



# MOHAWK COUNCIL OF AKWESASNE

2020-2021  
Annual Report





# MOHAWK COUNCIL OF AKWESASNE

## 2020-2021 ANNUAL REPORT



### VISION STATEMENT

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

### 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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**MOHAWK COUNCIL OF AKWESASNE**



# OHÉN:TON KARIHWATÉHKWEN (ENGLISH VERSION)

As is customary among our people, we begin each meeting or gathering with the Ohen:ton Karihwatehkwen, 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



# OHÉN:TON KARIHWATÉHKWEN (ENGLISH VERSION)

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.

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 thanksgiving. 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.





# OHÉN:TON KARIHWATÉHKWEN (MOHAWK VERSION)

Ta káti' wi' ó:nen sewatahonhsí:iohst tsi  
ó:nen entewarihwahnhotón:kon.

ohneka'shòn:a tsi shé:kon ionkwatston'hákíe.  
Ta tho wi' eh niihtónha'k onkwa'nikòn:ra.

Akwé:kon énska tsi entitewahwe'nón:ni  
ne onkwa'nikòn:ra tsi akwé:kon skén:nen  
iakwanonhtónnion. Ta tho niihtónha'k  
onkwa'nikòn:ra.

Akwé:kon énska tsi tewarò:rok  
onkwa'nikòn:ra tánon teiethinonhwerá:ton  
otsti'ten'okòn:a tsi shé:kon iethí:kens. Ta tho  
wi' eh niihtónha'k onkwa'nikòn:ra.

Akwé:kon énska tsi tewarò:rok  
onkwa'nikòn:ra tánon teiethinonhwerá:ton  
iethni'nihsténha ohwétsia tsi shé:kon  
iakotirihwahtenkié:ton. Ta tho wi' eh  
niihtónha'k onkwa'nikòn:ra.

Akwé:kon énska tsi tewarò:rok  
onkwa'nikòn:ra tánon teiethinonhwerá:ton  
ne kaié:ri nikawerà:ke tsi shé:kon  
ioneterihwahtenkié:ton. Ta tho wi' eh  
niihtónha'k onkwa'nikòn:ra.

Akwé:kon énska tsi tewarò:rok  
onkwa'nikòn:ra. Teiethinonhwerá:ton  
ohonté'shòn:a tsi shé:kon  
iotirihwahtenkié:ton. Ta tho wi' wáhe  
niihtónha'k onkwa'nikòn:ra.

Akwé:kon énska tsi tewarò:rok onkwa'nikòn:ra  
tánon teiethinonhwerá:ton ratiwé:rahs tsi  
shé:kon ronnterihwahtenkié:ton. Ta tho wi'  
eh niihtónha'k onkwa'nikòn:ra.

Akwé:kon énska tsi tewarò:rok onkwa'nikòn:ra  
tánon teiethinonhwerá:ton áhsen  
na'tekontahnón:tere (áhsen nikontenò:se) tsi  
shé:kon iotirihwahtenkié:ton. Ta tho wi' eh  
niihtónha'k onkwa'nikòn:ra.

Akwé:kon énska tsi tewarò:rok  
onkwa'nikòn:ra tánon teiethinonhwerá:ton  
shonkwa'tsi:ah kiohkehnékhka karáhkwa tsi  
shé:kon roterihwahtenkié:ton. Ta tho wi' eh  
niihtónha'k onkwa'nikòn:ra.

Akwé:kon énska tsi tewarò:rok onkwa'nikòn:ra  
tánon teiethinonhwerá:ton niihontéhsa' tsi  
shé:kon iotirihwahtenkié:ton. Ta tho wi' eh  
niihtónha'k onkwa'nikòn:ra.

Akwé:kon énska tsi tewarò:rok  
onkwa'nikòn:ra tánon teiethinonhwerá:ton  
ionkhihsótha wenhni:tare tsi shé:kon  
iakotirihwahtenkié:ton. Ta tho wi' eh  
niihtónha'k onkwa'nikòn:ra.

Akwé:kon énska tsi tewarò:rok onkwa'nikòn:ra  
tánon teiethinonhwerá:ton ononhkwa'shon:a  
tsi shé:kon iotirihwahtenkié:ton Ta tho wi'  
eh niihtónha'k onkwa'nikòn:ra.

Akwé:kon énska tsi tewarò:rok onkwa'nikòn:ra  
tánon teiethinonhwerá:ton iotsistohk-  
warónnion tsi shé:kon iotirihwahtenkié:ton.  
Ta tho wi' eh niihtónha'k onkwa'nikòn:ra.

Akwé:kon énska tsi tewarò:rok onkwa'nikòn:ra  
tánon teiethinonhwerá:ton oien'kwa'ón:we  
tsi shé:kon iotirihwahtenkié:ton. Ta tho wi'  
eh niihtónha'k onkwa'nikòn:ra.

Akwé:kon énska tsi tewarò:rok  
onkwa'nikòn:ra tánon teiethinonhwerá:ton  
kaié:ri niionkwè:take tsi shé:kon  
ionkhi'nikòn:rare. Ta tho wi' eh niihtónha'k  
onkwa'nikòn:ra.

Akwé:kon énska tsi tewarò:rok onkwa'nikòn:ra  
tánon teiethinonhwerá:ton okwire'shòn:a  
tsi shé:kon iotirihwahtenkié:ton. Ta tho  
wi' eh niihtónha'k onkwa'nikòn:ra.

Akwé:kon énska tsi tewarò:rok  
onkwa'nikòn:ra tánon  
tetshitewanonhwerá:ton Shonkwaia'tíson tsi  
orihwakwé:kon roweienentà:on. Ta tho wi'  
eh niihtónha'k onkwa'nikòn:ra.

Akwé:kon énska tsi tewarò:rok  
onkwa'nikòn:ra tánon teiethinonhwerá:ton  
kontírio tsi shé:kon iethí:kens. Ta tho wi'  
wáhe niihtónha'k onkwa'nikòn:ra.

Akwé:kon énska tsi tewarò:rok  
onkwa'nikòn:ra tánon teiethinonhwerá:ton



# INTRODUCTION

Thank you for taking the time to read through the Mohawk Council of Akwesasne's 2020-2021 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 the organization's accomplishments and represents the fiscal year from April 1, 2020 to March 31, 2021. It is sent to all district residents households, available online at the [www.akwesasne.ca](http://www.akwesasne.ca) website, and is accessible at the Mohawk Government offices.

During this fiscal year, the organization, community and entire world had to deal with the ongoing COVID-19 pandemic. Although these were challenging and difficult times, *nia:wen* to all the Akwesasronon who followed the recommendations shared by the organization to stay safe, as well as the dedicated and loyal staff who continued to work and be here in order provide services to the community. A big *niawenhko:wa* also goes out to the health care and essential staff who worked tirelessly in order to help keep others safe and healthy. Although this was a very stressful time, it was also nice to see how our community and people would come together to help one another out. We hope that everyone continues to be safe and healthy.

We appreciate that you are taking the time to review this report and 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 2020-2021 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. The departments and programs throughout the MCA worked diligently to ensure that our organization continues to grow and thrive. Our employees were dedicated to the MCA-wide team effort and they should be commended for that.

As the MCA continues to expand, we appreciate the patience from the community. Many facilities have undergone upgrades to the infrastructure, but continue to provide the services to the community.

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.

The MCA is 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.

Lastly, and most importantly, we would like to send out a big *niawenhko:wa* to the staff that make the delivery of services to the community possible.







# EXECUTIVE SERVICES

## ADMINISTRATION

What a long strange year it has been. The 2020-2021 Fiscal year has brought a number of struggles as the community of Akwesasne has battled to protect itself from the harms of the COVID-19 Pandemic. Through this pandemic we were able to see the best in our employees and how much they are dedicated to helping the community. Employees efforts were displayed with the food distribution program, garden box initiative and, of course, all the tireless hours that our Health Team has worked to conduct COVID-19 testing, tracing, and now administering vaccines.

What has helped get us through this time is people's dedication to the community. It reminds us that so many on our team are committed to the betterment of our community as a whole. In the upcoming year, we hope to help reinforce the organization's attention on providing community service at a standard that is second to none in any other indigenous nation in Canada. This must be done in a fair, open, respectful, transparent and accountable manner. This does not mean saying yes to all requests, that is an impossibility. What that does mean is that the community knows exactly what services are provided and what the process is to obtain those services – this outlined in black and white.

In listening to coworkers, colleagues, employees and community leaders all have said at one time or another "things need to change".

**In order to assist with the change management process, we have been applying the 10 principles of leading change management, which are:**

1. Lead with the culture
2. Start at the top
3. Involve every layer
4. Make the rational and emotional case together
5. Act your way into new thinking
6. Engage, engage, engage
7. Lead outside the lines
8. Leverage formal solutions
9. Leverage informal solutions
10. Assess and adapt

**Ongoing Projects**  
**Workplace Revitalization Workgroup**

This included the adoption of organizational changes recommended in the report provided by ORBIS risk consulting and approved via MCR 2015/2016 #317. Recommendations for improved community service standards, leadership commitments and structural changes have been implemented.

### Office Allocation

During the 2020-2021 year, many changes to physical placement of staff have been made. These changes were made for more efficient use of space, better services delivery and to assist with key communication between programs.

### FAL Implementation

The FAL implementation continues. This past fiscal year the project was slowed due to COVID-19. The terms of reference for the Finance and Audit Committee were approved and some finance policies were adjusted.

### Performance Measurement Framework

A performance measurement framework is required to measure the quality of services provided by the organization to the community and to measure the performance of staff itself. During the year different types of systems were reviewed.

### Business Resumption Planning

Continuity of Operations Plans for MCA programs were developed over the course of the fiscal year. Most were completed and submitted by programs. COVID-19 has forced departments and programs to test and adjust their plans accordingly and provide first hand testing of their plans.

*We cannot solve our problems with the same thinking we used when we created them.*  
*-Albert Einstein*



# 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.

Council set out Strategic Goals for the 2018-2021 term.

### **The 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 Land and Islands for Akwesasne

#### **Governance-Political Core Strategy#4:**

To Monitor, Adapt, Anticipate and Develop Strategies Regarding Canada Border Services Agency

### **Accomplishments and Challenges**

#### **Tsikaristisere/Dundee Claim**

The Mohawk Council of Akwesasne received an offer for settlement of the Dundee Claim on April 29, 2015 in the amount of \$239,808,436, along with the ability to add 18,282 acres of land to Reserve status through purchase. The Settlement Agreement was negotiated with Canada, with a final agreement being released to the Community for review prior to a referendum. The court proceedings remain stayed while the MCA awaits ratification of the

settlement agreement though the referendum, to be held in 2018. The challenge was to communicate the historical background of the claim thoroughly throughout the community. ARRO has consistently updated the community on the negotiations as well as historical information over the years through mailers, newspaper articles, and at General and District meeting, in addition to special sessions dedicated to the claim. An even greater challenge was to encourage as many eligible voters as possible to cast their ballot, as the threshold for eligible voters who must cast a vote in order to validate the referendum, at 25% of eligible voters, far exceeded the average number of ballots cast for Akwesasne referenda and elections.

The Referendum was undertaken by the MCA Justice Department and overseen by the Chief Referendum Officer Leona Benedict. Electronic voting was held from October 1 until polling day, December 8, 2018.

In total, voters cast 2,198 ballots, three (3) were voided and one (1) rejected. Of that total, 1,749 “YES” votes and 448 “NO” votes were cast. Five (5) appeals to the unofficial results were submitted to Akwesasne Court. All five appeals to the referendum were dismissed, the last being in January 2020.

ARRO staff worked diligently gathering, organizing and creating a comprehensive timeline of events to show as evidence to the Court.

### **Seaway Claim**

The Seaway Claim was initially filed in the Federal Court of Canada in June 1976, after unsuccessful attempts by the Mohawk Council of Akwesasne to negotiate the settlement of expropriation and damage claims against the St. Lawrence Seaway Authority arising from the Seaway Project of the 1950s. The St. Lawrence Seaway Authority took the position that no compensation was owed to the Mohawks of Akwesasne, but they 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. These lands are referred to as the “Block 1 Lands,” which are currently being processed for return, subject to Canada’s Additions to Reserve



# EXECUTIVE SERVICES

## ABORIGINAL RIGHTS AND RESEARCH OFFICE

policy.

In early 2017, the MCA approached Canada in order to propose negotiating a settlement outside of litigation. Proceedings for the Seaway Claim in court are stayed while the MCA negotiated a proposed settlement agreement with Canada. The MCA received a proposed Offer of Settlement on December 4, 2017 in the amount of \$45,000, 000 in exchange for the full and final release of all claims related to the Seaway litigation. Terms of a proposed settlement agreement continue to be negotiated in order to seek a fair and amenable end to this claim.

A proposed settlement agreement will be voted upon by the Membership in a referendum in order to be ratified, to be conducted by the MCA Department of Justice, in 2021.

### Community Education

ARRO staff are tasked with presenting historical and contemporary material to the community effectively and to reach all demographics that make up Akwesasne. As such, all forms of media are used to inform community members of meetings, updates on claims and negotiations, history, archaeology and culture.

In 2021, ARRO will be educating the community about the historical and contemporary issues of the Seaway Claim, in order that Members are as best informed when they vote in the upcoming referendum. The educational component will consist of virtual presentations and question/answer sessions that will take place over several months, as well as mailings and distribution of the Settlement Agreement with a plain-language/explanatory version, and other media to bring awareness to the claim and proposed Settlement Agreement.

### Cultural Awareness Training

Training continues to be provided to external agencies who work within and around the community. Canada Border Service Agency personnel take part in an online course, jointly developed with ARRO and CBSA, as well as two-day, in person sessions. ARRO continues to fulfill requests as they are received to provide cultural awareness training to various agencies.

ARRO undertook to design and provide Cultural Awareness training to the town of South Glengarry in hopes of a quicker Additions to Reserve process for the eventual return of the Cairn Island/Tsikatsinakwahere to Reserve status. The training was very well-received by all.

The redesign of online Cultural Awareness Training for Canada Border Services, which began as an ARRO/CBSA project in 2010, will not only be used for new incoming CBSA agents, but we are in negotiations with CBSA to allow it to be customizable for other employees and other Government entities.

### Archaeology/Cultural Properties

ARRO is mandated, under Mohawk Council Resolutions 2001/2002 #264 and 2015/2016 #177, with ensuring the protection and preservation of cultural properties within the jurisdiction of the Mohawk Council of Akwesasne. ARRO coordinates archaeological assessments for MCA departments and programs, and in areas with elevated potential for cultural properties. ARRO, along with the MCA Environment program, also consults with external organizations on projects that fall within the traditional territory to ensure that cultural properties are identified and protected.

### Additions to Reserve (ATR)

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 Additions to Reserve process includes surveying, title searches, and environmental and archaeological assessments.

The ATR for the Block 1 Lands on Kawehno:ke was approved by Canada.

The four islands included in the 2008 final settlement with Ontario Power Generation (OPG) - Toussaint, Presquile, Adams and Sheek Islands – are also being returned to reserve status, and the process continues. The community is regularly kept updated on these processes at both District and General meetings.

Cairn Island (Tsikatsinakwahere) is also in the process of being returned to reserve status.



# EXECUTIVE SERVICES

## ABORIGINAL RIGHTS AND RESEARCH OFFICE

Cairn Island was designated as a national historic site 1921 and expropriated in 1922 by Canada without consultation with Akwesasne. The island is currently held by the Parks Canada agency, which is working with ARRO for its administrative return to reserve status.

Negotiations for the return of the island continue to progress with Canada.

### Research Projects

ARRO has a number of research projects that are potential Land and Loss of Use claims. In the past, these projects were funded in part by a department of Indian and Northern Affairs Canada, though funding has been reduced significantly over the last five (5) years.

The North Shore Claim is based on the loss of Akwesasne traditional lands on the north shore of the St. Lawrence River during a period immediately following the Revolutionary War (1783)

through pressure from British Officials. The claim was not accepted for negotiation due to lack of documentary evidence in 2014. This claim will be finalized and submitted to Canada under the Specific Claims Act.

The Nutfield Survey Claim is a claim specific to the expenses borne by the Chiefs at Akwesasne in 1807 to correct the original and erroneous 1784 survey that was completed by British officials in 1784.

The Nutfield Tract is an area of approximately 25 miles by two (2) miles that were originally a part of the North Shore Lands prior to a allegedly exploitative surrender in 1847. This claim will be submitted to the Specific Claims Tribunal, a judicial body authorized to hear & rule on Indigenous lands claims as an alternative to the courts.







# EXECUTIVE SERVICES

## OFFICE OF VITAL STATISTICS

### **Mission Statement**

“Advancement Through Change”

Our role within Mohawk Council of Akwesasne is to ensure the integrity of Vital Statistics in the areas of Membership, Indian Registration, Lands, Estates and Leasing. Keeping in mind the Kanienkehaka traditions, customs, beliefs of the Mohawks of Akwesasne, OVS will strive to change as internal and external circumstances arise.

### **Strategic Goals**

To provide the resources needed to operate an efficient and productive Office of Vital Statistics. To network with INAC so that community concerns are addressed and resolved in a timely manner.

### **Program Highlights**

The Office of Vital Statistics contains five (5) components:

- Lands
- Estates
- Indian Registration
- Membership
- Leasing

The Staff in OVS are responsible for obtaining, recording, reporting and retaining correct information about the land and people under the jurisdiction of the Mohawk Council of Akwesasne. Personnel maintain integrity of services by ensuring that all transactions are performed in accordance with any applicable MCA Policies and Procedures, MCA Laws and the Indian Act. OVS also provides administrative assistance to the Akwesasne Membership Board and assists with the issuance of Bridge passes.

### **Accomplishments**

Throughout the COVID-19 pandemic, OVS remained open. Service delivery was restricted to those functions that could happen without having to involve Indigenous Services Canada since their offices in Toronto were closed due to lockdown. Service delivery evolved to ensure that staff were taking proper measures to remain healthy and safe. Equipment was also purchased to allow staff to work from home when necessary. The processes in which reg-

istrations happen and our working relationship with Indigenous Services Canada has constantly evolved throughout the Fiscal Year and will continue to change until the pandemic ends.

### **OVS records**

Prior to the pandemic, most records in OVS were paper records. We had a limited number of electronic lands records only. The COVID-19 pandemic has proven the need to move to electronic record keeping to allow staff to provide effective electronic service delivery. Over the Fiscal Year, we have implemented practices and procedures, both internally and externally with Indigenous Services Canada, in order to be able to support electronic delivery and electronic record keeping. We have completed several areas in which paper records have been scanned and stored electronically which was based on meeting community needs. We currently have all status cards issued over the past 5 years scanned and stored electronically. We have also scanned and electronically stored all copies of Appointments of Administrators that we had on file. The update of files will continue until all files are electronically stored.

### **Updates**

During this fiscal year, the Office of Vital Statistics has continued to provide guidance, presentations and recommendations to the Grand Chief and Council on: Estates issues, Population Statistics, Membership, Community Land, Right of Way, Easements, and Leasing/Permit issues.

The Office of Vital Statistics has taken an active role in Executive Core Advisor's Meetings, OVS Chief's Committee Meetings, Staff meetings, Property Acquisition Team, Nation Building, Land Code Taskforce, Land Code Working Group and Negotiations with Canada, Akwesasne Housing Authority, Akwesasne Membership Board Meetings, Additions to Reserve – Seaway Return of Lands/Block 1, OPG Islands, and Cairn Island. Due to COVID-19, all meetings are now conducted electronically.

The Office of Vital Statistics is a member of both the National Aboriginal Lands Managers Association (NALMA) and the Ontario Aboriginal





# EXECUTIVE SERVICES

## OFFICE OF VITAL STATISTICS

Lands Association (OALA). These associations provide training and a link with INAC concerning new initiatives and policies and also enable interaction with other First Nations in Canada on both a national and provincial level. Due to COVID-19, all meetings are now conducted electronically.

The Membership review was completed in August 2018. The finalized report contained recommendations on several topics, which include addressing the backlog of applications for Akwesasne Membership, automation of processing applications, increasing the application fee, defining the role of the Membership Clerk, and suggested revisions to various administrative procedures. The Membership review committee has been meeting once a month to review and develop amendments in regard to the recommended changes determined by the review. Due to the pandemic, the meeting schedule was interrupted but has now resumed and is ongoing.

### Challenges

#### Overall Service delivery

With the COVID-19 pandemic, service delivery this year was greatly affected during the first quarter of the fiscal year due to staff shortages and Indigenous Services Canada's office closure in Toronto. OVS remained open as the issuance of status cards was identified as a priority. Many tasks that staff perform rely on ISC for registration, such as registration of lands, estates, leasing, and Indian registration documents and events. ISC offices remained closed for several months before alternative plans were developed and implemented. For those months, we focused on providing the internal services that we could. Once ISC developed a process to get items registered, we started providing those services again. There was a gradual return to services in a new way both within and outside of the organization. The challenges that OVS staff encountered in the day to day workings of OVS included home internet issues while trying to work with email, attend Zoom and/or Teams meetings, and VPN connectivity issues.

#### Membership

There is currently a backlog of 75 Membership applications due to time constraints. The

Membership Board holds monthly meetings (at minimum) to process applications for Membership and Residency Permits. During this fiscal year, meetings were not held for two months. The Akwesasne Membership Board initiated Zoom meetings during the month of June 2020. Most months, two meetings were held. However, because of the use of the Zoom platform being used, more time had to be scheduled between applicants and this resulted in less applicants seen per meeting. On the bright side, this has been offset by the reduction of time lost due to applicants not showing up for scheduled appointments in the previous fiscal year.

#### Certificate of Indian Status (CIS)

Due to the COVID-19 Pandemic, OVS has been issuing status cards by appointment only. In the beginning, the issuance of cards were prioritized for those that were lost or stolen. However, the prioritization gradually eased as the pandemic restrictions eased. With appointments scheduled, we did not quite run out of cards this year. Supplies did get to less than five, but with prioritizing restrictions in place, we received new supplies before we were totally out.

#### Individual member files

There are ongoing issues in keeping individual member files up to date. OVS records are dependent upon items submitted to this office by community members. OVS requires copies of the following documents: Birth Certificates, Name Changes, Marriages, Divorces and Deaths. All deaths must be reported by providing a copy of a Funeral Director's statement of death, or a death certificate issued by the Province or State, regardless of residence and whether the member owned land or not.

#### Surveys

The Office of Vital Statistics does not receive survey funding to assist landowners in obtaining a survey when they are required. The minimum cost for a survey is approximately \$3,000.00 and varies according to the amount of new survey fabric to be installed, or work to be completed. Landowners are responsible for paying the survey costs. This fiscal year, the following survey items were completed: 8 approvals prior to submission, and 14 survey



# EXECUTIVE SERVICES

## OFFICE OF VITAL STATISTICS

instructions were received for the survey of community member owned lots.

Each year, the Office of Vital Statistics submits a list of priority surveys to INAC for completion. This list consists of those lots with too many Regional Surveys Ontario (which do not contain enough survey fabric), old estates that cannot be settled due to a lack of a survey, any leased areas that require a survey, and unsurveyed areas. Natural Resources Canada and INAC decide which surveys from that list which will be completed according to funding identified by INAC. The list was updated and sent to ISC on February 4, 2021 and consisted of 320 lots requiring a survey.

### **Administrative Statistics**

#### **Indian Registration**

|        |  |
|--------|--|
| 12,958 | Registered individuals affiliated with Akwesasne as of December 31, 2020 |
| 125    | Births reported this year  |
| 25     | Deaths reported this year  |
| 27     | Individuals who gained Indian Status                                     |
| 1,266  | Status cards issued  |

#### **Lands**

|    |   |
|----|---|
| 92 | New Certificates of Possession were issued          |
| 85 | Land Transfers processed                            |
| 53 | Land Confirmations were provided to MCA Departments |

#### **Estates**

|    |                                    |
|----|------------------------------------|
| 14 | Administrative Transfers (Estates) |
| 31 | Opened Estates                     |
| 17 | Closed Estates                     |

#### **Surveys**

|   |  |
|---|--|
| 7 | Community member survey plans were completed       |
| 0 | Priority List Surveys, survey plans were completed |
| 0 | Other Surveys completed                            |

#### **Leasing Registrations**

|    |                     |
|----|---------------------|
| 37 | Addendums to Lease  |
| 11 | Leases              |
| 15 | Assignment of Lease |
| 9  | Permits             |

6 Other

#### **Other**

|     |   |
|-----|---|
| 67  | Bridge pass applications processed                              |
| 133 | Membership and Status confirmations provided to MCA Departments |
| 12  | Good standing inquiries were received                           |

#### **Akwesasne Membership Board Statistics**

|    |  |
|----|--|
| 15 | Membership Board Meetings held                               |
| 51 | Membership Applications processed                            |
| 38 | Membership Applications approved for Full Membership         |
| 2  | Membership Applications approved for Probationary Membership |
| 3  | Membership Applications denied                               |
| 4  | Membership applications cancelled due to no show             |
| 13 | Residency Applications processed                             |
| 5  | Residency applications approved                              |
| 6  | Residency applications renewed                               |
| 1  | Residency applications denied                                |
| 1  | Residency applications cancelled due to no show              |





# EXECUTIVE SERVICES

## ENTEWATATHA:WI

### **Overview**

Entewatathá:wi/Nation Building is a project to negotiate a self-government agreement with Canada that establishes a new relationship between both governments. This agreement will be ratified by a future Akwesasne community vote and legislated by Canada's Parliament into law. Self-Government is an opportunity for Akwesasne to transition away from the Indian Act and set our own path for the future. Self-determination is a foundational principle for Entewatathá:wi and is used in our process to secure a Self-Government Agreement which results in an outcome that benefits Akwesasne for the future while maintaining our inherent and Aboriginal rights as Indigenous people.

This annual report is an update on the work Entewatathá:wi has engaged in 2020/2021 fiscal year highlighting the successes and progress of our program and the journey to Self-Government for Akwesasne. This fiscal year has been very difficult as a result of the worldwide pandemic. Like all other First Nations negotiating a self-government agreement with Canada, Akwesasne was faced with many challenges in completing many of the proposed program delivery and projects. We were forced to rely on distant communication with Canada's officials and had to suspend internal working tables. The major focus was on completing many chapters of the Entewatathá:wi Self Government Agreement (ESGA). We were engaged with Canada utilizing a different approach which emulated from our Legal Technical Review process and identifying a critical path to resolve major issues once the pandemic is over, such as: No Expropriation, Tax Exemption, Access to Akwesasne Lands, and Additions to Reserves. Minor issues were also identified and brought to the table for discussion.

### **2020-2021 Priorities**

1. Continue the 3-year multi-year approved budget proposal with Crown Indigenous and Northern Affairs Canada;
2. Replace and schedule Akwesasne/Canada Self-Government negotiations with Entewatathá:wi Self Government Agreement Review (ESGAR);
3. Focus on an enhanced Legal Technical Review process;
4. Continue with Governance Capacity Development

that focuses on the development of an Akwesasne Land Code with an accompanying Akwesasne Land Law and Land Code Working Table;

5. The development of three laws to replace three MCA regulations that was a result of the community ratifying the Financial Administration Law; and
6. Community Governance Development Projects.

### **Inherent Rights Update**

#### **A. Main Table Negotiations/Entewatathá:wi Self Government Agreement Review**

For the 2020/2021 Fiscal Year, Akwesasne and Canada held four (4) main table negotiation meetings and two (2) Entewatathá:wi Self Government Agreement Review (ESGAR) meetings to negotiate subject matters in the Entewatathá:wi Self Government Agreement with Akwesasne being represented by Legal Representation, Mohawk Council of Akwesasne Chiefs, other vital MCA departments, Akwesasne community members and Entewatathá:wi staff. Canada was represented by their Justice Representative, Canada's Main Akwesasne Self-Government Negotiator, Canadian Representative, and other essential officials from respective Canadian departments. The introduction of ESGAR was the result of the pandemic and a revised LTR process which necessitated a change from face-to-face meetings to virtual meetings. Akwesasne held twelve (12) preparatory meetings prior to Main Table and ESGAR meetings with Canada's officials.

#### **B. Portfolio Chief Meetings**

Scheduled monthly meetings with our Portfolio Chiefs to fully engage them in the critical path discussions on major and minor issues identified in the ESGA.

#### **C. Legal Technical Review**

As we get closer to the finalizing this self-government agreement, it is important to review the agreement for language edits, technical accuracy and completeness. The Legal Technical Review sub-table includes Entewatathá:wi staff, Mohawk Council personnel as required and legal counsel. Canada's team includes legal counsel and regional representatives as required. Any substantive editing is brought back to the main negotiating table for further





# EXECUTIVE SERVICES

## ENTEWATATHÁ:WI

discussion or clarification. The Legal Technical Review sub-table held twenty-one (21) meetings in Fiscal Year 2020-2021. The Internal Legal Technical Review table for Akwesasne had fifteen (15) scheduled meetings. These were primarily Zoom meetings.

### **D. Fiscal Relationship Agreement**

This topic continues to be an agenda item at every Akwesasne-Canada table. Akwesasne has proposed a Fiscal Chapter in ESGA which will be the basis of negotiations for a Fiscal Relationship Agreement. The Fiscal Relationship Agreement will determine the annual funding for Akwesasne and carrying out the Authority and Jurisdiction defined in the ESGA.

### **Government Capacity Development**

#### **A. Akwesasne Land Code and Land Law**

The draft Akwesasne Onkwenwhentsia'shon:a (Land Code) is an on-going draft that sets out the principles for Akwesasne's lands management regime to protect the interests in Akwesasne Lands. During this fiscal year it was decided to pursue a Land Code only that will cover all the provisions of a Land Law. The Land Code Task Force (LCTF) works on the Land Code and is comprised of representatives from MCA's departments, community members, and staff from the Entewatathá:wi program and legal advisor as required. For Fiscal Year 2020-2021, zero (0) LCTF meetings were conducted and ten (10) land code working tables were conducted.

#### **B. Entewatathá:wi Advisory Committee (EAC)**

The Entewatathá:wi Advisory committee was developed and implemented as a means for community members of Akwesasne to engage directly in the transition to a Self-Governing Akwesasne. Committee members are a representation of the community of Akwesasne and assist the Entewatathá:wi program in gauging the needs and concerns of the membership of Akwesasne that are related to self-government. This working table was suspended as a result of the COVID-19 pandemic.

#### **C. OVS Estates Facilitator**

Entewatathá:wi also provides funding for an Estates Facilitator to clean up outstanding estate issues that originated under the jurisdiction of Canada. These estate issues are to be resolved prior to the signing of the ESGA and

funding is provided to Entewatathá:wi as part of the Memorandum of Understanding (MOU) between Canada and Akwesasne dated January 13, 2012.

### **D. Community Governance Development Projects**

The MCA is continuing its efforts in the preparation for the Entewatathá:wi Self Government Agreement that recognizes certain aspects of Akwesasne's authority and jurisdiction.

### **MCA Partnerships**

Entewatathá:wi assisted the administration of MCA Departments with the following:

- i. Access to information and Protection of Privacy (ATIPP) – Executive Services – working with a consultant to develop MCA's ATIPP policy;
- ii. Legislative Commission – Justice Department;
- iii. Law Enactment Process to develop 3 laws – Justice Department;
- iv. Office of Vital Statistics (OVS) Membership Review – Executive Services;
- v. Aboriginal Rights and Research Office (ARRO) Research project;
- vi. Justice Program Review – Executive Services – underway with NVision; and
- vii. Ahkwesahsne Mohawk Board of Education – Adult training manuals





# DEPARTMENT OF FINANCE & ADMINISTRATION

## ADMINISTRATION

### **Overview**

The Department of Finance & Administration (DFA) is a department made up of four programs: Finance, Information Services, Communications and Human Resources.

It is the goal of this department to help create better partnerships between departments and programs, and have a culture of continuous organizational improvement. As our department services the Mohawk Council of Akwesasne as a whole, the idea to bring these programs under one umbrella is a way to ensure quality of service for all of MCA and always beware of making the structure and organizational flow more efficient.

While COVID-19 and the pandemic are still playing a major role in our decision making, organizational structure and meeting our goals, the Department of Finance & Administration is still thriving and moving forward to accomplish a lot of things to assist the organization and ultimately the community.

### **Mission Statement**

Advancement through change.

---

### **FINANCE**

Our role within the Mohawk Council of Akwesasne (MCA) is to facilitate change that leads to better productivity, improved accountability, and consistent business practices. Within the Department of Finance and Administration, 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.

### **2020-2021 Finance Program Highlights and Accomplishments**

**External Financial Reporting**  
The 2020-21 annual audit was accepted by Council on September 27, 2021. We obtained an unqualified or clean audit opinion for the 2020-21 fiscal year. This year we have had an increase of year-end statements to over 100. These are prepared for auditor review, with each receiving the appropriate level of audit attestation. This increase is due to the

additional COVID-19 dollars we have received. Our annual audit as well as the Schedule of Salaries, Honoraria, Travel Expenses and other remuneration paid to chiefs will be posted on our website at [www.akwesasne.ca](http://www.akwesasne.ca).

### **Internal Financial Reporting**

For 2020-21, we continue to work with managers and directors to enhance the internal reporting framework with our computer program, BOARD. We have also hired two additional analysts with the goal of working with departmental managers and directors to perform this task. It is presently in full implementation mode, and are satisfied with the results but we strive to continue to enhance the reporting framework required by each department. Our next phase in the internal reporting process is to work with digital signatures. The COVID-19 environment we presently operate under demonstrates the need to move forward with this objective. The current office environment shows that a combination of staff in the office and at home will provide additional safety to the staff, but in order for this to work, we must move to digital authorization to continue to provide effective and timely operations.

### **Budgeting**

MCA is presently in its second year of a multi-year financial plan and with every passing year, we become more comfortable with the nuances and intricacies of this plan. The addition of two more financial analysts will assist programs in developing their 5-year plans and also with the monitoring of their financial performance in the use of their annual budgets.

### **INFORMATION SERVICES**

### **2020-2021 Program Highlights and Accomplishments**

Information services provides all information related services to the Mohawk Council of Akwesasne our services include: 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





# DEPARTMENT OF FINANCE & ADMINISTRATION

## ADMINISTRATION

area network. Other duties include approximately 650 phone extensions on one corporate phone system, two small office phone systems,



along with 175 cellular phone users. Information Services also oversees the development/maintenance of over 75 software systems within the organization, and the classification and archival of documents.

### **Bulk Purchase**

Information Services coordinates the yearly bulk purchase of all of the computer systems and computer related equipment for the Mohawk Council of Akwesasne. This project generally 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.

### **School Preparation-AMBE**

Prepared over 700 Chromebooks for the schools due to the COVID-19 Pandemic. The schools needed to Adjust quickly to home schooling though zoom. New teachers laptops were also prepared and supplied, along with various enrollments into software programs to assist with the new age of online learning for AMBE.

### **Office 365**

Transitioned all MCA accounts from local on premise email server over to the Office 365 cloud solution. The subscription was implemented with a connection to our local domain for added security. This enabled personnel to become mobile. With A high percentage of personnel requiring to work form home the transition was an absolute necessity due to the COVID-19 pandemic.

### **Cell Phones**

Information Services completed a review of cellphone companies in the previous year.

New cellphones were obtained for a select few department and programs to switch from the current Bell service to Telus. The previous pilot testing of cell companies, Telus was tested to have better service within the areas of Tsi Snaihne underserved with cellular services.

Approximately 30% of handsets were changed over. The rollout was halted, due to the covid-19 pandemic lowering close encounters with personnel.

### **Fiber to the Home**

Fiber to the Home took a spotlight towards the end of 2020 due to the dire need for telecommunications requirement for at home learning. The project was fully activated when council agreed to bridge the costs of the Quebec portion of the project. FTTH kicked off January 4th 2021, conduits were installed through horizontal boring throughout Tsi Snaihne, and also across the river to St. Regis.

### **Desk Phones**

Information Services implemented a new IP solution Avaya corporate phone service. The new system creates the capabilities for MCA employees to have their desk phone extensions available to them through software on a laptop for usage through VPN. The Cornwall Island West building cluster was upgraded to a full megalink connection. And all the buildings on the main Computer network have been equipped with IP phones.

### **Firewall**

Due to the covid-19 pandemic additional firewalls were put in place for additional Data connections. VPN connections were created on all Firewalls in order to accommodate the need for users to access their network data from home.

### **Database**

Information services software analysts assisted primarily with financial processes adjusting to the new EFT implementation to reduce exposure between employees to receive cheques etc. The software analysts also primarily focused on adjusting and keeping the NIHB databases fully functioning during covid-19 trials and tribulations.



# DEPARTMENT OF FINANCE & ADMINISTRATION

## ADMINISTRATION

### Office Relocation

Six months into the COVID-19 pandemic, Information Services moved from St. Regis to Peace Tree Mall on Cornwall Island, and software analysts along with the program support officer moved into the CIA#1 building alongside the Records Management Program. The Peace Tree Mall location is a temporary location to be utilized until space can be opened up in the CIA#1 building, after archives are digitized to create more space.

## 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 Akwesasnon 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 and Accomplishments

COVID-19 – Throughout the 2020-2021 fiscal year, COVID-19 communications was the top priority for the communications unit and staff. Communication plans and campaigns were conducted steadily on a variety of COVID-19 topics, including updates to community laws and restrictions, vaccine education and promotion, information on variants, prevention of new waves, elders campaigns, and positively campaigns to boost morale. Every avenue of communication was explored this year, including electronic billboards, new mailer documents, social media stories, and online/Zoom community meetings. We maximized our use of traditional methods of communication: Announcements, e-newsletters, video

production, radio commercials, signage, Facebook Live videos.

### E-texting

This year Communications began an e-texting alert service. Community members can sign up to receive texts of important announcements, such as weather delays.

### Newsletters

The Communications Unit distributes a print newsletter monthly to every household in MCA's jurisdiction, and an e-newsletter weekly. Information shared throughout the week or monthly is repeated in these publications to ensure community awareness. During the early months of the pandemic, the weekly e-newsletter was increased to twice a week to keep community members updated of new information.

### Social Media

The Mohawk Council of Akwesasne's main social media pages continue to provide a major source of communication with the Akwesasne community. Information is given and received through Facebook, Instagram, Twitter and recently, LinkedIn, Snapchat and Tiktok. The main social media website used is Facebook, which has over 8300 followers.

### Community Engagement

The Communications Unit provides avenues of communication between the community and MCA. We monitor the info@akwesasne.ca email address which receives many messages from community members seeking direction or assistance. We monitor the Facebook messages to the MCA Facebook Page and forward comments/questions to the appropriate department or Council. We also conduct our own surveys for the benefit of departments or Council. In this fiscal year we created the Domestic Lane Pilot Project Survey and presented the results to Council and CBSA.

### Media Relations

The Communications Unit manages all media requests that come into the organization and works with local and regional media to ensure positive messaging. This year, Communications provided a press release/open letter to the public explaining the geographical features of Akwesasne and its location on the border.



# DEPARTMENT OF FINANCE & ADMINISTRATION

## ADMINISTRATION

This was to help educate the surrounding communities on Akwesasne's situation and why border crossing is a necessary part of the day. It was in response to negative notes posted on the vehicles of Akwesasne residents visiting Cornwall, Ontario who did not have Ontario license plates. This release was well-received in the surrounding areas as informative and eye-opening, as many did not realize Akwesasne's situation and location in Ontario, Quebec and New York.

### **MCA – CBSA Border Collaboration Initiative**

The Communications Manager serves as the Coordinator for the MCA-CBSA Border Collaboration Initiative, which is intended to improve the border crossing experience at the Cornwall Port of Entry. In the fall of 2020, the Domestic Lane Pilot Project was launched, reducing wait times overall at the port of entry, and easing the burden of border crossing for those who have only travelled domestically. A community survey indicated strong support for the lane, therefore the pilot was extended for one year. When the border fully re-opens to traffic, accurate wait times and traffic statistics will be available and officials can determine if the lane is implemented permanently.

### **Council Support**

The Communications Unit supports Council in all initiatives, through announcements, press releases, speeches, and communication of special activities, reports and events. In this fiscal year, we assisted Council with hosting their general meetings via Zoom as well as other events. Council also utilized technology and Communications Unit video services to reach the community throughout the year with important COVID-19 messages.

### **Executive Services and Departments Support**

The Communications Unit assists all programs and departments with their communication needs, including videos, event-planning, announcements, and special projects.

### **Some of the major activities or events Communications assisted in promoting this year included:**

- Mobile COVID-19 Testing Clinic
- Vaccine Clinics & Rollout
- Akwesasne Garden Initiative

- Akwesasne Food Security Program (Food Boxes)
- National EMS Week
- Federal Indian Day School Settlement information
- Admin 2 Demolition
- ACFS Traditional Cardboard Challenge
- Akwesasne Wetlands Project
- World Wetlands Week Video Series
- Jay Benedict Memoriam
- AMPS Purchase of Two Boats
- Cannabis License Information
- New Staff Announcements & Retirees Announcements
- Non-Insured Program Purchases New Van
- No Wake Zones Installed Along River
- New Paramedic Certified
- Housing Celebrates Completed 5-Plex
- Heating Assistance Program
- Health & Safety Video Series
- AMPS Neighborhood Watch Program
- Fibre to the Home
- Mobile Alert Signups
- Health Professionals CKON Video Update on COVID-19 Vaccine
- Akwesasne Waterways Video
- Director of Health Video Blogs
- Do It For the Totas Video
- Ambulance Tour Video

## HUMAN RESOURCES OFFICE

### **Program Description**

Human Resources (HR) is recognized as one of the core services within the Department of Finance and Administration, 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, payroll administration, total rewards benefits, labor relations, health and safety, 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 organi-



# DEPARTMENT OF FINANCE & ADMINISTRATION

## ADMINISTRATION

zation consistently; knowledgeable and advise management and employees on the legislative requirements as well as the internal policies and procedures that are applicable.

### 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.

### Health and Safety

Health & Safety is a major concern for MCA and it is important that the organization is complying with the standards of Health & Safety under the Canada Labour Code Part II and prescribed regulations. As well as provincial legislation that is applicable to the organization. The Health and Safety component under the Human Resources also ensures that the work being carried out

within MCA is conducted in a safe manner and within established standards.

### Compensation & Salary Grids

- In 2020, a COLA of 1.5% was given and all effected salary grids were revised.
- On-going evaluations and re-evaluations of job descriptions to place them on salary grid.
- Start project to review all non-union grids to ensure compliance with new pay equity legislation and that MCA grids are complete with current markets.

### 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 would include;

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

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

The following list is 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





# DEPARTMENT OF FINANCE & ADMINISTRATION

## ADMINISTRATION

- 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.

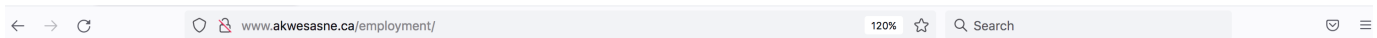
### Other policy development & revisions projects include:

- DTS ON-Call Policy
- GPP 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
- PCN Training Module
- 24 Hour Continuous Operations Addendum
- Supervisors Course Development

- Staffing Administrative Directives
- Criminal Records Check Policy
- Succession Planning Policy
- Promotions Policy Development
- Progressive Discipline Standard Operating Procedure
- Management Addendum
- Employee Assistance Program SOP
- Long Term Disability SOP
- Benefits Guidebook
- COLA SOP
- Remote Work Policy Development
- Health and Safety Policy Development
- Respect in the Workplace Policy
- Attendance Management Policy

### Other HR Related (on-going) Activities:

The Mohawk Council of Akwesasne negotiates collective agreements between the Ahkwe-sasne 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 Canadian Union of Public Employees; and between the MCA and the Ontario Public Service Employees Union (OPSEU).



Mohawk Council of Akwesasne

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#### HR Forms

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HR Reference Check Form

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# DEPARTMENT OF HEALTH

## ADMINISTRATION

### Overview

The Department of Health had a traumatic year, not different than all of our sister communities. The COVID-19 Pandemic challenged and tested us our limits in health & safety, surveillance, protection, prevention, implementation, communications and vaccination for the community. On January 27, 2020, we partnered with our Medical Officer of Health, Dr. Paul Roumeliotis, Eastern Ontario Health Unit to develop strategies on the Pandemic. This consumed most planning activities up to the end of the fiscal year. The Department of Health joined the daily EOHU Internal Management System and met daily beginning March 16, 2020. We are thankful for the dedicated team of health care workers and professionals that kept our community safe on every level imaginable.

### 2020-2021 Program Accomplishments

- Ministry of Health & Long Term Care COVID-19 19 Pandemic Planning Tables
- Red Cross
- Indigenous Services Canada- Health Canada Pandemic Table
- Local Integrated Health networks –Ontario East
- Home & Community Care
- Ethics Survey Training and Framework Approaches
- Ministry of Health and Long Term Care (MOHLTC) Building Renovations Project
- Physician Recruitment
- Medical Students Cultural Competency Training
- Law Commission of Ontario
- First Nations Health Managers Presentation
- Community Based Reporting Template (CBRT) Submission
- Eastern Ontario Health Unit
- St. Lawrence River Restoration Council
- Strengthening Internal Networking Relationships
- Strengthening External Networking Relationships
- Health Advisory Board
- Health Portfolio Monthly Updates
- Health Accreditation

### Description

Overview on how continuous quality improvement supports a positive approach to risk, and how a proactive organization builds

into everyday work activities that supports a culture of collective accountability and shared growth within teams and work environments.

-Employee Training on various topics: Quality Improvement, Governance, Indigenous Determinants of Health, Workplace Safety, and Ethics Framework.

### Key Goals

1. To Improve the Health and well being of community- Health indicators and data management
2. To achieve excellence in patient centered care
3. Achieve sustainable growth and asset utilization
4. To ensure cultural safety for patient and families is applied in policy and practice.
5. To Foster a culture of engagement.

### Commentary

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 one time funding additional dollars given out.





# DEPARTMENT OF HEALTH

## COMMUNITY SUPPORT SERVICES

### Learning, Growth & Transition

Working directly with our Financial Analyst, we continue to meet the quarterly deadlines. Their expertise has been quite helpful to meet the Ministry requirements. We are always striving to improve our working environment.

### 2020/2021 Program Achievements

The Community Support Services Program served a total of 3,353 clients which includes all three districts: Snye, Kana:takon and Kawehno:ke. This year the focus was mainly focussed on maintaining services during the COVID-19 Pandemic. Project Centers that were suspended were Tri District Elders, Congregate Dining, and Foot Care. Respite Services which is all of our Personal Support Workers had a major impact to their roles and responsibilities to our clients throughout this pandemic as they had to protect and keep our Totas safe. Their dedication and commitment and compassion to provide personal care to our elderly and families was beyond expectation and a good example of high quality care. We are proud that we have employees to meet the demand of our community as well as provide personal care.

### Additional Program Information

Ontario Health, LHIN Community Support Services, Meals On Wheels, Home Maintenance, Respite Care, Foot Care, Congregate Dining, Tri District Elders, Home Security Checks, Disabilities and Crisis Intervention. The project centres provide services to our

elderly population and maintains a full client load for all three districts: Snye, Kanatakon and Kawehno:ke.

### Key Goals

1. To better our linkage and communication with the physicians and hospitals to ensure client needs are met.
2. Quality meals and professional service
3. Health and Safety of delivery of services

### Commentary

The Community Support Services is funding from the Ontario Health LHINS with a budget of \$1,246,068 and the goal is to provide care for the elderly and reach the service gaps in our community health services.

Our Home Maintenance workers provide assistance with lawn care and snow plowing for the winter so that the Ambulance or health care workers are able to enter their driveways safely. They also continue to provide ramps for our physically handicap and ensure medical equipment is delivered for our palliative and end of life care. Total client care for the year is 140 which covers all three districts of Akwesasne.





# DEPARTMENT OF HEALTH

## COMMUNITY HEALTH

### **Overview**

The Community Health Program provides services to the community for Communicable Disease Control, Communicable Disease Emergencies, Environmental Health, Diabetes Prevention & Diabetes Education and Management Services, Maternal Child Health and Healthy Babies Healthy Children Programming.

### **2020/2021 Program Achievements**

#### **This year's achievements included:**

- Public and private home water sampling and testing
- Water treatment plant sampling
- Community beach testing
- Tick submission
- Emergency environmental response
- Home inspection
- Rat control activities
- Rabies/animal bite control activities
- Complaint investigations
- Service inspections
- Septic system inspections
- Sewage and lagoon inspections
- Workshops on food safety and rabies control
- Respiratory outbreak control activities
- Environmental assessments
- Day care and school inspections
- Health awareness activities
- Facility inspections
- Long Term Care Home inspections
- Posting of health alerts on social media
- Green food bags – 2 months
- Just Gardening Club
- Collective Kitchens
- Virtual Canning workshops
- Virtual food skills with children in summer program
- Fitness classes
- Junior/senior chefs
- Nutrition therapy and counselling
- School-based nutrition
- Food preservation workshops
- Diabetes screening
- Diabetes education and training
- Yoga classes
- Workshops on menus and carb counting
- Foot care
- Insulin starts and titration
- Home visiting for new moms and young families
- School based health services
- Vision screening
- Immunization review and updates
- Awareness on safe and healthy relationships
- Fetal Alcohol Spectrum Disorder
- Tobacco prevention
- Childhood wellness
- Family yoga
- Infant attachment and bonding
- Cultural practices related to pregnancy
- Child birth and parenting
- Sexual health and wellness
- Infant and maternal mental health
- Prenatal and family food vouchers
- Various workshops on canning, gardening, healthy relationships, etc.
- Breastfeeding promotion and awareness activities
- HIV/AIDS awareness activities
- Safer sex kits
- Presentation to youth and community on sexually transmitted infection awareness
- Annual celebration of birth
- Celebration of family
- Nutrition screening
- Oral health services for children
- Smoking Cessation Program
- Administration of NRT
- AMBE school workshops on Tobacco Awareness and Control.

### **COVID-19 Pandemic Response**

Community Health offers a number of services and provided for the immediate response to the global pandemic. CHP team met every day to review up-to-date information as well as disseminated it to staff members (starting January 28, 2020 with the situation reports coming out from Ontario). Community Health provided for training on COVID-19 to programs. Calls began to come in from March 13, 2020 for screening with referrals occurring to the Cornwall Assessment site. Staff provided screening and follow up on results. A remote testing site opened on April 20, 2020.

### **Key Goals**

1. Existing programs and services be augmented to meet emerging health care trends
2. Strengthen and build on our network and partnerships to increase service delivery.
3. Health promotion and prevention activities



# DEPARTMENT OF HEALTH

## AKWESASNE NON-INSURED HEALTH BENEFITS

### 2020/2021 Program Achievements

- Proposal sent out for another new handicap accessible vehicle to be purchased in the fall 2021
- The Akwesasne Non-Insured Health Benefits Program (ANIHB) received an increase to annual funding benefits in 2020 to some program areas, this will help the ANIHB to provide coverage for exception benefits.
- The Program Manager and Assistant Program Manager of ANIHB participate in Interdepartmental and Leadership meetings.
- Assistant Program Manager updates to the database which include any changes such births, new registration, deaths, name changes are submitted to us by OVS. There were 229 updates this fiscal year.
- A Benefit Analyst actively participates and sits as a member of the Occupational 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.
- The Medical Transportation team is very committed to providing our community with safe, reliable transportation services to our community.
- As an essential service, they provide this service 6 days a week and worked throughout the COVID-19 Pandemic as did all of the ANIHB staff.
- We are a team dedicated to providing our community with services year round that instill confidentiality, compassion, respect and integrity.
- For this fiscal year the ANIHB program has processed a total of 191,608 claims that have come in by mail for the year.
- The ANIHB Benefit Analysts have processed a total 7237 prior approvals.

### Dental:

Dental Benefits Funding: \$4,804,174  
 Total claims to date: 6,386  
 Total Service to date: 21,266  
 Dental Exceptions approved: 452  
 Denials: 1,002  
 Appeals: 16 / 13 Approved

### Medical Co-Payments

Co-Payment Funding: \$335,402  
 Total number of claims to date: 536

Total Service to date: 5,910  
 Claims sent to RAMQ for reimbursement: 710 claims  
 Denials: 12  
 Appeals: 2 / 2 Approved

### Medical Supplies and Equipment

MS&E Benefits Funding \$488,250  
 Total number of claims to date 344  
 Total Service to date 1,901  
 MS&E Exceptions Approved 521,368  
 Denials: 61  
 Appeals 1 / 1 Approved

### Medical Transportation

Medical Transport Funding: \$1,298,415  
 Akwesasne Mohawk Ambulance Runs: 469 / 458 Approved  
 Other Ambulance Runs: 583 / 572 Approved  
 Handicap Accessible Van: 1,498  
 Private Vehicle Runs: 429  
 Applications: 65 / Approved 62  
 Denials: 8

### Pharmacy:

Pharmacy Benefits Funding: \$5,087,612  
 Total number of claims to date 159,986  
 Exceptions Approved: 402  
 Denials: 6,231  
 Appeals 59 / 57 Approved

### Vision

Vision Funding \$572,085  
 Total number of claims to date: 2,545  
 Vision Prior Approvals: 2,476  
 Vision Exceptions 58  
 Denials: 69  
 Appeals: 6 / 6 Approved

### Additional Program Information

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

1. Registered Member with Mohawks of Akwesasne
2. Residence in Canada
3. Valid Provincial Health coverage for the Province in which you reside.

All Programs have policies and framework guidelines that are provided to us by Indigenous Services Canada (ISC). These include The Drug





# DEPARTMENT OF HEALTH

## AKWESASNE NON-INSURED HEALTH BENEFITS

Formulary, Dental Fee Schedules, Medical Transportation, Vision and Medical Supplies & Equipment. The Co-Payment agreement provides coverage for clients that have Quebec Health and seek services in the province of Ontario.

### Key Goals

1. To deliver Non-Insured Health benefits to members registered with the Mohawks of Akwesasne across Canada.
2. To modernize our ANIHB processes to better serve the members registered with the Mohawks of Akwesasne
3. To provide on-going training to ensure patient safety remains our priority for Medical Transportation services
4. To support the wellbeing of staff by streamlining workflow to increase productivity

### Commentary

- Due to COVID-19 in March 2020, the vision services suspended temporarily as many Government offices were closed and Vision providers were not able to see clients.
- The ANIHB office is not responsible for any medical bills received outside of Canada.

- It is strongly encouraged that everyone travelling Out of Country purchase insurance for travel which is for leisure or business, costs associated are not being covered by Provincial Health Cards.
- In March 2020, changes and modifications were made in all areas of programming to accommodate the COVID-19 Guidelines provided by the Eastern Ontario Health Unit (EOHU) to ensure the safety of our employees and community.

### Community Focus

We would like to acknowledge the dedication and commitment of all the staff at ANIHB throughout the year, they give back to the community 100% to get the numerous amounts of payments and approvals out of our office and into the providers hands, without their dedication we would not be able to continue providing this valuable service to our community.

Should you require more detailed information please do not hesitate to contact me directly at 613-575-2341 Ext 3342.





# DEPARTMENT OF HEALTH

## HOME CARE HOME SUPPORT

### **2020/2021 Program Achievements**

The Home and Community Care Program consists of a Program Manager, Nursing Supervisor, PSW Supervisor, PSW's, Nurses, Physiotherapist Assistants, Medical Social Worker, Home Maintenance Workers and Administrative Staff.

### **Accomplishments**

- On-going education and training, vital sign skills, focus on patient care, medication checks.
- Re-education on the use of Personal Protection Equipment, screening protocols, and health and safety measures of current pandemic.
- More encouragement of family involvement in patient care has improved with continued education and support from the Nurses, PSWs and Medical Social liaison Worker position.
- Increased Case Management with the whole team every day has improved the communication level and quality of care.
- In collaboration with Physiotherapist our Physiotherapist Assistants provide a treatment plan to eligible clients in their place of residences.

Description-Provide excellent in-home medical care services such in Nursing, Personal Support Workers(PSW's), Medical Social Liaison Worker, Physiotherapist Assistant (PTA) care visits, for clients with specific needs and for post-operative clients who require continued care when released from hospitals. Medical nursing treatments require a physician or Nurse Practitioner's order to provide a range of nursing services from Intravenous therapy, wound management, palliative, and End-of-Life care.

The PSW services assist people whose capabilities are diminished due to acute or chronic conditions and can safely stay home with family assistance; with activities of daily living (ADL) such as personal care meal preparation, grocery shopping, housekeeping, and assistance with medical appointments.

The Medical Social Liaison Worker will aid with resources, crisis intervention and client advocacy. The Physiotherapist Assistant (PTA)

works directly with the two Physiotherapist who develop a treatment plan which the PTA is then able to deliver. The supportive services of Home Maintenance aid with the client's medical equipment, ramps, lawn, and snow removal for those that meet the criteria.

Other supportive services include Chiropodist Clinic, Local Medical Transportation, Lifeline, Medical Supplies & Equipment, Referrals to other agencies

### **Key Goals**

1. Nursing services of prescribed treatment plans to eligible clients within their own home.
2. Personal Support Workers provide personal care, meal preparation, respite care, Light housekeeping, local transportation, and in-home palliative care (end of life-shifts).
3. Medical Social Liaison Worker aids clients in need of advocacy for financial, legal concerns, environmental and housing deficiencies.
4. Physiotherapist Assistants provide a treatment plan to eligible clients in their place of residence

### **Commentary**

The Nursing statistics for the 2020-21 fiscal year consisted of an average monthly case load of 94 clients. The program provided a total number of 3,126 nursing visits and 9 palliative care cases for the fiscal year.

The Personal Support Worker statistics for the fiscal year 2020-21 consisted of an average case load of 60 clients per month. The program provided a total number of 5,492 PSW visits and 9 palliative care cases for the fiscal year.

### **Community Focus**

The program encourages families to take part in their family members' wellness and participate in decision making and goal setting for their loved ones. Families are an important and integral part of the overall health care and support system for the clients within the program.



## DEPARTMENT OF HEALTH

### AKWESASNE MOHAWK AMBULANCE

#### **Program Achievements:**

The Akwesasne Mohawk Ambulance (AMA) is an Advanced Life Support Agency that provides 24/7/365 pre-hospital emergency care to the community of Akwesasne. This year the plan for AMA was to have two (2) ambulances and a fly car running full time with a staffing compliment of twenty (20) full-time Emergency Medical Technicians (EMT's) of various levels. However, the pandemic had a negative impact on staffing and the AMA struggled with keeping one ambulance on the road. The AMA received funding from the Akwesasne Career and Employment Support Services (ACCESS) for funding to hire more staff. Unfortunately the interest was low and only two staff were hired. The AMA continues to look at other options to recruit more providers.

The AMA was not successful in obtaining funding through the Akwesasne Community Settlement Trust Fund for a new ambulance but was able to purchase one with reserved AMA program funding. They continue to look for additional funding to upgrade their Ambulance fleet.

The AMA staff work hard to excel in their education and to become advanced providers, however the pandemic had a negative impact on this as well with limited classes being offered.. The AMA was fortunate to have an EMT accepted into a Paramedic program and another EMT accepted into the Advanced EMT program.

The AMA continues to improve the health of the community of Akwesasne by providing high quality pre-hospital medical care to them. The AMA has responded to more than 1050 medical calls in Akwesasne in the past year.

#### **Staff:**

AMA staff are on the front lines of the pandemic but they continue to show up for work, they continue answering calls and they continue to provide the best possible care despite uncertainty and risk to themselves. That being said, I would like to take this opportunity to thank all the AMA staff for their expertise, dedication and hard work during the pandemic - all of which ultimately helped ensure that the Akwesasne community continued to receive the highest quality pre-hospital emergency care.

Niawenhko:wa to the AMA Emergency Medical Staff: Daryl Diabo, Issac McDonald, Melanie Jacobs, Dennis Bero, Ryan Jacobs, Aubrey Phillips, Eric Sunday, Brooklyn Johnson, Autumn Tenasco-King, Naomi Hill, Arnold Printup, Aidan Lazore, Wanda Johnson, Kharlene Garrow, Chanelle Smoke, Kenneth Arquette, Denise Thompson, Aurora Swamp, Clint Cole.





# DEPARTMENT OF HEALTH

## IAKHIHSOHTHA

### 2020/2021 Program Achievements

- Provided Nursing & Residential Care Services – Iakhihsohta Lodge provides 16-hour nursing, medical, nutritional, housekeeping, laundry, restorative care and social & leisure activities in a secure environment for adults and elders.
- We have one Palliative Care Room and have furnished it to be more comfortable and to be more home like for those requiring comfort measures during end-of-life situations.
- Our Facility ran 100% throughout the pandemic and continues to remain open, this was not an easy task but we continue to take excellent care of our Residents and Staff.
- Provided 26,669 meals to Community Members who utilize our Meals on Wheels Program. Due to our outbreak, we had to suspend this program, but this program was contracted out and meals continued to be provided to Community Members.
- All other programs/visitation was cancelled due to the Pandemic but we were able to continue activities and events for our Residents throughout the year celebrating all holidays and keeping the spirits of our Residents up.
- We did not add to the debt this past year all accounts are paid and in good standing.
- We had two outbreaks and we were successful in containing the outbreak and did not spread to staff or residents, so we were very diligent with PPE, sanitizing and disinfection throughout the facility.

### Description

Staffing shortages, we continue to have staffing issues, especially during pandemic and travel and quarantining affected our staffing signifi-

cantly.

### Key Goals

1. Post and hire for indefinite positions currently vacant to assist with our staffing issues.
2. Continue to have new admissions sign up for pre-authorized payments.
3. Continue to make changes to current policies and procedures as the industry changes.

### Commentary

Being accredited with Accreditation Canada has identified some short falls we continue to address issues. We have also identified some new issues since the Pandemic and addressing any shortcoming we had missed in our COOP and Pandemic Plans.

This Pandemic has thought us the reason we need to keep our policy and procedures current and up-to-date and keeping current with industry standards and the importance of training for our employees.

### Community Focus

Our facility has always been community focused and this past year has been difficult as our facility received many visitors on a daily basis.

We have not been able to do our community projects or events. The Community continued to support us throughout the pandemic as we received many donations throughout the year.

We cannot wait to get back to our community partnerships when we are out of this Pandemic.







# DEPARTMENT OF HEALTH

## TSIIIONKWANONHSO:TE

### **2019/2020 Program Achievements**

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, CIHL, EOHU, Arvan, Cornwall Medical Pharmacy, Holistic health, Red Cross, Plan A, Drake, Bayshore, IPAC

### **Service Accomplishments**

#### **Nursing & Residential Care Services**

Tsionkwanonhso: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.

Occupancy rates have been low relating to the Pandemic and Outbreak of the COVID-19 virus. Ministry will not penalize facilities with low occupancy rates. Residents have not been permitted to leave facility and were quarantined in their rooms for several weeks. The facility lost 6 residents to the virus. A total of 24 residents had tested positive for the virus, some with symptoms and some without.

Staffing was an extreme challenge during the COVID-19 outbreak. A total of 40 staff members have been out at one time or another either by the actual virus or by possible exposure. During our outbreak all members of our housekeeping department were out. The facility called the Red Cross to come in and assist. Each member was tested for COVID-19 at the same time as our staff. They assisted the facility with infection control and co-horting of residents, they assisted with one on one visits and with passing trays, played games with residents. It was an excellent experience to have the Red Cross here. On the last day the facility held a traditional meal and shared some of our culture, the staff had made gift bags for each, and they presented the facility two very nice gifts. Residential care service statistics: 49 residents.

Total residential Days of Care: 15,606 days from April 1, 2018 – March 30, 2020. We presently have 21 Native and 20 Non-Native Residents. Occupancy has been low relating to our facility is sometimes not the first choice of residents families. In normal times CCAC sends applications to us that our facility has to deny and/or accept for various reasons (behaviors, danger to staff and other residents, complex care, etc.) Dr. Horn and Dr. Cookson were a tremendous help during the COVID-19 outbreak.

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 support and services they need for health and well-being. Tsionkwanonhso: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 and their collective agreements, 2 sessions held monthly for new staff and mandatory for current staff.

#### **RECREATION AND LEISURE SUPERVISOR HAS TAKEN ON THE TASK OF IN-HOUSE TRAINER.**

Future in-services for staff; resident abuse, 2 sessions scheduled, Addiction awareness. RN to do in-house training with the PSW's with regards to their job duties, descriptions and what is expected. Due to Registered staff shortage this has not happened

#### **Community Focus**

Ministry of Health has been concentrating on Bed Entrapment, our facility is non-compliant with beds (unsafe). Need to purchase new beds. Assessments and parts for the beds has been a challenge and expensive. In process of having facility maintenance trained on new beds from manufacturer. Put back into compliance March 2020.



# DEPARTMENT OF HEALTH

## TSHIONKWANONHSO:TE

Current budgetary constraints may hinder monthly community events.

**Partnerships:** We developed new partnerships with Akwesasne Coalition/Akwesasne Family Wellness program, SRMT Family & Community Support, SRMT office for Aging and the Akwesasne Mohawk Singers, Akwesasne Police Services; Ahkwesahsne Board of Education (AMS); Native North American Travelling College (singers/dancers); Iohahi:io (student placement); Red Cross, Plan A, Drake, Bayshore, Ottawa general hospital, IPAC.

Iohahi:io students did placement here at facility, several possibly hires as soon as they graduate.

### Challenges

1. COVID-19 virus outbreak December 11, 2020, resolved February 16, 2021
2. Job postings for all departments registered staff and staff with certification remains great challenge
3. Hiring qualified staff to meet MOHLTC Regulations continues to be a challenge
4. Resident Care – medical care needed is specialized (Dementia, Addictions, Emotional) and inexperienced staff is ill-equipped to handle their needs. This will require more specialized training
5. Para-Bus: Continuous maintenance and repairs costs for wheelchair lift continue to be costly.
6. Equipment: Both tubs are at least 12 years old and are past their life expectancy and water have ruined both tubs. Both are currently in disrepair and the cost for new tubs for both tub rooms is approx. \$ 9-10,000.00. Steamer in kitchen broke down and is old will cost approx. \$7500.00, new ice machine for main kitchen \$4,000.00. Kitchen equipment purchased June 2021.
7. 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.
8. Aging Infrastructure – Our Home was built in 1994 and the Ministry has cited various maintenance issues during 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. Repairs to roof and a new call-bell system and new door mags have been approved for the 2021 year.

9. Bad Debt - Past and Current Years total - \$210,639 frequently the bad debts relate to issues involving the Power of Attorney authorization. When can we write off the books residents who owe and have passed away?
10. HR Issues - Our Home was in labor negotiations with OPSEU, cost continues to have a negative effect on facility.
11. Recruitment of registered staff continues to be a major challenge.
12. 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.
13. Several non-native employees have been hired for permanent status,
14. 24 Hour policy needs to be revised. Resident care depends on consistent coverage of all staff. Currently in the works





# DEPARTMENT OF HEALTH

## WHOLISTIC HEALTH AND WELLNESS

### Physician Recruitment

Dr. Hannah Cookson joined Wholistic Health & Wellness in September 2020. Dr. Cookson is an Ontario Licensed General Practitioner with a special interest in mental health. She graduated from Peninsula School of Medicine and Dentistry in Exeter, England in 2009. She is committed to patient-centered wholistic care, recognizing the three factors of health to be: the biological, the psychological and the sociological.

### Recognized Teaching Site for Medical Students held in Akwesasne

The Teaching Site Initiative is led by Dr. Ojistoh Horn with participation from Dr. Kent Saylor, and Dr. Marie France Levac. Akwesasne participated in a one-month term work placement for Indigenous medical students from McGill University. In total, 26 medical students experienced Akwesasne "strength-based" approach, combining traditional & western based health options within our integrated wholistic health system. The curriculum supports the enhancement for Indigenous medical students, working with placements, and systemic racism issues.

### Service Accomplishments

#### Akwesasne and Kawehno:ke Medical Clinics:

##### Primary Care Providers

|                        |                    |
|------------------------|--------------------|
| Dr. Ojistoh Horn       | Family Physician   |
| Dr. Kent Saylor        | Pediatrician       |
| Dr. Keith Morgan       | Family Physician   |
| Dr. Enrique Torres     | Family Physician   |
| Dr. Marie-France Levac | Endocrinologist    |
| Dr. Hannah Cookson     | Family Physician,  |
| Mental Health          |                    |
| Janet Brant            | Nurse Practitioner |
| Katelyn Fedorak        | Nurse Practitioner |
| Patrick Labrooy        | Physiotherapist    |
| Martine Pierre-Louis   | Physiotherapist    |

##### Nursing Staff

|   |                      |
|---|----------------------|
| Mark Terrance                             | Registered           |
| Nurse, Primary Care Supervisor            |                      |
| Dawn King                                 | Registered Practical |
| Nurse, Licensed Practical Nurse           |                      |
| Loretta Smoke                             | Registered           |
| Practical Nurse, Licensed Practical Nurse |                      |

|                  |  |
|------------------|--|
| Sandra Thompson  | Licensed Practical Nurse                             |
| Michelle Sawatis | Registered Practical Nurse, Licensed Practical Nurse |
| Anna Thompson    | Registered Practical Nurse, Licensed Practical Nurse |
| Monica Mitchell  | Registered Practical Nurse, Licensed Practical Nurse |

We acknowledge and give our thanks for the tremendous work completed this year. The Wholistic Health and Wellness Medical Clinics had a 30% increase from 2019, with 8,661 primary health care visits consisting of Physician and Nurse Practitioner appointments. The Primary Care team processed 211 referrals for off-site specialists.

Due to COVID-19, and with the community's health in mind, a shift from in-person to telephone consultations for all Primary Care appointments began in March 2020. At the provider's discretion, same day follow-up appointments on-site were made available under strict adherence to the Eastern Ontario Health Unit and the Department of Health safety guidelines. The services that were once available at the Iakhihsohtha Home for the Elderly and the Tsiionkwanonhso:te Long Term Care Facility were closed.

Dr. Horn continued to provide services at Kanonhkwa'tsheri:io, the Iakhihsohtha Home for the Elderly and Tsiionkwanonhso:te Long Term Care Facility. Dr. Saylor, Pediatrician worked from home in collaboration with dedicated nursing staff on-site at the Akwesasne Medical Clinic and at the Kanonhkwa'tsheri:io Health Facility. Dr. Levac specializes in Endocrinology and Metabolism as well as General Internal Medicine. She worked off-site and was available by telephone consult appointment. Nurse Practitioners Janet Brant and Katelyn Fedorak continued to work on-site at the Kawehnoke Medical Clinic (Cornwall Island).

| Provider            | Unique Clients | Client Appointments |
|---------------------|----------------|---------------------|
| Janet Brant, NP     | 882            | 1824                |
| Katelyn Fedorak, NP | 1116           | 2107                |
| Dr. Ojistoh Horn    | 1060           | 3109                |
| Dr. Enrique Torres  | 203            | 443                 |
| Dr. Keith Morgan    | 183            | 232                 |





## DEPARTMENT OF HEALTH

### WHOLISTIC HEALTH AND WELLNESS

|                        |      |      |
|------------------------|------|------|
| Dr. Kent Saylor        | 236  | 472  |
| Dr. Marie-France Levac | 233  | 471  |
| Dr. Sarah Funnell      | 3    | 3    |
| Dr. Hannah Cookson     | 3916 | 8661 |

Led by Dr. Ojistoh Horn, the Wholistic Health & Wellness Program began serving as an educational site for future doctors in 2017. Participants of the Rural Elective include students from McGill University and Queens University. The Family Medicine Residents from the University of Ottawa are participating in a two-year training program. The number of rotations increased in 2020-2021, with a total of twenty-six (26) Family Medical Residents. Twenty (20) McGill students, three (3) from Queens University and three (3) from the University of Ottawa participating.

The teaching site involves various clinical settings, as well as the layout of community, expectations, and recognition of the core values that ensure wellness in the community: relationships, balance, connecting to the land, cultural practices, ceremony, and language.

#### **Traditional Medicine**

The Traditional Medicine team provides our community with traditional healing services, access to healers and seers, cultural counseling, and medicines. During 2020 - 2021, 307 clients have accessed the Traditional Medicine in 937 client sessions. Traditional Medicine Practitioners relay and reinforce information to clients related to cultural teachings, wellness planning, the cycle of ceremonies and general healthy lifestyle strategies.

#### **Mental Health**

The Mental Health team 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. Access to services increased with the addition of Wennietanoron Oakes, Registered Psychotherapist and Melissa Jacobs-Swamp, Registered Social Worker.

The Wholistic Health and Wellness Mental Health component provides services to the community, accounting for over 299 clients with 1,527 client sessions this fiscal year.

#### **Addictions**

The Addictions team provides the community of Akwesasne with awareness, education and identification of addiction and substance abuse issues. This includes community-based interventions with a wholistic response to substance use. Bonnie Bradley, CFNHM Addiction Supervisor and Joey David, Addiction Specialist, work together to conduct client intake and service provision in a culturally safe and trauma-informed manner. There were 224 client sessions for our Addictions Case Managers in 2020-2021.

#### **Prevention**

The Prevention team facilitates workshops and activities to place an emphasis on the connection between youth and elders, encourage feelings of self-worth and self-esteem via a positive learning environment. Kyle Thompson, Prevention Supervisor, Cullen Jacobs, Prevention Specialist and Brandon David, Land-Based Healing Specialist, worked to decrease stigma surrounding mental health, addiction, and problem gambling. Virtual trainings, information sessions for youth and elders that identify suicide risk factors, warning signs and at-risk behaviors, services such as Safe Zone and Youth Education Sessions increase community capacity and well-being supports.







# DEPARTMENT OF COMMUNITY AND SOCIAL SERVICES

## ADMINISTRATION

The 2020-21 year has been a year of growth and challenge for DCSS. The pandemic served to intensify and perhaps bring into focus the needs of our community. In particular, focus has been on issues related to homelessness and the need to address issues which contribute the problem. Next, given the issues associated with the need for social distancing, self-isolation and quarantine, it became clear we needed to ensure our community had access to food. These are two of the most important needs for survivals.

In response to these needs, DCSS programs launched strategies to mitigate the concerns, with an emphasis on cross department cooperation, to enable us to move swiftly to meet needs as they emerged.

### Highlights

Akwesasne Family Wellness program not only maintained, but actually expanded its service to accommodate insecurely housed males to assist Justice in finding accommodation for Akwesasronon released from prison early, due to concerns for COVID-19. In addition, we had both males and females experiencing acute addiction issues, needing support as they attempted to recover. We commenced review of the initiative and realized this was a critical component of our community's issues with homelessness. We developed a Healing Centre for males to address issues of addictions and mental health. In addition to the service our staff would provide, we realized that a segment of the homeless population, were not in a place to accept programming. In response we developed a significant Outreach component to our program (access to showers, laundry, lockers for valuables, food, back packs with goods suitable for those living, and partnered with DOH offer access to medical doctors and mental health professionals. In addition we will provide space to Justice for their court workers and Band representatives. In effect we have created a multi-purpose centre that will facilitate wrap around response and triage to more intensive service to our high risk clients.

Akwesasne Child & Family Services is responsible for providing support to children and their families experiencing challenges and despite the pandemic they continued to provide service. While they largely engaged remotely

with families, when necessary staff engaged in person - taking necessary precautions ie. ppe, social distancing. In addition, they established a food distribution program operating out of Tsi Snaihne, initially for their clients, but in the new year the program began working with DCSS food distribution to provide food boxes to the general community, as well as individuals in quarantine or self-isolating. ACFS staff also coordinated a snow-suit drive for their clients, and partnered with Community Support to provide food cards to support Thanksgiving to clients of both programs.

Community Support also maintained operations throughout the pandemic, hand delivering cheques to their clients, and partnering with ACFS to provide snowsuits to clients with children, as well as provide food cards to assist clients with Thanksgiving celebrations. This staff, also assisted several individuals experiencing issues with insecure housing providing both hotel rooms and food cards, and coordinated with other programs in effort to address underlying needs.

DCSS Food Distribution was initiated in November of 2020, with initial focus on hiring of staff, sourcing food suppliers and purchase of shelving and equipment ie. dollies, refrigeration etc. We experienced issues with locating the program, with the Special Projects Officer responsible for the program exploring several options. Unfortunately, none of the alternative explored worked out so we were forced to locate the program at the former Adolescent Group Home, which has limitations as it is a residential and not a warehouse space. In spite of this we commenced food distribution in February of 2021. In addition to providing food boxes directly to Akwesasronon members both in the norther portion of Akwesasne and for members residing in Cornwall, the program supplied food to the ACFS food program. It was timely addition to the services DCSS provides, given the need for many of our community members needing to isolate or quarantine due to COVID-19.

It is clear the pandemic will have to be monitored closely and our programming modified to ensure we meet COVID-19 protocols.



# DEPARTMENT OF COMMUNITY AND SOCIAL SERVICES

## IETHINISTEN:HA-AKWESASNE FAMILY WELLNESS PROGRAM

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**

The Cultural Therapeutic Educational Program is six 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 alternative and flexible options for learning for those that work or attend school. The Program has four family units and an accessible unit on the main floor for those who may have mobility issues. The Program has eighteen beds in the main building. The residential Family Wellness Program is funded by Indigenous Service Canada (ISC).

The Outreach Program provides longer term safe housing, up to four months for women, men and children who have completed the six-week Domestic Violence Program. The Outreach Educational Program is ten weeks in duration and can be attended on a residential or non-residential basis, for those that may already have safe housing. This Program is also offers flexible options for those working or attending school. The long term housing option offered through the Outreach Program and consists of 5 fully furnished 3-bedroom town house style independent units, 2 -2 bedroom apartments (1 is accessible), 3 -1 bedroom apartments (1 is accessible). The Outreach program is funded for 20 beds, which includes six that are specific to the men's Domestic Violence 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 Outreach Program is funded by the Ministry of Community and Social Services.

The Family Well-Being Program promotes positive wellness activities and programs within the community. The program is expanding supportive services to vulnerable families who may be at risk. The Program offers flexibility and workers are able to work one on one with families to provide supportive services that promote wellness. The Family Well-Being

Program is funded by the Ministry of Children and Youth Services.

The Program received \$75,000 from the Ontario Native Women's Association to raise awareness of Human Trafficking issues within the community and Cornwall.

Due to the COVID-19 pandemic and the extenuating circumstances, the Program has expanded the mandate to include 8 beds for men, 2 for women and 1 for a family at the Akwesasne Healing Centre in Cornwall.

The program was able to deliver 10 workshops/ activities within the community. The Program was active on social media and provided numerous Public Service Announcements with more than 10,000 recorded views and shares. The Program held 2 Performance Plays on Sexual Assault that was well attended. The Program hosted 2 training sessions on Gender Based Violence and Sexual Assault with 58 people attending.

### **Some examples of cultural and prevention activities that were held are:**

- Gender Based Violence Workshop with Farrah Kahn with 65 people;
- Human Trafficking Movie Nights and Talk 57 people;
- Plant Medicines with 12 people;
- Cultural Cooking Classes with 22 people;
- Dissolve play- Zoom - 70 people in attendance (2 shows)

The residential Family Wellness Program served 42 women, 6 men and 12 children from April 1, 2020 to March 31, 2021.

The program received 240 information/crisis calls from April 1, 2020 to March 31, 2021.



# DEPARTMENT OF COMMUNITY AND SOCIAL SERVICES

## COMMUNITY SUPPORT PROGRAM

### **Programs Vision, Mission & Values:**

To administer income support in providing competent professional services to meet the needs of Akwesasne, with special focus on individual responsibility, social inclusion and community growth and development.

### **Summary of Program Goals**

The yearly Akwesasne Heating Assistance Program (AHAP) into 2020-2021, as approved by MCA Chief and Council, continues to benefit the community of Akwesasne and Akwesasronon who are in receipt of social assistance and also residence in Cornwall who are members under the Mohawks of Akwesasne.

### **Akwesasne Heating Assistance Program (AHAP) 2020-2021**

#### **Total Approved Applicants 59 years of age and under:**

846 approved applicant's x \$900 dollars. = \$761,400.

#### **Total Approved Elders 60 years of age and older**

464 approved applicant's x \$1200 dollars = \$556,800.

#### **Total Amount Distributed :**

\$1,318,200.

### **Accomplishments**

Program planning, training and development of education and career course in partnership with the Community Support Program, Akwesasne Career & Employment Support Services and Iohahi:io Akwesasne Education & Training Institute were affected by the COVID-19 pandemic this year. We maintained communication however, and are gradually reactivating programs and services as we move toward the new year.

The 2020-2021 fiscal year saw Community Support Program-DCSS staying within its budget spending at the final closeout year end, and additionally generating a surplus. Unfortunately, this was due to a reduced capacity in meeting the needs of client intervention strategies in employment and education due to the pandemic crises.

The Akwesasne Workshop Committee discontinued its partnership with education and employment programs and services in Akwesasne.

The Community Support Program has created a partnership with the ACCESS (Akwesasne Career & Employment Support Services) program to support individuals seeking education and employment and training opportunities while on social assistance. Community Support Program partnered with the Akwesasne Career & Employment Support Services under their outreach program targeting 18 to 30-year-old social assistance clients to create and provide better career counseling and workshop activity for this age category. This partnership addresses increased counseling and training activity to ensure client success while accessing social assistance services and monthly income supports.

The Contact North On-line Learning Center opened since 2017, will have celebrated its 4th-year anniversary in Akwesasne and will transition its office location in 2021 to the Akwesasne Career & Employment Support Services office in the village of Kana:takon. Community Support Program-DCSS was an integral partner in collaborating the effort to bring this educational support program to the community.

The Community Support Program is an active member of the Ontario Native Welfare Administrators Association, (ONWAA) which has a membership of 93 First Nation's in Ontario. ONWAA provides training and development in social assistance and policy analysis and interpretation for its membership.

First Nations and the Ministry of Children, Community and Social Services have started planning discussions whereby First Nations will engage a pilot project moving disability supports from provincial municipal offices to First Nations offices. The Mohawk Council of Akwesasne's Community Support Program-DCSS already administers its own disability support program separate from the Ontario Disability Support Program and the Province of Quebec.





# DEPARTMENT OF COMMUNITY AND SOCIAL SERVICES

## COMMUNITY SUPPORT PROGRAM

A technical advisory group of select First Nation welfare administrators and political leaders was formed back in 2016-2017 to work with the Province of Ontario's Ministry of Child, Community and Social Services on income reform named The Joint Social Services Table. The Mohawk Council of Akwesasne sits on this group as an Independent First Nation Representative in the capacity of technical advisor.

The Community Support Program-DCSS continues to contract with the Akwesasne Mohawk Board of Education to provide bus transportation from Kawehno:ke and Kana: takon to the Iohahi:io Akwesasne Education and Training Institute in Tsi Snaihne, which will continue into the 2021/2022 school year, and hopefully beyond.

The Community Support Program-DCSS will continue to provide funding into 2021-2022 to Iohahi:io Akwesasne Education and Training Institute for adult learners for a hot-lunch program called "Lunch for Learners." The success of the "Lunch for Learners" is demonstrated by keeping enrollment up due to students having affordable nutrition and not having to leave the school.

### **Client Statistics Yearly and Monthly Averages:**

The 2020-2021 fiscal year again realized a moderate decrease of client numbers due to impacts of enhanced Community Support Program partnerships with programs and service delivery under education and employment.

Increased partnership activity with programs such as Iohahi:io, ACCESS, 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.

### **Conclusion**

Activities as listed below are referenced as on-going work moving forward and will continue into the new fiscal year 2021/2022 and beyond.

### **Did you know:**

The Community Support Program has a

partnership with the Akwesasne Career & Employment Support Services to facilitate education and employment career and counselling programs and services for clients.

If you are on social assistance and are experiencing barriers to employment and educational opportunities, our social assistance program has several partnership opportunities which will provide you with options to succeed.

The Community Support Program does much more than to provide a monthly income source when you may be experiencing difficult times from being out of work or lacking educational training and experience to find work. We continually partner with other programs to create education and training, employment and career opportunities to meet your needs.

### **Finally, did you know:**

If you are on social assistance and are in the employable category to receive training and education and are able to return to the workforce, the Community Support Program will support you with every opportunity available to help and guide you to either return to the workforce or to increase your education and training capacity. Did you know that, being on social assistance and being employable means that you are expected to work toward opportunities that will increase your chances of success in education and employment goals. All of these opportunities presented to you while on social assistance are meant to help you to succeed in what you want to do in life and with your career aspirations.

### **Contact Information**

Community Support Program:  
Kanonhkwa't'sheri:io Health Facility  
31 Hilltop Drive, St. Regis, QC H0M-1A0  
Phone: (613) 575-2341  
Fax: (613) 575-1983  
Open: 8am to 5pm Monday to Friday

### **Services we offer:**

The Community Support Program provides financial assistance to pay for necessities when an individual or family has illness, unemployment or some other misfortune which prevents them from working and/or providing for the family.





# DEPARTMENT OF COMMUNITY AND SOCIAL SERVICES

## COMMUNITY SUPPORT PROGRAM

We offer referrals and access to education, trades and employment opportunities.

You can apply for financial assistance by calling the Community Support Program office located at the Kanonhkwa'tsheri:io Social Development and Health facility located in the village of St. Regis.

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# DEPARTMENT OF COMMUNITY AND SOCIAL SERVICES

## AKWESASNE CHILD AND FAMILY SERVICES

### **Mission Statement**

As gifts from the creator and the future of our nation, it is essential that the children and youth receive the care and nurturing they need and deserve. We care, trust and believe in the strength of Akwesasne. As a fully designated Child Protection Agency, we are committed in promoting the best interests, protection, and well-being of children.

### **Program Accomplishments**

This past year has been particularly challenging for ACFS as an agency due to the COVID-19 Pandemic and its extenuating circumstances. We have had to react to this new crisis and adjust quickly as ACFS was in unknown territory and it required all leadership and staff to make critical changes in the way we operate on a daily basis. We established new procedures for the agency to continue and ensure that the safety and well-being of children, youth, and families and the risk to staff would be kept to a minimum. Safety protocols had to be implemented immediately and personal protective equipment (PPE) had to be ordered along with giving proper use training.

The agency immediately began purchasing laptops, cell phones and safety barriers in order to maintain operations while providing safety measures for all ACFS staff. This included deploying employees to work at home.

As the community experienced a rise in positive COVID-19 cases and increased isolation of families, the leadership of Mohawk Council of Akwesasne began discussions of setting up Food Pantries within Akwesasne. ACFS assisted with this initiative by setting up a small food pantry at the Tetewaie:nen House in Tsi Snaihne. Clients of ACFS were given priority along with elderly. As the food need arose then other community members were given access to the pantry. ACFS converted the former garage space into a food pantry. This included purchasing shelving, refrigerators and freezers to accommodate the bulk supplies of food, perishables and personal items. In an effort to meet the on-going demand ACFS also purchased food cards for distribution for all those in need. The food pantry began distribution in November of 2020 and continued to March 30, 2021 with a total of 80 households with 238 children under the age of 18, elderly

distribution to 51 households. For COVID-19 quarantined families from Jan-March 2021, we distributed to 28 families with 61 children and for 22 households for elderly.

ACFS was able to provide clients and community members internet services through the procurement of services with a local internet provider and/or provide internet cards as an alternative to ensure adequate connectivity. This initiative ensured that the children and youth of Akwesasne were able to continue with their virtual learning while at home without interruption.

On December 7, 2020, the ACFS Kontinonha Services Manual was approved by MCA Council, MCR 2020/2021-#224. This policy outlines recruitment, selection and approval of foster care homes to ensure the safety, well-being, and support for children, youth and their caregivers. This policy also identifies the roles and responsibilities of staff and caregivers involved in the child or youth's placement.

The ACFS annual snow suit drive began on November 2020, the agency collaborated with the Community Support Program and the Internal Border Company, Malone, N.Y. We were able to procure winter clothing for children and youth of Akwesasne. This initiative provided 198 new winter jackets, ski pants, boots, hats and gloves.

Negotiations for a collective bargaining union agreement began in November 2020 with the Canadian Union of Public Employees (CUPE) and MCA/ACFS to set out fair and reasonable terms of employment.

Staff trainings/workshops included the following:

- Signs of Safety- February- March 2021
- On-Call & Case Management in Matrix - On-going with all new employees
- New Worker Training - November 2020 -March 2021
- Customary Care Training-January 2021
- Pathway to Authorization -December 2020 -March 2021
- Mothers of Tradition-January 12-15, 2021
- Daughters of Tradition -March 16-19, 2021
- Fathers of Tradition - February 16-19, 2021



# DEPARTMENT OF COMMUNITY AND SOCIAL SERVICES

## AKWESASNE CHILD AND FAMILY SERVICES

- Health & Safety Training -March 2021

ACFS oversaw distribution of 6 million dollars of ACFS surplus monies for community projects that included; AMBE food services, DCSS Information Management System, Public Transportation, Food Security, Emergency Home Repairs, ABGC after school and summer programs for children, ACFS Salary Adjustment/Union Negotiations, District Recreation Centers, Creation of Respite and Community Resource Center, and Special Needs Strategy. MCA Council approved MCR 2020/2021 - #312, dated; March 1, 2021.

ACFS assisted with the transition of Band Representative Program from ACFS to the Akwesasne Justice Department. The transition included; MATRIX case transfer meetings for all files to be removed from ACFS and brought forward into the Akwesasne Representation and Advocacy Program's (ARAP) newly developed Matrix case management file system for ARAP. The coordination and collaboration of administrative processes also included working with MCA IT Services and Cornwall CAS to ensure an effective and efficient transition.

ACFS offered a range of programming to engage children, youth and families, as well as to demonstrate appreciation and support through various virtual events held monthly. Some of these events included but are limited to; Kaneinkeha radio bingo, family day activities, Daughters/Sons of Traditions, strawberry teachings, traditional songs/dancing, and traditional cooking. Other significant workshops held were Mending Broken Hearts {dealing with grief}, Positive Indian Parenting, and Wampum Teachings.

Following is a statistical summary of our activities.

- New child protection investigations Quebec 45, Ontario 38
- New Admissions of children into care: Quebec 3, Ontario 3
- Total children in care {during the year}: Quebec 4, Ontario 12
- Children in care/Youth (at year end): Quebec 3, Ontario 12
- Customary Care Homes: 6
- Kinship Care Homes: 2

- Kinship Service Homes: 3
- Active Foster Homes: 3
- Completed Adoptions: 0
- Prevention Programming Delivered: 71 Events
- Total participants: 61,801
- Cultural Programming delivered: 25
- Total participants: 2,915
- Community Training/Workshops: 14
- Total participants: 2,904





# DEPT OF INFRASTRUCTURE, HOUSING & ENVIRONMENT

## INFRASTRUCTURE SECTOR

### **Mission Statement**

The Department of Infrastructure Housing & Environment (DIHE) provides 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 is delivered according to Policies and Directives of the Organization.

### **Strategic Goals**

- To provide Safe Drinking Water to all residents within MCA three Districts by using the most stringent guidelines and modernizing systems/equipment.
- To exercise jurisdiction over the implementation of Water & Wastewater Management standards & regulations.
- To provide direction to the Mohawk Council of Akwesasne's Community Building Maintenance Programs, Water & Wastewater Operations, Roads Program, Housing Programs, the Environment Program that includes Geographic Information Systems (GIS).
- To effectively manage MCA's Capital Planning Process & provide Project Management services for all Capital Projects.
- Continue Lobbying Strategies to seek funding for the provision of Community Infrastructure as identified in the '20-year Capital Plan' & '10- year Lobbying Strategies for Capital Investments', & provide for the proper maintenance of existing Infrastructure.
- To continue to Build the capacity of Akwesasne's workforce, foster self-reliance of our people in the construction Industry & professionals in the Architectural & Engineering Fields.

### **Highlights/Accomplishments**

The DIHE successfully responded to the needs of MCA organization & community during one of the most trying years of this century involving response to the COVID-19 pandemic for all MCA facilities & infrastructure services. While many projects were delayed due to material supply issues, DIHE did successfully carry out pandemic protocol response & completed essential projects.

**AMPS Boat Storage Facility Project** – Project was completed & is in operation. The project was funded by AMPS. Landscaping upgrades were completed for the project site within this reporting period that included fencing around the perimeter.

**Snye Wastewater Plant Expansion:** The one-year maintenance holdback was released in the Fall 2020 which signals the closing of this project. The plant is fully operational with all efficiencies met. The pumping station & lagoons upgrade increases the capacity for more homes to be added to the subdivision in the future as part of MCA's Capital Plan.

**Wade Lafrance Memorial Road Reconstruction:** In 2019-2020 DIHE successfully completed a Request for Proposals for the Wade Lafrance Memorial Road (1.7km) design with access roads of Whoville and Hawthorne (600m) Housing Subdivision. The project was separated into two phases in order to fast track partial reconstruction within the year 2020/2021. Phase 1 was implemented in September 2020 and was completed by November 2020. DIHE is working with ISC to secure the remaining funds for the full construction project planned to occur in 2021-2022.

**Park Street and Hilltop Road and Water Main Capital Project:** The 'Project Approval Request' (PAR) was collaboratively worked on by DIHE, ISC, and MCA's Consultant Jp2g for construction funding. The project was originally submitted under the First Nation Infrastructure Investment Plan (FNIIP) for FY 2019-20. It included Minor Capital Application based on tender ready documentation and class 'A' estimate. This project is planned to commence in the summer of 2021.

**Snye School – New Building Design:** The 'Mohawks of Akwesasne Community Settlement Trust' (MACST) approved funding to explore project development for a new Snye School. A Request for Proposal (RFP) was tendered; the successful Consultant Contract award to 'Figurr Architects' [figurr.ca]. The report is planned to be completed by May 2021. Nia:wen MACST.

**Admin 2 Demolition Project:** The building had hazardous substances such as asbestos,





# DEPT OF INFRASTRUCTURE, HOUSING & ENVIRONMENT

## INFRASTRUCTURE SECTOR

lead paint, and mold resulting in the decision to demolish the entire building. Professional remediation was completed prior to demolition. A local Akwesasne contractor was hired to perform the demolition work once the building was remediated. This project is completed.

Tsiionkwanónhso:te Fire Alarm Replacement with Secure Locking System, the Nurses Call Station, and the Roof Replacement Capital Projects have been approved for Funding through Health Canada. The project is planned to commence during the summer of 2021.

**First Nations Infrastructure Investment Plan (FNIIP):** Project Description forms have been submitted to INAC for years 2020 / 2021. The Plans identify Akwesasne's priority Community Infrastructure Projects for the coming years that include but are not limited to:

- Tsi Snáihne Wade Lafrance Memorial Road Reconstruction (McDonald Rd to Chapman Rd)
- Community Service Building Replacement (Snye District project under design review)
- Harbour Road Reconstruction, Design stage pending
- District Schools Major Systems Repair. Projects filed since 2019/2020
- Park Street/Hilltop Drive Reconstruction Design, submitted to FNIIP 2019/2020
- Hamilton Island Bridge Replacement, River Road and Wade Lafrance Memorial Road Bridge(s) Design/Build Replacement, pending Tender Call-out, delayed due to COVID-19 Pandemic restrictions is now planned to occur in 2021-2022. A funding application was submitted to Transportation Initiative Fund Indigenous Relations Branch to supplement the design component of the project
- Tsi Snáihne Sewage Collections Mains, design pending School Road area to Iohahi:io
- Tsi Snáihne Housing Subdivision
- Adult Education (design pending) and Tsiionkwanónhso:te Roof (design completed) Replacement
- Iohahi:io Heating Ventilation Air Conditioning (HVAC) Replacement

Dollars are allocated to support Maintenance Management and the general operations of all MCA Community Buildings. In addition to Program funds, Core Capital funds were utilized to undertake numerous Health & Safety related building repair projects as prescribed through the 2019 ACRS Inspection Report. The report results estimate \$62,291,725 is required for the work to be undertaken over a four-year+ time span. Additionally, costs were increased to make required health & safety measures related to COVID-19 Pandemic for all MCA facilities.

### Water and Wastewater Infrastructure Program

The Water/Wastewater Infrastructure sector provides safe-healthy water & wastewater services to Akwesasne. The Ontario Certified, Akwesasronon Operators continually monitor & improve the operations-maintenance of Akwesasne's vast water & wastewater systems.

The water and wastewater plant operators, including the manager, are required to renew their Ontario Ministry of Environment water and wastewater certification every three years. Certification renewal includes approximately 40 hours of water and wastewater training per year. All MCA Operators are members of the Aboriginal Water and Wastewater Association of Ontario.

### Water/Wastewater Systems Infrastructure

**Name Type  
Service Area Size  
Homes/Buildings**

Kana:takon Water Treatment Plant Class 3 WT

Kana:takon and Tsi Snaihne  
27 km waterline 930

Kawehno:ke Water Treatment Plant Class 3 WT

Kawehno:ke 9 km waterline 450

Kana:takon Wastewater Plant Class 2 WWTKana:takon  
5.5 km sewer line 530

Infrastructure Maintenance: Core Capital Tsi Snaihne Wastewater Treatment Lagoon &



# DEPT OF INFRASTRUCTURE, HOUSING & ENVIRONMENT

## INFRASTRUCTURE SECTOR

Submerged Attached Growth Reactor bed  
Class 1 WWT Iohahi:io, Daycare, Iakhihsohtha,  
School and Homes 1 km sewer line  
38

Kawehno:ke Apartments Wastewater Treatment  
Block 97 Rotating Biological Contactor Class  
1 WWT Kawehno:ke – East -Tsiionk-  
wanonhsote, Kawehno:ke Apartments, Homes  
1 km sewer line 64

AMS Wastewater Treatment Rotating Biological  
Contactor Class 1 WWT A h k w e s a h s n e  
Mohawk School area and West Community  
Buildings 1 km sewer line 5

Arena Wastewater Treatment Rotating Biological  
Contactor Class 1 WWT Kawehno:ke –  
Central – Arena, Phillip Hopps Memorial Road  
50m sewer line 1

Chapman Rd Subdivision Wastewater  
Treatment Septic Bed Chapman Rd  
Housing Subdivision 100m sewer line  
19

Kawehno:ke Daycare /Senior Center Wastewater  
Treatment Septic Bed Kawehno:ke –  
Central – Day Care, Recreation, & Elders Lodge  
50m sewer line 2

### The Water/Wastewater program repaired infrastructure this year at the following locations:

- Island Road Main Break Jan 2021.
- First Street Service Leak April 2021.
- Akwesasne St. Service line repair March 2021.
- Bear Rd. Min Leak repair October 2020.
- Arena Rd. Hydrant Leak repair June 2020.
- Sunday Subdivision Main leak repair July 2020.
- River Road Main Valve Leak repair March 2021.
- 5 Sanitary line help
- Kanonhkwa'tsheri:io sanitary service help with clogs (minimum 2 visits annually)
- 7 Kaná:takon residents sanitary line help (locates, capping, or connecting)
- Quarterly and annual sewage desludging for Kaná:takon, Kawehno:ke sewage plant and RBC's.
- Sewage lift station monitoring due to Hydro Que. power outages.

- Repaired 10 Broken or bent water service curbstops throughout 3 Districts.
- Repaired 2 broken or malfunctioning fire hydrants in 2 districts.
- Installed 15 new water services in all 3 Districts
- Weekly and monthly water testing and checked by certified 3rd party testing.
- Monthly and quarterly sampling for compliance of Canada's, Wastewater Systems Effluent Standards for release back to the waters.
- Weekly, Monthly and Quarterly Water Quality Sampling for Health Canada AND Ontario Regulations (as Best Practice).

### Roads Maintenance Services

The Roads sector are to provide maintenance services through regular inspections to over 50 km of roadway, both gravel and asphalt surface, & maintain adequate surface water drainage from roads and streets; they maintain three bridge crossing structures; and participate in the completion of and provide oversight to roads related capital projects.

Tasks include patching of potholes, spot resurfacing, sweeping of curbsides and intersections, crack sealing, line painting and pavement markings of asphalt surfaces and grading/shaping of gravel road surfaces with installation of granular material and application of liquid and/or flake dust suppressant.

Winter roadways require manufactured pre-treated sand with a 20% liquid magnesium chloride solution that is stockpiled indoors. Regular plowing/sanding/salting of roadways, clearing of parking areas, snow removal from curbsides and sidewalks is done.

Road side/Intersections grass and weeds are cut to maintain sight distances for motorists. Drainage ditches/catch basins are cleaned to ensure free flow of surface water runoff. Driveway culverts were installed for property owner access. Street lights, road signs & guide rails are inspected & repaired as required.

Bridge crossings are swept and flushed with water to remove dirt, salt/sand accumulation. Ministry Transport Quebec engineers delayed



# DEPT OF INFRASTRUCTURE, HOUSING & ENVIRONMENT

## INFRASTRUCTURE SECTOR

inspection this year due to COVID-19 Pandemic travel restrictions and will resume when it is reasonable to do so.

Routine maintenance on vehicles and equipment utilized by the operators are regularly done by staff.

The Roads employees worked with local contractors for the annual drainage improvement toward Bittern Creek as a project. The offtake ditches were cleaned, trees and vegetation were removed allowing for free flow of surface water run-off.

### **Building and Maintenance Operations**

Administration, Education, Health and Social Building Assets

Primary goal and objectives: To develop and implement a strategy-based maintenance plan for 57 Assets 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, a process to ensure effective funding is in place to realize and maintain the infrastructure we have today and for in 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.

Ensure our Computerized Maintenance Management System (CMMS) is fully operational in all areas of maintenance, and that the system is functioning as required. The purpose of the CMMS is to perform preventative maintenance, report repairs, and to track the efficiency of addressing the service provided.

Actively developed the Operation and Maintenance plans and Budget projections for all assets in consultation with the Maintenance Managers and support Staff. This information is shared with Directors and Program Managers. The new BOARD Finance Accounting System facilitates budget lines being actively populated.

### **DCSS/DOH Sector Operation and Maintenance**

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

### **AFWP/ Transitional Housing/Group Home/ Whoville House:**

- Construction at Transitional Housing site involving new units complete 2020. Siding on old Transitional Housing Units replaced.
- Renovations to Social Outreach Building in Snye; Whoville complete facility operational 2020.
- Energy efficient lighting upgrades were done to various buildings and is still ongoing.
- Roof replacement of Group Home garage complete by DIHE staff, November 2020, cost \$3500.00.

### **Kanonhkwa'tsheri:io Health Facility:**

- Energy efficient lighting upgrades throughout the Facility ongoing.
- Direct replacement of 6 new HVAC units complete at Kanonhkwa'tsheri:io, September 2020, \$61,400.00.
- Direct Replacement of AC system for Health Facility server room, complete May 22, 2020, \$13,980.00.
- Catch Basin repair in the south parking lot, September 2020, \$3,000.00.
- Duct Cleaning at ACFS area of the building complete, September 2020, \$3,000.00.
- Walk behind floor scrubber was purchased for efficient sanitization & utilization of personnel time, \$7,500.00.
- Hazardous waste room construction project begun, ongoing projected completion 2021.
- Plexi Guard shields installed at various receptionist desk throughout the building due to COVID-19.
- lakhihsohtha:
- Direct replacement of 2 new water heaters installed, September 10, 2020 at lakhihsohtha this was a Health and Safety issue identified, \$7,500.00.
- Purchase of a new commercial zero turn mower, March 8 2021, \$8,500.00.

### **Tsiionkwanónhso:te:**

- Solarium replacement at Tsiionkwanónhso:te complete May 2021 cost \$28,210 for materials and \$6,000.00 for labor.
- Energy efficient lighting upgrades scheduled



# DEPT OF INFRASTRUCTURE, HOUSING & ENVIRONMENT

## INFRASTRUCTURE SECTOR

to various parts of the building and is still ongoing 500 LED light fixtures purchased installation ongoing cost \$36,744.00.

- Purchase of a new commercial zero turn mower March 8 2021 \$8,500.00.
- Direct replacement of air unit over the dining area at Tsiionkwanonhso:te September 23, 2020 cost \$14,323.00.
- 40 ton HVAC Unit Roof top Project is being submitted for engineering consultation.
- Walk behind floor scrubber was purchased for efficient sanitization & utilization of personnel time \$7,500.00.

### **Kawehno:ke Recreation/Snye Daycare/ Kana:takon Recreation:**

- Health and Safety issue identified at Kawehno:ke Rec involving window wall barrier replacement complete by installing steel bollards and railing September 2020 complete \$7,500.00.
- Bollards installed at Snye daycare to provide protection of propane tank enclosure October 2020 cost \$2,350.00.
- Duct cleaning for Kana:takon \$2,500.00 and Snye daycare 2,500.00 complete September 2020.

### **Akwesasne Mohawk Board of Education Maintenance**

Responsible Floor Space of 12,563 sq. meters (135,178 sq. ft) in 10 Assets. The Head Caretakers are tasked with taking control of the facilities and ensuring complete-consistent operation throughout the year by doing:

- Implementation of COVID-19 safety protocols for all education facilities;
- HVAC duct work cleaning/disinfection all education facilities;
- Installation of AC unit at AMBE administration server room; Install of AC unit at lohahi:io server room
- Completed phase 1 window replacement at Snye School; phase 2 has been completed in the spring of 2021;
- Purchased 3 new floor care machines & 2 new riding lawn mowers as part of operating efficiency for maintenance;
- Boiler repair project at AMS was completed before start of 2020/21 heating season;
- Majority of Asset Condition Reporting

System (ACRS) identified deficiency list is completed;

- The pandemic affected several projects as contractors and vendors were limited in providing service due to the border being closed.
- Install of new HVAC unit at Kana:takon School to replace unit that had become costly to maintain and had surpassed its life expectancy
- Installation of 6 new water bottle fill stations that provide filtered drinking water for Students and staff. Currently need 4 additional water bottle fill stations and that will bring all AMBE facilities up to date with modern potable water stations, completion of this task will be by Fall of 2021.

### **The Administration Building Maintenance services**

Responsible Floor Space 13,769 sq. meters (148,154 sq. ft.). Staff oversee operation and Maintenance at 29 different facilities in Kana:takon (Administration facilities, DTS Maintenance Shop, Roads, Akwesasne Mohawk Police Services and Snye District AMPS substation), Kawehno:ke (CIA 1,2,3, CIA Roads buildings, Environment exterior building), and sites on some Islands.

Main tasks are to prevent deterioration of existing assets, to ensure buildings & systems are fully operational, and minor repairs are done for health and safety reasons.





# DEPT OF INFRASTRUCTURE, HOUSING & ENVIRONMENT

## HOUSING SECTOR

### 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 Infrastructure, Housing and Environment- Housing Sector 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

#### ISC – Enhanced Housing Allocation 2020/2021

The Department of Infrastructure Housing and Environment (DIHE) Housing Sector received an Enhanced Housing Allocation of \$812,290 of grant funding August 13th, 2020. Due to the COVID-19 Pandemic, some projects were delayed. We utilized \$532,000 for the Kawehno:ke Triplex, \$97,000 to replace ramps at Sweet Grass Manor, \$23,000 for Elder home repair, \$5700 for capacity development. Also working on Drainage system upgrade for KRA apartments and hire a consultant to review and update housing policies.

#### Akwesasne Community Settlement Trust Fund

The Department of Infrastructure, Housing and Environment – Housing Sector applied to and were approved by the community settlement trust fund for an Elder Home Repair Project of \$150,000.

79 applications were received and ranked on a priority basis. The Community Settlement Trust funds were able to assist 34 households, the majority of repairs completed were roof repairs, siding and insulation, window and door replacement, plumbing and electrical repairs.

### Housing Services Updates

#### Housing Loans

The DIHE-Housing Sector recommended for approval three new home construction projects for the 2020/2021 fiscal year. Two Community Member's deferred their approval due to financial constraints on their end. As the cost to build continually rise, we have the situation of Community Members needing

to contribute a substantial amount of their own funds to complete construction of their home. We currently have approximately \$8.5 million dollars in housing loans and upgrade loans. Overall Payments received for new construction program were \$535,675 for fiscal year 2020/2021.

### 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.

#### Upgrade Loan Program

|             | Quantity | Amount      | Sub-Total |
|-------------|----------|-------------|-----------|
| Maintenance | 1        | \$3,000.00  | \$3,000   |
| Repair      | 4        | \$8,000.00  | \$32,000  |
| Renovation  | 13       | \$12,000.00 | \$156,000 |
| Total       | 18       |             | \$191,000 |

Overall payments received for the Upgrade Program were approximately \$244,000 for fiscal year 2020/2021.

#### 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 \$150,000.00. As of March 31, 2021:

#### BMO On Reserve Housing Loan Program

| Principle Balance: |         |                  |
|--------------------|---------|------------------|
| Arrears            | # Loans | Regular Payments |
| \$4,455,823        | \$0.00  | 69               |
| Cap                |         | \$7,000,000.00   |

Available for loans:  
\$2,544,177 \$150,000.00 16



# DEPT OF INFRASTRUCTURE, HOUSING & ENVIRONMENT

## HOUSING SECTOR

2020/2021

### Summary of Housing Loans Outstanding

The following table shows the amounts and various housing loans the Department of Housing are responsible for in 2020-2021.

| Loan Type                 | Amount         |
|---------------------------|----------------|
| CMHC                      | \$5,277,037.00 |
| BMO                       | \$4,455,823.00 |
| Housing and Upgrade Loans | \$8,548,325.00 |

Total \$18,281,185.00

CMHC –Administration Services  
Canada Mortgage and Housing Corporation (CMHC)

CMHC- Housing Internship Initiative for First Nations and Inuit Youth- the DIHE- Housing Sector applied for and received an extension and grant of \$24,000 to continue with the youth internship.

### Residential Rehabilitation Assistance Program (RRAP)

CMHC RRAP assistance per residential home \$60,000m for low income families. The DIHE- Housing Sector fronts the funding for all RRAP projects and then is reimbursed after the project is complete. Recommendation made to have all RRAP approvals sign over CP to MCA and have our tenant and maintenance manager oversee all projects to ensure they are completed. For Fiscal year 2020/2021 we were approved for 0 RRAP project.

### Emergency Repair Program (ERP)

The DIHE- Housing Sector administers this Canada Mortgage and Housing Corporation (CMHC) initiative, which provides a maximum of \$28,000 for emergency repairs to their home. The Department of Housing received approvals for 1 Emergency Repair Program in October 2020, foundation issue with home.

### Home Adaptation for Senior Independence (HASI)

The DIHE- Housing Sector administers this CMHC program which provides a maximum of \$10,000 to make modifications to home for seniors. The Department of Housing did not receive any approvals for HASI for fiscal year

### 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:

| District    | Number of Rent to Own Units |
|-------------|-----------------------------|
| Kana:takon  | 0                           |
| Tsi Snaihne | 50                          |
| Kawehno:ke  | 21                          |
| Total       | 71                          |

### Table 1 : Rent-to-Own Units per District

The various projects that each of these homes were built under have a separate 25-year 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 assist with the operating expenses, along with a replacement reserve fund, to help cover any major repairs needed for each unit. Total amount of payments made to CMHC from MCA were \$409,628.00 Principle and \$93,391.00 interest payments for fiscal year 2020/2021.

### Elders Emergency Fund

The DIHE- Housing Sector receives annual funding of \$100,000 from Mohawk Council of Akwesasne to provide emergency repairs to elder's home. The fund provides a one- time amount of \$5,000 per home. The Department of Housing assisted 51 elders with emergency repairs to their home totaling \$95,000.

### Home Inspection Services

The DIHE- Housing Sector provides home inspection services for community member's homes with referrals from Mohawk Council of Akwesasne Departments, Bank of Montreal or individual resident's. The number of inspection's completed for fiscal year 2020-2021 was 115.

### Housing Rental Services

MCA Rental Units

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



# DEPT OF INFRASTRUCTURE, HOUSING & ENVIRONMENT

## HOUSING SECTOR

Akwesasne. These include:

### Department of Housing Rental Units

| District                     | Location                        | Number of Rentals |
|------------------------------|---------------------------------|-------------------|
| Kana:takon                   | Sweet Grass Manor               | 20                |
|                              | Bayview                         | 5                 |
|                              | Third Street Circle Duplex      | 2                 |
|                              | Hilltop Drive Duplex            | 2                 |
| Tsi Snaihne                  | Chapman Road Duplexes           | 4                 |
|                              | Whoville Road Duplexes          | 6                 |
|                              | Whoville Road Quads             | 8                 |
|                              | Whoville Road Triplexes         | 6                 |
| Kawehno:ke                   | Kawehno:ke Riverview Apartments | 34                |
|                              | Island Road Quad                | 4                 |
|                              | KRA Five Plex                   | 5                 |
|                              | KRA Triplex                     | 3                 |
| Total Number of Rental Units |                                 | 99                |

### Housing Problem Areas

The issues that are predominant within the Department of Infrastructure, Housing and Environment- Housing Sector are:

- Need for usable lots for construction
- Waitlists – for apartment rentals, new construction
- RRAP - increased amount per home reduced number of approved applicants annually.
- Homes in dire need of repair over the amount we have available in upgrade loan program.

### Contact Information:

Mohawk Council of Akwesasne  
Department of Infrastructure Housing and Environment Housing Sector  
Cornwall Island Administration 3  
101 Tewasateni Road  
Kawehno:ke, Ontario  
K6H 0G5  
613-575-2250 extension 1053

During the 2020/2021 fiscal year the apartment rentals were at 99% capacity, 47 families on waitlist for apartment rentals.





# DEPT OF INFRASTRUCTURE, HOUSING & ENVIRONMENT

## ENVIRONMENT SECTOR

### **Mission Statement**

The Mohawk Council of Akwesasne mission statement is "With a good mind it is our responsibility to protect, exercise and advance our inherent rights while creating sustainable partnerships and building a strong community for future generations." The Department of Infrastructure, Housing, and Environment's Environment Program facilitates the mission through their efforts to protect and enhance the natural environment of Akwesasne for future generations to access and use.

### **Introduction**

During the last year, the Environment Program experienced a series of challenges and success despite COVID-19. We introduced a variety of new staff and said our farewells to our long-time Program Manager, Peggy Pyke-Thompson, who provided guidance and leadership over the program for the last decade. We hope her retirement is full of well deserved relaxation and time spent with her grandchildren and family. We were sad to see our great RAP Coordinator, Karen Cooper, make the difficult choice to pursue other passions, but we are incredibly to her the imprint left by her love and commitment to care for the environment. Additionally, we are thankful to Kaylee Jacco, Environment Project Aide, for a short period and the knowledge on our culture and language that she imbued into her work on the youth water project.

We are incredibly thankful for the team that came together during a pandemic to push forward protecting creation in Akwesasne.

### **Environment Services**

#### **Environmental Assessments:**

The EAO and ESM made great progress into the evaluation of the Environmental Assessment (EA) Process through the development of a draft policy and standard operating procedures. The effort will continue with engagement with various program within MCA and community members requesting EAs to increase the understanding gaps in understanding as well as improve the delivery.

The EAOs completed a total of 13 EAs. A breakdown is provided below:

- Economic Development: 3

- Infrastructure: 1
- Housing: 4
- Office of Vital Statistics: 5

The EAOs worked to address 5 environment concerns brought to our attention by community members.

#### **Conservation:**

The CO provide a variety of supports to the Environment Program over the last year which included researching funding opportunities and hunter information, responded to community wildlife concerns, and did regular patrolling across all three districts and Hamilton Island. They were unable to patrol the islands due to an inadequate boat and fishing/hunting permitting for non-community members did not occur due to COVID-19 restrictions. The wildlife concern responses are outlined below by District.

Kana:takon: 4 Skunks

Tsi Snaihne: 5 Raccoons and 2 Skunks

Kawehno:ke: 3 Foxes, 2 Raccoons, and 1 Skunk

Furthermore, the CO provided support to the rest of the Environment Program team as needed with event planning and implementation as well as support for EAs or environmental incidents.

#### **Geographical Information Services:**

The GT came under the Environment Program late in the last fiscal year. They provided map making services as needed throughout MCA. The services provided are outlined below by request and connected to requesters.

Fiber to the Home, street address maps -- Information Services

Civic Addresses -- MCA, Housing, Community Members: 27

Pin Locates in Akwesasne and the surrounding islands -- Housing, Community Members: 17

LOT aerial maps of Akwesasne and the surrounding Islands -- OVS, Economic Development, and Community members: 47

GPS Coordinate Requests -- OVS, Community Members: 10

Common Lands Map -- Environment

Topographical Map -- OVS

Attempted Elevation map (future project maybe, needs data) -- Environment

Tree Inspections (assisted EAO) -- OVS, Community Members: 7





# DEPT OF INFRASTRUCTURE, HOUSING & ENVIRONMENT

## ENVIRONMENT SECTOR

No Wake Signs Map -- DTS  
Fleet Vehicle Street Maps (current ongoing project) -- Environment  
FINS project -- Environment  
Assisted Building Inspector (Corey Tarbell) – Housing: 7  
Additionally, the GT provided support to the Environment Program team on a variety of events and helped with any technical issue confronted.

### Research and Innovation:

#### - **Canada Ontario Resource Development Agreement (CORDA):**

In 2020, the Environment Program entered into Phase 2 of the wetland project with another successful year of funding from CORDA. The goal of Phase 2 was to continue monitoring the Tsi Snaihne Wetland Complex, continue community engagement, and build the EFT's capacity. Despite COVID-19, we were able to successfully complete Phase 2 all objectives. One of the biggest successes from this last year's project was the variety of educational presentation by experts on species identification throughout the summer of 2020 to help with an online bioblitz. Additionally, in February 2021, World Wetlands Day took a different iteration with a series of presentation given by a variety of our partners and staff over a week. We are grateful to the Environment Program Staff for making these community engagement opportunities possible despite COVID-19 restrictions.

#### - **Great Lakes Protection Initiative:**

The Environment Program said goodbye to our previous Remedial Action Plan (RAP) Project Coordinator, Karen Cooper, and introduced a new Coordinator, Britney Bourdages, in 2020-2021. We are incredibly grateful to Karen Cooper for all her expertise and direction provided on the Area of Concern and addressing the 14 Beneficial Use Impairments (BUIs) associated with the RAP. The RAP Project Coordinators attended Saint Lawrence River Restoration Council and a variety of working groups. A great event implemented at the end of 2021 was through a collaboration with the Akwesasne Mohawk Board of Education where the new RAP Coordinator implemented a series of presentation to grades 1, 2, and 3 on the Area of Concerns connection to wetlands and shoreline. Additionally, we continued to

build on our collaborative work with our sister environmental agency, Saint Regis Mohawk Tribe-Environment Division, to develop communication materials for the Grasse River, contributes to their work on the addition of cultural dimensions to the removal criteria for the BUIs, as well as work towards building a multi-agency framework. We are committed to addressing the waters in Akwesasne from a whole community perspective and ensure that Akwesasronon voices are meaningfully engaged.

#### - **Indigenous Marine Liaison Officer –** Building Meaningful Relations with Indigenous Communities and Organizations for the purpose of the Canadian Coast Guards program and Ocean Protection Plan projects.

In 2020-2021, the Environment Program entered into our second agreement with the Canadian Coast Guard (CCG) to fund community engagement and a Marine Liaison position to facilitate collaboration and address needs. Through this partnership, regular meetings were hosted with the CCG, boater safety presentations, address search and rescue need in Akwesasne, implement training opportunities, and develop a pathway for Akwesasronon to the Canadian Coast Guard College. Through the partnership, the Environment Program staff were provided a Small Vessel Operators Course. The search and rescue need, and educational pathway conversation continue as we align services in Akwesasne with those provided by the CCG. An important project implemented over the last year through the partnership was the Aids to Navigation (AToN) Battery cleanup. In the past decades since the opening of the St. Lawrence Seaway, the Canadian Coast Guard had a hand in maintaining the navigational signals. Due to the lower standards of environmental regulation in those days, the main disposal method of the old AToN batteries was to throw them into the river. Since then, things have changed and the federal government is trying to fix the hazardous choices it made in the past. The MCA and the Canadian Coast Guard are working together to seek out and remove these batteries for proper disposal and have successfully removed 14 batteries and are looking for others.



# DEPT OF INFRASTRUCTURE, HOUSING & ENVIRONMENT

## ENVIRONMENT SECTOR

### **Fish Identification Nearshore Survey (FINS):**

This collaborative project with the St. Lawrence River Institute of Environmental Sciences (RI) has been going since 2015. The project is focused on: 1) establishing/maintaining baseline dataset for aquatic ecosystems in the St. Lawrence; 2) address knowledge gaps; 3) develop ecosystem health indicators; 4) training opportunities; 5) educational and outreach opportunities; 6) strengthen the relationship between RI and MCA; and 7) address emerging questions. A lot of adjustments were necessary in the summer of 2020 due to COVID-19, but the sampling effort produced 24,000+ fish sampled, 45 sites sampled, 60 site visits, and 51 fish species identified. The MCA-Environment Program is incredibly grateful to the RI for carrying a large amount of the weight with the project due to limitations due to the pandemic.

### **Agriculture Initiative:**

The MCA-Environment Program intended to launch an agricultural initiative in Akwesasne in 2020, but COVID-19 disrupted this effort. Despite COVID-19, the MCA-Environment Program was able to collaborate with the MCA-Economic Development Department and help with the implementation the Kaientohsera-Akwesasne Garden Initiative as well as support their efforts to provide food to the community at the start of the pandemic. Kaientohsera attempted to help alleviate food insecurity in the community by providing approximately 300 raised garden beds with plants and dirt to individual households. In addition to the raised garden beds, we helped develop educational material to help people with limited gardening knowledge to be successful at planting and harvesting. Our involvement in the project helped move our own efforts to support Agricultural in Akwesasne forward quicker than anticipated and we will continue this work in the coming years with the lessons learned.

### **Special Projects:**

#### ***Fish Contaminate Project:***

In response to community concerns around the Grasse River cleanup, the MCA-Environment Program and St. Lawrence River Institute of Environmental Science initiated a fish contaminants project (total PCBs and mercury) to address this concern with an additional benefit to filling in a data gap along the southern shore

of Kawehno:ke (Cornwall Island). The project is interesting because the sampling methodology brings Akwesasronon voices to the types of fish sampled. In the summer of 2020, a total of 143 fish were collected along various sampling zone with hoop netting with: 1 Brown Bullhead; 4 Fallfish; 1 Freshwater Drum; 11 Northern Pike; 56 Smallmouth Bass; 11 Walleye; and 59 Yellow Perch. These samples are being tested for total mercury and PCBs at an Environment and Climate Change approved laboratory with the test results to be released as soon as available. The work continues in the summer of 2021 to continue filling in the data gaps located in Akwesasne.

#### ***Shaping with the Shift: Climate Change in Akwesasne:***

In 2020, the Environment Program was successful funded to implement this project that sought to understand the impact of climate change on the holistic health of Akwesasronon. We want to ensure Akwesasne is proactive about anticipating the impacts of climate change rather than reactionary. The goal of 2020 was to implement Akwesasronon through a participatory action research approach, but this do not come to fruition due to COVID-19. Therefore, we were only able to complete our literature review and worked with the funding agency to extend the project into the summer of 2021.

#### ***Development of a framework for fish consumption advisories: The St. Lawrence River Case Study:***

The project is motivated by the complexity of Akwesasne's context, which makes research, funding, and fish advisories difficult due to jurisdiction, restrictions, and data deficiencies, as well as cultural and political diversity. The collective knowledge of Akwesasronon empowers the project as we seek to develop a recommended fish advisories framework. Akwesasne needs a better understanding of fish health, potential contamination levels, and to add these fish to the fish consumption guidelines that is community specific and culturally grounded. The ESM worked with the research team from a variety of research institutions to conduct a literature review and add an Akwesasronon perspective to the analysis. The community engagement component of the research is scheduled to be implemented in the



# DEPT OF INFRASTRUCTURE, HOUSING & ENVIRONMENT

## ENVIRONMENT SECTOR

2021.

### *o Akwesasne Flood Vulnerability Gap Analysis and Data Acquisition:*

In our effort to protect our community, the MCA-Environment Program was awarded funding to conduct a flood vulnerability gap analysis for Akwesasne, which will help inform decisions on development projects and protect our community members. We are aware that climate change could threaten our community with flooding, but this is our way of proactively planning for the future. It is this important work that will lay the foundation of information for future generations to use. We had a call out for consultants in the winter of 2020 and awarded South Nation Conservation Authority and St. Lawrence River Institute of Environmental Sciences consultant contracts. The results of their analysis is to be completed in the Summer of 2021.

### *o OUTSTEPS (Organizing Urban Transects for a Sustainable Transformation of Economic Partnerships):*

The ESM worked with the variety of research partners to develop an Indigenous aspect to the research proposal to the National Science Foundation, which was submitted in January 2021. The proposal focused on the development of a regional research network focused on just sustainability in the lower great lakes. The strength of the partnership developed is the ability to develop project with a variety of experts throughout the great lakes to address current and emerging issues. "Ohneka'shon:a Tewatati | Talking Water with Indigenous and Migratory Communities" was a project conceptualized through the OUTSTEPS network with Clarkson University Professor, Dr. Michael Twiss, and SUNY College of Environmental Science and Forestry Professor, Dr. Sharon Moran. The project has yet to be funded, but it seeks to think about the future of water in Akwesasne in relation to the impact of climate change and climate refugees placing more pressure on water resources as well as causing conflict.

### *o River Rapport:*

Another collaborative project with the St. Lawrence River Institute of Environmental Science (RI), the Great River Rapport, is

grounded in the Ohenton Karihwaterhkwen and serves many purposes: (1) a demonstration of respectful and meaningful engagement with Akwesasronon; (2) integration of and respect for Akwesasronon Traditional Ecological Knowledge (TEK); and (3) communicating the health status of the river that is relevant and accessible. All this wonderful work is seeking to protect the waters, as is our role and responsibility as Kanienkehaka, and understand our waters today and into the future. The ESM worked closely with the RI to engage in writing session on the variety of topics over the last year, which is continuing into 2021-2022.

### *o Strengthening Environmental Leadership through Youth Mobilization in Akwesasne:*

In thinking about the future, the MCA-Environment Program collaborated with the International Secretariate for Water to implement this project targeted at empowering Akwesasronon youth to engage in water advocacy. The project was hindered by COVID-19. However, the project was empowered by the Kaientohsera – Akwesasne Garden Initiative to work with youth in proposal development to address water concerns in Akwesasne that they were passionate about implementing. The project worked with Akwesasronon through two water dialogues to brainstorm strategies that address water conservation/protection through policy and law development as well as local and global actions grounded in our culture, language, and traditional teachings, which produced an advocacy guidebook as well as a water advocacy video. We are grateful to this partnership that is producing a second project titled "Akwesasne Youth Mobilizing for a Sustainable Environment," which is focused on taking their ideas and implementing them in the summer of 2021.

## **Partnerships**

**St. Lawrence River Institute of Environment Sciences:** As described above, we collaborated on variety of projects, which included: Fish Identification in Nearshore Survey, River Rapport, Fish Contaminate, and Akwesasne Flood Vulnerability Gap Analysis and Data Acquisition Projects.

**Parks Canada – Thousand Island National Park:** The ESM participated in helped organize





# DEPT OF INFRASTRUCTURE, HOUSING & ENVIRONMENT

## ENVIRONMENT SECTOR

quarterly meeting and advised on a variety of projects, which included a Values Mapping, Deer Herd Reduction Planning, and Landons Bay Development Project. Additionally, the ESM worked with the Park Superintendent, Leslie MacPherson, to write the forward to the 5 year land management plan.

**International Secretariate for Water:** The partnership is described above in the project titled, "Strengthening Environmental Leadership through Youth Mobilization in Akwesasne."

**Eastern Ontario Aboriginal Working Group:** We worked together diligently to develop the Healing Garden with a collection of partners: Plenty Canada, Algonquins of Pikwakanagan, Shabot Obaadjiwan First Nation, South Nation Conservation, Ontario Power Generation, and Forests Ontario. On September 23, 2020, the Healing Garden was implemented on the Traditional Territories of the Algonquin and Kanienkehaka in Shanly, Ontario.

**Eastern Ontario Model Forest:** We continued to attend executive meetings throughout the year and work together to creatively address their funding issue.

**Saint Regis Mohawk Tribe – Environment Division:** As described above in the Great Lakes Protection Initiative Project, we are working closely to increase collaboration to address all of Akwesasne as a whole and related to the two Areas of Concern affecting our community along the northern and southern shore.

**South Nation Conservation Authority:** They were a critical partner in addressing the flood analysis and look forward to continued collaboration with incredibly capable water resource sector. The ESM continues to participate in the Fish and Wildlife Committee.

**Friends of the Lake St. Francis flora and fauna Centre:** Meeting were attended and Akwesasronon voice represented.

**Public Advisory Group – International Joint Commission:** The ESM attended monthly meeting to provide an Akwesasronon perspective on the expedited review of Plan 2014 for the Great Lakes and St. Lawrence River.

**Parks Canada – Western Quebec:** The ESM met with their staff to consider potential collaborations for the future.

**Clarkson University:** The ESM worked with Michael Twiss to propose two different research projects in Akwesasne: "CoPe Large Scale Hub: Water Level Dynamics and Socio-Ecological Systems in the Coastal Great Lakes" and REASON (River Environment and Sensor Observation Network) Project.

**Impact Assessment Agency of Canada:** The ESM provided consultation for the potential regional assessment on the St. Lawrence River Area.

### **Presentations:**

The ESM presented:

- River Symposium – October 29, 2020 – "Kaniatarowanenneh (St. Lawrence): Akwesasronon Relationships Across Time"
- Clarkson University – August 13, 2020 and September 24, 2021 – "Akwesasronon Relationships with Creation"
- SUNY Environmental Science and Forestry – September 3, 2021 – "Akwesasronon Relationships with Creation"
- Talking Wings – September 30, 2021 – "The Environmental Future of the St. Lawrence Watershed"

### **Funding Applications:**

- First Nations Guardians' Initiative: "Cultural Enhancement and Restoration of Wetlands and Traditional Food Sovereignty through Wild Rice Conservation"
- Canada Ontario Resource Development Agreement: "Mohawks of Akwesasne Wetland Project Phase 3"
- Great Lakes Local Action Fund: "Advancing Shoreline Restoration in Akwesasne: Re-situating Data and Planning for the Future"
- Indigenous Community Support Fund: "Creating Safe Workspaces for the Mohawk Council of Akwesasne"
- Ontario Ministry of Environment, Conservation, and Parks: "Supplemental Funding for the Fish Contaminate Project"





# DEPARTMENT OF JUSTICE

## ADMINISTRATION

### **Mission Statement**

The Akwesasne Justice Department strives to provide a comprehensive Justice System for the people of Akwesasne, utilizing principles of natural justice to empower the community to safeguard collective rights, primarily, and individual rights for Akwesasronon, while remaining respectful of the community's heritage and culture.

### **Opportunities**

Invitation sent to Minsters on the Akwesasne Court process with the goal of sending traffic tickets to Ontario and Quebec for non-payment of fines.

Briefing notes and binder package to Grand Chief and Justice Portfolio Chiefs for video conference with Minister of Justice Canada. Same process done with Minister of Public Safety with a good response.

**The Akwesasne Justice Department prepared funding requests for the following services:** Compliance, Akwesasne Court and Akwesasne Representative and Advocacy Program. Entewatatha:wi program is funding the review of the Akwesasne Justice Department. Bids sent out and NVision selected as the consultant. Akwesasne Court COVID-19 support and Justices Training received from Department of Justice to purchase laptops and fund training for new Justices.

**Legal Services Justice staff and Legal Counsel assists community members on a variety of matters, including, but not limited to:** affidavits; birth certificate applications; guarantor for documents; child custody process; child support process; wills, Power of Attorney financial and medical; family issues; land disputes; mediation process; legislative review; program rental agreements; program contract agreement reviews; notarizing documents, Elder abuse inquiries, landlord/tenant inquiries; Akwesasne Court Regulations; Akwesasne Court Negotiations; Justice training curriculum review; Akwesasne definitions; and, review for Standards of Mediation for the Akwesasne Court.

**Legislative Services:** The Akwesasne Leg-

islative Commission did not meet for most of the year due to the Justice Coordinator being seconded to the Emergency Operations Commission and due to the COVID-19 pandemic restrictions. The main focus of the Akwesasne Legislative Commission was the Akwesasne Election Law.

Towards the end of the fiscal year, the Director worked closely with the Justice Portfolio Chiefs to design a legislative process to be more efficient and design a targeted workplan for community consultation with a quicker turn around time.

**Laws worked on:** Mohawk Government assigned two laws to Legal Counsel: Cannabis and the Emergency Management Law. This was directed to alleviate legislative development at Justice. As instructed, in-house counsel drafted the Fire Law and has been sent for Council consideration.

Efforts are being made to hire a new Justice Coordinator.

The Akwesasne Justice Department continues to strengthen the partnerships created with McGill Law and Queens University. This year, Queen's University Pro Bono students designed an Akwesasne Court Justice training curriculum (Phase II).

The Indigenous Justice Group through the Ministry of the Attorney General received permanent status. The Director of Justice sits as a representative. This advisory committee to the Minister is coordinated through the Indigenous Justice Division. This keeps the Akwesasne Justice Department abreast of current Ontario issues and funding opportunities, which has funded many programs at the Akwesasne Community Justice program.

**Justice coordinates and/or facilitates/assists three administrative bodies:** Akwesasne Review Commission; Akwesasne Legislative Commission; and, the Interim Tobacco Commission. Support through training and facilitation is provided to the Akwesasne Election Appeal Board.

**Elections:** Justice assisted the Executive



# DEPARTMENT OF JUSTICE

## ADMINISTRATION

Director with timelines for the MCA General Elections. The timelines were to meet the deadlines in accordance with the Akwesasne Election Law. Roster for the Deputy Electoral Officers and the Akwesasne Election Appeal Board was finalized in February as approved by the Acting Executive Director. Training for Electoral Officers were completed.

While on leave, Cactus Cook-Sunday graciously took on the responsibilities as Acting Director of Justice. The transition was seamless and Cactus did a great job. Kudos to Cactus and the staff who cooperated with her.

Justice works closely with the Justice Portfolio Chiefs, providing briefing notes to lobby for the Akwesasne Court; funding for Compliance/by-law enforcement; pull tabs for the Hogansburg Akwesasne Volunteer Fire Department; areas of concern such as law interpretation, and Ethical Conduct Law. Also provided briefs on other Akwesasne Laws such as Burn Law, Illegal dumping as well as Bordeaux jail refusal to speak English to community members and the new project to move OCDC from Ottawa to Kemptville. Researched Minister mandates as well as background information for a lobbying package to Chief Lazore.

Provided summary on community petition submitted to MCA as well as recommendations to improve the process.

**Akwesasne Court:** Appeals on the Dundee Referendum were completed. A number of submissions from the Justice Coordinator were remitted to the Chief Electoral Officer as part of the evidence. All appeals were found without merit. Continued work is being done to enhance the Court Regulations. (See statistical information for the Akwesasne Court.) Setting up virtual court for court sessions, when restrictions allow the sessions to continue.

**Elections:** Assistance was provided to the Chief Electoral Officer for the Kawehno:ke By-election and subsequent AMBE and Membership elections.

### Challenges

**Compliance:** Paperwork to transfer the Compliance program to the Akwesasne Mohawk Police Services occurred in September, 2020. The two Compliance Officers were physically relocated at the AMPS station in December. Community members continue to call Justice on various Compliance issues. Justice continues to refer community members to AMPS dispatch.

First Nation Restorative Justice Financial Management Pilot Project Due to this pilot project not being within the framework of Justice, the 2nd year of project was not activated.

**Akwesasne Representative and Advocacy Program:** This project was funded in December. The Program Manager was transferred from ACFS to lead this initiative. In the following year, more employees will be transferred/hired to fill the positions.

**Akwesasne Justice Department Review:** Entewatathawi utilized Governance Capacity Development funds to review the Akwesasne Justice Department. This is a welcome initiative but due to staff shortages/resources, the request for documents will take some time.

**Self-government Negotiations:** Submission of documents are provided to the negotiations team to assist Entewatathawi.





# DEPARTMENT OF JUSTICE

## AKWESASNE COMMUNITY JUSTICE PROGRAM

### **Mission Statement**

The mission of the Akwesasne Community Justice Program is To Inspire a Safe Healthy and Peaceful communities in a restorative way.

The Akwesasne Community Justice Program enables the Mohawks of Akwesasne and other Indigenous families to incorporate their traditional practices in the reintegration process. This incorporation of traditional practices is one of the many tools that ACJP seeks to encourage peace and harmony by resolving disputes and conflicts within Territory of Akwesasne.

### **Program Accomplishments**

**Diversion** – Diversion are referrals from Provincial Court. Individual accepts responsibility for actions and is willing to make things right. Individual meets with Community Neh Kanikonriio Council to resolve conflict and address underlying issues that lead to Police and court interaction. During pandemic Diversion Circles were held in person during the summer months, socially distancing, small group setting, all COVID-19 protocols were practiced during these gatherings. Once cold weather arrived ACJP we held diversion via Zoom. ACJP received \$30,000 in COVID-19 grant funds to purchase PPE and chromebooks for community justice participants. ACJP staff are trained restorative practice facilitators.

**Indigenous Courtworker** - Courtworkers assist Indigenous individuals at the earliest possible stage of Justice process by acting as liaison between individual and the court. Although ACJP staff are knowledgeable of the justice system we are not Lawyers and do not give legal advice.

Courtworker participated this past year in Provincial Court in Cornwall, Valleyfield and Montreal virtually.

**Gladue Services** – This includes Gladue Writer and Gladue Aftercare Worker. Once an Indigenous person is facing sentencing and a Gladue Report may be requested. Gladue Writer will prepare a comprehensive report on the Gladue factors that may have affected individual's circumstances. This report will make sentencing recommendations as an alter-

native to sentencing using restorative justices, measures, culturally appropriate treatment options.

Gladue Aftercare Worker assists with the implementation of the Gladue recommendations by providing direct services necessary referrals to programs and services to support individuals. Gladue Aftercare Worker can also provide Indigenous individuals with bail plans.

Throughout COVID-19 pandemic Gladue Reports were still being prepared and follow up were done virtually.

**Youth Justice** – Under the Youth Criminal Justice Act we work with Indigenous Youth ages 12-17 who are in conflict with the Police and Courts. Worker provides services to youth to address individual needs. This program encourages youth who take responsibility for their actions to seek assistance with rehabilitation and reintegration.

We received \$10,000 from IFN to host Youth Justice Cultural Camp. This year due to pandemic, camp was held virtually throughout the summer. The virtual camp include, moccasin making, Creations Story, Moon Lodge and Sweat Lodge, just to name a few.

**NILO Native Inmate Liaison Officer** – This worker is at Ottawa Carleton Detention Center (OCDC). This worker offers daily smudge ceremonies, Thanksgiving address with Indigenous population. Also provides teachings from other Indigenous cultures. Provides assistance to Courtworkers and other referral sources to assist with completing forms necessary for programs and services.

Due to COVID-19 NILO was not able to host activities with Indigenous population, or any ceremonies.

**RONATHAHI:IO RELEASE PROGRAM** - This program is for individuals who are first time federal offender, subject to provisions of the Section 84 legislation under Correctional and Conditional Release Act. Individual writes a letter to ACJP and Community Neh Kanikonriio Council to be involved in his/her release planning and supervision.





# DEPARTMENT OF JUSTICE

## AKWESASNE COMMUNITY JUSTICE PROGRAM

Due to COVID-19 all meetings were held virtually.

### **IETSIATHONHSATAT VICTIMS SERVICES**

– This service aims to help victims and their families in the wake of any harm committed against them. This worker will advocate during Diversion, Sentencing Circles, will also assist victims when attending court. Also will make referrals to other victims services and works with CAVAC in Valleyfield Quebec and VWAP in Cornwall, Ontario. Works with Akwesasne Mohawk Police Services with follow ups. This was an essential services during the COVID-19 shutdown.

Ministry of Attorney General funding for COVID-19. We received \$13,000 funds were used to purchase food cards, PPE, gas cards for clients of this program and community.

### **QUEBEC COMPENSATORY PROGRAM –**

This program is open to adults unable to pay for fines for sentences within Quebec. Individual agrees to complete community service hours in lieu of the fine. Provides the opportunity for individuals to work for non profit organizations and community events within the community of Akwesasne. Hours are reported Quarterly to Fine collector.

This program was suspended during COVID-19 shutdown.

### **Akwesasne Court**

The Akwesasne Court in collaboration with CIAJ has been busy training 9 community members to become Justices for the Akwesasne Court. Students will continue training under a law student from Queens University. Due to COVID-19 restriction, the traffic court was postponed for six months. Virtual Court sessions were done in Zoom and in MS Teams. Court is moving forward with hearings with COVID-19 restrictions and looking forward to holding Traffic court in another district soon.

Ontario Native Community Correction Worker  
The position of the NCCW during the COVID-19 Pandemic slowed quite a bit due to Ontario courts being closed and only processing serious crimes. The NCCW reported to work on a 33%

work capacity which meant one week in office and two weeks from home for a six-month period. In October the Ontario court began sessions by zoom and video, bringing caseloads up 30%. In March, the capacity went back to 50%, which was one week in and one week from home.

During this time all training seminars were done by Zoom and Microsoft Teams. The NCCW has been involved in Domestic Violence training refresher, Cultural diversity training and also a keynote speaker for the Ministry approved Indigenous History Celebration Conference. The NCCW is part of the Diversity Indigenous Inclusion Action Committee (DIAC) and participates in the Six Nations Native Corrections Officer Team monthly meetings to compare the similarities and differences of their work.

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### **Quebec Probation Supervising Officer**

This program allows community members who reside in Kanatakon, Tsi Sniahne and some who reside in the US, and have received a Quebec court order for Probation, Parole and/or Conditional Sentence to be supervised from the Akwesasne Justice Department. Many Court orders require clients to perform community service as part of their conditions. Due to COVID-19, the not-for-profit organizations cancelled annual events, it was more difficult to place clients with partner organizations to complete their community service requirements, most clients were still successful. This program also administers the community service orders from the Akwesasne Court.

In addition to the Quebec Probation Supervising Officer, working in collaboration with the Valleyfield Probation Office, worked in partnership with the Gladue Aftercare Worker to provide a more comprehensive correctional and community re-integration plan and service. Challenges faced by the clients of this program include lack of jobs that fit with the clients' skills, transportation for clients to get to work, school and other essential appointments including court appearances, lack of confidence in their talents and gifts.

Opportunities available to the clients of this program include that they can become healthier





# DEPARTMENT OF JUSTICE

## AKWESASNE COMMUNITY JUSTICE PROGRAM

individuals by working with a variety of quality service providers in Akwesasne. The program strives to help clients to complete their order(s) successfully and to move on into the next phase of their lives.

### Statistical Information

#### **Akwesasne Community Justice Program**

Diversion Circles – 15  
Sentencing Circles – 2  
Indigenous Courtworker - 473 adults  
Gladue Reports – 15  
Gladue Aftercare – 12  
Youth Justice – 18  
NILO – 80  
Victim Services – 108  
Quebec Compensatory - 10

#### **Akwesasne Court**

Traffic violations 355  
Compliance (Animal Control) 26  
Community Service Work 8  
Status check on CSW/Diversions 8  
Diversions 0  
Residency 4  
Trespass on Indian Reserve 7  
Engage in Prohibited Activities on Prohibited Premises 4  
Intoxicants By Law/Public Intoxication 3

latathróna Raotiientáhtsera/Couples Property Law 0  
Mediations 0  
Peace Bonds 1  
Commissioned Documents 37  
Curfew Law 12  
Good Standing Checks 215  
Trials by Zoom (4 under dog law; 1 peacebond) 5  
Tax Exempt Tobacco Products Permit/New Applications 2

#### **Ontario Probation**

Current caseload is up to 34 clients from 18 clients in 2020.  
6 clients serving conditional sentences  
3 clients on house arrest  
25 clients on probation  
Quebec Probation Supervising Officer  
Current case load is Clients 26  
Clients required to perform Community Service 11

Clients on House Arrest 5

Clients with Curfew 5

#### **Compliance and Conservation Programs**

No statistical Information available.  
Conservation transferred to the Environment program last fiscal year.

Compliance transferred to the Akwesasne Mohawk Police Services December 2020





# ECONOMIC DEVELOPMENT

## ADMINISTRATION

### Overview

The Economic Development'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, and to assist in the development of local employment opportunities.

To achieve our goals, we offer business support through programs such as the Small Business Grant, Technical and Specialized Trades Training, administer the Akwesasne Economic Development Fund and work in partnerships with local stakeholders to host workshops. Economic Development also oversees the administration of Peace Tree Trade Centre and the administrative compliance of Tobacco.

Due to COVID-19, The office of Economic Development closed from April until August 2020 and during that time implemented food distribution and the Kaienthosera Garden Initiative in partnership with the Environment Program.

- Food distribution: distributed 934 food boxes weekly to the community. Priority was elders and vulnerable sector
- Kaienthosera Garden Initiative: Distributed 300 raised garden beds to the community
- Employed 45 summer students as Horticulture Ambassadors through ACCESS to promote and support Kaienthosera Initiative. Due to the increase of COVID-19 cases in the community, students were not going home to home due to public safety precautions
- The Office of Economic Development moved to Peace Tree Trade Center, Unit #3 from CIA#3
- \$130,000 was distributed to eligible businesses for COVID-19 Business Relief through a fund we received from Indigenous Services Canada
- Four Retail Cannabis Dispensaries were licensed;
  - o Green Chief, Kawehnoke
  - o Green Reserve, Kanatakon
  - o Budders, Kanatakon
  - o Island Flower, Kawehno:ke

- Three Cannabis Cultivators were licensed;
  - o Happy Dayz, Kawehnoke
  - o Bright Sky, Kawehnoke
  - o Green Reserve Farms, Kanatakon
- Four Tobacco Licenses were issued

Council determined the immediate need to implement high speed internet for the most underserved district of Tsi Snaihne due to the pandemic and the requirements for students to be in class via Zoom and/or Google platform. Through Mohawk Council Resolution, Economic Development implemented the Fibre To The Home Project in early January.

Hosted a Fibre Optic Technician training in partnership with ACCESS December 2020. Six Akwesasronon were certified in completion of the training.

- Kylee Tarbell and Rhonda Adams are the lead of the infrastructure project;
- Monthly zoom sessions were done for project updates;
- Mail Outs were done for registrations;
- Underground conduit was done due to the lack of pole space and permit requirements;
- Directbore, based out of Ottawa, was procured for the installation of the conduit;
- Delormier Trucking & Construction was procured for labor and heavy machinery;
- Ontario East was procured as Technical Lead for the full implementation of Fibre To The Home;
- Six Akwesasronon were hired as direct labour for the project
- River crossing was done to connect Tsi Snaihne to Kana:takon for connectivity

The goal is to have full connectivity of high-speed internet for all three districts by 2022.

### Thompson Island

Thompson Island was closed for the season due to COVID-19.



# AKWESASNE MOHAWK POLICE SERVICES

## ADMINISTRATION

Today the Akwesasne Mohawk Police Service has thirty-six (36) sworn police officers, six (6) full-time Public Safety Dispatchers and four (4) civilian members. The Akwesasne Mohawk Police Service has jurisdiction and authority in both provinces of Quebec, and Ontario. AMPS is responsible for delivering professional policing services to the Territory of Akwesasne. As of December 31, 2020, there are approximately 12,958 people registered/affiliated with the Mohawks of Akwesasne. Due to the unique geographical area AMPS police officers are sworn in both provinces of Ontario and Quebec with special designations in New York State.

The AMPS have many specialized units such as the S.A.V.E. Team, Joint Investigative Unit, Emergency Response Team, Community Service Unit, Criminal Investigations Branch and the Court Services division. The Akwesasne Mohawk Police Service is a progressive organization which is committed to refining and adjusting our service delivery model to create a truly sustainable and effective approach to crime reduction and building a safer and healthier community.

The Akwesasne Mohawk Police maintains a strong presence in the community through their core policing objectives and community service events. The police service will continue to invest strongly in the concepts of community-based, intelligence-led, problem-oriented, and risk-focused models of policing. Members of the Police Service are dedicated and committed to enhancing the quality of life within the Territory of Akwesasne by working cooperatively to enforce the laws, preserve the peace, reduce fear and increase public safety within the community.

### **Calls for Service**

Members of the Akwesasne Mohawk Police Service responded to 3, 581 calls for service in 2019. This is a 1.40% increase from the previous year of 2019. The Akwesasne Mohawk Police use a digital records management system. Each call for service or incident is categorized for statistical and recording purposes. The 3, 531 incident reports generated in 2019 were categorized as the following:

### **Criminal Charges Laid**

In addition to calls for service, in 2020 there were 518 Criminal Code Charges laid. (Increase of 16.73% from 2019).

### **Emergency Response Team**

The Akwesasne Mohawk Police Emergency Response team also known as the “ERT” team was developed in 2014. This team consists of one team leader and six (6) team members. ERT members obtain advanced police training in specialized weapons and tactics. Members of the Akwesasne Mohawk Police ERT Team are highly trained to effectively control and safely contain a volatile situation. The ERT team members carry out regular patrol duties on shift but are deployed on an “on-call” emergency service as required. In 2020, the AMPS ERT responded to five (5) calls for service.

### **Akwesasne Organized Crime Initiative Activity Report**

The Akwesasne Organized Crime Initiative also knows as the Joint Investigative Team, commonly referred to as the JIT. This unit is currently comprised as a joint force operation, under the direction of the Akwesasne Mohawk Police with partnership agencies of the Royal Canadian Mounted Police, Sûreté du Québec and part time basis of Canada Border Service Agency and the Ontario Provincial Police.

During this fiscal year, the Joint Investigation Team found a significant increase in southbound illicit smuggling of marihuana and cannabis products, from Canada into the United States. It was noticeable through investigations that the size and quantity of marihuana was increasable compared to past interdiction.

In September 2021, the Joint Investigation Team began an investigation of border related criminal activity with assistance from partnership agencies. This investigation identified the criminal organization to be trafficking large U-Haul trailer loads by vessel into the southern portion of Akwesasne. Under Title-19 designation, the Joint Investigation Team identified the destination point as well as persons and vehicles involved in the operation. After five months of investigation, a planned joint intercept was executed. The Joint Investigation Team obtained two search warrants at separate



# AKWESASNE MOHAWK POLICE SERVICES

## ADMINISTRATION

residences, one being on Cornwall Island and the other in Cornwall, Ontario. Under the direction of Homeland Security Investigations, an intercept occurred where U.S. law enforcement seized approximately 1200 lbs. of packaged marihuana. Simultaneously, under the authority of two search warrants, Akwesasne Mohawk Police and Canadian partnership of law enforcement seized approximately ½ million dollars, four handguns and five lbs. of marihuana, all seizures were connected. This file was significant and involved law enforcement in both Canada and the United States to work jointly.

There were multiple investigations of similar fashion during this term as marihuana smuggling appeared to increase. The Joint Investigation Team developed intelligence on various potential targets, through long term surveillance activity, investigators performed take-down executions through plain view search authority or by way of search warrants. There were six significant marihuana seizures, all with arrests and charged subjects during this term.

The Joint Investigation Team also investigated an illicit opiate pill trafficking operation. This

file initiated with intelligence identifying that an individual had been trafficking a large number of opiate pills to American citizens. The investigation resulted in a search warrant execution where a significant number of pills was seized and one person charged with trafficking a schedule 1 substance.

The Joint Investigation Team also conducted an investigation that resulted in the seizure of approximately 1 ounce of cocaine from a suspected street level dealer. Two persons were charged in this investigation.

The JIT continue to develop and share intelligence related to organized crime to both Canadian and United States partner agencies. The unit participates in weekly intel sharing with partner agencies in identifying criminal organizations that continue to exploit the community of Akwesasne for personal gain.

Snowmobile, All terrain Vessel Enforcement (S.A.V.E.) Team Activity Report  
The S.A.V.E. Team Boat House Substation will be in full operation as of Spring 2021, and is being upgraded as needed, for example new perimeter fence installed this summer.







# AKWESASNE MOHAWK POLICE SERVICES

## ADMINISTRATION

Due to the Pandemic State of Emergency travel restriction, S.A.V.E. Team Marine Patrol was enforcing the restriction on non-members entering the Akwesasne waterways and with the Canadian Boarder being closed too United States Citizens S.A.V.E. Team was patrolling the Canadian Boarder for any potential violators attempting to cross.

### **S.A.V.E TEAM Seizures for 2020**

- 3,190.3 - Pounds of Cannabis Seized  
Approximate Street Value: \$11,166,050.00 /US, \$14,515,865.00 /CDN
- Large amounts of assorted Cannabis Concentrates Approximate End User Street Value: \$42,445.00 /US, \$55,178.50 /CDN
- Large Amount of Currency seized in Joint Operation Raids: \$501,735.00
- 2 – Handguns
- 3-Vessels seized, approximate value \$65,000 CAN
- 4-Motor Vehicles seized approximate value \$23,000 CAN

### **Community Service Report**

Social media and community announcements through Facebook, Instagram, CKON, and the Mohawk Council of Akwesasne communication department are the standard practice for providing the community with up to date infor-

mation.

Zoom and Microsoft Teams are the new standard for hosting meetings, training, and educational presentations for the community. The Akwesasne Mohawk Police Service works in partnership with many programs including the EOC to ensure the safety of the community and police officers are paramount. Police will continue to follow all the safety practices set forth by the EOC until the pandemic is resolved. In 2020-2021, the Akwesasne Mohawk Police Service identified 123 occurrence reports related to Community Service Policing in Akwesasne. These numbers have decreased due to the Novel Coronavirus (Covid-19) Global Pandemic.

The Akwesasne Mohawk Police participated in the following community events/presentations for 2020-2021. First Responders Parade, Police Week, Graduation Ceremony, Color Run, Community River Clean Up, Tree Giveaway, Back to School Safety, Akwesasne Community Watch Presentation, Halloween Safety, Drug Awareness Presentations, and School Presentations. Due to the COVID-19 Pandemic most event/presentations were held on a virtual platform.





# AHKWESAHSNE MOHAWK BOARD OF EDUCATION

## ADMINISTRATION

Message from Director of Education, Donna Lahache

The 2019-2020 school year ended with the unexpected closure of schools in March, due to the COVID-19 virus outbreak. In a short period of time, AMBE staff and students moved into online learning environments and began a journey, without precedent, of learning in a remote classroom. Many thanks to the Board of Trustees, Mohawk Council, teachers, staff, students, parents, guardians and all our partners for working together under these trying circumstances to ensure that education remained a priority in our community. Our 2020-2021 school year started with strict pandemic protocols in place that consisted of both on-line and on-site learning. AMBE adopted a hybrid model in order to keep class sizes small and prioritize health and safety. The staff and students were provided with digital resources and equipment. Every Wednesday our staff were involved in professional development focused on assessment, on-line teaching, literacy and numeracy. 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. Our mission is 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 Hotinoshon:ni 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.

### **Values**

We expect all our staff, student and stakeholder interactions to be guided by a compass of: Respect, Integrity, Equality, Empowerment and Inclusion.

### **Paddles**

- PADDLE 1 ~ Kanien'keha Language and Culture
- PADDLE 2 ~ Student Success
- PADDLE 3 ~ Relationship Building
- PADDLE 4 ~ Organizational Excellence

### **Board of Trustees District of Tsi Snaihne**

Sheila Adams  
Josephine Herne

### **District of Kana:takon**

Shealene Gibson  
Cecelia 'Ceely' King

### **District of Kawehno:ke**

Kathleen Papineau  
Rosemary Square

### **AMS Akwesasne Child**

Care Program

New to the AMBE Family as of March 2020. Child Care was deemed an essential service for working parents and had to ensure safety of children and staff during very challenging and





# AHKWESAHSNE MOHAWK BOARD OF EDUCATION

## ADMINISTRATION

uncertain times. The program worked closely with Community Health to ensure all safety measure were in place throughout. Many virtual sessions were held for children and parents. Resources through Zero to Six and the Centre Staff were also made available.

### **Tsi Snaihne School**

Tsi Snaihne School is a small and caring community school of 182 students from Headstart to Grade 7. Teachers were able to transition to online learning, quickly and efficiently, in the spring of 2020. Every student has a Chromebook and AMBE has provided many online resources and supports to aide both teachers and students.

### **Kana:takon School**

The Kanatakon School teachers did a fantastic job transitioning to online learning. Many of the teachers quickly learned Google Suites, Google Slides and Google Classroom and created interactive lessons that the students and parents enjoyed.

### **AMS**

- All My Relations - Collaborative project-between AMS and Le Citadel.
- Engineering Design Weekly Challenges - Partnership with Queen's University.
- Student Life - Virtual Cultural Clubs offered
- Drive-through graduation for our Grade 8 students was a success!
- Participated in virtual science workshops.
- Enkenkiohwiiohà:ke

The AMBE Enkenkiohwiiohà:ke (Building Blocks to Success) Program was an initiative to support students, from ages 4 to 13, with a range of difficulties including intellectual disabilities, autism, and/or behavioral and emotional challenges. AMBE secured funding through Jordan's Principle and Indigenous Services Canada to dedicate resources to meet the various needs of students. Students were referred to the AMBE Enkenkiohwiiohà:ke Program by principals, school resource teachers, and school counselors. The goal of the program was to help students develop the necessary skills to return successfully to their grade level classroom.

### **Secondary Services**

AMBE has a Tuition Agreement with the Upper

Canada District School Board (UCDSB) and an Educational Services Agreement with the Catholic District School Board of Eastern Ontario (CDSBEO), specifically, St. Joseph's Secondary School. Both Agreements are for students attending grades 9-12. The tuition agreement with the UCDSB also funds two full time resource teachers. Newly included in our Catholic School Board Agreement is a funded full time resource teacher as well.

- 144 Students at CCVS
- 23 Students at AMBE Foundations
- 6 Students at TR Leger (main campus)
- 14 Students at Iohahi:io Adult Education Center
- 11 Students at St. Joseph's Secondary School

### **Iohahi:io Akwesasne Education & Training Institute**

Iohahi:io is a member of the Indigenous Institutes Consortium (IIC), with six other recognized Indigenous Institutes in Ontario. The Indigenous Institutes Act recognized all the Indigenous Institutes as equals at the level of provincial colleges and universities. Iohahi:io is now growing to bring the institute to capacity levels needed as a higher level institute.

### **Post-Secondary Assistance Program**

The AMBE PSAP Vision is to empower Akwesasnrónon to take leading roles in the community by pursuing a post-secondary education. Higher Education provides the opportunity to Akwesasne members to become qualified and to fill the vital roles within our community. The AMBE PSAP sponsored 444 full-time and part-time students in the 2019-2020 academic year. Financial assistance is provided with tuition, room and board or monthly living allowance, travel and books. There were a total of 82 students that graduated that academic year. In 2020-2021 the PSAP numbers declined to 343 due to the closure of in-class learning at most institutions.

### **Strategic Plan Report**

AMBE completed a report focusing on the following areas:

- Mohawk Language Development
- Structural Readiness
- Student Success
- Mohawk Science Curriculum
- Numeracy



# AHKWESAHSNE MOHAWK BOARD OF EDUCATION

## ADMINISTRATION

- Comprehensive Improvement Initiative
- Our Partners

We would like to thank our committed funders and educational partners that support the delivery of quality educational programming and training to the Akwesasne community.

Summer School Partners: Akwesasne Child and Family Services and the Boys and Girls Club.

**Pedagogical Partners:** Cathy Hall (Math), André Charlebois (Neurological approaches), Brenda Augusta (Connect2Learning), Jim Munoa (Leadership), Sandra Deer (ML), Jasmine DeerHouse, Bobbi King.

- Funders include the Ontario Ministry of Training, Colleges and Universities, Indigenous Services
- Canada, MCA Community Support, MCA Economic Development and ACCESS

- (formerly known as Akwesasne Area Management Board).
- Educational Partners include St. Lawrence College, Algonquin College, SUNY Potsdam, Akwesasne
- Employment & Resource Center, and the T.R. Leger School of Adult, Alternative and Continuing Education.
- Structural Readiness: a2z strategic consulting
- Government of Canada
- Ministry of Training, Colleges & Universities
- Employment Ontario
- Indigenous Institutes Consortium







# 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**

### **External Financial Reporting:**

The 20-21 annual audit was accepted by Council on September 27, 2021. We obtained an unqualified or clean audit opinion for the 20-21 fiscal year. This year we have had an increase of year-end statements to over 100. These are prepared for auditor review, with each receiving the appropriate level of audit attestation. This increase is due to the additional COVID-19 dollars received. Also, our annual audit as well as the Schedule of Salaries, Honoraria, Travel Expenses and Other Remuneration Paid to Chiefs will be posted to our web site at Akwesasne.ca.

### **Internal Financial Reporting:**

For 20-21, we continue to work with managers and Directors to enhance the internal reporting framework with BOARD. We have hired two additional analysts with the goal of working with Departmental managers and directors to perform this task. It is presently in full implementation mode and are satisfied with the results but we strive to continue to enhance the reporting framework required by each Department. Our next phase in the internal reporting process is to work with digital signatures. The COVID-19 environment we presently operate under, demonstrates the need to move forward with this objective. The current office environment shows that a combination of staff in the office and at home will provide additional safety to the staff, but in order for this to work, we must move to digital authorization to continue to provide effective and timely operations.

### **Budgeting:**

MCA is presently in its second year of multi-year

financial plans and with every passing year, we become more comfortable with the nuances of multi-year planning. The addition of two more analysts will assist programs in developing their 5-year plans and also with the monitoring of their financial performance in the use of their annual budgets.

## **Goals and Objectives**

Finance office had an operating goal for fiscal year 2020-2021 of Electronic Funds Transfer (EFT) and Direct Deposit. Due to the COVID-19 pandemic, these goals were expedited and completed before the end of operating year 19-20. Now, our focus will transition to establishing EFT with our US bank account, the development of digital signatures with an additional potential goal of looking at a paperless office framework.

## **Financial Overview**

### **Our Current Financial Position**

Council opened the 20-21 fiscal year with an accumulated operating surplus of \$1,677,847. Council ended the 20-21 fiscal year with an annual operating surplus of \$57,752 and an accumulated operating surplus of \$1,735,599. Council has continued to reduce its reliance on the OLG annual revenue to offset annual operating costs. For a third year in a row, Council was able to generate a surplus without allocating any OLG revenue to offset global Council operations. Only OLG funding that was agreed to as part of the 20-21 budget was applied to these financial statements. We have included a schedule summarizing the use of OLG funding in fiscal 20-21.

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.

We have included departmental summaries of actual costs incurred by program compared to

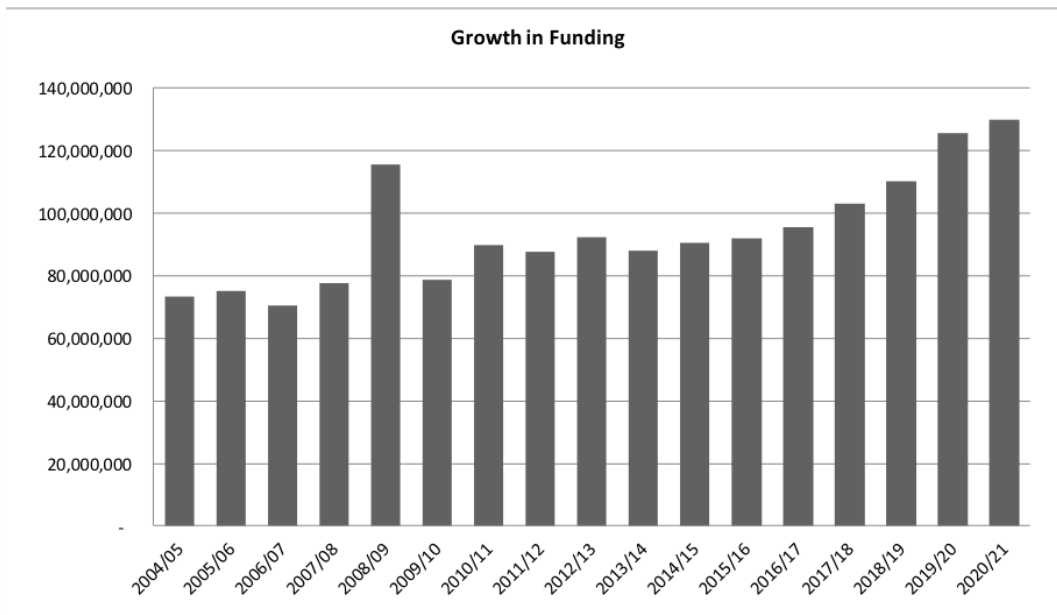


# FINANCE REPORT

the initial approved budget, and have provided a brief description of the primary sources of funding for each department.

**The following graph highlights our growth:**

**MOHAWK COUNCIL OF AKWESASNE  
COMPARISON OF FUNDING LEVELS  
FROM 2004/05 TO 2020/2021**



Funding has grown consistently since fiscal 2004/05 with funding growth from \$67.6 million to \$129.7 million in 2020/21. 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.

## **Mohawk Council of Akwesasne Schedule of Federal Revenue Trust Funds For the year ended March 31, 2021**

Earned revenue has been applied to Council programs & services as follows:

|   | 2020/2021  | 2019/2020  |
|---|------------|------------|
| Income earned and applied to Council programs | \$ 623,461 | \$ 619,503 |
| Interest income earned                        | \$ 50,124  | \$ 65,734  |

The interest income has been applied to global Council operations.

Please refer to Schedule 1 on page 29 of the 20/21 Annual Consolidated Audited Financial Statement 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, 2021

OLG / Casino Rama revenue has been applied to the following:

|  | Final<br>2020/2021<br>\$ | Final<br>2019/2020<br>\$ |
|--|--------------------------|--------------------------|
| Akwesasne Winter Carnival - annual               | -                        | 5,000                    |
| Akwesasne Pow Wow Committee - annual             | -                        | 5,000                    |
| Elders housing repairs - administered by housing | 100,000                  | 154,189                  |
| Community fund - distribution                    | -                        | -                        |
| - AMBE Parent Committee                          | -                        | 43,365                   |
| - Akwesasne Skating Club                         | -                        | 6,895                    |
| - Sports System                                  | 9,483                    | -                        |
| - Akwesasne Minor Hockey Association             | -                        | 28,478                   |
| - Akwesasne Freedom School                       | 15,000                   | 17,303                   |
| - Native North American Traveling College        | 3,482                    | 12,423                   |
| - Akwesasne Minor Sports                         | 7,500                    | -                        |
| 3 Recreation committees @ \$40,000 each          | 120,000                  | 120,000                  |
| Tri District Elders                              | 15,000                   | 20,000                   |
| Akwesasne Wild Women's Hockey                    | -                        | 5,163                    |
| Aseshate:kate Grief Service                      | -                        | 2,700                    |
| Sweetgrass Language Program                      | -                        | 5,000                    |
| Community fuel program                           | 468,000                  | 468,000                  |
| Seaway Claim                                     | -                        | 361,799                  |
| Snye Homemakers                                  | 15,000                   | 20,000                   |
| Library & Cultural Centre Museum                 | -                        | 5,000                    |
| Summer Student Program MCA                       | -                        | 105,000                  |
| Housing Rental Shortfall                         | 150,000                  | 150,000                  |
| AMBE School Bus                                  | 250,000                  | 230,000                  |
| Communications Unit                              | 95,000                   | 95,000                   |
| Iroquois Caucus                                  | 10,000                   | 10,000                   |
| AEDA Can 8 Language instruction                  | 90,000                   | 50,000                   |
| St. Regis Church Insurance                       | 7,000                    | 7,000                    |
| Thompson Island Youth Camp                       | 59,195                   | 85,000                   |
| Mohawk Government Admin. Staff                   | 150,000                  | 150,000                  |
| Elders/Youth Language & Culture to reserves      | 10,000                   | 10,000                   |
| MCA Discretionary OLG to reserves                | 413,000                  | 528,000                  |
| Youth Summit                                     | -                        | 30,000                   |
| Council Retreat                                  | -                        | 10,000                   |
| Donations & Funerals                             | 80,360                   | 85,000                   |
|  | -                        | -                        |
|  | 2,068,020                | 2,825,315                |
| Special Needs                                    | 13,081                   | 43,316                   |
| Total OLG Expenses                               | 2,081,101                | 2,868,631                |



# 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 2021 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 \$121 million and total expenses of \$98.7 million.

### MOHAWK COUNCIL OF AKWESASNE SUMMARY OF REVENUE BY SOURCE FOR THE YEAR ENDED MARCH 31, 2021

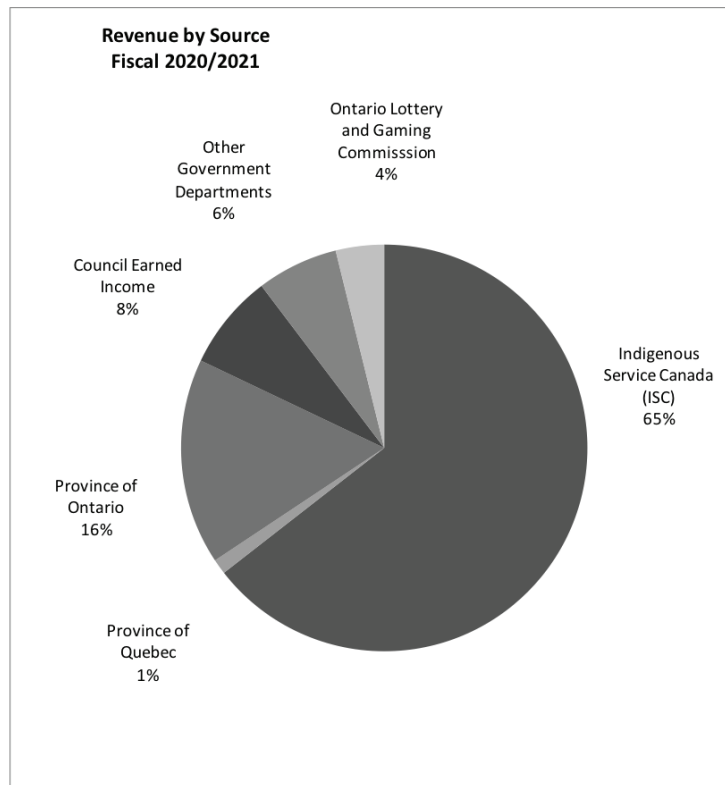
|  | Fiscal 2020/2021   |               | Fiscal 2019/2020   |              |
|--|--------------------|---------------|--------------------|--------------|
|  | Total              | % of Total    | Total              | % of Total   |
|  | Revenue            | Revenue       | Revenue            | Revenue      |
|  | \$                 |               | \$                 |              |
| <b>Grants and Contributions</b>                |                    |               |                    |              |
| <b>Government of Canada</b>                    |                    |               |                    |              |
| Indigenous Services Canada                     | 78,183,733         | 64.47         | 76,859,878         | 63.38        |
| Human Resources Development Canada             | 714,921            | 0.59          | 436,204            | 0.36         |
| Canada Mortgage & Housing                      | 440,138            | 0.36          | 414,341            | 0.34         |
| Canada Border Services Agency                  | -                  | -             | 26,400             | 0.02         |
| Emergency Preparedness Canada                  | 4,424,716          | 3.65          | 5,253,614          | 4.33         |
| Other Federal                                  | 270,508            | 0.22          | 224,834            | 0.19         |
| <b>Total Government of Canada</b>              | <b>84,034,016</b>  | <b>69.30</b>  | <b>83,215,271</b>  | <b>70.75</b> |
| <b>Ontario Lottery &amp; Gaming Commission</b> | <b>4,669,148</b>   | <b>3.85</b>   | <b>4,941,065</b>   | <b>4.07</b>  |
| <b>Province of Ontario</b>                     | <b>19,888,770</b>  | <b>16.40</b>  | <b>19,224,944</b>  | <b>15.85</b> |
| <b>Province of Quebec</b>                      | <b>1,449,429</b>   | <b>1.20</b>   | <b>1,785,394</b>   | <b>1.47</b>  |
| <b>Other</b>                                   | <b>1,999,318</b>   | <b>1.65</b>   | <b>1,636,388</b>   | <b>1.35</b>  |
|  | <b>28,006,665</b>  | <b>23.10</b>  | <b>27,587,791</b>  | <b>22.75</b> |
| <b>Total Grants and Contributions</b>          | <b>112,040,681</b> | <b>92.40</b>  | <b>110,803,062</b> | <b>93.50</b> |
| <b>Council Earned Income</b>                   |                    |               |                    |              |
| Administration Fees and User Charges           | 832,182            | 0.69          | 885,651            | 0.73         |
| Government Business Entities                   | 70,077             | 0.06          | 124,743            | 0.10         |
| Land Leases                                    | 623,461            | 0.51          | 619,503            | 0.51         |
| Interest Income (Includes Dundee)              | 4,005,903          | 3.30          | 1,459,547          | 1.20         |
| Earned Income                                  | 2,702,338          | 2.23          | 2,892,325          | 2.39         |
| Rentals  | 987,988            | 0.81          | 833,769            | 0.69         |
| <b>Total Earned Income</b>                     | <b>9,221,949</b>   | <b>7.60</b>   | <b>6,815,538</b>   | <b>5.62</b>  |
| <b>Total Revenue</b>                           | <b>121,262,630</b> | <b>100.00</b> | <b>117,618,600</b> | <b>99.12</b> |



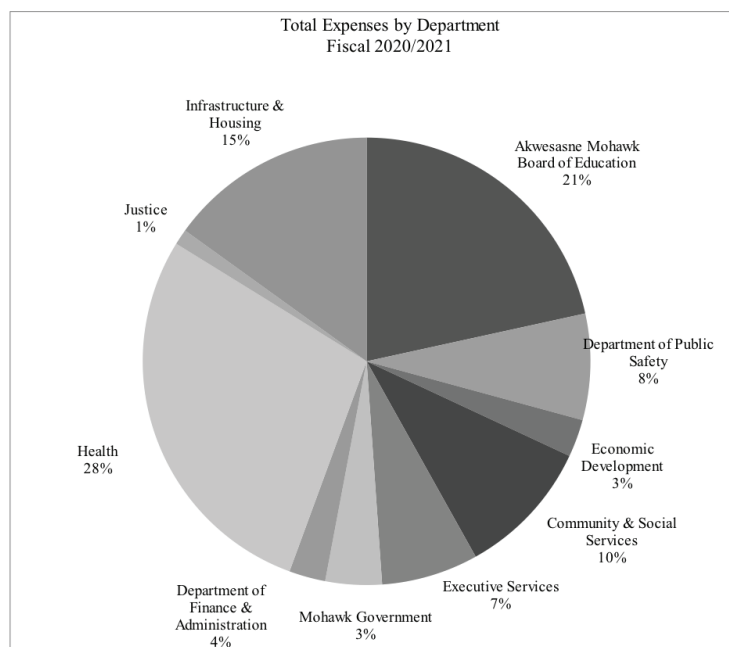


# FINANCE REPORT

This graph indicates the percentage of revenues received by income source



This following graph provides an overview of the percentage of expenditures in comparison to the entire budget in each operating Department.





# FINANCE REPORT

**Mohawk Council of Akwesasne**  
**Operating Expenditures by Category**  
**March 31, 2021**

| Operating Expenditures                        | Fiscal 2020/2021     |             | Fiscal 2019/2020      |             |
|---|----------------------|-------------|-----------------------|-------------|
|   | Amount               | Percent     | Amount                | Percent     |
| Salaries, benefits, and honoraria             | \$ 47,144,407        | 47.77%      | \$ 51,525,362         | 51.03%      |
| Travel and training                           | 735,044              | 0.74%       | 1,515,195             | 1.50%       |
| Program supplies                              | 14,041,461           | 14.23%      | 9,356,387             | 9.27%       |
| Office  | 1,855,901            | 1.88%       | 1,618,658             | 1.60%       |
| Facility costs                                | 3,202,423            | 3.24%       | 2,815,186             | 2.79%       |
| Student tuition and allowances                | 6,192,104            | 6.27%       | 7,717,139             | 7.64%       |
| Equipment repairs, lease, and small purchases | 2,166,693            | 2.20%       | 2,717,571             | 2.69%       |
| Community support                             | 4,564,314            | 4.62%       | 5,187,534             | 5.14%       |
| Minor Capital                                 | 4,326,020            | 4.38%       | 4,071,509             | 4.03%       |
| Professional Fees                             | 4,843,515            | 4.91%       | 4,992,867             | 4.94%       |
| Non-Insured Health Benefits                   | 9,616,177            | 9.74%       | 9,454,559             | 9.36%       |
|   | <b>\$ 98,688,059</b> | <b>100%</b> | <b>\$ 100,971,967</b> | <b>100%</b> |

Please refer to Note 23 on Page 24 of the 20/21 Annual Consolidated Audited Financial Statements

Our employees are our most valuable resource. Salary, benefit and honoraria account for 48% of our annual operating costs. Our basic staffing complement is 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 \$920 thousand (\$765 thousand in 19-20); 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.



# FINANCE REPORT

## Community Owned Assets

Acquisitions of tangible capital assets are not expenses and as a result these amounts are not included in the expenses summarized above. \$2.87 million was spend on major capital projects undertaken by the Department of Technical Services (DTS) in fiscal 20/21. Projects continued to be smaller throughout the last two fiscal years. The Department of Housing received ISC & CMHC funding for three projects; a Five Plex, Duplex and Triplex units.

The MCA as a whole spent an additional \$3,517,447 (\$2,299,851 in 19-20) on equipment and, vehicles.

### MOHAWK COUNCIL OF AKWESASNE LISTING OF COMMUNITY ASSETS AND EQUIPMENT AS AT MARCH 31, 2021

|   | Cost of<br>Acquisition<br>\$ | Accumulated<br>amortization<br>\$ | Net<br>\$          | 2020<br>Net<br>\$  |
|---|------------------------------|-----------------------------------|--------------------|--------------------|
| Land  | 786,198                      |                                   | 786,198            | 771,543            |
| Buildings & major infrastructures             | 162,930,032                  | 57,858,466                        | 105,071,566        | 102,452,421        |
| Computer hardware & software                  | 4,098,746                    | 3,918,373                         | 180,373            | 215,178            |
| Equipment                                     | 9,040,305                    | 7,002,887                         | 2,037,418          | 1,954,323          |
| Equipment under capital lease                 | 504,822                      | 493,057                           | 11,765             | 14,706             |
| Furniture & fixtures                          | 2,021,354                    | 1,658,030                         | 363,324            | 403,694            |
| Roads   | 6,431,626                    | 4,887,574                         | 1,544,052          | 1,715,678          |
| Vehicles                                      | 11,851,344                   | 8,871,811                         | 2,979,533          | 2,921,707          |
|   | 197,664,427                  | 84,690,198                        | 112,974,229        | 110,449,250        |
| Property plant & equipment under construction | 4,414,140                    |                                   | 4,414,140          | 4,762,208          |
| <b>TOTAL COMMUNITY ASSETS</b>                 | <b>202,078,567</b>           | <b>84,690,198</b>                 | <b>117,388,369</b> | <b>115,211,458</b> |

#### 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, 2021 = \$ 223,775,568*

*For additional detail please refer to Note 1 (e) on page 9 and Note 7 on page 14 and Note 8 on page 15 of the 20-21 Annual Consolidated 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, 2021.

## **Mohawk Council of Akwesasne Long Term Debt March 31, 2021**

Council has mortgages on a number of community properties.

|                                    | <b>Balance of Mortgage<br/>at March 31, 2021</b> | <b>Balance of Mortgage<br/>at March 31, 2020</b> |
|------------------------------------|--|--|
| <b>Total Mortgages Outstanding</b> | <b>\$ 5,823,788</b>                              | <b>\$ 5,543,856</b>                              |

These mortgage loans are guaranteed by Indigenous Services Canada (ISC). Canada Mortgage and Housing Corporation (CMHC) provides subsidy funding for a portion of the interest and annual operating costs.

Please refer to note 15 on page 18 & 19 of the 20/21 Annual Consolidated Audited Financial Statements

## **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 Indigenous Services Canada. 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.

## **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, 2021. We have also provided the 2020 comparative figures for both the budgets and actual expenses.

We had several goals in providing this level of detail in a community financial report.

1. 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.

2. To enable the reader to match the financial report with the written annual report provided on both the departmental and program level.

3. To increase accountability and transparency of financial reporting and to set a baseline for performance reporting that can be enhanced in future reports.

The departmental Summaries of Operations should be read in conjunction with the departmental and program service delivery reports.



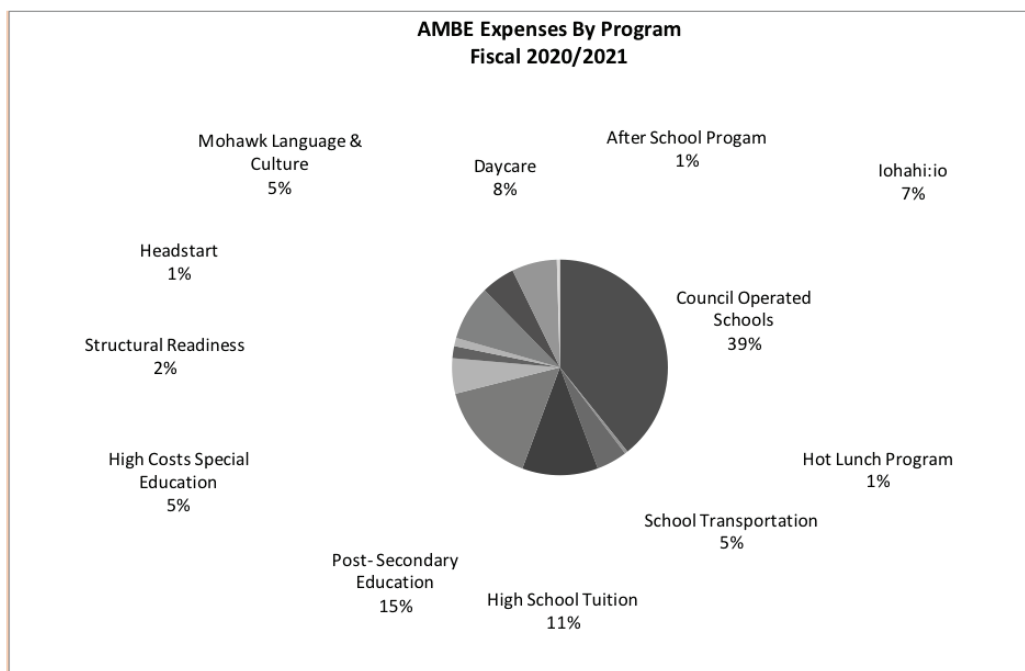


# FINANCE REPORT

## Akwesasne Mohawk Board of Education Summary of Operations For the Year Ending March 31, 2021

ISC 10Year Grant NFR 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.  
AMBE applied its resources to the following programs & services:  
\* (ISC = Indigenous Services Canada) Formerly INAC

|                                 | Fiscal 2020-2021     |                      | Fiscal 2019-2020     |                      |
|---------------------------------|----------------------|----------------------|----------------------|----------------------|
|                                 | Budget               | Expenses             | Budget               | Expenses             |
| <b>Council Operated Schools</b> |                      |                      |                      |                      |
| AMBE and School Support         | \$ 4,351,266         | \$ 4,258,500         | \$ 3,661,322         | \$ 3,171,062         |
| School Instruction              | 5,729,284            | 5,254,861            | 5,038,209            | 6,026,551            |
|                                 | <u>10,080,550</u>    | <u>9,513,361</u>     | <u>8,699,531</u>     | <u>9,197,613</u>     |
| High School Tuition             | 2,722,728            | 2,754,924            | 2,460,060            | 2,578,502            |
| Post-Secondary Education        | 3,897,366            | 3,735,062            | 3,860,921            | 5,411,964            |
| School Transportation           | 1,794,440            | 1,117,031            | 1,577,686            | 1,812,184            |
| Headstart                       | 402,869              | 299,451              | 610,210              | 419,258              |
| After School Programs           | 190,371              | 112,228              | 140,985              | 146,942              |
| High Costs Special Education    | 2,201,492            | 1,284,202            | 1,392,430            | 939,679              |
| Structural Readiness (Projects) | 980,049              | 439,961              | -                    | 595,939              |
| Mohawk Language & Culture       | 1,081,199            | 1,230,962            | 1,137,438            | 1,012,684            |
| Daycare                         | 2,519,570            | 2,005,585            | 2,296,437            | 2,327,927            |
| Hot Lunch Program               | 504,446              | 107,702              | 365,179              | 99,175               |
| Iohahi:io                       | 1,572,763            | 1,638,971            | 1,671,520            | 1,594,467            |
| Total Expenses                  | <u>\$ 27,947,843</u> | <u>\$ 24,239,440</u> | <u>\$ 24,212,397</u> | <u>\$ 26,136,334</u> |
| Allocation to Fixed Assets      |                      | (396,570)            |                      | (362,631)            |
| Depreciation Expense            |                      | 264,853              |                      | 210,380              |
| Net Operating Expenses          |                      | <u>\$ 24,107,723</u> |                      | <u>\$ 25,984,083</u> |





# FINANCE REPORT

## Department of Public Safety Summary of Operations For the Year Ending March 31, 2021

AMPS is funded by the following sources:

|                           | 2020-2021           | 2019-2020           |
|---------------------------|---------------------|---------------------|
| Federal Solicitor General | \$ 4,424,716        | \$ 5,253,614        |
| Ontario                   | 2,560,985           | 2,572,992           |
| Quebec                    | 1,157,544           | 1,151,508           |
| Other                     | 68,400              | 107,586             |
| Appropriations            | (250,487)           | (839,862)           |
|                           | <u>\$ 7,961,158</u> | <u>\$ 8,245,838</u> |

AMPS applied its resources to the following programs & services:

|                                | Fiscal 2020-2021    |                     | Fiscal 2019-2020    |                     |
|--------------------------------|---------------------|---------------------|---------------------|---------------------|
|                                | Budget              | Expenses            | Budget              | Expenses            |
| Police Services                | \$ 5,019,197        | \$ 5,199,653        | \$ 4,869,393        | \$ 5,429,028        |
| Joint investigation Task Force | 1,860,000           | 1,919,679           | 2,758,680           | 2,600,640           |
| SAVE- Marine Unit              | 971,272             | 1,053,482           | 498,704             | 1,044,911           |
| Compliance Office              | 156,662             | 161,177             | 159,571             | 166,472             |
| Allocation to Fixed Assets     | -                   | (142,085)           | -                   | (1,194,130)         |
| Depreciation Expense           |                     | 380,480             |                     | 297,343             |
| Net Operating Expenses         | <u>\$ 8,007,131</u> | <u>\$ 8,572,386</u> | <u>\$ 8,286,348</u> | <u>\$ 8,344,264</u> |

## Department of Community and Social Services Summary of Operations For the Year Ending March 31, 2021

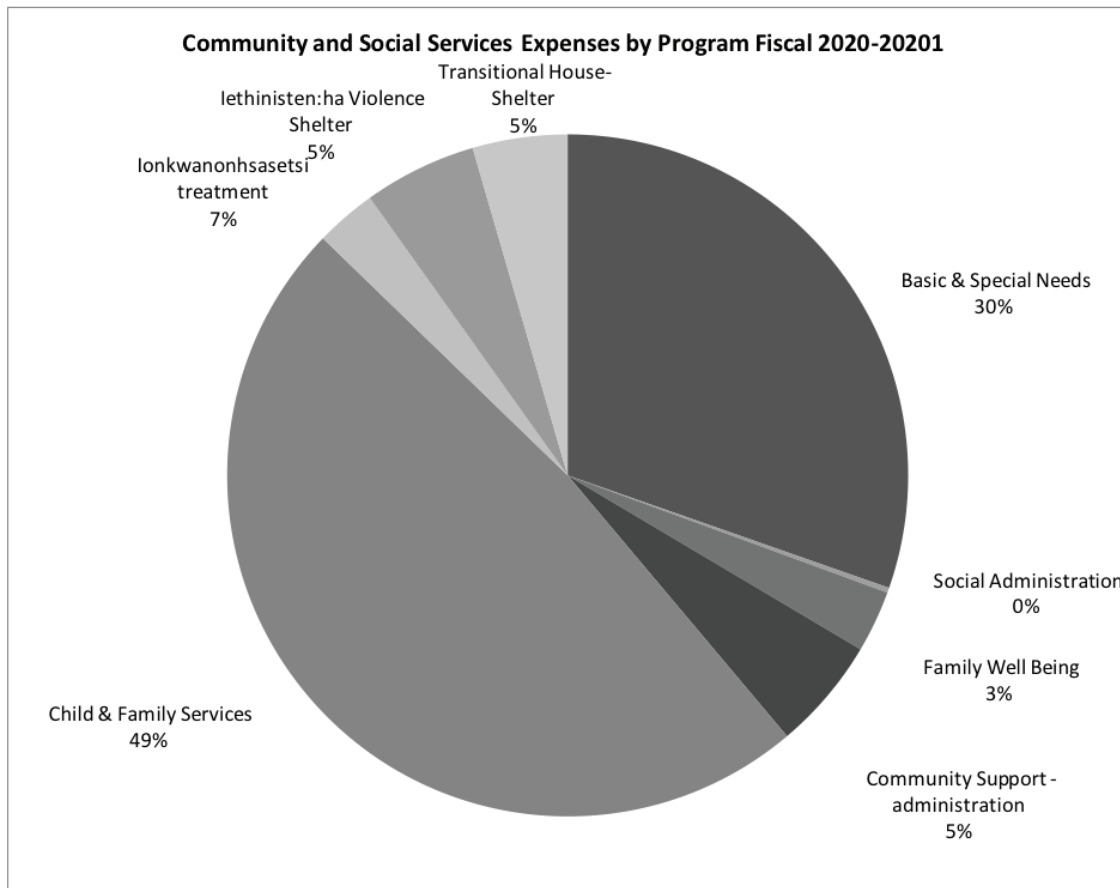
The Department of Community & Social Services receives the bulk of its operating revenue from ISC and the Province of Ontario.

Community Service programs incurred the following total costs in delivering their services:

|                                      | Fiscal 2020-2021     |                      | Fiscal 2019-2020     |                      |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|
|                                      | Budget               | Expenses             | Budget               | Expenses             |
| Social Administration                | \$ 89,266            | \$ 26,250            | \$ 33,213            | \$ 7                 |
| Community Support - administration   | 597,682              | 598,074              | 482,874              | 530,311              |
| Basic, Special Needs & Ontario Works | 3,416,304            | 3,399,252            | 4,702,153            | 3,584,417            |
| Child & Family Services              | 6,302,219            | 5,417,431            | 6,391,787            | 6,880,793            |
| Ionkwanonhsasetsi Treatment          | 1,137,281            | 324,493              | 1,007,647            | 990,480              |
| Iethinisten:ha Violence Shelter      | 858,176              | 601,011              | 722,776              | 725,912              |
| Family Well Being                    | 329,500              | 328,195              | -                    | 334,724              |
| Transitional House-Shelter           | 504,000              | 504,144              | 474,320              | 509,076              |
| Total Expenses                       | <u>\$ 13,234,428</u> | <u>11,198,850</u>    | <u>\$ 13,814,770</u> | <u>13,555,720</u>    |
| Allocation to Fixed Assets           |                      | (168,845)            |                      | (93,276)             |
| Depreciation Expense                 |                      | 104,148              |                      | 91,802               |
| Net Operating Expenses               |                      | <u>\$ 11,134,153</u> |                      | <u>\$ 13,554,246</u> |



# FINANCE REPORT



## Economic Development (Previously Tehotiiennawakon)

### Summary of Operations

For the Year Ending March 31, 2021

Economic Development incurred the following costs in delivering its services.

|  | Fiscal 2020-2021    |                     | Fiscal 2019-2020    |                     |
|--|---------------------|---------------------|---------------------|---------------------|
|  | Budget              | Expenses            | Budget              | Expenses            |
| Economic Development - Projects          | 80,400              | 72,184              | 81,950              | 55,457              |
| Economic Development - Administration    | 627,370             | 728,973             | 675,206             | 813,234             |
| Economic Development - Fiber to the Home | -                   | 1,539,013           | -                   | -                   |
| Economic Development Facilities          | 128,200             | 82,041              | 63,760              | 71,203              |
| Arena                                    | 681,375             | 522,656             | 659,277             | 565,092             |
| Thompson Island Youth Camp               | 226,531             | 142,842             | 134,144             | 300,225             |
| Tobacco Pilot Project                    | 1,438,528           | -                   | -                   | -                   |
| <b>Total Expenses</b>                    | <b>\$ 3,182,404</b> | <b>3,087,709</b>    | <b>\$ 1,614,337</b> | <b>1,805,211</b>    |
| <b>Allocation to fixed assets</b>        |                     | <b>(1,683,414)</b>  |                     | <b>(150,352)</b>    |
| <b>Net Operating Expenses</b>            |                     | <b>\$ 1,404,295</b> |                     | <b>\$ 1,654,859</b> |



# FINANCE REPORT

## Executive Services Summary of Operations For the Year Ending March 31, 2021

Revenue from a number of divergent sources is reported within the framework of Executive Services including: ISC Band Support Funding, Indexing and Employee Benefits funding; OLG Rama revenue; Island Revenue & interest earned on Council investments. Executive Services is also the resting point of all ISC NRF GRANT funding.

Executive Services incurred the following costs in delivering its services:

|                                  | Fiscal 2020-2021 |              | Fiscal 2019-2020 |              |
|----------------------------------|------------------|--------------|------------------|--------------|
|                                  | Budget           | Expenses     | Budget           | Expenses     |
| Executive Director's Office      | \$ 1,485,290     | \$ 851,836   | \$ 1,547,143     | \$ 688,469   |
| Executive Services               |                  |              |                  |              |
| -OLG and Various Funded Programs | 4,156,000        | 185,465      | 300,000          | 296,327      |
| -OLG Special Needs               | -                | 13,081       | 45,000           | 43,316       |
| -COVID 19 related expenses       | -                | 3,746,594    | -                | 131,909      |
| Hydro Quebec                     | -                | -            | 82,306           | 69,340       |
| Mohawk Govt Admin Offices        | 776,721          | 827,205      | 670,004          | 755,142      |
| Nation Building                  | 1,064,960        | 822,992      | 1,254,318        | 666,769      |
| OVS                              | 412,438          | 372,114      | 383,274          | 340,838      |
| ARRO                             | 298,248          | 131,499      | 205,460          | 119,862      |
| Seaway Claim                     | 407,221          | 278,442      | 331,712          | 360,187      |
| Associate Director               | 166,441          | 158,908      | 144,874          | 244,602      |
| Employment Programs              | 495,000          | 395,954      | 745,652          | 518,023      |
|                                  | -                | -            | -                | -            |
| Total Expenses                   | \$ 9,262,319     | \$ 7,784,090 | \$ 5,709,743     | \$ 4,234,784 |
| Allocation to Fixed Assets       |                  | (9,988)      |                  | (25,143)     |
| Depreciation Expense             |                  | 164,684      |                  | -            |
| Net Operating Expenses           | 9,262,319        | 7,938,786    | 5,709,743        | 4,209,641    |





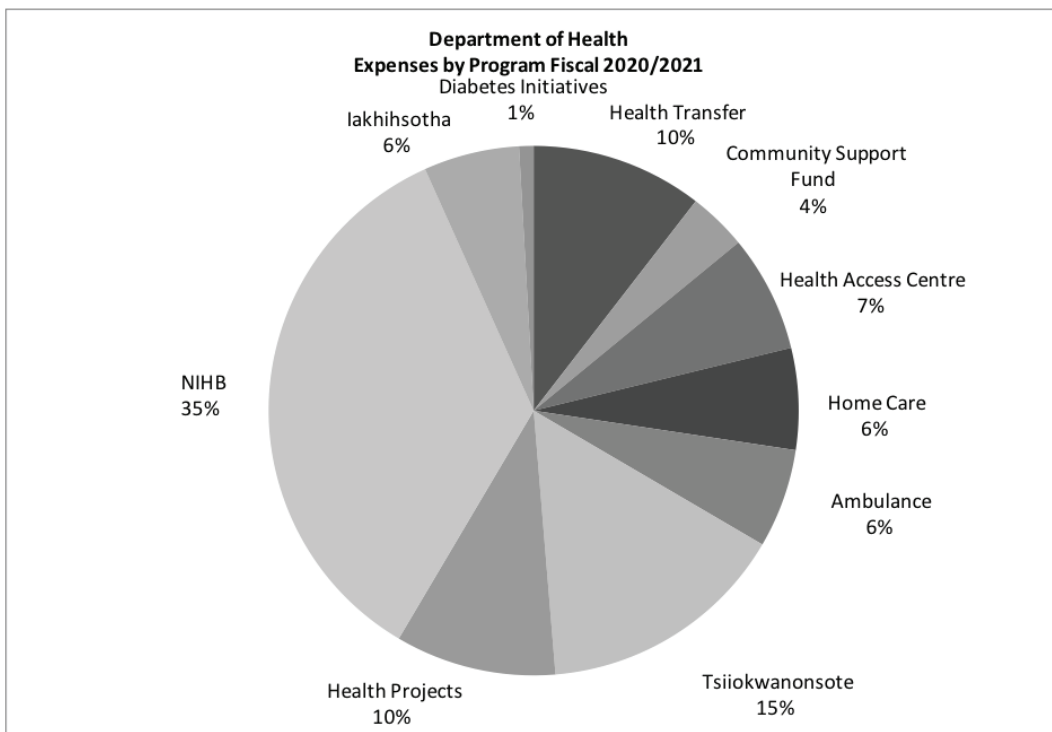
# FINANCE REPORT

## Department of Health Summary of Operations For the Year Ending March 31, 2021

The Department of Health administered \$32 million in funding from the ISC 10 Year Grant and from the provinces of Ontario and Quebec

Health programs incurred costs as follows in delivering their services:

|                                 | Fiscal 2020-2021     |                      | Fiscal 2019-2020     |                      |
|---------------------------------|----------------------|----------------------|----------------------|----------------------|
|                                 | Budget               | Expenses             | Budget               | Expenses             |
| Health Administration           | \$ 1,402,600         | \$ 1,060,016         | \$ 1,466,028         | \$ 1,171,597         |
| Non Insured Health Benefits     | 12,025,808           | 11,061,179           | 11,211,730           | 10,938,585           |
| Ambulance                       | 1,692,136            | 1,923,785            | 1,697,853            | 1,571,759            |
| Home & Community Care           | 2,197,688            | 1,652,521            | 1,418,952            | 1,468,459            |
| Home Care                       | 414,379              | 320,190              | 232,694              | 591,442              |
| Community Health Nurses         | 1,971,085            | 1,215,635            | 1,839,450            | 1,104,014            |
| Health Projects                 | 1,849,079            | 2,848,330            | 1,841,693            | 3,575,441            |
| Health Access Centre            | 2,125,453            | 2,269,625            | 2,292,481            | 2,397,721            |
| Child Health & Child Nutrition  | 305,900              | -                    | 109,865              | 110,402              |
| Healthy Babies Healthy Children | 272,552              | 271,965              | 267,732              | 272,287              |
| Diabetes Initiatives            | 285,736              | 282,347              | 288,336              | 311,160              |
| Community Support Fund          | 1,158,452            | 1,135,930            | 1,248,671            | 1,257,567            |
| Wholistic Health                | 2,515,915            | 1,056,461            | 1,795,568            | 1,330,206            |
| Tsiokwanonsote                  | 4,374,541            | 4,850,859            | 4,140,657            | 4,522,605            |
| lakhisotha                      | 1,791,101            | 1,855,782            | 1,686,168            | 1,792,129            |
| <b>Total Expenses</b>           | <b>\$ 34,382,425</b> | <b>\$ 31,804,625</b> | <b>\$ 31,537,878</b> | <b>\$ 32,415,374</b> |
| Allocation to Fixed Assets      |                      | (320,501)            |                      | (180,067)            |
| Depreciation Expense            |                      | 256,047              |                      | 252,829              |
| <b>Net Operating Expenses</b>   |                      | <b>\$ 31,740,171</b> |                      | <b>\$ 32,488,136</b> |





# FINANCE REPORT

## Department Infrastructure & Housing

### Summary of Operations

For the Year Ending March 31, 2021

#### HOUSING Section

Rental income, CMHC subsidies and loan repayments provide revenue for ongoing housing operations. The Housing Department receives ISC 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 \$20,817,776 and a net book value of \$14,440,417. (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 \$5,823,788 at March 31, 2021.

Housing programs incurred costs as follows in delivering their services:

|   | Fiscal 2020-2021    |                     | Fiscal 2019-2020    |                     |
|---|---------------------|---------------------|---------------------|---------------------|
|   | Budget              | Expenses            | Budget              | Expenses            |
| Administration                                    | \$ 710,852          | \$ 599,721          | \$ 552,866          | \$ 650,825          |
| Increase in allowance for doubtful accounts       |                     | 59,216              |                     | (618,017)           |
| Duplex, Triplex, Fourplex and 5 Plex Construction | -                   | 838,042             | -                   | 1,039,866           |
| CMHC - RRAP Program                               | -                   | 53,212              | -                   | 51,483              |
| Elders Renovation Project. Sweetgrass Project     | 100,000             | 145,348             | 100,000             | 397,232             |
| Operation of Rental Properties                    |                     |                     |                     |                     |
| Council owned rental units                        | 12,736              | 440                 | 17,136              | 6,097               |
| Kawehno:ke Riverview Apartments                   | 114,134             | 216,222             | 168,154             | 155,900             |
| Sweetgrass Manor                                  | 66,199              | 88,234              | 147,463             | 92,292              |
| CMHC Secion 95 97/98 project                      | 38,206              | 58,419              | 50,162              | 97,070              |
| CMHC Secion 95 02/03 project                      | 56,262              | 56,218              | 57,952              | 51,388              |
| CMHC Secion 95 03/04 project                      | 48,415              | 45,633              | 48,990              | 63,991              |
| CMHC Secion 95 04/05 project                      | 42,180              | 44,394              | 43,012              | 65,028              |
| CMHC Secion 95 05/06 project 9 units              | 51,625              | 84,666              | 53,065              | 57,133              |
| CMHC Secion 95 05/06 project 17 units             | 80,042              | 84,214              | 84,185              | 78,212              |
| CMHC Secion 95 05/06 project 19 units             | 77,960              | 92,335              | 80,006              | 106,089             |
| CMHC Secion 95 09/10 project 4 units whoville     | 23,048              | 25,995              | 23,048              | 23,400              |
| ISC St Regis Duplex                               |                     | 6,680               |                     |                     |
| CMHC Section 95 4 units Oak Court                 | 20,628              | 25,304              | 20,925              | 21,027              |
| CMHC Section 95 Whoville Quad P1                  | 24,436              | 34,189              | 20,448              | 20,601              |
| CMHC Section 95 Whoville Quad P2                  | 24,384              | 33,228              | 22,632              | 29,622              |
| Adjustment to allowance for bad debts             |                     |                     |                     | -                   |
| Total Expenses                                    | <u>\$ 1,491,107</u> | <u>\$ 2,591,710</u> | <u>\$ 1,490,044</u> | <u>\$ 2,389,239</u> |
| Allocation to Fixed Assets                        |                     | \$ (881,839)        |                     | \$ (1,037,292)      |
| Depreciation Expense                              |                     | <u>\$ 361,169</u>   |                     | <u>\$ 330,521</u>   |
| Net Operating Expenses                            |                     | <u>\$ 2,071,040</u> |                     | <u>\$ 1,682,468</u> |

The above budgets do not include costs related to new house construction. Funding for construction of homes is provided by a combination of ISC and CMHC mortgage funding.

|   | 2020/2021           | 2019/2020           |
|---|---------------------|---------------------|
| Housing loans outstanding at March 31, 2021       | \$ 8,685,677        | \$ 8,968,953        |
| Upgrading loans outstanding at March 31, 2021     | 547,908             | 668,695             |
| Total housing loans outstanding at March 31, 2021 | 9,233,585           | 9,637,648           |
| less: Allowance for bad debts housing loans       | 2,788,247           | 2,729,031           |
|   | <u>\$ 6,445,338</u> | <u>\$ 6,908,617</u> |

#### In addition:

|  |            |              |
|--|------------|--------------|
| Cost of housing construction in each fiscal year   | \$ 273,810 | \$ 379,267   |
| Cost of upgrading construction in each fiscal year | \$ 146,369 | \$ 383,003   |
| Loan repayments made in each fiscal year           | \$ 722,319 | \$ 1,002,470 |



# FINANCE REPORT

## Department Infrastructure & Housing Summary of Operations For the Year Ending March 31, 2021

### Infrastructure Section

The Department of Infrastructure & Housing 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 \$151,987,305 and a net book value of \$93,139,185. (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 2020-2021 |               | Fiscal 2019-2020 |               |
|--|------------------|---------------|------------------|---------------|
|  | Budget           | Expenses      | Budget           | Expenses      |
| I & H Administration                     | \$ 562,806       | \$ 380,974    | \$ 502,333       | \$ 378,759    |
| Major Capital Plan                       | 1,733,692        | 1,238,484     | 3,478,347        | 4,023,880     |
| Fire Protection                          | 250,000          | 388,781       | 250,000          | 253,912       |
| Roads                                    | 928,802          | 850,520       | 776,672          | 901,108       |
| Building & Infrastructure Administration | 472,271          | 415,399       | 450,218          | 481,170       |
| Garbage collection & dump fees           | 230,772          | 494,284       | 172,880          | 451,568       |
| Education Facilities                     | 1,549,738        | 1,345,285     | 1,150,934        | 1,390,996     |
| Administration Facilities                | 993,213          | 1,035,877     | 950,430          | 1,072,353     |
| Social & Health Facilities               | 2,506,055        | 2,355,929     | 1,714,858        | 2,314,811     |
| Conservation                             | -                | 23,993        | 92,521           | 78,074        |
| Environment                              | 581,695          | 718,481       | 531,113          | 602,723       |
| Water & Wastewater Facilities            | 1,322,859        | 2,259,823     | 1,213,215        | 1,491,207     |
| Total Expenses                           | \$ 11,131,903    | \$ 11,507,830 | \$ 11,283,521    | \$ 13,440,561 |
| Capital Project Appropriations           |                  | (2,874,884)   |                  | (4,811,679)   |
| Inter-segment eliminating entries        | (4,647,574)      | (4,647,574)   | (3,670,667)      | (4,503,016)   |
| Depreciation Expense                     |                  | 2,645,566     |                  | 2,627,028     |
| Net Operating Expenses - Infrastructure  | \$ 6,484,329     | \$ 6,630,938  | \$ 7,612,854     | \$ 6,752,894  |
| Net Operating Expenses - Housing         | \$ 1,491,107     | \$ 2,952,879  | \$ 1,490,044     | \$ 3,108,332  |
| Total Net Operating Expenses I&H         | \$ 7,975,436     | \$ 9,583,817  | \$ 9,102,898     | \$ 9,861,226  |

#### 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.



# FINANCE REPORT

## Department of Justice Summary of Operations For the Year Ending March 31, 2021

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 2020-2021    |                     | Fiscal 2019-2020    |                     |
|----------------------------|---------------------|---------------------|---------------------|---------------------|
|                            | Budget              | Expenses            | Budget              | Expenses            |
| Administration             | \$ 706,252          | \$ 482,909          | \$ 494,730          | \$ 537,669          |
| Probation/Parole           | 69,338              | 84,858              | 81,208              | 79,635              |
| Mohawk Court               | 202,443             | 136,788             | 286,891             | 232,154             |
| Community Justice          | 207,120             | 245,103             | 210,471             | 229,959             |
| Community & Youth Services | 131,000             | 74,156              | 141,177             | 113,279             |
| Quebec Probation           | 68,181              | 17,938              | 31,777              | 37,327              |
| Inmate Liaison Program     | 71,500              | 54,353              | 69,664              | 52,276              |
| Victim Services            | 87,264              | 79,752              | 74,502              | 96,508              |
| Section 84                 | 42,863              |                     |                     |                     |
| Gladue Programs            | 154,104             | 110,855             | 154,104             | 131,636             |
| Total Expenses             | <u>\$ 1,740,065</u> | <u>\$ 1,286,712</u> | <u>\$ 1,544,524</u> | <u>\$ 1,510,443</u> |
| Allocation to Fixed Assets |                     |                     |                     |                     |
| Depreciation Expense       |                     | 1,745               |                     | 2,145               |
| Net Operating Expenses     |                     | <u>\$ 1,288,457</u> |                     | <u>\$ 1,512,588</u> |





# FINANCE REPORT

## Mohawk Government Summary of Operations For the Year Ending March 31, 2021

Mohawk Government and its programs are substantially unfunded.

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 Government incurred costs as follows in delivering its services:

|  | Fiscal 2020-2021  |                     | Fiscal 2019-2020  |                     |
|--|-------------------|---------------------|-------------------|---------------------|
|  | Budget            | Expenses            | Budget            | Expenses            |
| Mohawk Government - Council Salaries   | \$ 672,385        | \$ 1,081,239        | \$ 932,310        | \$ 983,820          |
| - less allocation of costs to programs | (726,000)         | (792,000)           | (835,000)         | (726,000)           |
| Council Chiefs Travel                  | 166,340           | 37,708              | 166,340           | 178,675             |
| - North Shore & Cairn Island Claims    |                   | 14,554              |                   | 13,374              |
| - Legal - US Claim                     | -                 | 4,929               | -                 | 13,619              |
| - Church Insurance OLG                 |                   | 9,460               |                   | 9,411               |
| Elders home repairs - OLG              | 100,000           | 82,280              | 100,000           | 154,189             |
| Fuel assistance program -OLG           | 468,000           | 726,700             | 468,000           | 469,575             |
| Burseries BMO/Endbridge                |                   | 443                 |                   | 10,000              |
| Endbridge Capacity Development         |                   | -                   |                   | 21,748              |
| Snye Industrial Bld & Hamilton Island  |                   | 598,788             |                   |                     |
| Trust Funded flow through              |                   | 1,180,765           |                   | 1,143,189           |
| Trust related costs                    | -                 | 4,004               | -                 | 2,480               |
| IFN flow through project               | -                 | -                   | -                 | 186,321             |
| Other projects (small)                 | -                 | 33,112              | -                 | 29,734              |
| Sub -total Mohawk Government           | \$ 680,725        | \$ 2,981,982        | \$ 831,650        | \$ 2,490,135        |
|  | -                 | -                   | -                 | -                   |
| <b>Total Expenses</b>                  | <b>\$ 680,725</b> | <b>\$ 2,981,982</b> | <b>\$ 831,650</b> | <b>\$ 2,490,135</b> |
| Allocation to Fixed Assets             |                   | (598,788)           |                   | -                   |
| Depreciation Expense                   |                   | 2,608               |                   | 3,210               |
| <b>Net Operating Expenses</b>          |                   | <b>\$ 2,385,802</b> |                   | <b>\$ 2,493,345</b> |

### 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:

|   | 2020/2021 | 2019/2020    |
|---|-----------|--------------|
| Dundee accumulated loan funding to date | \$ -      | \$ 2,952,650 |
| Dundee accumulated costs to date        | \$ -      | \$ 4,272,284 |

Dundee Land Claim complete in 20-21



# FINANCE REPORT

## Department of Finance & Administration Summary of Operations For the Year Ending March 31, 2021

Revenue from a number of divergent sources is reported within the framework of Executive Services including: Service Delivery Fees, and various other fees  
Island Revenue & interest earned on Council investments

Executive Services incurred the following costs in delivering its services:

|                                   | Fiscal 2020-2021    |                     | Fiscal 2019-2020    |                     |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|
|                                   | Budget              | Expenses            | Budget              | Expenses            |
| Director of Finance Office        | \$ 308,010          | \$ 143,925          | \$ -                | \$ 29,709           |
| Operational Support (ended 19-20) | 21,473              | 146,655             | 354,620             | 262,964             |
| Human Resources                   | 1,154,949           | 728,233             | 571,652             | 743,475             |
| Finance                           | 1,531,261           | 1,304,918           | 1,666,240           | 1,538,982           |
| Information Services              | 1,715,229           | 2,015,214           | 1,508,923           | 1,756,494           |
| Communication Unit                | 264,105             | 273,531             | 232,085             | 277,220             |
|                                   | -                   | -                   | -                   | -                   |
| <b>Total Expenses</b>             | <b>\$ 4,995,027</b> | <b>\$ 4,612,476</b> | <b>\$ 4,333,520</b> | <b>\$ 4,608,844</b> |
| Allocation to Fixed Assets        |                     | (197,256)           |                     | (11,648)            |
| Inter-segment eliminating entries | (3,902,488)         | (3,902,488)         | (3,524,619)         | (3,524,619)         |
| Depreciation Expense              |                     | 19,726              |                     | 185,577             |
| <b>Net Operating Expenses</b>     | <b>1,092,539</b>    | <b>532,458</b>      | <b>808,901</b>      | <b>1,258,154</b>    |





**A Mohawk Council of Akwesasne  
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