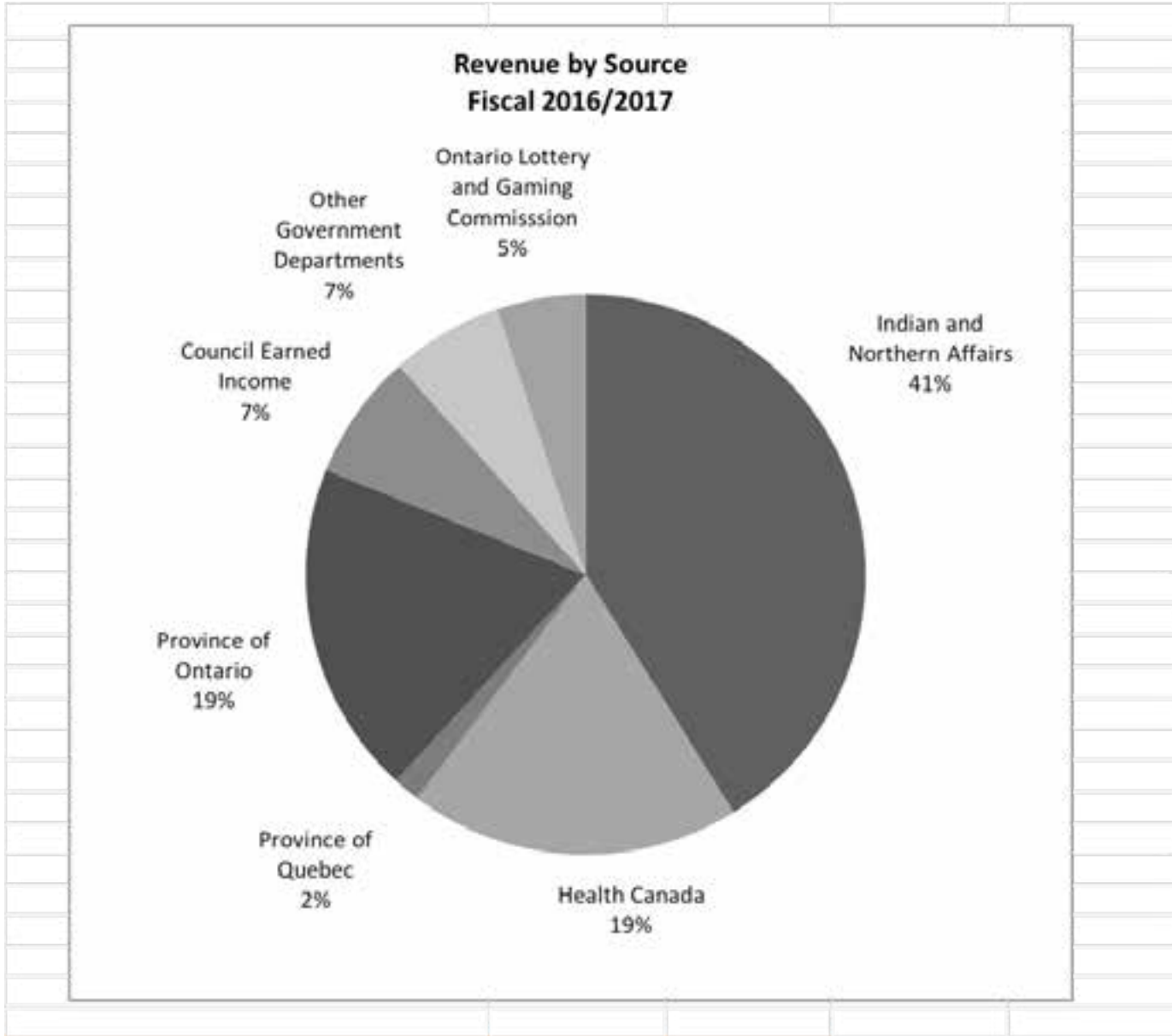
provides an overview of the revenues administered and expenses incurred by each department. The Statement of Operations (page 5 of the audit) discloses total revenue of \$88.4 million and total expenses of \$86.1 million.

MOHAWK COUNCIL OF AKWESASNE SUMMARY OF REVENUE BY SOURCE FOR THE YEAR ENDED MARCH 31, 2017

	Fiscal 2016/2017		Fiscal 2015/2016	
	Total Revenue \$	% of Total Revenue	Total Revenue \$	% of Total Revenue
Grants and Contributions				
Government of Canada				
Aboriginal Affairs & Northern Development	36,381,516	41.14	35,120,846	39.71
Health Canada	16,916,278	19.13	17,158,084	19.40
Human Resources Development Canada	476,916	0.54	387,267	0.44
Canada Mortgage & Housing	345,710	0.39	413,839	0.47
Canada Border Services Agency	10,000	0.01	13,000	0.01
Emergency Preparedness Canada	3,683,830	4.17	3,316,300	3.75
Other Federal	179,217	0.20	3,300,571	3.73
Total Government of Canada	57,993,467	65.58	59,709,907	68.72
Ontario Lottery & Gaming Commission	4,537,510	5.13	4,044,784	4.57
Province of Ontario	17,044,745	19.27	14,853,583	16.80
Province of Quebec	1,390,524	1.57	1,760,680	1.99
Other	1,021,440	1.16	147,990	0.17
	23,994,219	27.13	20,807,037	23.53
Total Grants and Contributions	81,987,686	92.71	80,516,944	92.25
Council Earned Income				
Administration Fees and User Charges	793,602	0.90	877,189	0.99
Land Leases	574,548	0.65	579,331	0.66
Interest Income	1,083,293	1.22	951,074	1.08
Earned Income	3,287,049	3.72	3,237,193	3.66
Rentals	708,491	0.80	729,300	0.82
Total Earned Income	6,446,983	7.29	6,374,087	7.21
Total Revenue	88,434,669	100.00	86,891,031	99.45

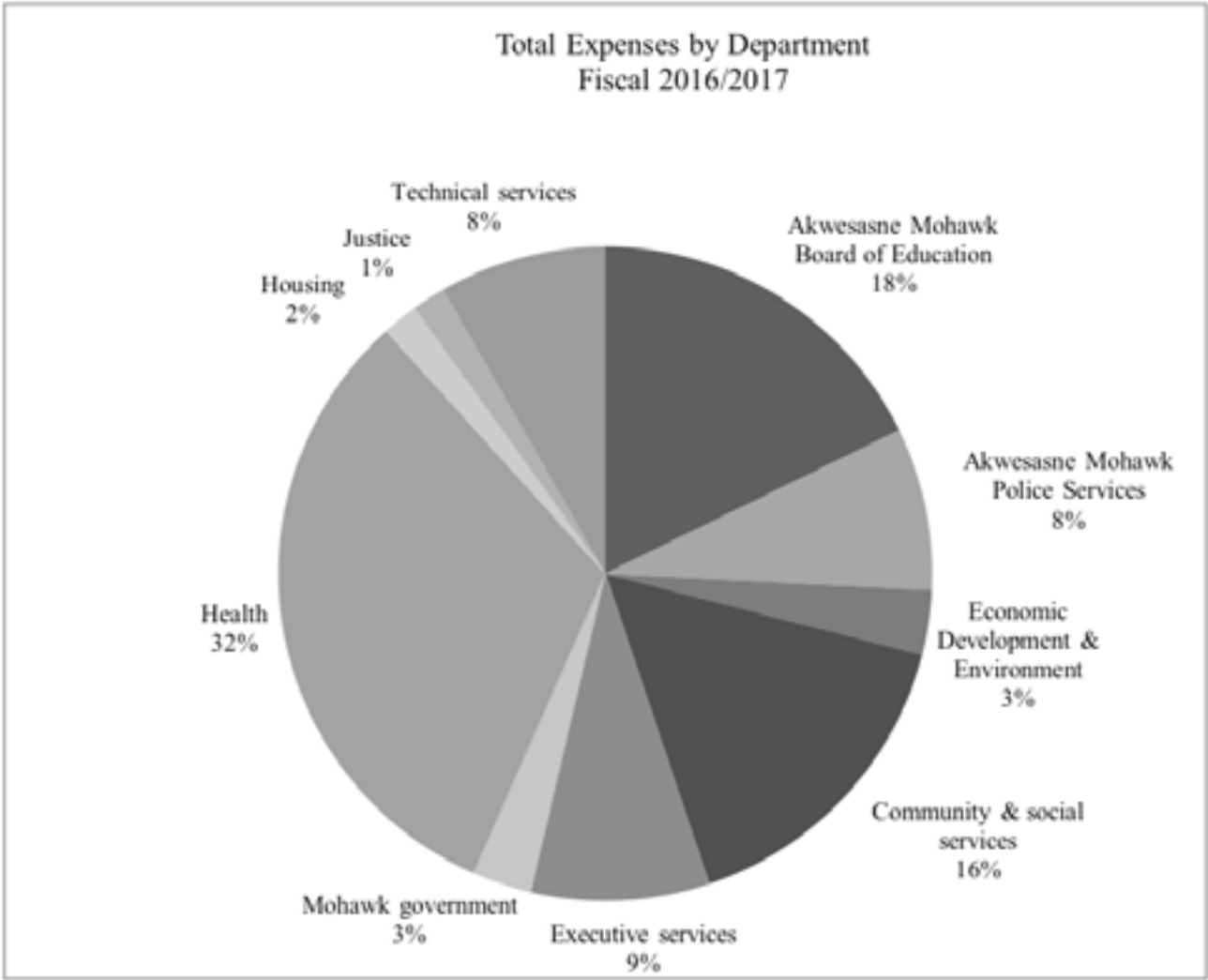


FINANCE REPORT



FINANCE REPORT

This following graph provides an overview of how the Council spends its funds in the provision of community service.





FINANCE REPORT

The next chart indicates how we have spent our funding by expense category.

Mohawk Council of Akwesasne
Operating Expenditures by Category
March 31, 2017

Operating Expenditures	Fiscal 2016/2017		Fiscal 2015/2016	
	Amount	Percent	Amount	Percent
Salaries, benefits, and honoraria	\$ 43,742,443	50.82%	\$ 42,240,232	50.82%
Travel and training	1,279,489	1.49%	1,535,713	1.49%
Program supplies	7,576,181	8.80%	6,786,791	8.80%
Office	1,174,545	1.36%	1,028,352	1.36%
Facility costs	2,812,682	3.27%	2,766,537	3.27%
Student tuition and allowances	5,408,628	6.28%	5,292,317	6.28%
Equipment repairs, lease, and small purchases	2,016,802	2.34%	1,897,560	2.34%
Community support	4,799,233	5.58%	5,190,424	5.58%
Minor Capital	3,643,181	4.23%	3,671,938	4.23%
Professional Fees	4,078,288	4.74%	4,739,079	4.74%
Non-Insured Health Benefits	9,541,367	11.09%	8,571,245	11.09%
	\$ 86,072,839	100%	\$ 83,720,188	100%

Please refer to Note 24 on Page 20 of the audit



FINANCE REPORT

Our employees are our most valuable resource. Salary, benefit and honoraria account for 50.8% of our annual operating costs. Our basic staffing population consists of 850 employees. Our annual total employee population is about 1100 employees and includes full-time, part-time, term, casual, and seasonal employees.

Professional fees include: legal at \$857,000 (\$1.6 million in 15/16); audit; consulting and professional services; and Non-Insured Health Benefits (NIHB) medical and dental professional services.

The reduction in legal costs is attributed to lower legal costs relating to the pursuing of land claims.

MOHAWK COUNCIL OF AKWESASNE
LISTING OF COMMUNITY ASSETS AND EQUIPMENT
AS AT MARCH 31, 2017

	Cost of Acquisition \$	Accumulated amortization \$	Net \$	2016 Net \$
Land	727,454		727,454	720,434
Buildings & major infrastructures	149,815,242	49,173,542	100,641,700	95,109,849
Computer hardware & software	4,113,319	3,800,045	313,274	395,304
Equipment	6,738,379	5,663,361	1,075,018	1,201,376
Equipment under capital lease	504,822	476,100	28,722	35,903
Furniture & fixtures	2,021,354	1,467,588	553,766	615,295
Roads	5,771,873	4,152,760	1,619,113	1,799,078
Vehicles	8,586,394	6,619,527	1,966,867	1,654,107
	178,278,837	71,352,923	106,925,914	101,531,346
Property plant & equipment under construction	728,094		728,094	7,798,887
TOTAL COMMUNITY ASSETS	179,006,931	71,352,923	107,654,008	109,330,233

Notes:

1 These assets are insured at their replacement value not the amortized value. All community owned assets are insured.

The replacement value of community assets at April 1, 2016 is \$ 197,410,502.

For additional detail please refer to Note 1 (d) on page 9 and Note 6 on page 12 and Note 7 on page 13 of the 15/16 Annual Audited Financial Statements.



FINANCE REPORT

For the most part, facility construction is fully funded via government contributions. On occasion, Council has to finance the unfunded portions of these projects through mortgages or

long term debt. The following schedule summarizes Council's debt position at March 31, 2017.

Mohawk Council of Akwesasne Long Term Debt March 31, 2017

Council has mortgages on a number of community properties.

	Balance of Mortgage at March 31, 2017	Balance of Mortgage at March 31, 2016
Total Mortgages Outstanding	\$ 6,603,897	\$ 6,561,462

These mortgage loans are guaranteed by Aboriginal Affairs & Northern Development Canada (AANDC) Canada Mortgage and Housing Corporation (CMHC) provides subsidy funding for a portion of the interest and annual operating costs.

Please refer to note 16 on page 17 of the 16/17 Annual Audited Financial Statements for a detailed listing of Council's long term debt.

Salaries, Honoraria and Travel Expenses Paid to Chiefs

Canada has a requirement that salaries, honoraria and travel expenses be published for Council. Please see the Schedule posted at Akwesasne.ca. The Schedule has been reviewed by our auditors and forwarded to AANDC. Please note that a review does not constitute an audit. The schedule has been prepared by finance staff and complies with Canada's reporting requirements.

We had several goals in providing this level of detail in a community financial report.

- To provide the reader with an overview of the types of programs and services provided by MCA, together with the sources of funding and total costs related to the delivery of individual programs and services.
- To enable the reader to match the financial report with the written annual report provided on both the departmental and program level.
- To increase accountability and transparency of financial reporting and to set a baseline for performance reporting that can be enhanced in future reports.

Detailed Summary of Revenue and Expenses by Department

The information provided for each department will include:

- A summary of the sources of funding
- A schedule that compares approved budget and actual expenses incurred by each program.
- Charts and graphs may be included

The information provided is department specific and reflects the organizational structure at March 31, 2017. We have also provided the 2016 comparative figures for both the budgets and actual expenses.

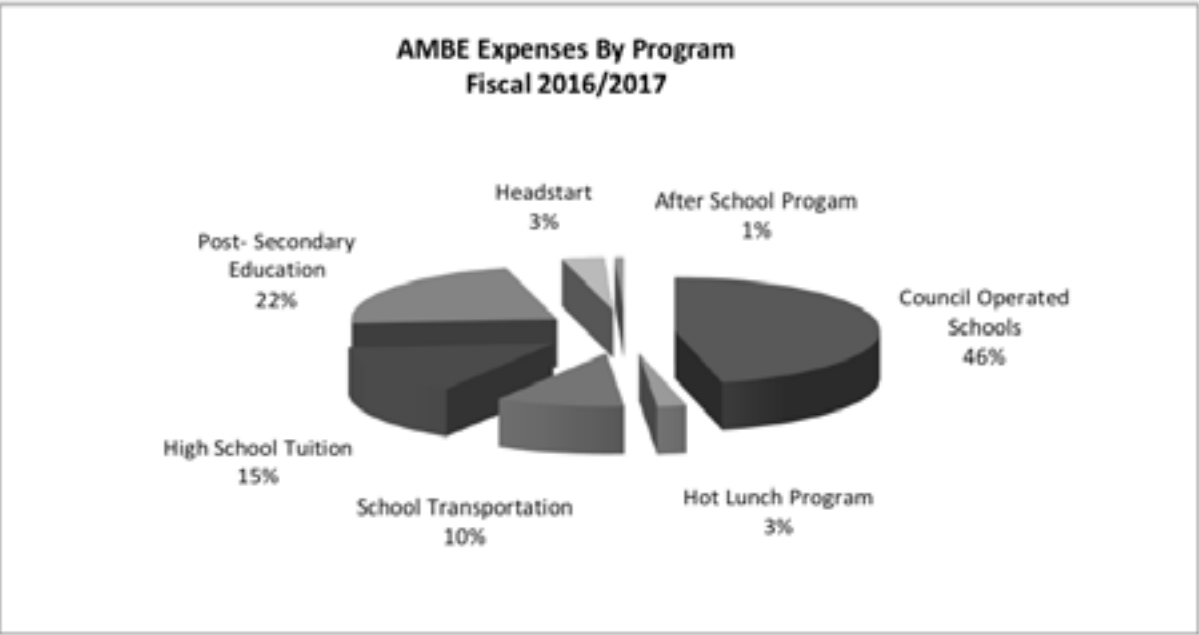


FINANCE REPORT

Akwesasne Mohawk Board of Education Summary of Operations For the Year Ending March 31, 2017

INAC core funding is the primary revenue source for AMBE operations. AMBE has been very successful at securing additional federal funding in a number of program areas. Iohahio Adult Education was transferred from Executive Services to AMBE in fiscal 16/17. AMBE applied its resources to the following programs & services:

	Fiscal 2016-2017		Fiscal 2015-2016	
	Budget	Expenses	Budget	Expenses
Council Operated Schools				
AMBE and School Support	\$ 1,564,997	\$ 2,160,620	\$ 1,660,091	\$ 1,995,614
School Instruction	4,793,644	4,950,909	4,842,741	4,688,069
	6,358,641	7,111,529	6,502,832	6,683,683
High School Tuition	2,356,981	2,322,769	2,354,099	2,114,330
Post-Secondary Education	3,552,723	3,404,566	3,497,421	3,471,478
School Transportation	1,260,597	1,553,753	1,168,748	1,286,290
Headstart	507,094	507,177	504,737	507,177
After School Programs	92,829	108,287	91,786	66,498
Hot Lunch Program	298,212	353,930	297,343	377,360
Total Expenses	\$ 14,427,077	15,362,011	\$ 14,416,966	14,506,816
Allocation to Fixed Assets		(217,760)		(100,480)
Depreciation Expense		154,306		149,662
Net Operating Expenses		\$ 15,298,557		\$ 14,555,998





FINANCE REPORT

Akwesasne Mohawk Police Services
Summary of Operations
For the Year Ending March 31, 2017

AMPS is funded by the following sources:

	2016-2017	2015-2016
Federal Solicitor General	\$ 3,683,830	\$ 3,316,299
Ontario	2,134,649	1,162,044
Quebec	902,852	892,044
Other	38,698	27,715
Appropriations	(1,055)	50,672
	<u>\$ 6,758,974</u>	<u>\$ 5,448,774</u>

AMPS applied its resources to the following programs & services:

	Fiscal 2016-2017		Fiscal 2015-2016	
	Budget	Expenses	Budget	Expenses
Police Services	\$ 4,021,884	\$ 4,882,062	\$ 3,932,822	\$ 3,597,732
Joint investigation Task Force	1,751,000	2,068,501	1,805,728	1,775,124
Allocation to Fixed Assets	-	(172,863)	-	(74,625)
Depreciation Expense		144,035		150,622
Net Operating Expenses	\$ 5,772,884	\$ 6,921,735	\$ 5,738,550	\$ 5,448,853



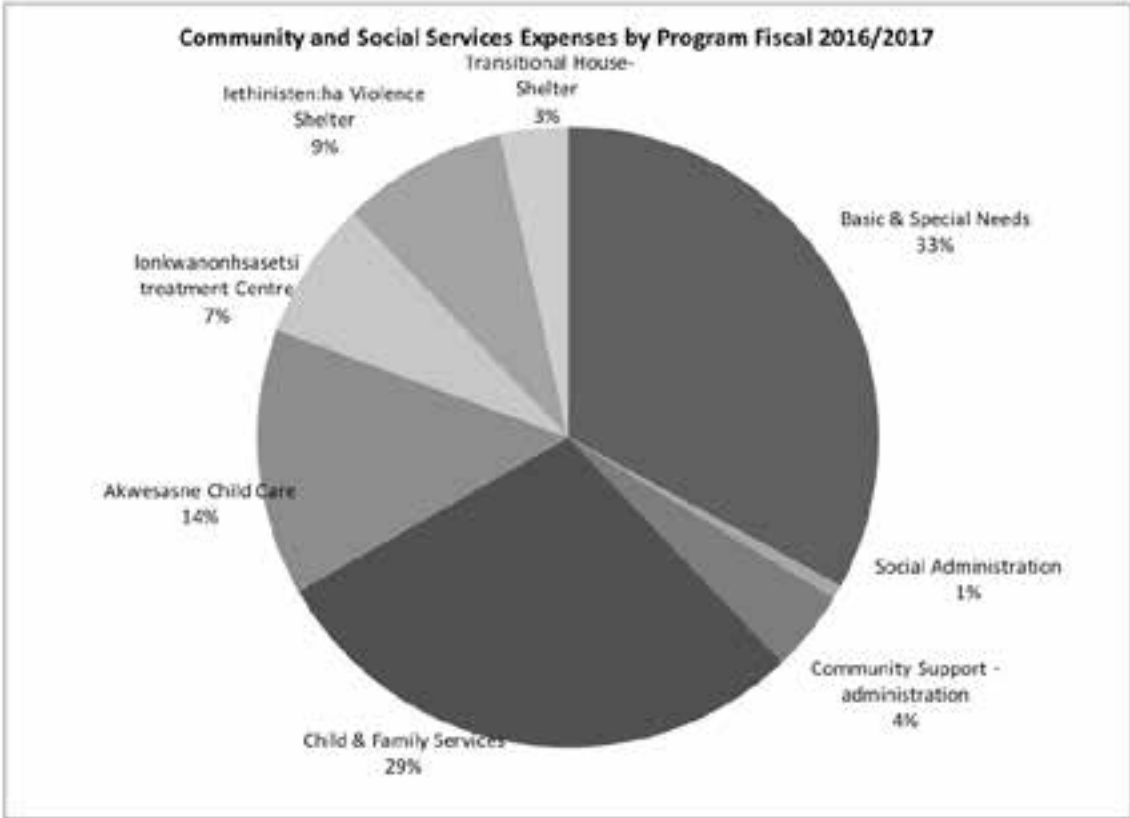
FINANCE REPORT

Department of Community and Social Services
Summary of Operations
For the Year Ending March 31, 2017

The Department of Community & Social Services receives the bulk of its operating revenue from INAC and the Province of Ontario.

Community Service programs incurred the following total costs in delivering their services:

	Fiscal 2016-2017		Fiscal 2015-2016	
	Budget	Expenses	Budget	Expenses
Social Administration	\$ 72,216	\$ 95,122	\$ 39,229	\$ 48,569
Community Support - administration	560,842	578,725	576,731	516,711
Basic, Special Needs & Ontario Works	5,020,687	4,490,200	5,097,111	5,334,399
Child & Family Services	4,557,129	3,927,575	4,234,125	3,936,649
Akwesasne Child Care	2,006,030	1,891,088	1,967,990	1,906,488
Ionkwanonhsasetsi Treatment Centre	974,846	982,003	957,856	997,393
Iethinisten:ha Violence Shelter	591,437	1,175,125	635,185	797,031
Transitional House-Shelter	478,482	482,650	399,735	480,662
Total Expenses	\$ 14,261,669	13,622,488	\$ 13,907,962	14,017,902
Allocation to Fixed Assets		(60,305)		(117,206)
Depreciation Expense		103,254		106,518
Net Operating Expenses		\$ 13,665,437		\$ 14,007,214





FINANCE REPORT

Tehotliennawakon
Summary of Operations
For the Year Ending March 31, 2017

Tehotliennawakon incurred the following costs in delivering its services.

	Fiscal 2016-2017		Fiscal 2015-2016	
	Budget	Expenses	Budget	Expenses
Integrated Resource Management	\$ 416,356	\$ 563,410	\$ 368,408	\$ 639,816
Environment	520,876	677,853	639,845	692,642
Economic Development	577,655	574,694	587,361	769,260
Economic Development Facilities	58,300	53,442	110,200	110,749
Arena	777,640	729,790	714,863	719,297
Ec. Dev. Ontario Projects	87,206		274,461	
Thompson Island Youth Camp	174,218	143,928	151,716	160,871
Quebec Ec-Dev Fund	1,000,000	9,117	1,000,000	296,599
Total Expenses	\$ 3,612,251	2,752,234	\$ 3,846,854	3,389,234
Allocation to fixed assets		(34,916)		-
Net Operating Expenses		\$ 2,717,318		\$ 3,389,234



FINANCE REPORT

Executive Services
Summary of Operations
For the Year Ending March 31, 2017

Revenue from a number of divergent sources is reported within the framework of Executive Services including: INAC Band Support Funding, Indexing and Employee Benefits funding; OLG Rama revenue; Island Revenue & interest earned on Council investments.

Executive Services incurred the following costs in delivering its services:

	Fiscal 2016-2017		Fiscal 2015-2016	
	Budget	Expenses	Budget	Expenses
Executive Director's Office	\$ 835,296	\$ 989,427	\$ 654,172	\$ 797,205
Core Programs				
Operational Support	656,448	692,836	628,279	515,447
Human Resources	760,359	601,879	739,341	659,297
Finance	1,523,504	1,516,791	1,570,417	1,492,054
Information Services	1,520,718	1,344,914	1,471,367	1,140,777
Assistant Executive Director	-		933,019	738,326
Non Core Programs				
Nation Building	715,248	705,883	949,359	627,485
Office of Vital Statistics	352,258	353,693	357,735	355,882
ARRO	386,973	148,382	405,798	241,391
Seaway Claim	751,805	298,507	679,901	673,018
Security Guards				113
Communication Unit	182,285	213,759	195,005	178,031
Iohahi:io	1,514,658	1,672,283	1,356,781	1,480,740
Employment Programs		691,366		464,258
Special projects (includes Dundee)	120,000	15,798	169,130	63,467
INAC funded employee benefits	1,072,833	1,109,798	1,070,890	1,091,967
OLG Funded Projects	4,000,000	491,018	488,091	419,144
Total Expenses	\$ 14,392,385	\$ 10,846,334	\$ 11,669,285	\$ 10,938,602
Allocation to Fixed Assets		(53,704)		(25,592)
Inter-segment eliminating entries	(3,472,589)	(3,472,589)	(3,488,092)	(3,488,092)
Depreciation Expense		138,369		144,531
Net Operating Expenses	10,919,796	7,458,410	8,181,193	7,569,449



FINANCE REPORT

Department of Health
Summary of Operations
For the Year Ending March 31, 2017

The Department of Health administered \$26.6 million in funding. Of this amount Canada provided \$18.1 million: \$16.6 million from Health Canada and \$1.5 million from INAC; \$7.0 million was provided by the Province of Ontario and \$1.5 million provided by other sources including payments made by individuals for specialized care.

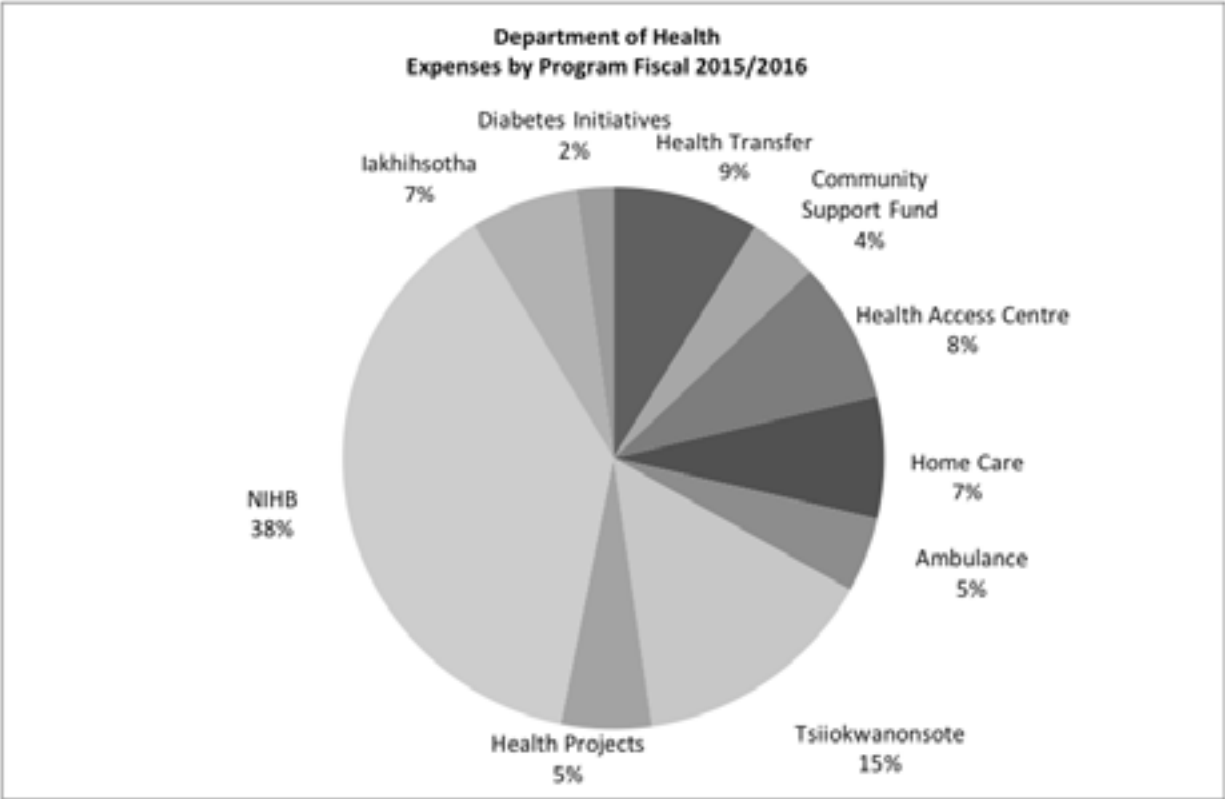
Health programs incurred costs as follows in delivering their services:

	Fiscal 2016-2017		Fiscal 2015-2016	
	Budget	Expenses	Budget	Expenses
Health Administration	\$ 1,463,381	\$ 616,643	\$ 1,281,506	\$ 1,240,829
Non Insured Health Benefits	9,105,463	10,398,441	9,100,592	9,653,562
Ambulance	1,318,964	1,218,517	1,556,351	1,283,802
Home & Community Care	1,769,370	1,822,451	1,726,676	1,779,539
Home Care	238,892	161,785	220,850	122,698
Community Health Nurses	614,983	706,760	765,797	872,466
Health Projects	776,233	1,098,466	812,358	539,890
Health Access Centre	1,982,671	2,279,072	2,012,213	2,096,149
Child Health & Child Nutrition	110,000	110,472	110,000	110,000
Healthy Babies Healthy Children	259,002	259,005	209,794	266,212
Diabetes Initiatives	707,927	597,258	707,926	605,290
Community Support Fund	1,113,667	1,130,447	1,112,441	1,116,958
Wholistic Health	1,424,516	1,059,657	1,465,799	926,576
Tsiokwanonsote	4,052,608	3,979,735	3,686,445	3,925,625
Iakhihsotha	1,688,767	1,745,871	1,674,638	1,803,138
Total Expenses	\$ 26,626,444	\$ 27,184,580	\$ 26,443,386	\$ 26,342,734
Allocation to Fixed Assets		(100,851)		(189,812)
Depreciation Expense		194,401		203,166
Net Operating Expenses		\$ 27,278,130		\$ 26,356,088

Major variances within the health programming are generally the result of increased funding.



FINANCE REPORT





FINANCE REPORT

Department of Housing Summary of Operations For the Year Ending March 31, 2017

Rental income, CMHC subsidies and loan repayments provide revenue for ongoing housing operations. The Housing Department receives INAC funding and CMHC loans for new home construction. This type of funding results in the acquisition of assets which are not operating expenses.

The Housing Department manages capital assets/property having a recorded cost of \$18,997,437 and a net book value of \$12,813,915. (Net book value is the remaining value after the assets have been depreciated.) The construction of these assets is funded by CMHC mortgages. The outstanding mortgage balance on these properties is \$6,553,729 at March 31, 2017.

Housing programs incurred costs as follows in delivering their services:

	Fiscal 2016-2017		Fiscal 2015-2016	
	Budget	Expenses	Budget	Expenses
Administration	\$ 663,368	\$ 478,034	\$ 698,072	\$ 614,024
Decrease in allowance for doubtful accounts		-		-
New Construction	715,194	1,352,946	715,194	
Hydro Quebec	144,076	-	141,881	138,534
CMHC - RRAP Program	167,379	-	167,379	34,100
Healthy Homes Project	-	-	-	-
Operation of Rental Properties				
Council owned rental units	3,384	3,050	4,109	8,849
Kawehno:ke Riverview Apartments	115,292	209,060	127,875	224,170
Sweetgrass Manor	82,476	85,772	81,995	78,310
CMHC Section 95 97/98 project	49,814	64,128	56,182	122,298
CMHC Section 95 02/03 project	55,329	69,777	54,248	78,115
CMHC Section 95 03/04 project	54,900	67,672	56,731	80,735
CMHC Section 95 04/05 project	42,685	42,864	39,895	41,330
CMHC Section 95 05/06 project 9 units	47,020	106,697	45,519	57,592
CMHC Section 95 05/06 project 17 units	85,811	84,472	83,998	104,670
CMHC Section 95 05/06 project 19 units	87,366	107,373	88,162	92,846
CMHC Section 95 09/10 project 4 units	25,814	21,624	28,865	24,542
CMHC Section 95 4 units Oak Court	24,206	27,476	24,456	27,053
Adjustment to allowance for bad debts		(188,661)		(169,285)
Total Expenses	\$ 2,364,114	\$ 2,532,284	\$ 2,414,561	\$ 1,557,883
Allocation to Fixed Assets		\$ (1,317,472)		
Depreciation Expense		\$ 315,120		\$ 325,563
Net Operating Expenses		\$ 1,529,932		\$ 1,883,446

The above budgets do not include costs related to new house construction. Funding for construction of homes is provided by a combination of INAC and CMHC mortgage funding.



FINANCE REPORT

The Department of Housing administers funding provided by INAC for housing construction.

	2016/2017	2015/2016
Housing loans outstanding at March 31, 2016	\$ 10,005,012	\$ 10,182,860
Upgrading loans outstanding at March 31, 2016	568,511	587,010
Total housing loans outstanding at March 31, 2016	10,573,523	10,769,870
less: Allowance for bad debts housing loans	4,858,799	5,040,282
	\$ 5,714,724	\$ 5,729,588

In addition:

Cost of housing construction in each fiscal year	\$ 411,005	\$ 300,945
Cost of upgrading construction in each fiscal year	\$ 181,458	\$ 222,680
Loan repayments made in each fiscal year	\$ 790,828	\$ 800,393

Department of Justice Summary of Operations For the Year Ending March 31, 2017

Funding for the Department of Justice comes from a number of sources including fines imposed by the Mohawk Court. Canada, Ontario & Quebec provide program specific funding rather than core funding to the department.

Justice programs incurred costs as follows in delivering their services:

	Fiscal 2016-2017		Fiscal 2015-2016	
	Budget	Expenses	Budget	Expenses
Administration	\$ 539,434	\$ 491,091	\$ 528,506	\$ 501,663
Probation/Parole	96,266	139,863	108,364	74,625
Mohawk Court	196,688	189,746	203,702	189,201
Community Justice	193,715	196,205	192,299	211,015
Community & Youth Services	188,405	148,614	185,521	154,957
Community Law Enforcement	163,302	121,330	156,027	148,113
Inmate Liaison Program	-	56,604	43,175	41,246
Animal Control/Conservation	88,791	75,814	93,013	74,305
Total Expenses	\$ 1,466,601	\$ 1,419,267	\$ 1,510,607	\$ 1,395,125
Allocation to Fixed Assets				
Depreciation Expense		4,047		5,024
Net Operating Expenses		\$ 1,423,314		\$ 1,400,149



FINANCE REPORT

Mohawk Government Summary of Operations For the Year Ending March 31, 2017

Mohawk Government and its programs are substantially unfunded.
INAC provides loan funding for the Dundee claims process.

Special projects are not usually part of the initial budgeting process and are initiated on a needs basis. These projects are generally funded by an external government or by Council own source revenue such as OLG.
Mohawk Language and Summer Students OLG funded projects were budgeted here but expenses were included in Executive Services.
Mohawk Government incurred costs as follows in delivering its services:

	Fiscal 2016-2017		Fiscal 2015-2016	
	Budget	Expenses	Budget	Expenses
Mohawk Government	\$ 1,963,714	\$ 1,675,698	\$ 1,268,929	\$ 1,385,212
- less allocation of costs to programs	(873,000)	(726,000)	(807,000)	(772,035)
- North Shore & Cairn Island Claims				54,302
- Legal - US Claim	-	13,634	-	33,027
Mohawk Language OLG	100,000		100,000	
Fuel assistance program -OLG	200,000	255,596	200,000	467,911
Elders home repairs - OLG		56,767		57,836
Summer Students	105,000		105,000	
Cairn Is &, North Shore claims		22,584		-
IFN Programming - flow through funding				386,075
CRE Cultural Development				35,060
CBSA related costs - OLG		6,240		82,335
Emergency Measures - Kashechewan		10,061		28,024
Trust Funded flow through		869,350		
Trust related costs		16,824		
IFN flow through project	273,822	273,822		
Other projects OLG & other sources	16,000	42,382	16,000	72,319
Total Expenses	\$ 1,785,536	\$ 2,516,958	\$ 882,929	\$ 1,830,066
Allocation to Fixed Assets				
Depreciation Expense		6,084		7,622
Net Operating Expenses		\$ 2,523,042		\$ 1,837,688

Land Claims funding:

Casino Rama funding is used to offset the costs of pursuing the Seaway claim.
Canada has advanced loan funding to pursue the Dundee Specific Claim as follows:

	2016/2017	2015/2016
Dundee accumulated loan funding to date	\$ 2,852,500	\$ 2,757,339
Dundee accumulated costs to date	\$ 3,044,255	\$ 2,710,715

Note: Portfolio Chiefs are allocated to the programs and departments that they serve at \$33,000 to \$66,000 per Chief. The total costs for Mohawk Government have been reduced by \$726,000 in 16/17 and by \$772,035 in 15/16 as a result to these charges to MCA programs.

Project specific funding was received for the IFN Programming, the CRE Cultural Development and the Emergency Measures (Kashechewan). These projects were not identified at the time the budgets were set.



FINANCE REPORT

Department of Technical Services Summary of Operations For the Year Ending March 31, 2017

The Department of Technical Services and its programs are underfunded.
The primary funding sources are INAC and rental income charged to Council programs that occupy Council owned facilities.

The Department manages capital assets/property having a recorded cost of \$132,720,715 and a net book value of \$83,105,127.(Net book value is the remaining value after the assets have been depreciated.) The construction of these assets is primarily funded by Canada.

DTS programs incurred costs as follows in delivering their services:

	Fiscal 2016-2017		Fiscal 2015-2016	
	Budget	Expenses	Budget	Expenses
Administration	\$ 505,556	\$ 428,961	\$ 511,229	\$ 549,077
Capital Plan	5,516,913	624,445	2,863,165	1,588,793
Fire Protection	237,800	262,710	237,800	227,554
Roads	872,776	866,226	877,584	842,718
Building & Infrastructure Administration	393,918	394,604	387,630	379,373
Garbage collection & dump fees	370,752	366,461	365,346	362,575
Education Facilities	1,307,758	1,362,934	1,449,092	1,281,583
Administration Facilities	1,074,287	1,009,206	1,155,740	1,100,776
Social & Health Facilities	2,136,818	2,324,027	2,356,932	2,276,238
Water & Wastewater Facilities	1,212,187	1,215,257	1,175,618	1,233,076
Total Expenses	\$ 13,628,765	\$ 8,854,831	\$ 11,380,136	\$ 9,841,763
Allocation to Fixed Assets		(486,819)		(1,545,332)
Inter-segment eliminating entries	(3,628,264)	(3,628,264)	(3,451,722)	(3,451,722)
Depreciation Expense		2,379,496		2,444,300
Net Operating Expenses	\$ 10,000,501	\$ 7,119,244	\$ 7,928,414	\$ 7,289,009

Notes:

-The capital plan budget reflects major & minor capital projects.
All projects are funded and deficits were not incurred in completing these projects.

- intersegment eliminations were reported for the first time for the fiscal year ending March 31, 2010. Expenses generated to maintain MCA owned facilities for which rent has been charged to the programs occupying those facilities have been eliminated to avoid double counting the facility expenses.

A Mohawk Council of Akwesasne Communications Unit
Publication

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