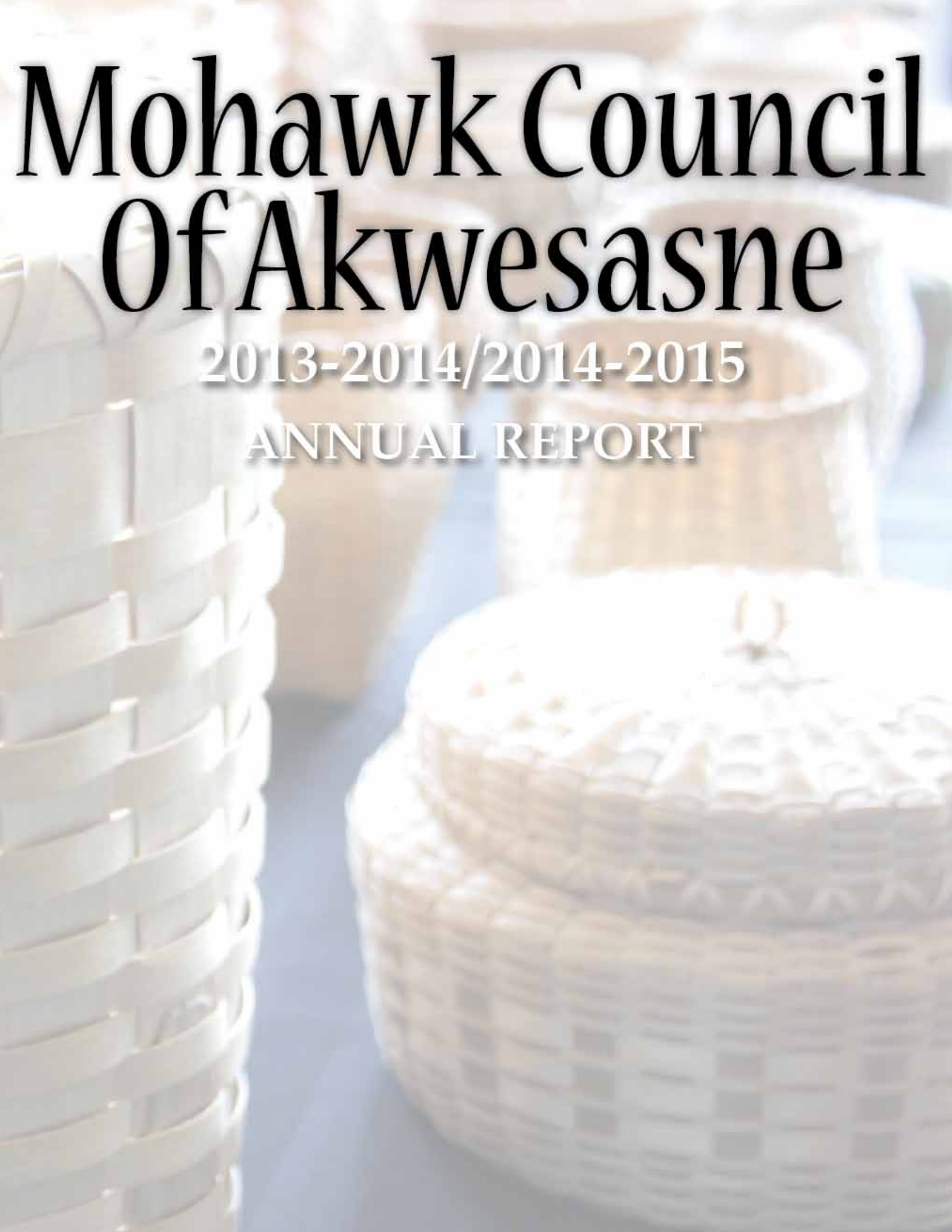


# Mohawk Council Of Akwesasne

2013-2014/2014-2015

ANNUAL REPORT





# 2013-2014/2014-2015 ANNUAL REPORT



## **Vision Statement**

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

## **Mission Statement**

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

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# OHÉN:TON KARIHWATÉHKWEN

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

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

## **The People**

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

## **The Earth**

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

## **The Plants**

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

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

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

## **The Three Sisters**

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

## **The Waters**

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

## **The Animals**

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

## **The Trees**

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

## **The Birds**

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

## **The Four Winds**

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

## **The Thunderers**

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

## **The Sun**

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



# OHÉN:TON KARIHWATÉHKWEN

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

## **The Moon**

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

## **The Stars**

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

## **The Four Beings**

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

## **The Creator**

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





# MESSAGE FROM THE GRAND CHIEF

She:kon Sewakwekon,

The Mohawk Council of Akwesasne (MCA) is providing you with our Annual Report, this report includes a double issue of the organization's activity and financial reporting during the 2013-2014 and 2014-2015 fiscal year (April 1, 2013-March 31, 2015). The MCA continues to make an effort to improve and enhance on our reporting process to the community. Every year we are growing and evolving to meet the needs of Akwesasne. We strive to meet the reporting requirements of our transparency and accountability commitments to the community, as well as our funders. The external governments in Canada have praised Akwesasne for providing this accountability before it was required by law. The MCA annual report has been an ongoing practice of council and administration since the mid-1980's. The Government of Canada has recently passed the Financial Transparency Act for First Nations and it is now in effect as law. The Mohawk Council of Akwesasne has no quarrel with accountability as it has been an ongoing practice for almost thirty years.

During the past few years, many First Nations programs and services have experienced significant budget constraints and cutbacks from the federal government. In Akwesasne, we have had to make numerous changes and some cutbacks in order to adjust. This has led the organization to increase efforts to look for savings as well as increase lobbying to protect funds directed to Akwesasne. Due to these constraints, the Mohawk Council of Akwesasne has backstopped some of these cuts by using our own resources in areas that are deemed vital to the organization and to the community. For example, MCA has continued the water line project, which was ongoing for ten years and we continue to pick up the costs for water services, garbage collection and other non-funded community services. The Mohawk Council will continue to provide these services, as they are important to the community.

In addition to the Annual Report, you can also receive quarterly updates through the MCA community newsletter, Onkwe'ta:ke, as well as Council reports at General Meetings. These type of updates have been well-received by the community. Keeping our community members informed is one of our top priorities.

It is our hope that our Annual Report meets the community's expectations. We strive for continued success during a period

in which all programs and services connected to external governments have determined that First Nations funding are in difficult times. Amidst this adversity, the Mohawk Council of Akwesasne will make every effort to fulfill duties and responsibilities to the community of Akwesasne.

Niawenko:wa for taking the time to read our Annual Report for 2013-2014/2014-2015

Skennen,

Grand Chief Abram Benedict







# MESSAGE FROM THE EXECUTIVE DIRECTOR

Skennen Sewakwekon/ May Everyone find Peace in their life,

I am pleased to say that this year the annual report takes on a different format by limiting the size of the articles and reports. Comments received back from our readers suggested a more concise approach would be appreciated. We believe limiting the size of the articles will ease the task of reading through the entire annual report. I trust you will enjoy the work our Communications Unit staff and Assistant Executive Director Donna Roundpoint put into editing submissions from department directors and program managers. I am thankful for the work they have put into bringing you the 2013-2014/2014-2015 MCA Annual Report.

During the 2013-2014/2014-2015 fiscal years, MCA's financial standing was a major focus as we continued to stabilize from an economic downturn in the community, that had been caused in part by federal funding cuts and lost jobs as local factories closed.

Postsecondary Education Assistance and Community Assistance programs experienced an unexpected sharp increase in their number of clients in 2012-13 without an increase in funding to cover this cost. As jobs became scarce, community members naturally sought additional training and basic income security. The increase in clients stayed high in 13/14, which caused a \$3 million increase to the overall MCA budgets.

Throughout this same time period, the major part of work on the 3-year MCA Salary Review was finalized and initiated. The Salary Review called for a 4% total increase to salary costs to bring salaries on par with market comparables.

As you read through the Annual Report, reductions in federal and provincial funding will be mentioned by departments and programs. In all, \$0.6 million in cuts have occurred in key areas and with the exception of Health, there have been minimal increases in funding to keep up with the rise in needs for programs and services..

The proposed budget for 2013/14 was cut by \$4 million before it was accepted by Council. The trend continued for 2014/15. Overall we have tightened spending across the organization and reduced donations.

It is hoped that the community's need for funding of projects, groups and activities will be relieved by settlements funds. Throughout 2012-13 fiscal year, Aboriginal Rights and Research Office Program Manager, Cactus Cook-Sunday lead the effort to establish the Akwesasne Community Trust. The work accomplished by ARRO, the Internal Technical Team and the Overseers lead to the approval of the Community Trust document by MCA. The Trustees have begun the work to setup the Trust for the members of the Mohawk of Akwesasne.

The Economic Recovery Plan also has several long term initiatives and projects currently underway to improve the economic position of MCA and the community on a broader scale. They include:

- Tobacco strategy, including a tobacco pilot project for establishing tobacco trading between First Nations
- TransCanada Energy Pipeline Project
- Triwin Holding Limited discussions for potential investments in Akwesasne
- Fiber Optics Broadband Project
- Natural Gas Pipeline Project
- Mohawk Electric Cooperative discussions
- 3 Nations Bridge Demolition Project

Despite the previous economic downturn, MCA is now in good financial shape overall with many economic plans in place to rebuild our surpluses going forward. The decisions and choices made by MCA during 2013-2014/2014-2015 fiscal years have contributed greatly to reducing the projected deficit for this fiscal year's end.

MCA has earned and maintained a rating as a Low Risk First Nation by Aboriginal Affairs and Northern Development Canada (AANDC). The deficit has been reduced this year and will continue to be reduced with improved financial controls throughout MCA. Community members will also have input into the development a financial administration law for the organization that requires increased formal financial and human resource policies and procedures to reduce the risk of an unexpected accumulated deficit going forward. This law will be approved on by the community in the near future.

Sken:nen/Peace,

Heather Phillips





# MOHAWK GOVERNMENT

## 2012-2015 GRAND CHIEF AND COUNCIL



Standing (left to right): Tsi Snaihne District Chief Karen Loran, Grand Chief Mike Kanentakeron Mitchell, District Chief of Tsi Snaihne Joe Lazore, District Chief of Kana:takon, Steve Thomas, District Chief of Kawehno:ke, Abram Benedict, District Chief of Kawehno:ke, Brian David, District Chief of Kana:takon, Larry King, District Chief of Tsi Snaihne, Bill Sunday.

Sitting (left to right): District Chief of Kawehno:ke, Louise Thompson, District Chief of Kana:takon, Florence Phillips, District Chief of Tsi Snaihne, April Adams-Phillips, District Chief of Kana:takon, Julie Phillips-Jacobs, District Chief of Kawehno:ke, Joanne Jocko.



# MOHAWK GOVERNMENT

## GOVERNMENT SUPPORT

### Vision

“Efficient, Effective Coordination, Collaboration, and Responsiveness for the Council, the MCA Organization, and the Community”

### Mission

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

### Strategic Goals 2013 -2014/2014-2015

- To promote a safer and healthier work environment;
- To continue support and advocacy for the use and implementation of our language within the workplace and within the community;
- To develop streamlined procedures for the Council Resolution process;
- To improve relationships with Federal, Provincial, Local, Other First Nations Governments, and First Nations affiliated organizations;
- To improve external perceptions of the Akwesasne Community by working jointly with the MCA Communications Unit;
- To identify and apply for any external funding that will enhance the ability of the MCA programs to deliver adequate support services in response to critical needs;
- To improve internal / external quality of services provided through guest relations;
- To create stronger working relationships internally among the Mohawk Government technical staff;
- To keep abreast of any and all communiques originating from CBSA;
- To monitor, adapt, anticipate and develop strategies on changes in CBSA movements;
- To normalize relations with CBSA for the future;
- To assemble a working group to develop responses and effective case management in relation to CBSA activities and communiques;
- To work with Council on updating / amending the MCA Procedural Regulations;
- To revise the MCA Donations Policy;
- To identify improvements to the Council Working Conditions document;
- To work with the Communications Unit and Information Services on expansion of the MCA website;
- To detail and outline staff work flows for various routine

administrative day to day processes handled by Mohawk Government;

- To notify Council and appropriate Administrative and/or Departmental staff on any new political and/or legal developments as they occur;
- To improve communications processes to create stronger external relationships (with the Community, with external stakeholders);
- To create an Organizational Communications Plan;
- To increase the understanding of roles and responsibilities among the Council and Managerial staff;
- To establish a clear process for interaction between the Council, Portfolio Holders, the Executive Director, and Senior Managers;
- To assist Community members with the development of special projects that identify what they want to pursue, which would benefit the Community, and where they are seeking help, advisement, and assistance on;
- To assess, evaluate, and identify recommendations for improvement to the current system of records kept by the Mohawk Government records clerk;

### Highlights / Accomplishments 2013-2014

#### Additions to Mohawk Government

- In June 2013, Mohawk Government welcomed on board Mrs. Latoya Rourke as the Front Desk Receptionist at Administration Building #2.
- In June 2013, Mohawk Government welcomed Jennifer Mitchell on board as Administrative Assistant.
- In July 2013, Mohawk Government welcomed on board Mr. Ryan King as the MCA / OPG Final Settlement Agreement Inter-Organizational Liaison Officer.
- In October 2013, Mohawk Government welcomed Vaughn Sunday on board as the Inter-Governmental Liaison (IGL).
- In November 2013, Jori Rourke returned to the Mohawk Government staff as Executive Assistant to Council after a one year leave, and Mohawk Government said niawen:kowa and farewell to Amanda Jacobs, who served as a one year term hire during Jori's absence.

#### Work Activities Throughout The Year:

- The GSM attended 15 weekly Council Meetings, 3 General Meetings, 2 Political Technical Team Meetings, convened 24 weekly Staff Meetings, convened 6 Property Acquisition Team (PAT) Meetings, convened 3 Akweks:kowa Meetings, coordinated 1 Council Retreat Meeting, attended 3 Financial Administration Law Working Task Group Meetings, convened 2 Council with Directors Meetings, convened 3 mid-term Strategic Plan Progress Report Meetings, attended 1 Workplace Wellness Management Meeting, convened 2 Workplace Health and Safety





# MOHAWK GOVERNMENT

## GOVERNMENT SUPPORT

- Committee Meetings, and convened 3 Focus Meetings.
- 15 Mohawk Council Resolutions written along with letters of recommendation from the Property Acquisition Team.
- Akwesasne Quebec Protocol Agreement meetings arranged, transcribed, recorded (May, June, July, November).
- Participation in the MCA Legal Think Tank Meeting and the 3 Nations Bridge Crossing Economic Stakeholders Roundtable Forum (April/May).
- Participation in discussions on an Alternative Reporting Pilot Project, the Duty to Report, and Border Issues in coordination with the Office for the Grand Chief (April – August).
- 2013 / 2014 Mohawk Government and Council Budgets finalization (April / May).
- Coordinated efforts with the MCA Emergency Measures office for assistance to Keeshechewan evacuees as well as for the Idle No More Bridge closure that occurred during that time (May).
- Arranged, recorded, transcribed several Akweks:kowa Board Meetings (May, July, Sept.).
- Arranged, recorded, transcribed General and Special General Meetings (May, July, Aug., Sept., Dec.).
- Quebec Fuel Tax Applications process – clinics coordinated, assistance to Community members provided on applications and paperwork (May – August).
- Technical coordination for Columbia University students visiting Akwesasne (June).
- Participation in discussions with stakeholders involved with the planning for a Cornwall University (June).
- Travel for assigned Chiefs: made arrangements for 20 trips for Chiefs and Youth Representatives in 2013 (Theresa Thompson).
- Mohawk Council Resolution to Amend the MCA Strategic Plan based on outcomes of a Council Finance Meeting from May (June).
- Student Bursaries Presentation (July).
- Coordinated a meeting of the Council with MCA Directors at the St. Regis Recreation Center (August).
- Visit to Akwesasne by Ministry of Children and Youth Services, Asst. Deputy Minister Daryl Sturtevant (August).
- Hyper Abundant Deer Management meeting and site visit
- Meeting in Wendake, Quebec for meet and greet to start negotiations on the Huron Wendat Trade Agreement (recorded and transcribed) (Fall).
- Facilitated a Council Retreat Meeting at the Tsi Snaihne Recreation Center in order to review MCA milestones and accomplishments from 2009-2013 (Sept.).
- Dundee Remission Order meeting recorded (September).
- 3 Mohawk Council Resolutions having to do with Mixed Martial Arts, Boxing, and Akwesasne as a future entertainment venue (November).
- Mohawk Government posted a Request for Proposals (RFP) call out for an MCA Organizational Review (November).
- Coordinated 3 MCA Strategic Plan Progress Report Meetings with Dolly McDonald as consultant facilitator (January/February 2014).
- Mohawk Council Resolution to move the John Ice Fire Statue from Kawehno:ke to Kana:takon (March 2014).
- Several Van Repairs scheduled, purchase orders arranged, tracking of mileage, stickers for plates, cleaning, maintenance, vehicle logs kept.
- Drouler's Site – last three payments prepared and submitted.
- Weekly copying, preparation of Council binder packages, scheduling of caterers, meeting venues arranged, supplies ordered, information packages prepared, community notices drafted.
- Council credit card statements with receipts reconciled and submitted to Finance monthly.
- Mohawk Language classes attended by staff weekly.
- Staff research and briefing notes prepared based on topics and priorities weekly throughout the year.
- Communications with Grand Chief, Council, Directors, Managers, Staff, Community, and Outside Agencies weekly throughout the year.
- Booking of travel arrangements, completion of financial forms (quotes, invoices, purchase orders, travel requests, expense reports, vouchers), coordination and scheduling of the Council's weekly meetings, research weekly, written correspondence (e-mail, letters, memos, briefing notes), drafting of Mohawk Council Resolutions, attending/recording/transcribing meetings, and follow up on action items.
- Letters drafted pertaining to support for Iohahiio, Student Bursaries, Wade LaFrance Memorial Awards, Partner Assault Response funding, District Recreation Centers Annual Allocation Reduction, Special Needs cost share with the St. Regis Mohawk Tribe, Allowable disability expenses for Community Support Program, Statement of Participation in Chiefs of Ontario First Nation Regional Early Childhood Development, Education, and Employment Survey, Property Acquisition Team recommendations, Akwesasne Quebec Political Protocol Agreement, Tsi Snaihne Diagnostic and Wellness Center, MEXA-Physical Park Proposal, Akwesasne.
- Quebec Cultural Development Agreement, Eastern Ontario Health Unit Agreement, and the Prescription Drug Abuse Strategy.
- Assistance on various Council Portfolios, Committees, and Working Task Groups.
- Assistance to the Community for Residency letters, Tax letters, and Declaration of Status letters.



# MOHAWK GOVERNMENT

## GOVERNMENT SUPPORT

- Monthly coordination for District, Focus, or General Meetings dates, locations and times.
- Copy and distribution of all outgoing Council and Grand Chief correspondence.
- Scanning, Hard Copy, Numbering, and Archiving of Mohawk Council Resolutions.
- Helped secure OPG funding for the Environment Division's "Species at Risk" study (5 yr. project - \$35,000).
- Secured and implemented New Relationship Fund funding for 1 yr. position coverage of the Inter-Governmental Liaison.
- Assisted in securing funding for Ronathahonni Cultural Center to purchase and install glass casings for displays.
- Assisted in securing the establishment of 2 Security positions with G4S at the OPG security gate at Saunders Visitor Center; OPG has gone on record stating they will include language in their contract with G4S to include a position for qualified Akwesasronon.
- Assisted with bringing Salli Benedict's basket collection to be displayed at the Saunders Visitor Center; worked with OPG and Ronathahonni on establishing a rotating schedule of artists and art forums throughout the year.
- Established the OPG Employment Table, consisting of MCA staff from Economic Development, Operations, and staff at the Akwesasne Area Management Board; meetings monthly to discuss OPG Employment opportunities, qualifications, and how local services can be utilized to assist.
- Ongoing planning and logistics coordination for a "2014 Indigenous Border Summit"
- Design of a scheduling system for the office thereby ensuring accuracy of appointments.
- Promotion of Health and Wellness within the Admin. 2 Building by planning, organizing, coordinating, promoting, and scheduling.
- Communications with Departments for participation and coordination of organizational events.
- Translation of documents from French to English or vice versa, and notary services via the Quebec Liaison Office.
- Implemented and assisted in Council negotiations of a 10 year Akwesasne/Quebec Framework Agreement with the government of Quebec.
- Assistance to Council with lobbying efforts to secure funding for Aboriginal Businesses, specialized MCA positions and Economic Development initiatives.
- Drafting of proposals for funding of existing MCA positions, community-based projects, special needs, and special Council initiatives for submission to Quebec and Federal Government.
- French language exemption and reciprocal permits for Health professionals (ongoing).
- Recruitment efforts for Doctors (ongoing).
- Coordination of visits to Akwesasne by surrounding municipalities (ongoing).
- Work with Quebec on a future Dundee Remission Order (ongoing).
- Research on Banking services for Akwesasne in Tsi Snaihne (ongoing).
- Development of a three phase project to allow for a local food bank, distribution center, and community gardens (ongoing).
- Networking with the various Quebec, Ontario and Federal Government agencies and ministries, First Nation governments, the St. Regis Mohawk Tribe, the Mohawk Nation Council of Chiefs, the Community (agencies, businesses, households), the MRC municipalities, institutions, businesses, and individuals that connect with MCA on a daily basis.
- Restarted the Multi-Jurisdictional Table with a meeting of Federal, Province of Quebec, Province of Ontario and Mohawk Council of Akwesasne representatives and discussed issues involving justice, policing and health issues. Further meetings are being planned in 2014. Separate meetings resulted from the meeting in Toronto such as meetings with Ontario regarding Nekahnikonri:io and Jury Duty.
- Applied for summer student positions and obtained approval for funding from the Akwesasne Area Management Board.
- Arranged for a series of speakers from the MCA to address a group of 25 professors coming from Ottawa. These professors were in Ottawa for a world conference being hosted by Carleton University and they wanted to visit a First Nation. Akwesasne was chosen and the meeting, presentations and interaction were very well received.
- Organized and developed a conference committee to oversee the Akwesasne International Indigenous Border Summit planned for the late summer of 2014. The conference committee began meeting every two weeks in order to plan and organize this event.
- Developed briefing notes and attended all Iroquois Caucus meetings along with Chiefs for an Iroquois perspective on political issues facing the First Nations of Canada
- Assistance to the Community on Birth/Marriage/Death certificates, passports, vehicle licensing, registration and insurance information.
- Revision of the MCA Donations Policy.
- Revision of the Mohawk Council Resolution (MCR) Reference Tool.
- Revision of the MCA Procedure Regulation.
- Departments/programs were strongly encouraged to schedule and participate in recurring Portfolio/program meetings as information sharing sessions. As of March 2013, the Housing Department now holds monthly Housing Portfolio meetings, in addition to monthly



# MOHAWK GOVERNMENT

## GOVERNMENT SUPPORT

Housing Authority meetings. As of October 2013, the participating program components of the Government Secretariat Portfolio now attend monthly Portfolio meetings. As of January 2014, the Office of Vital Statistics now holds regular program meetings, every other month, with assigned Portfolio Holders. This increase in the number of information sharing sessions is a great achievement.

- Completion of the MCA Climate Survey.
- Documented research on Property Acquisition Team – Chronology of MCR's, Listing of historical Working Task Groups by MCR, Akwesasne Mohawk Court Justices – MCR's and Special Meeting Minutes excerpts, Listing of References for First Nation Education Law MCR text.
- Files for Portfolio meeting minutes established on the common drive and minutes maintained on an ongoing basis, as received.
- Drafting and/or editing of Council submissions to Onkwe:take newsletter on a monthly basis.
- Preparation of Council and Staff Annual Reports
- Conducted a Community Call Out for MCA Youth Representatives.
- Creation, edit, and submission of Portfolio System Terms of Reference document, along with MCR recommendation to Council.
- Mohawk Government 2014/2015 Council and Staff Budgets preparation.
- Mohawk Government 2014/2015 Operating Plans preparation.
- Goals for 2014/2015:
  - Transition to “paperless”.
  - Improvements to Staff Work Flows.
  - Improvements to Organizational Communications.
  - Development of proposals for funding and research on available funding sources
  - Reductions on spending and streamlining of staff positions to reduce program costs

### Staff: 2014-2015

- Lisa Francis-Benedict, Government Support Manager
- Noreen Cook, Records Clerk
- Jennifer Mitchell, Administrative Assistant
- LaToya Rourke, Front Desk Reception
- Kristy Lauzon, EA to Council
- Theresa Thompson, EA to Council
- Jori Rourke, EA to Council
- Karla Ransom, EA to Grand Chief
- Natalie Jacobs, Quebec Liaison Officer
- Ryan King, FSA Inter-Organizational Liaison Officer

### Staff: 2013-2014

- W. James Bay, Government Support Manager
- Noreen Cook, Records Clerk
- Jennifer Mitchell, Administrative Assistant
- LaToya Rourke, Front Desk Reception
- Kristy Lauzon, EA to Council
- Theresa Thompson, EA to Council
- Jori Rourke, EA to Council
- Karla Ransom, EA to Grand Chief
- Vaughn Sunday, Inter-Governmental Liaison
- Victoria Irving, Quebec Liaison Officer
- Ryan King, FSA Inter-Organizational Liaison Officer
- Wesley Benedict, CBSA Community Advocate





# EXECUTIVE SERVICES

## ADMINISTRATION

### Vision Statement

One Organization, working together, for our Community.

### Mission Statement

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

### Principles/Values

- Transparency
- Building partnerships
- Empowerment
- Working together with a good mind

### Staff 2013-2014/2014-2015

- Sheree Bonaparte, Executive Director
- Donna Roundpoint, Assistant Executive Director
- Lewis Morris, Special Project Officer
- Brigitte Phillips, Executive Assistant
- Vaughn Phillips, Employee Advocate
- Robin Lazore, Administrative Assistant to the AED
- Nicole Terrance, 2013 Summer Student
- Kuyra Terrance, 2014 Intern Executive Assistant

### Areas of Responsibility

- To support the Council's strategic goals, objectives and operation
- Efficient and ethical management of MCA organization
- Efficient and ethical management of MCA community resources
- To support the proper management of the MCA organization through policy review and development for all MCA departments
- To increase staff use of our Mohawk Language throughout our workplace
- To oversee the legal process of renegotiating contracts, funding arrangements and legal actions relating to administration
- To increase capability of Executive Services Staff

### Scope of Operations

Executive Services provides centralized direct services of managing core financial, human resource and informational services for the organization; ensuring consistency in the application of policies and procedures. It also ensures accountability to the community and communication with our stakeholders. Operational plans are reviewed by Executive Services and Finance prior to finalization or amendment by Council to ensure efficient use of MCA resources. This allows the departments to implement the strategic plan of Council and

focus on front line program service delivery. Coordination of the approval process has led to a greater understanding and sharing of responsibilities of the whole organization by more people, allowing us to drill through the walls of the departmental silos. The use and alignment of core advisors also helps to decrease waste and duplication, increase checks and balances and provide ongoing assessment and accountability. By managing the real inter-connectedness of the entire organization, our ability to address community issues has increased.

The Executive Director is responsible for the operations of eight (8) Departments and Executive Services Staff consisting of sixty Programs and eight hundred and twenty-two (822) Employees.

### Finance

The approved operating budget for the entire organization for 2013-2014 was \$100,616,000 including a \$610,611 deficit; with an anticipated accumulated \$5,231,519 deficit.

Increasing transparency in operations has been an ongoing process for Administration. This year we are taking additional steps to solidify our approach to financial management and community involvement in this process. Council passed MCR 2013/2014 -#142 to approve MCA entering into a cooperative relationship with the First Nations Financial Management Board (FMB) and begin the development of a Financial Administration Law (FAL) for the community of Akwesasne. In October, Council appointed a Working Task Group to develop the law. The FAL will meet the standards set by the FNFMB.

Administration is also revising the MCA Finance Policy to ensure maximum security and accountability of the handling of community resources. The policy will be aligned with the proposed Financial Administration Law.

Federal Administration Act was presented to employees by Andre, Auger & Welch October in 2013.

The closing of local factories had a major impact on the local economy and our Post-Secondary and Social Assistance budgets during the 2012-2013 fiscal year. Recovering from that impact is taking a concerted effort throughout the organization to absorb the overall financial deficit. Cutbacks have been imposed on all programs and departments during the budgeting process. Departments were also cautioned to restrict spending and avoid deficit.

Hydro Quebec approached MCA to renegotiate their contract. Hydro Quebec plans to cut services and hours. MCA submitted a counter proposal that justified the current level of service. The negotiations have been stalled until the new monitors are installed.



# EXECUTIVE SERVICES

## ADMINISTRATION

Salary reviews are continuing for the Akwesasne Mohawk Police and specific Health and Social classifications.

Band Advisory Services cuts were announced that will affect 2014/2015 budgets; resulting in \$250,000 being cut for Professional Services for 2014/2015 onward.

The Executive Director, Assistant Executive Director and Comptroller are active members of the Internal Technical Team of Advisors (ITT) for the Community Trust Fund.

**Donations**—Council implemented a new Donation Policy placing the responsibility for administering emergency donations with Executive Services. Due to the deficit, the policy limited donations at \$1500 per association and \$500 per individual.

The Community Fund held two callouts for proposals during the 2013-2014 year.

The Good Standing Policy has been updated; however, an Admin Review Panel was designed before implementing the proposed changes.

Keith Kahn from Health Canada visited Akwesasne. The Department of Health requested approval to keep a surplus to offset our previous Non-Insured Health Benefit deficit. Due to the diligence of Chief Karen Loran, MCA was approved to keep \$700,000 to help offset a \$900,000 deficit.

The Akwesasne Mohawk Police Service Quad-Partite Funding Agreement was extended for one (1) year.

Lobbying efforts for the Healthy Homes Initiative were unfortunately unsuccessful. Internal funding for the project ended.

### **Donations through Executive Services:**

Bereavement: \$13,457.00 Individual: \$29,986.85  
Group: \$16,475.00 **Total: \$59,919.35**

### **Human Resources**

An analysis of the working environment was in full gear during 2013-2014 through 360 Evaluations and an Organizational Climate Survey. BizXcel, lead by Gary Gzik, conducted individual 360 Evaluations of the management employees from the Executive Director to front line Managers and Supervisors. The process was electronic and anonymous. The process allowed individuals to see how they were viewed by their Supervisors, Peers and Direct Reports, including areas of success and areas of concerns.

BizXcel also conducted the Climate Survey in the late summer and rolled out the results throughout the fall. The results are

being used as tools to improve the organization in areas identified by employees.

Coincidentally, the Respect in the Workplace Policy was passed by Council in November 2013 just as the Climate Survey showed that gossiping in the workplace was a big concern. The Respect in the Workplace Policy set out a process for addressing harassment and bullying in the workplace.

The Staff Relations Committee and the Human Resource Staff diligently worked on improving the General Personnel Policy. Throughout 2013/14 and 2014/2015 Employee advocate, Vaughn Phillips coordinated this effort.

Health Program Visits, assisted by the HR Generalist Christie Cook, the Executive Director met with department employees, program-by-program to hear concerns. Results were reviewed with the Program Managers with changes occurring based on our findings.

**Canadian Human Rights Commission:** An age discrimination case against the AMPS Police Department and a challenge to candidate eligibility criteria for Akwesasne Membership Board were successfully defended.

The Executive Director attended program evaluation training through the Canadian Evaluation Society. With the cooperation of MCA Program Managers and Directors, we will be using the information and knowledge gained will be revised to set up a process to conduct program reviews.

In response to the Climate Survey result the Final Award Presentation of Spirit Awards took place in March 2014. The “First Responders” were honored in a special ceremony. Retirees were also honored with parting gifts during the ceremony. It was decided that future staff appreciation events would be conducted in a different way.

This year the Long Term Services Recognition luncheon honored 75 Employees and two Council Chiefs.

### **Housing – Restructuring/blending of HHI & Carpenter**

In April 2013, Ontario Public Service Employees Union voted in to represent employees at Tsiionkwanonhso:te. A unique agreement was reached with the Union that MCA would voluntarily recognize the OPSEU under federal law and regulations, not provincial.

Donna Roundpoint worked diligently with the Health department staff to craft contract templates to be used with Health Care professionals.

It was decided that Summer Students should be afforded the



# EXECUTIVE SERVICES

## ADMINISTRATION

same consideration as other employees to prevent undue hardship on their families at such sensitive times. The MCA bereavement leave is aligned with the culture and customs of the community of Akwesasne.

The Fall Fest was held with the Saint Regis Mohawk Tribe & Casino Employees "Challenge Cup" October 2013. This event was enjoyed by all. MCA came in third place, but there is always next year!

Management Breakfast meetings were held twice during the 2013/2014 fiscal year. Topics included Wellness and Finance. The events were well attended and informational.

Due to an unusual number of complaints, an Environmental Scan was completed in one program by an independent investigator to speak with employees and get an objective view of the program. The investigator's findings were used to plan a course of action to address employee concerns.

A Youth Committee was established within MCA in 2013. Shara Francis-Herne and Philip White Cree met with the Executive Director to get advice and support for this group. The group meets to discuss issues important to the organization and to our employees.

### Administration

In addition to active participation in Council Special Meetings, Executive Committee Meetings, Finance Committee Meetings, Directors Meetings, Core Advisors Meetings, Property Acquisition Meetings, Ontario Power Generation/ MCA Settlement Implementation Team Meetings, Additions-to-Reserve Meetings, and Community Fund Committee Meetings, Executive Services staff have worked on a multitude of administrative issues throughout the year, including the following:

Mr. Micheal Pyke announced his intent to sell the Ononkwa:sona Pharmacy. Administration has spoken with the prospective buyers and tried to assist as needed; however, provincial regulations continue to be problematic. The Health department coordinated a "Plan B" should the pharmacy close without a new owner.

Akweks:kowa Corporation was revitalized to handle the purchase of land off reserve for the Mohawks of Akwesasne. Council appointed new share holders and board members. The Executive Director and Finance Officer are members of the Board. Three District Chiefs are shareholders of the corporation, as well as the Executive Director.

In April 2013, Executive Services staff participated in the MCA Legal Think Tank regarding Border Issues.

**Property Acquisition Team** - The Executive Director and the Assistant Executive Director are members of this team. The team reviewed offers to purchase on-and-off reserve property from landowners. This year the purchase of the McDonald Sister Property in Dundee was finalized. Several other offers were declined for various reasons.

The Executive Director and Special Projects Officer visited Darlington Nuclear Power Plant with members of the Ontario Power Generation/MCA Joint Implementation Team on September 2013 - Mr. Chuck Lamers toured the group thorough the plant and explained the safety features of the CANDU Nuclear System.

**Strategic Plan Review** - AED, Donna Roundpoint and the Executive Director were actively involved in the Strategic Plan and Review and Update. Consultant Dolly McDonald developed a report on the progress made to date.

The Executive Director was invited to speak at the at Iohahi:io Student conference in April 2013. Her speech encouraged Students to Know Love - love their career, love their life, love our community.

The need to update the Access to Information and Privacy Policy was identified. Funds for the project were secured and work is planned to be carried out.

CBSA Alternative Reporting issues still exist. The need is continually addressed by Council, but a solution has not been found. The new bridge has opened but community residents and MCA employees are still required to report.

MEXA Wellness Initiative was explored in February 2014. It was found that the work to be done by the Consultant on Diabetes is already being carried out by our Diabetes Program.

Two (2) Community Updates occurred in Tsi Snaihne in February 2014 regarding the work MCA carries out to address Prescription Drug Abuse within the community. The Ahkwe:sasne Board of Education, Department of Health, Department of Community and Social Services, Akwesasne Mohawk Police Service, the Department of Justice and District Chiefs participated.

Operating Plan Narratives were reviewed and edited by AED Donna Roundpoint, the Executive Director and the Department Directors during February / March 2014.

On August 20, 2013, a decision of Minister of Indian Affairs was successfully challenged by MCA. The Minister was required by the Court to review their decision regarding the division of an estate and to consider the information brought forward by



# EXECUTIVE SERVICES

## ADMINISTRATION

MCA, MNCC and the family. The review and new decision was still not satisfactory to all parties.

**Space Needs** - Two (2) building are required to meet MCA growing needs. The Tsi Snaihne Administration Building is in the design phase and is expected to cost \$3.8 Million. A second administration building is planned for Kana:takon at the Angus Mitchell Memorial Building site. All construction is dependent on securing the necessary funding.

### The Special Projects Officer was involved in the following:

Coordinating the activities of the 2013-2014 Akwesasne Community Fund. There were two (2) call outs for applications. The first Call Out ended on August 2013. The Review Team approved funding for 8 applications. The second Call Out ended on January 31/14 and 32 applications were received. The Review Team approved 20 applications for funding.

Coordinated the submission and reporting for the 2013-2014 Aboriginal Affairs and Northern Development Canada funding under the First Nations & Inuit Youth Employment Strategy for Student Summer Employment and Skills Link activities.

Coordinated the activities of the Working Task Group set up by Council to complete the review and update the MCA's Good Standing Policy.

Participated in the MCA-OPG Joint Implementation Team concerning the Past Grievances Final Settlement Agreement with Ontario Power Generation. Participated in the selection, hiring and orientation of an individual to fill the position of Inter-Organization Liaison Officer to support the Joint Implementation Team.

Assisted in the compilation of reports by Executive Services and other Departments for the Council's mid-term Strategic Plan Update.

### Program Highlights and Accomplishments 2014-2015 Operating Plans

The overall 2014-2015 operating budget for the Mohawk Council of Akwesasne approval was delayed until May 2014. This delay was due to unacceptable projected deficits, and continued financial remediation plan discussions. There were a number of unpopular but effective recommendations and decisions made in an attempt to constrain spending in order to curb the accumulated deficit. These recommendations included combining job positions when possible and cutting positions when necessary. In addition, unnecessary and unauthorized spending was reduced or eliminated. Directors were required to work with available funds and deficit programs were made to

justify their spending and prioritize their workloads.

The primary concern affecting the acceptance of the budget was to ensure the financial resources needed for the continuation of community services were available. Executive Services worked closely with Council to set financially achievable goals and to determine plans to secure funds to make new goals a reality. During this time there was much disagreement due to ongoing financial limitations. The ongoing overall goal of Executive Services is to ensure Community needs are met in a fiscally responsible manner, and also to ensure the Mohawk Council of Akwesasne's financial risk rating for lending institutions and funding sources remains low.

### Akwesasne Mohawk Police Service (AMPS) Policing Agreement

MCA had agreed to an interim arrangement that had been proposed by the federal and both provincial governments which accepted the current financial package for policing for a one year period, or until a new agreement was reached. The team working on this file met frequently to discuss revisions to the proposed 2014-2019 Agreement presented to MCA. MCA did not initially sign the Agreement due to a shortcoming in funding and drastic changes to the operational requirements proposed by the Federal and Provincial governments. The Quad-partite agreement will be divided into two separate Agreements: a quad-partite funding Agreement with all parties and a tripartite policing Agreement with the provinces and Akwesasne. This agreement will separate the funding arrangement from the operational functions, allowing for more stability in the operation of the department during funding negotiations.

### Long Term Service Recognition

In May 2014, over 50 employees were recognized for their long term service to the organization. Management and Council participated in the ceremony, which was hosted by Employee Advocate Vaughn Phillips. Chief April Adams-Phillips spoke on behalf of Council and provided praise to the employees for their dedication and hard work to the organization. On a special note, Mr. Dan Thompson of the Department of Technical Services, Roads Program was recognized for 40 years of service.

### Long Term Relocation of Staff from Administration Building No. 2

The Mohawk Council of Akwesasne, Administration Building No. 2 was closed during the 2014/2015 fiscal year due to adverse health conditions for staff. The closure was done in consultation with the Environmental Health Officer and the Senior Maintenance Manager of the Department of Technical Services.

During most of the fiscal year, the Mohawk Government Administration and Chiefs were accommodated at the Kanon-



# EXECUTIVE SERVICES

## ADMINISTRATION

kwatsheriio Health Facility. A longer term solution was sought to accommodate operational needs. Mohawk Council ultimately engaged G&L to rent several of their vacant facilities. MCA with G&L owners met to finalize the lease for the rental of G&L buildings 1 and 2 on Third Street in St. Regis. Council took occupancy in February 2015.

### **Updates**

#### **Union Negotiations**

During the 2014/2015 fiscal year proposals between OPSEU and Mohawk Council of Akwesasne and between the Akwesasne Police Association (APA) and Mohawk Council of Akwesasne were exchanged prior to formal negotiations. MCA is currently working with the APA to address amendments to the current contract as needed. The hope is for each Agreement to fall in line with the new General Personal Policy. Both union negotiations went on throughout most of the 2014/2015 fiscal year.

#### **Land Disputes**

There were a number of land disputes that surfaced during the 2014-2015 fiscal year. Some of them came to surface because of the installation of the water line throughout the districts and others came to light because of family and estate issues. Meetings were held between the Department of Justice, Akwesasne Mohawk Police Services, Office of Vital Statistics, Executive Services and Council to discuss current land dispute issues and to propose methods of dealing with serious and volatile issues. This process was to identify the course of action landowners are able to take to resolve their current land issues.

2015 Election Preparation

In December 2014 the Council Election process was initiated. The tasks to begin the general election process included the appointment of the Chief Electoral Officer and the Designated Electoral Officers. Shortly thereafter, these individuals were sworn in and training was provided to each Officer to prepare them for the upcoming election.

#### **Ongoing Challenges**

The biggest challenge that the organization faced during the 2014/2015 fiscal year was the lack of funding for both program operations and special projects. Because of the lack of financial resources there were staffing shortages, causing increased pressures and increased workload on existing staff. These funding shortages also affected the organizations ability to address all the donation needs of the community members.

Executive Services is currently working with the Finance team to ensure the Mohawk Council of Akwesasne's financial risk rating remains at a low level in the eyes of lending institutions and ongoing funding sources. Department directors and programs managers were consistently cautioned to set finan-

cially achievable goals or set out plans to secure funds to make goals a reality.

### **2014/2015 Goals**

The following is a selected list of goals that were accomplished in the 2014/2015 fiscal year throughout the organization and completed by MCA's various departments and programs:

- Sale of Pharmacy
- New Dental lease
- Pandemic Emergency Preparedness
- Recruitment of various Health professionals
- Retention of ANIHB surplus

### **Transfer of OPG Trust Monies to Community Trustees**

### **2015/2016 Goals**

In the 2015/2016 fiscal year projected goals for Executive Services include:

- To increase use of our Mohawk Language throughout our workplace;
- To oversee the legal process of renegotiating contracts and funding arrangement and legal actions relating to administration;
- To ensure Managers are trained to meet minimum competency in MCA Finance, Human Resource and Health and Safety policies and processes; and
- To support the proper management of the MCA organization through policy reviews and development for all MCA departments.





# 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.

### Faculty and Staff 2013-2014/2014-2015

- Cactus Cook Sunday, Manager
- Sheila Oakes, Records Maintenance Technician
- Rasennes Pembleton, Senior Researcher
- Dwight Bero Jr., Researcher
- Phillip White-Cree, Researcher
- Cheyenne Lazore, Researcher

### Objectives and Strategic Goals

The core objectives and goals of the Aboriginal Rights and Research Office are:

- To develop an implementation process for the care, protection, and use of the proceeds of Land Claim settlements.
- To continue to conclude on-going Land Claims negotiations that are in the final stages: 1796 Treaty Claim (U.S.), Tsikaristesere/Dundee Claim.
- To re-establish criteria for determining which claims have the most likelihood of settlement.
- To generate creative settlement proposals and negotiation strategies for the next 3 years.
- To continue formation/ development of a fair, impartial, accountable, and transparent Trust process for the care, management, and disbursement of proceeds coming from settled Land Claims negotiations.
- To develop a Remission Order for Dundee Land Claim area.
- To improve communications processes to create stronger external relationships (with the community, with external stakeholders).
- To serve as technical coordination team for Seaway Claim proceedings and/or negotiation meetings.
- To continue to work towards the expansion of our community land base through the Additions to Reserve Process.
- To maintain the community's knowledge of our Aboriginal and Treaty Rights, to research the historical injustices inflicted on our people, and to assert our rights through the filing of claims.
- To ensure that our community is knowledgeable of the background of our work on claims through Community Education initiatives.

- To continue to provide, facilitate and coordinate External Cultural Awareness for agencies, governments, and other organizations that provide services to or work with Akwesasne.

### Strategic Goals:

#### Administrative Core Strategy #2:

- 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 Akwesasronon

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

- To Monitor, Adapt, Anticipate and Develop Strategies on Changes in CBSA Movements

### 2013-2014/2014-2015

### Accomplishments and Challenges

The Mohawks of Akwesasne Settlement Trust is in development, and work towards a final document continues with the Internal Technical Team, the Sakotiatanonha, and through consultation with community at focus and General meetings. The Trust document will be in its final form by Summer 2014. A callout for six (6) Community Trustees occurred in August and September of 2013, interviews conducted by the Internal Technical Team on December 9 and 10, and six (6) community members were selected based on their answers to an objective evaluation. Once the appointments become official through Council resolution, and after a series of community meetings, the Community Trustees must conduct a request for proposals seeking an Administrative Trustee. The Administrative Trustee does not have voting or decision-making authority. Community meetings will soon begin to allow members input into the priorities for trust.

**The Mohawks of Akwesasne Settlement Trust:** ARRO manager continues to coordinate the Internal Technical Team, as mandated by Council, to provide technical support to the Trustees as requested, as well as to keep Council updated on the activities and issues regarding the Trust

### Community Education

ARRO staff are skilled at presenting material to the community in an effective and approachable way. Many of the issues ARRO deals with on a daily basis must be communicated to the membership, and we do our best to educate the community through various media. We regularly contribute historical articles for inclusion in MCA's Onkweta:ke newsletter, and this year began a comprehensive Akwesasne history series





# EXECUTIVE SERVICES

## ABORIGINAL RIGHTS AND RESEARCH OFFICE

researched and written by Phillip White-Cree.

**Cultural Awareness 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 a two-day in person sessions. ARRO continues to fulfill requests as they are received to provide cultural awareness training.

**2013-2014 Tsikaristisere/Dundee Claim Negotiations** for valuation of heads of damage have concluded, and the MCA awaits a possible offer from Canada for the settlement of the claim, which dates back to the illegal surrender of almost 20,000 acres of Mohawk lands in the Dundee area.

### **2014-2015 Tsikaristisere/Dundee Claim Update:**

We continue to update the community on the progress negotiations, despite not having received an offer from Canada. A chronology of the lands, the claim and negotiations has been written and will serve as a travelling installation for community education. Updates and review of the history of the claim are included in issues of Onkwetake. The court proceedings remain stayed while the MCA awaits an offer of settlement.

### **Archaeology/Cultural Properties**

ARRO is mandated with the protection and preservation of cultural properties within the jurisdiction of the Mohawk Council of Akwesasne. ARRO coordinates 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 ATF 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 Kawehnoke is in its final stages. The Block 1 lands were originally included in the Seaway Claim, and were identified through negotiation with Canada to be returned to reserve status.

The four islands included in the 2008 final settlement with Ontario Power Generation - Toussiant, Presquile, Adams and Sheek Islands – are also being returned to reserve status, and the process remains at the title clearing stage. Once the parties (OPG & Canada) have cleared titles for all the islands, the ATR will move forward.

being returned to reserve status. 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 Parks Canada, which is working with ARRO for its administrative return to reserve status.

### **Seaway Claim**

Proceedings for the Seaway Claim continued in 2013/2014 and 2014/2015, as a new case management. Judge has been assigned Interviews with elders and community witnesses were recorded. Expert Erosion and Area M lands studies concluded in 2013/2014. Further work was completed for the expert historical report to cover a broader area of historical occupation of the Mohawks within our traditional territory. Court proceedings are expected to begin in 2015.

### **1796 Treaty Claim (U.S.)**

The plaintiffs, consolidated by the court in 1991, consists of the Saint Regis Mohawk Tribal Council, the Mohawk Council of Akwesasne, the Mohawk Nation Council of Chiefs, and the United States.

On July 8, 2013 Judge Lawrence E. Kahn dismissed the majority of the 1796 Treaty Claim against the State of New York, which included the Mile Square and Grass River Meadows in Massena, the Croil (Baxter), Long Sault and Barnhart Islands, and lands in the town of Fort Covington. The decision was based directly on recommendations made by U.S. Magistrate Dancks in October 2013 and recommended the return of the Hogansburg triangle.

The triangle is mostly “Mohawk in character,” as it is inhabited, and has been inhabited for many years, by Mohawks. Judge Kahn concluded the Hogansburg Triangle was, “factually distinguishable from the other land parcels at issue,” though claims for the other lands in the suit were dismissed. The judge used the same argument for the dismissal of the other claims - the islands, Fort Covington and Massena have lost their, “Mohawk character,” over the years, and a claim on such lands would be disruptive to the current occupants.

A Memorandum of Understanding between New York State, St. Lawrence County and the Saint Regis Mohawk Tribe was entered into on May 28, 2014, which laid out the respective parties’ positions and terms toward a settlement agreement. Similar negotiations toward a final settlement continue with Franklin County and the towns of Bombay and Fort Covington. Community education will occur when and if a settlement agreement is negotiated and finalized.

Negotiations toward a possible settlement with New York State continue, and community education will occur when and if a settlement agreement is proposed.

**Cairn Island (Tsikatsinakwahere)** is also in the process of *Like Aboriginal Rights & Research Office on Facebook for updates*



# EXECUTIVE SERVICES

## COMMUNICATIONS UNIT

### Mission Statement

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

The Communications Unit will initiate and engage in public and community relations, community education, and informational campaigns designed to inform 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 Staffing

The Communications Unit staffing for the 2013-2014 was relatively consistent, with one change being in the return of a Communications Officer and the departure of the Acting Communications Officer.

- Shannon Scully Burns, Manager
- Brendan White, Communications Officer
- Ashley Tarbell, Communications Officer
- Jacey Rourke, Temp/Acting Communications Officer

The Communications Unit staffing for the 2014-2015 saw Brendan White leave to work with the Saint Regis Mohawk Tribe as the new Director of Communications. Communications wishes Brendan the best of luck in further endeavors and looks forward to working with him in the future.

The Communications Unit also welcomed a student placement from the Akwesasne Area Management Board's Success For All Program for two months who assisted in general office work.

### Program Highlights 2013-2014

**Akwesasne Cultural Portrait** – The first edition of *Akwesasne: A Cultural Portrait* was produced by the Communications Unit this year. This was a product of a partnership and joint venture between MCA and Quebec to promote culture and arts. The book is intended to capture Akwesasne/Mohawk culture in a way that can be understood by all. Communications Unit staff identified the content, researched each topic through library and museum research and interviews with community members, wrote reports and edited them, and then set out to take photos for the book, and then worked diligently on layout. Some artwork was used from the North American Indian Travelling College and local artisans. The end result has been an excellent tool for visitors. The *Akwesasne: A Cultural Portrait* gives an introduction to Mohawk culture and Akwesasne history. The book's attractiveness draws guests and the Communications Unit continues to receive regular requests for copies from near and far. There are plans to produce a second edition to include additional content and other improvements when funding can

be allocated.

### Program Highlights 2014-2015

**Onkwe'ta:ke**-Onkwe'ta:ke, which was the monthly newsletter from the MCA organization, changed its look and distribution rate in order to offset costs. Although it still provides key updates from the programs, departments and council, it is now in newspaper print in order to reduce costs and is only distributed on a Quarterly basis. Although the quality of the newsletter has been reduced, the content still remains informative and interesting.

**New Logo for Organization**- The Communications Unit held a contest for community members to submit images of a logo for the organization. After council agreed upon particular requirements needed for the logo, Communications held a call-out and a community contest to determine the winner. Once the logo was selected, it was updated by a graphic artist to turn it into a vector image. After the new logo was adopted as the official MCA logo for the organization, folders, letterheads, business cards, etc. were updated by the Communications Unit.

**Experience Akwesasne**-The Communications Unit worked with the Economic Development pro-grams through MCA and the SRMT as part of a cultural tourism task group. Communications helped organize and create materials for the "Experience Akwesasne" event which highlighted the community of Akwesasne.

**Artist Project**-The Communications Unit worked with Mohawk Government and Quebec Partners as the Phase 3 in the Cultural Agreement MCA had with Quebec. As part of the final phase, an artist from Akwesasne and an artist from Quebec were selected to draw murals in the others community about what they learned. They would also create a joint mural and the entire process was captured on film, which was turned into a documentary. Communications was imperative about helping organize the events attended by the artists, assisting the videographer in obtaining footage, and creating materials for the unveiling events.

### Photoshoot with the Community

In order to ensure that Akwesasne culture and heritage are represented by actual community members in flyers, brochures, publications, etc, the Communications Unit decided to hold an open Photoshoot with the community in order to obtain stock images. Free copies of all photos were provided to participants; however, all photographs now belong to MCA and have been incorporated into the materials printed.

**Akwesasne Cultural Portrait** – the second edition of the *Akwesasne Cultural Portrait* was produced by the Communications Unit this year. This was a product of a partnership and



# EXECUTIVE SERVICES

## COMMUNICATIONS UNIT

joint venture between MCA and Quebec to promote culture and arts. The book is intended to capture Akwesasne/ Mohawk culture in a way that can be understood by all. Communications Unit incorporated additional content, researched each topic through library and museum research and interviews with community members, wrote reports and edited them, and then set out to take photos for the book. The Akwesasne: A Cultural Portrait gives an introduction to Mohawk culture and Akwesasne history. There are plans to produce a future edition with additional content and other improvements when funding can be allocated.

If you would like a copy of Akwesasne: A Cultural Portrait, contact [communications@akwesasne.ca](mailto:communications@akwesasne.ca) or pick one up at Admin II/ Mohawk Government Building, in Kana:takon (St. Regis).

**E-voting**-The Communications Unit helped promote e-voting for the Couples Property Law Referendum through Facebook updates and by creating flyers. This innovative technology is relatively new for voting and it created much higher turn-out results due to the easy accessibility. Communications hopes that we can continue to promote e-voting in order to create a high turnout of voters.

### **Media Relations 2013-2014/2014-2015**

The Communications Unit concentrated on developing, establishing and maintaining media relations this year. With the cooperation of Council members and staff agreeing to participate in interviews, MCA has received positive news coverage and established good relationships with reporters from both local and national news agencies. Through relationship building efforts, the Communications Unit has established mutually beneficial relationships with news reporters and journalists, and the media has served as an ally to MCA in relaying information.

Along with all local media, MCA also received regular national coverage from agencies such as APTN, North Country Public Radio, the Montreal Gazette, CBC, CTV, Le Devoir Magazine and the National Post.

**Press Release & Notices** – This year the Communications Unit made it a priority to formalize MCA's notices and public releases. A template and procedures have been developed for these processes, which did not exist at MCA before. As the organization has grown, the need to systemize these processes will benefit all programs and staff. All programs will be asked to adopt the new/updated practices for communicating when the information is distributed.

### **2013-2014 Major Press Release topics included:**

- Bridge protests/closures
- Tobacco Pilot Project
- Injured Osprey Released Back to Wild
- UN Special Rapporteur Anaya Visits Akwesasne
- Canada-Akwesasne Mark Step In Governance
- Chemical Storage Tanks in Cornwall
- CBSA – ID required
- CBSA – Changes to Preliminary Questioning
- Respect in the Workplace Policy Adopted
- CBSA/Kawehno:ke Alternative Reporting Strategy
- Quebec Fuel Tax Settlement (administered by Collectiva)
- Olympian Clara Hughes Visits Akwesasne
- MCA Responds to Talks of Quebec Separation
- MCA Conducting Plebiscite on Bridge Corridor Buildings

### **2014-2015 Major Press Release topics included:**

- Couples Property Law Special Referendum - Iatathrona Raotientahtsera
- Hunting on other first nations.
- Court Cases Defending Shenandoah and Thompson-CBSA Criminal Test Cases Trial
- Community invited to Walk and Visit with First Quebec Aboriginal Surgeon
- Akwesasne Residents Declaration of Goods at Cornwall Port-of-Entry
- Charges Dismissed against Akwesasne Peoples Fire and MCA
- MCA Supportive of NYS Land Claim Progress
- Notice of Appeal Hearing Before Akwesasne Appeal Tribunal
- Last Chance for On-line Voting-plebiscite regarding the Kawehno:ke corridor buildings
- Olympic Medalist Clara Hughes to Visit Akwesasne
- MCA Extends Thanks for Support During Quebec Fuel Tax Settlement Process
- Leakage Study Results

### **CKON Tetewatharen Radio Talk Shows**

The Communications Unit encourages staff and Council to utilize every method of communication available when a message needs to reach the community. CKON's radio talk shows provide the perfect forum for community members to hear about a major update and initiative spoken about in plain talk. It is a very valuable tool to have in the community.

### **2013-2014 topics included:**

- Iatathrona Raotientahtsera -Couples Property Law
- Winter Cultural Youth Camp
- Dog vaccination clinic
- Kawehno:ke corridor plebiscite
- Respect in the Workplace Policy

### **2014-2015 topics included:**

- Iatathrona Raotientahtsera -Couples Property Law



# EXECUTIVE SERVICES

## COMMUNICATIONS UNIT

- Kawehno:ke corridor plebiscite
- Respect in the Workplace Policy
- Arena's Spring and Summer Activities
- Busy Local Cupid Hunt
- Boston Bruins Alumni Game
- National Child Day
- Tobacco Law
- Trails and Bike Pump Park Idea/Plan
- MCA Summer Students
- Economic Development Leakage Study

### Publications

With the software and equipment that the Communications Unit has, high quality publications have been produced for programs in-house. It is very cost-efficient for these to be produced (created) in-house and only outsourced for printing. Pamphlets and plain paper publications can be printed in-house but any specialty papers or bindings are sent to a printer. A tri-fold pamphlet can be produced and printed in-house. A stapled, glossy booklet would be produced in-house and sent out for printing. With in-house production, the quality of these documents can be guaranteed to be excellent as programs can have daily involvement in the design and layout. Communications Unit staff are well trained experts in document design and layout.

#### **2013-2014 publications included:**

- Akwesasne Cultural Portrait
- Honouring Our Youth Booklet
- Recycling Booklet
- Emergency Planning Booklet
- Wills & Estates Booklet
- Akwesasne Trusts Booklet

### Accomplishments from 2013-2014/2014-2015:

**MCA Logo Contest** – A logo contest was held for a new MCA-wide logo. Currently, MCA and its departments have several varieties of logos and letterhead that have been used over time. No MCR has adopted any of them as the official logo. Therefore, a contest was open to any Akwesasne community members to enter with the only guidelines being that the entry needed to contain a partridge and a rendering of the Wolf Belt. This contest has been concluded and a winner has been identified. The Communications Unit is in the process of editing the winning logo drawing and creating new letterhead for the organization that will be disseminated in the next fiscal year.

**Ferry Survey**- Communications assisted Chief Larry King in conducting a community survey regarding the potential of a ferry system in Akwesasne.

**Quebec Fuel Tax Settlement** - Through many notices and continuous updates from the Communications Unit, the

community remained informed and up to date on the status of the Quebec Fuel Tax Settlement (administered through Collectiva). Communications worked with Chief Louise Thompson to successfully pass communication between Collectiva and the community. The MCA Facebook page was the most useful communication tool for the entire Quebec Fuel Tax process. Each update was shared and seen by thousands, and other First Nations in Quebec turned to MCA's Facebook page for updates.

**Roundtable Reports** – With Council's cooperation, the Communications Unit began recording and publishing Council's weekly roundtable reports that take place at the start of their weekly Council Meeting (formerly called Special Meeting). Each chief takes a few minutes to update other Council members on their work throughout the week so all of Council is on the same page. Now with the publication of these reports in the MCA newsletter Onkwe'ta:ke, Council can also view these reports as an opportunity to update the community. Although they can be lengthy, they are extremely valuable as they summarize the heart of work being conducted by Council. If community members want to understand what is happening in Akwesasne, these reports provide the perfect recap each month when they're published.

**Newsletter** - The Onkwe'ta:ke newsletter in its second year continued to be improved upon. Changes to the template and paper stock are being looked at for budget considerations in the future year.

**Annual Report** – MCA produces a high-quality annual report that has been the responsibility of the Communications Unit for the past two years. Prior, it was developed by special projects officers or contracted staff. There are currently two different formats – a magazine style publication and a tabloid newspaper style version. The magazine version is expensive and provided to those who need a long shelf-life version. The tabloid version is mailed to all residents in MCA's jurisdiction.

Executive Services maintains control over the content of the report and will adjust or edit program reports accordingly before submitting to Communications for the design, layout, and publishing. The information contained is very useful as a recap of the organization's operations for the entire year.

**Respect in the Workplace** – The Human Resources Office was tasked with implementing the new Respect in the Workplace Policy at MCA and required an intense communication plan and process that included radio talk shows, press releases, pamphlets, posters, signs, training video recordings, and assistance in disseminating the information clearly. The policy is very important to protect the rights of staff and therefore it was imperative that the information reach all staff and in a concise manner.





# EXECUTIVE SERVICES

## COMMUNICATIONS UNIT

**Facebook** – MCA’s Facebook page was brought to life during this past year with regular, consistent, and reliable messaging for community members to turn to. With more than 1,500 “followers” signed up to the page, each time one person interacts with our announcements/posts by clicking to “like” or “share”, they are in turn sharing with all of their “followers”. This has resulted in Communications reaching more than 10,000 Facebook users with a post in less than 12 hours. When a photo or post is exceptionally interesting, users are inclined to like it, comment on it, or share it, and this has the effect of passing on the message to even more users. Facebook is presently the fastest, most efficient form of communication that the Communications Unit currently utilizes.

**Copywriting** – The Communications Unit’s daily work entails a great amount of writing for the organization and Council. Communications staff regularly write speeches for chiefs and staff members, reports to be distributed at meetings, letters to government officials, standard press releases and notices, and articles for the Onkwe’ta:ke newsletter.

### Updates

All media interaction must now be channeled through the Communications Unit. The Communications Unit coordinates media interviews, distributes program press releases or notices, flags any outgoing information for Council approval and logs the outgoing information for consistency, accountability, and general organization.

### Problem Areas 2013-2014/2014-2015

**Communication at MCA** - The Communications Unit was created at the start of 2011 and initially experienced some change in staffing of the program, which was finalized in January 2013. Since January 2013, the Communications Unit has had a concrete team and has been able to examine the communication practices at MCA and work at systemizing and improving them. For years, directors and managers developed their own communication processes. It is a learning curve for the entire organization and a matter of informing staff of the processes the Communications Unit is now implementing. It is challenging, yet exciting to be setting the groundwork for communication tools and processes that can assist the entire organization and Akwesasne community.

**Community Misinformation** – The Communications Unit takes seriously the task of informing the community of Council and programs initiatives/updates. Sometimes, community members share information out in the community, via the local newspaper, Facebook, or word of mouth, that may be inaccurate and it is counterproductive to the work the Communications Unit is doing to educate the community on factual information.

**Office Relocation** - During October 2014, the Administrative Building #2 was vacated in order to ensure the health of the staff. During this time, Communications moved several times and it was difficult to work in the setting when offices were relocated to Kanonkwasherio Health Facility in Kana:takon. It was also difficult with limited access to equipment, files, materials as staff was moved posthaste. For the time being, Communications, Mohawk Government, Grand Chief and Council and ARRO have been relocated to the G & L Office Complex site (located up the street from the old Mohawk Government/ MCA Administration Building #2).

### Goals 2013-2014

**Communications Procedures** – In the coming fiscal year the new communication procedures and guidelines will be implemented, along with MCR’s mandating the organization to begin this implementation. Many programs have already begun working with the Communications Unit to adopt consistent practices and by the end of the next fiscal year this will be the case for the entire organization.

**MCA Logo** – To have the new MCA logo adopted and new letterhead distributed. In the 2015-2016 budget, programs should expect to budget for any costs incurred to adopt a new logo. Fleet vehicles, letterhead, signage, etc. will need to be converted to reflect the new MCA logo.

### 2014-2015

**Video** – The Communications Unit is working together with Kahnawake TV and the Saint Regis Mohawk Tribe to produce material for an Akwesasne television station that is being developed privately. Grand Chief Mike Kanentakeron Mitchell has identified topics of video programs that could be produced by the Communications Unit to be aired on a future Akwesasne television station. The television station is waiting on content in order to go on the air. The Communications Unit plans to produce some of this content in the next fiscal year, if financially possible.

**Communications Survey**-Communications hopes that in the next fiscal year, we will be able to create a comprehensive communications survey that community members can take in order to inform us the best way to community to them effectively.



# EXECUTIVE SERVICES

## OFFICE OF VITAL STATISTICS

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

### Faculty and staff 2013-2014

- Leona Delormier, Manager Office of Vital Statistics
- Karakwenta Lazore, Lands and Estates Officer
- Carol Lafrance, Membership Officer/Indian Registrar
- Tina Mitchell, Leasing Officer
- Courtney Angus, OVS Clerk
- Wendy Thompson, Estates Facilitator

### Faculty and staff 2014-2015

- Leona Delormier, Manager Office of Vital Statistics
- Tina Mitchell, Acting Lands and Estates Officer
- Carol Lafrance, Membership Officer
- Courtney Angus, Acting Leasing Officer
- Kuyra Chaussi, OVS Clerk
- Fawn Cole, Estates Facilitator

### Objectives and/or Strategic Goals

- To ensure Mohawk Traditions/Customs/Beliefs/Philosophy are respected as they pertain to estates, lands & membership for the Community of Akwesasne.
- To ensure the integrity of Vital Statistics information in the areas of lands, membership and estates.
- To clearly identify and provide the resources and knowledge needed to operate an efficient and productive Office of Vital Statistics.

### Office of Vital Statistics Administration

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

better able to serve the needs of the Community. The needs of the Akwesasne Membership Board are incorporated into our structure. Office of Vital Statistics provides monthly reports, updated population stats to the Assistant Executive Director on a monthly basis. Information is also provided to the MCA Departments, Programs and Offices by way of the MCA Today news letter. Information is provided to the Community in the monthly Onkwé'ta:ke newsletter.

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

### The Office of Vital Statistics (OVS) can provide the following services for seniors/elders/shut-ins

- **Status Cards** – Special arrangements can be made for members who cannot come to the office in person to renew or replace their status cards.
- **Wills** – Staff can arrange for home visits to help in the preparation of Wills. OVS also provides information on "How to Make A Will" and "Planning Your Estate".
- **Estates** – Staff can provide assistance in filling out forms needed to close an estate.
- **Lands** – Staff can provide Elders with a complete history of their land (i.e. written descriptions of the parcel including location, size, sketches, etc.) to ensure their land is properly registered. Home visits can be arranged if someone wishes to transfer land.

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

- Lands
- Estates
- Membership
- Leasing
- Indian Registration

### Services

The Office of Vital Statistics provides approximately 14 services per-day per-staff member to the community, Mohawk Council of Akwesasne and outside governments/agencies.

There are approximately 12,022 people registered/affiliated with the Mohawks of Akwesasne as of March 31, 2014. As of March 31, 2015, this number increased to approximately 12,157. Please take note that not all of these registered/affiliated with the Mohawks of Akwesasne are members.

The Mohawk Council of Akwesasne total land base is 11,720 acres for the Territory of Akwesasne. The Mohawk Council of





# EXECUTIVE SERVICES

## OFFICE OF VITAL STATISTICS

Akwesasne has approximately 2.54 acres situated at Concession 1 Cornwall; 45.82 acres at Drum Street, Fort Covington, New York; and in the Township of Dundee, approximately 1,173.98 acres.

The Office of Vital Statistics manages approximately 230 Cottage Leases which generate an annual income of approximately \$544,603.00 and 14 non-Agricultural permits which generate an annual income of approximately \$22,675.00 for the Mohawk Council of Akwesasne. The total individual land holdings at this time are 3,185.

### Community & Mohawk Council Educational Component

- **Births, Deaths, Marriages, Divorce** – notice was put out that OVS requires documentation for member's files.
- **Birth Registrations** – the original birth certificate and parental consent form signed and witnessed by both parents.
- **Marriage Registration** – Office of Vital Statistics requires a copy of the marriage certificate. Also a signed statement if the wife wishes to change her last name.
- **Divorce Registration** – Office of Vital Statistics requires a copy of the divorce certificate. Also a signed statement if the wife wishes to change her last name.
- **Death Registration** – Office of Vital Statistics requires a copy of the death certificate or a funeral director certificate.
- **Wills** – OVS requires an original Will to open an estate file.

### Membership Files

The Office of Vital Statistics is responsible for the creation and updating of membership files for the 12,022 people registered with the Mohawks of Akwesasne. The Office of Vital Statistics requires birth, marriage, divorce certificates, paternity statements and death documents.

### Akwesasne Membership Board

The Office of Vital Statistics provided administrative support to the Akwesasne Membership Board. The administrative support consists of; attendance at Membership Board meetings, drafting of correspondence, completion of info packages for meetings, newspaper articles and scheduling of appointments for the meetings. The Membership Officer also gives out and receives all applications for Membership and Residency. During this fiscal year, the membership board had regular scheduled meetings the second Saturday of each month to interview applicants for membership & residency.

Seventy nine (79) Membership Applications were sent to the Membership Board. The Membership Board approved 59 full membership, 6 probationary memberships and 4 probationary membership expirations. The Membership was denied 4 Applications. 5 Applications were cancelled. 1 Application was tabled. 17 Residency Permit applications were sent to the Membership

Board. The Membership Board approved 5 applications, renewed 8 applications and denied 2 applications and cancelled 2 applications.

### Lands Component

Only Members of the Mohawks of Akwesasne are entitled to hold title to land. The Office of Vital Statistics, lands component and Aboriginal Affairs and Northern Development Canada require for each of the 3,185 (as of 2014/2015) registered land holding, documents which verify the correct holder of a specific lot, which is a Certificate of Possession. Supporting documentation are land transfers, land sketches and Registered Survey of Ontario (RSO). Anyone purchasing or receiving a portion of a lot, must be advised that it takes approximately one year to obtain your Certificate of Possession (CP). If you are purchasing or receiving a whole lot, it will take approximately six months to receive your Certificate of Possession (CP). The Office of Vital Statistics, lands computer system is directly linked to Aboriginal Affairs and Northern Development Canada in Ottawa. This enables us to obtain information concerning a parcel of land as soon as it is registered.

### Program Accomplishments

#### Memorandum of Understanding for Estates Administration:

The Memorandum of Understanding for Estates Administration was signed in January 2012. This MOU establishes a framework for Estate Administration between the Department of Aboriginal Affairs and Northern Development Canada (AANDC). Since the beginning of the MOU, the Office of Vital Statistics had listed one hundred sixty five (165) open estates. In 2013-2014, forty-nine estates (40) have been closed. This fiscal year (2013-2014) started with seventy-two estates (72), and twenty-one (21) were closed this fiscal year, as of March 31, 2014, there are fifty-one (51) open estates.

This fiscal year 2014-2015, the Office of Vital Statistics started with a total of 72 estates. 23 of these estates were closed and 46 remain open. However, there is a list of 32 estates which have not been opened by Community members.

#### Tsikionhe – As We Live Community Workshop “How to Make a Will”:

During the months of November 2013 July 2014, information sessions were provided in each district of Akwesasne for community members so they could get a better understanding of what an Estates Facilitator does, what the Estate Administration process is, the importance of having a Will and how to write a valid Will. A bulk mailing was done throughout the community, newspaper ads were put in the Indian Time and a radio announcement was pre-recorded.

A Power Point presentation was given during the workshop. Participants received a folder which contained the Enkhwatako Nohoten Wakien (Wills and Estate Planning) information Booklet which entails information on the important instructions to assist you in writing your Will, your Living Will



# EXECUTIVE SERVICES

## OFFICE OF VITAL STATISTICS

and your Power of Attorney.

### Unregistered Deaths

The Office of Vital Statistics has approximately 301 unconfirmed deaths for Community Members that have passed away. This has occurred for a number of reasons. One commonly known practice of non-reported deaths to the Office of Vital Statistics is that there were no land holdings in the estate. A consultant was hired to review all deceased Members files, to contact families, funeral homes, Church info and any other avenues that will be of assistance. In the Fiscal year 2015-2016, a report was received with approximately 200 Funeral Directors statements of death. These were received by OVS and that has been entered into the AANDC Indian Registry Database.

### Lands Management Training:

OVS Lands and Estates Officer completed the Reserve Land Designation Training that was sponsored by Aboriginal Affairs and Northern Development Canada. OVS Leasing Officer completed the Locatee Leasing Training what was sponsored by Aboriginal Affairs and Northern Development Canada. These two training sessions were due to policy changes within AANDC.

### Updates

The Office of Vital Statistics has provided guidance and recommendations to the Grand Chief and Council on: Aboriginal Affairs and Northern Development Canada not issuing secure status cards, estates issues involving the Justice Department, information regarding two (2) individuals in relation to the Canadian Border Service Agency, Population Statistics, Quebec Fuel Tax, Community Land, Right of Ways, Easements, Cemeteries, Birch Road, a number of persons off Reserve and Non-Compliance with the Residency Law.

### During 2013-2015 fiscal year the Office of Vital Statistics has taken an active role in:

- Management Team Meetings
- Onwe'ta:ke Submission
- OVS Staff meetings were held once a month.
- Matrimonial Real Property Law
- Property Acquisition Team
- Additions-to-Reserve Meetings
- Nation Building, Land Code Taskforce & Negotiations with Canada
- Seaway Return of Lands
- MCA Today
- Akwesasne Housing Authority Meetings

### During 2013-2015 fiscal years, OVS has provided assistance and information to:

- Department of Technical Services
- Akwesasne Justice Department

- Economic Development Department
- Conservation
- The Akwesasne Mohawk Police Service
- Finance
- Department of Community & Social Services
- Akwesasne Housing Authority
- Aboriginal Rights & Research Office
- Housing Department
- Department of Social Development and Health
- Human Resources
- Tehotienawakon/Economic/Development/Environment Department
- CBSA Community Advocate
- Akwesasne Mohawk Court
- Akwesasne Mohawk Board of Education
- Akwesasne Area Management Board
- Iohahi:io

### Surveys (2013-2014/2014-2015):

Sixteen (16) Registered survey plans were received for 24 land lots this fiscal year. 15 Approvals prior to submission for 24 land lots were given. 37 Utility easements were registered, Mud & Chatelain Island were surveyed. 19 Survey instructions were received for 20 land lots. The surveyed lots took place within the three districts of Akwesasne. A Regional Survey Ontario without survey is a survey where the surveyor does not mark the survey with bars. The surveyor combines information obtained from the First Nation, existing surveys, mapping and aerial photograph records and other pertinent information. Regional Survey Ontario without survey has caused disputed regarding the boundaries of properties. In areas where there have been more than four Regional Survey Ontario without survey, these parcels have been resurveyed and bars installed. Every year Office of Vital Statistics submits a list of surveys that have too many Regional Survey Ontario, old estates that cannot be settled because of lack of surveys and other issues that may arise. Natural Resources Canada decides what surveys will be done according to funding that is identified. Office of Vital Statistics may make recommendations on the priority of surveys but the decision lies with Natural Resources Canada. The Office of Vital Statistics and the Housing Department recommends that Regional Survey Ontario be done with survey. But in some cases lots qualify for a Regional Survey Ontario without survey. Regional Survey Ontario without survey is less costly. Average cost of a survey starts at \$3,000.00 and up. The Mohawk Council of Akwesasne does not receive survey money from Aboriginal Affairs and Northern Development Canada. Survey monies are identified by Aboriginal Affairs and Northern Development Canada and Natural Resources Canada on a fiscal year basis.

In 2014-2015, 10 Approvals prior to submission were given. Survey instructions were requested for utility easements on Bear Road, Angus Delormier road, Wolf Lane Mohawk Road, Paul



# EXECUTIVE SERVICES

## OFFICE OF VITAL STATISTICS

Taxi road Jocko Road and Okwaho Road. 10 Survey instructions were received for Community Persons Lots. The surveyed lots took place within the three districts of Akwesasne. A Regional Survey Ontario without survey is a survey where the surveyor does not mark the survey with bars. The surveyor combines information obtained from the First Nation, existing surveys, mapping and aerial photograph records and other pertinent information. Regional Survey Ontario without survey has caused disputes regarding the boundaries of properties. In areas where there have been more than four Regional Survey Ontario without survey, these parcels have been resurveyed and bars installed. Every year Office of Vital Statistics submits a list of surveys that have too many Regional Survey Ontario, old estates that cannot be settled because of lack of surveys and other issues that may arise. Natural Resources Canada decides what surveys will be done according to funding that is identified. Office of Vital Statistics may make recommendations on the priority of surveys but the decision lies with Natural Resources Canada. The Office of Vital Statistics and the Housing Department recommends that Regional Survey Ontario be done with survey. But in some cases lots qualify for a Regional Survey Ontario without survey. Regional Survey Ontario without survey is less costly. Average cost of a survey starts at \$3,000.00 and up. The Mohawk Council of Akwesasne does not receive survey money from Aboriginal Affairs and Northern Development Canada. Survey monies are identified by Aboriginal Affairs and Northern Development Canada and Natural Resources Canada on a fiscal year basis.

To date individual members are responsible for the cost of their surveys. Aboriginal Affairs and Northern Development Canada will no longer accept a sketch of severance of property. All severances must be done by a Canada Lands Surveyor Registration. Office of Vital Statistics must approve all surveys that have been completed within the Territory of Akwesasne even when they are paid for by Community Members.

The Annual Report for surveys was sent to Aboriginal Affairs and Northern Development Canada, Natural Resources Canada and the National Aboriginal Lands Association.

### **Iatathrona Raotiientahtsera Committee: (Couples Property Law)**

The law enactment process was completed for the Iatathrona Raotiientahtsera. The Committee met to review the suggestions that were received from the Community. The law went to the Community for ratification and was voted as a Community Law. MCA Legal Counsel informed the Council that the MCA Law would not override the Legislation being presented.

### **Entewatatha:wi - Nation Building:**

The Lands Negotiation Table: This is the sixth year of the development of the lands negotiation table. The Lands Negotiation Table completed negotiations on the lands sectoral agreement in principle. The Mohawk Council of Akwesasne and the Minister have signed

the Land Sectoral Agreement in principle. In 2014/2015, negotiations began for the final agreement.

### **Akwesasronon On Kwen When Tsia Shon:a – (Land Code Taskforce):**

The taskforce consists of four technicians and three chiefs. The Land Code Taskforce has representatives from the Justice Department, Nation Building, Office of Vital Statistics and elders from the community. Other Mohawk Council Departments are consulted on their perspective components of the code. Chiefs from Council also sit on the Taskforce. The Taskforce also consults with Mohawk Council legal counsels. The code stills needs to have a legal review done next fiscal year.

### **Additions-to-Reserve/Land Claims:**

*Seaway Block 1 Return of Lands* - In 2013-2014, the Office of Vital Statistics attended meetings that involved the Seaway Return of Lands to Mohawk Council of Akwesasne. The draft indemnity and release agreement clauses were agreed upon by both parties. The north and south abutments have undergone additional Environment Assessments. Discussions on the Cornwall Electric permit were still in progress.

In 2014-2015, a cleanup project of Block 1 Lands began.

**OPG Return of Land** – Additions-to-Reserve Committee did not have much involvement in the return of Adams, Sheek and the Section 28 (2) permit. Discussions with Aboriginal Affairs and Northern Development Canada, OPG and Nathan Richards, MCA legal counsel, have taken place.

*Dundee Land Claim* – An Offer for Settlement has been proposed.

*Cairn Island* – Talks began in 2013-2014 between Aboriginal Affairs and Northern Development Canada and Parks Canada and the Additions-to-Reserve Committee on the return process for Cairn Island.

### **Permission to enter the Mohawk Territory of Akwesasne:**

**Permission to enter the Mohawk Territory of Akwesasne was given to the following in 2013-2014:**

- Groupe Conseil UDA Inc. for the Seaway Proceedings in Area M;
- Archaeologist Francis Scardara for Kawehno:ke Waterline Extension Project; Seaway Land Claim Erosion project;
- Meldrum Surveying in the Three Districts;
- Ron Jason Surveying in the Three Districts;
- DCS Consultants for visual assessment of the Southern Bridge abutments; and
- The Department of Fisheries and Oceans to inspect two (2) towers located at the east and west of Akwesasne.



# EXECUTIVE SERVICES

## ENTEWATATHA:WI

### **Introduction**

This report provides a summary of the activities for Mohawk Council of Akwesasne's Entewatatha:wi Program from April 1st, 2013 to March 31, 2015. MCA's Entewatatha:wi Program is supported by funding provided by AANDC through Gathering Strength: Reorientation to Self-Government. The purpose of the funding assists MCA in its continued development of governance capacities to exercise its jurisdiction and authority effectively.

The Mohawk Council of Akwesasne has accepted the Governance and Relationship and Lands and Estates Agreements in Principle. The federal Cabinet has also accepted the Agreements in Principle. Both agreements were signed by MCA and Canada on November 4, 2013. The negotiations on the Final Agreements will continue into the 2014/15 fiscal year.

The drafting of an Akwesasne Governance Code and the Akwesasne Land Code is consistent with the Governance and Relationship Final Agreement and Lands and Estates Sectoral Final Agreement to be negotiated. Both Codes are addressing the responsible exercise of jurisdiction and authority identified in the Final Agreements. The drafting of the Codes have been on-going for the past several years and will continue to be multi-year projects. The Entewatatha:wi Program will collaborate with other First Nations and continue to research governance and structures to best meet the needs of Akwesasne.

The research, development and drafting of an Akwesasne Governance Code and the Akwesasne Land Code is consistent with the Governance and Relationship Final Agreement and Lands and Estates/Sectoral Final Agreement to be negotiated. Both Codes address the responsible exercise of jurisdiction and authority which will be identified in the Final Agreement(s). The drafting of the Codes have been on-going for the past several of years and will continue to be multi-year projects.

The Akwesasne Communication Strategy adopted multi-faceted approaches with the goal of achieving an informed community vote (ratification) to determine the acceptability of the drafted Codes.

The Nation Building Program has experienced several challenges in the fiscal year 2014-2015. All the working tables and projects continued with an interim Entewatatha:wi team at this time. It was agreed to develop a multi-year strategic plan and approach which will be formally resented in next year's proposal, however the groundwork was started.

### **Priorities for Fiscal Year 2013-2014**

This fiscal year's accomplishments involved transitional matters related to the future negotiations of a Final Agreement and the continued development of an Akwesasne Governance Code, an Akwesasne Land Code (Akwesasnronon Onkwenwhentsia

Shon:a), Estates Facilitator, Community Governance Laws, exploration of a possible Education Sectoral Agreement and the continued implementation of communications.

### **Priorities for Fiscal Year 2014-2015**

This fiscal year's accomplishments involved transitional matters related to the future negotiations of a Final Agreement, along with a comprehensive Sectoral agreement which will include Lands, Estates, etc. and the continued development of the following:

1. Akwesasne Governance Code, Committee
2. Akwesasnronon Onkwenwhentsia Shon:a - Land Code Task Force
3. Estates Facilitator,
4. Community Governance Laws,
5. Education
6. Communications
7. Water/Wastewater -Development of a Drinking Water Regulatory Framework

### **Final Agreement Negotiations**

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

Final negotiations with Canada commenced in January 2014. A negotiation session planned for March 2014 was postponed due to the transition of the Interim Team and the need for Canada and Akwesasne to address some outstanding undertakings prior to the next session.

There were 8 Negotiation sessions with Canada and 14 prep negotiation sessions with our negotiating Team .

**Highlights of Negotiations:** On April 23, 2014, the conference call with Canada; GC Mike Mitchell set the stage for future negotiation sessions by informing Canada's negotiators of outstanding federal issues resulting from Canada continued lack of progress on the Dundee Claims and status of Akwesasne's water/waste water proposal. Grand Chief also expressed concerned about Canada's continued legislative activities. Akwesasne did provide Canada their comments to Canada Addition to Reserve ATR comments, local traffic and transportation document and the proposed new order for final agreement..

May 14 & 15, 2014. On May 14, MCA Justice Director Joyce King made a PPT presentation on Administration of Justice "Legal Capacity". Canada to provide a copy of Inherent





# EXECUTIVE SERVICES

## ENTEWATATHA:WI

Right Policy! On May 15, Joyce King made a presentation on successful E-Voting that Akwesasne has engaged. Peter Garrow presented Akwesasne's vision for education.

June 25 & 26, 2014. New Rolling Drafts of both agreements were presented. Also discussion on Canada's continuing legislation initiatives being developed by AANDC without consultation with First Nation Communities.

September 8 & 9, 2014 - Akwesasne's Justice Director presented Akwesasne's Law Development and Adjudication which prompted a full day discussion on the related sections of the Governance and Relationship Final Agreement. (Application of Law) Next day's discussion related to sections VI, VII, VIII and IX of Lands Sectoral Agreement (Jurisdiction over Land, waters etc.).

November 3 & 5, 2015 - Tsilhqot'n Decision was introduced and became a focus for the G&R deliberations. Also Outstanding Issues was presented to Canada. Joint Work plan was undertaken and became a regular item for future negotiations, Discussion around Akwesasne's Community Laws and Indian Act. Water management and Education Sectoral Agreement also discussed, as well as Application of Law.

December 3, 2014 – Conference Call – Education as part of Sectoral Agreement, Outstanding Issues, Resource Management. And the very sensitive issue of Expropriation was discussed.

January 21 & 22, 2015 – There was much discussion around Education Clauses in other Self Government agreements and the recent Canada's announcement on Amendments to the Indian Act – “Dealing with By-Laws”. Also presented by Akwesasne was 'Iatathrona Raotientahtsera (Couples Property Law).

March 18 & 19, 2015 – Nature and Form of Sectoral Agreement, Discussion on reaching out to Provinces (Ontario and Quebec) on Recognition of Akwesasne Court. And began the “Transition from the Indian Act” chart.

### Priorities for Fiscal Year 2014-2015

This fiscal year's accomplishments involved transitional matters related to the future negotiations of a Final Agreement, along with a comprehensive Sectoral agreement which will include Lands, Estates, etc. and the continued development of the following:

1. Akwesasne Governance Code, Committee
2. Akwesasne Onkwenwhentsia Shon:a-Land Code Task Force
3. Estates Facilitator
4. Community Governance Laws

5. Education
6. Communications
7. Water/Wastewater-Development of a drinking water Regulatory Framework.

### Goals and Objectives

#### Capacity Projects 2013-2014

These four undertakings were identified in the 2013-2014 proposal and are identified in AANDC's Gathering Strength Terms and Conditions.

- Akwesasne Governance Code Development
- Akwesasne Onkwenwhentsia Shon:a. (AOS) or Land Code Development
- MCA Estates Facilitator Project
- Initial internal discussions were held on the proposed federal First Nations Education Act
- Comprehensive Educational Communications with community of Akwesasne

### Akwesasne Governance Code

The Akwesasne Governance Code (AGC) is a multi-year project. The foundation to prepare for the drafting of an Akwesasne Governance Code began in 2009/10. Phases 1 and 2 have been completed. Phase 2 implemented a community survey which has been completed and the results have been analyzed for interpretation into an Akwesasne Governance Code. Phase 3 has involved the drafting of a proposed AGC with the working task group and review of MCA's governance legislation. The Akwesasne Governance Code Committee as a working task group was established in January 2013. This new working group is comprised of community representatives alongside with of Mohawk Council of Akwesasne's organizational based staff. This committee met on a bi-weekly schedule. During this fiscal year this task group continued the drafting of the proposed AGC with completion expected in 2014/15. This is a large undertaking that will require an in-depth research component into governance institutions locally, within our neighboring Haudenosaunee Communities, as well as with existing self-governing First Nations with Constitutions and supporting self-governing instruments.

### Community Governance Laws

Simultaneously, in preparation for the recognition of aspects of Akwesasne's jurisdiction, Akwesasne Governance Laws continue to be reviewed, refined and/or developed. Two Law initiatives were continued this fiscal year. They are the Akwesasne Mohawk Court Law and the continued development of an Akwesasne Law Registry system. As well, various research studies regarding standards surrounding Potable Water, Wastewater and Protection of Source Water were conducted and completed. Now, aspects of that community law will be developed. The development of a community law is



# EXECUTIVE SERVICES

## ENTEWATATHA:WI

dependent on securing funds for this endeavor.

### Land Code

An Akwesasne Land Code or Akwesasronon Onkwenwhentsia Shon:a (OAS) has been an on-going project for the past couple of years. This year the drafting focus was on incorporating the jurisdiction identified in the Lands and Estates Sectoral Agreement (LESA) Agreement in Principle and the outcomes of the 2007 Lands survey. It will involve the participation of a Lands Task Group as well as a legal advisor.

The draft Akwesasronon Onkwenwhentsia Shon:a will then be presented to the community in the near future.

The development of the AOS is overseen by a Land Code Task Force (LCTF) which is a blended community and organizational based committee. The committee meets on a weekly basis and is also involved in providing input to the Lands Negotiations. Nation Building Program staff offer administrative as well as coordinating support to Task Force.

The Land Code Task Group also utilizes other MCA departmental staff when developing sections of the code that relate directly to their respective program areas. This is done through the invitation of the MCA departmental staff to attend working sessions to provide insight and information into the drafting of the code.

Over the past few years, a draft Land Code known as the Akwesasronon Onkwenwhentsia Shon:a (The People of Akwesasne Lands) has been developed. Last year it was decided that further amendments to the draft would be curtailed until a further analysis of the draft Land Sectoral Agreement could be conducted and to determine the extent of Akwesasne's jurisdiction over Lands. With the progress of the negotiations, a general analysis can now be conducted on the draft AOS.

### Estates Facilitator

The Memorandum of Understanding to establish a framework for estate administration was signed on January 31, 2012. The MOU sets out the intent for a new government to government working relationship to streamline estate administration in Akwesasne. One component of this agreement included hiring an Estates Facilitator. During this fiscal year, much information was developed and distributed in the community. Community presentations were also held and community input on the project was provided. The outstanding estates files can now be contacted for discussions on possible resolutions of the estates. Some have been outstanding for many years and will be the most difficult to resolve and logs of all contacts will be kept and maintained for future use.

### Education

Akwesasne has begun internal work towards a possible sectoral

agreement for education. This sectoral agreement must recognize Akwesasne jurisdiction and exempt Akwesasne from the proposed federal 'First Nations Education Act'.

### Communications

The Nation Building Program continued the communications strategy in the 2013-2014 fiscal year. Staff focused on maintaining the internal operations and provided the community with some background educational information. This was largely done through working closely with the Entewatatha:wi Advisory Committee (EAC), which serves as a sounding board for the program staff as a test for communication initiatives. After completing an analysis of the types of questions and comments that the program received during the 2012/2013 fiscal year, a very strong indicator from many of the respondents was to focus on the historical background/evolution of the Entewatatha:wi Program. This resulted in the development of a radio series titled "She:kon Akwesasne" to present the rationale behind the Entewatatha:wi program in working towards a new modern relationship with the Federal Government. The Entewatatha:wi Advisory Committee assisted in the recording and translation of the scripts into the Kanienkeha/Mohawk language while the Program staff developed the actual wording of the scripts utilizing community input. Between June 2013 and March 2014, six (6) scripts were successfully completed and aired on Akwesasne's local radio station CKON. Each of the scripts were aired both in English and Mohawk for approximately a 2 month period and received a great deal of positive feedback from the community. This has been a successful communication initiative, and should continue to be a multi-year project as we move towards a final agreement.

Updates on the November AIP signings and the progress of the negotiations were also provided to the community at large through the MCA "Onkweta:ke" publication and the local newspaper "Indian Time".

Internal discussions were held on the education of the community on Akwesasne's current strategies regarding the resumption of the local exercise of jurisdiction and more information on the relationship with Canada and the Indian Act. All media approaches used included use of MCA's web site, printed material and taped recordings to be aired on the community radio station CKON. The youth age group was the focus this year with in-school presentations, information dissemination at youth gatherings and taped recordings aired on the community radio station. This age group that will be most affected by the jurisdictional initiatives if successful. The Entewatatha:wi Program staff were invited to make a presentation at the "Nation-to-Nation Bike Tour" gathering in July 2013. This gathering featured a an international bike group including youth members of Akwesasne and focused on the establishment of nation-to-nation relationships between youth of all countries. Entewatatha:wi program staff were able to provide





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## ENTEWATATHA:WI

information on Self Government initiatives and activities and the history of the progress as it relates to Akwesasne.

Possible communications strategies were discussed in the Land Code Task Force meetings to consult and communicate with community on the development and implementation of a land commission.

### Community Outreach

#### Entewatathá:wi Advisory Committee

The Entewatathá:wi Advisory Committee was re-established this fiscal year to assist the Nation Building Program in informing the community on the process. They will be a sounding board on the type and extent of information being distributed in the community.

#### Workshop Series

This series brought local scholars and others in every two weeks to discuss important issues within Akwesasne. This series included information on:

- History of Akwesasne
- The Indian Act
- On November 6 and 7, 2013, two Entewatathá:wi staff members attended the Native Nations Institute Executive Education Seminar: Emerging Leaders in Arizona.
- Lands & Estates
- What is Nation Building? With the Nation Building Staff
- An Akwesasne Governance Code
- Progress has continued to advance in the Code development process.

### Goals and Objectives

#### Capacity Projects 2014-2015

These seven undertakings were proposed in the 2014-2015 proposal and are identified in AANDC's Gathering Strength Terms and Conditions. They include:

- Akwesasne Governance Code, Development
- Akwesasnonon Onkwenwhentsia Shon:a or Land Code Development ,
- MCA Estates facilitator MOU (Project)
- Community Governance Law Developments,
- Meetings with Ahkwesahsne Mohawk Board of Education (AMBE) on an Education sectoral agreement,
- Continued implementation of communications.
- Entewatathá:wi also engaged with MCA Environment (Tehotiiennawakon) to develop a Drinking Water Regulatory Framework as a 2 year project beginning in 2014/2015.

#### 1) Akwesasne Governance Code Development Committee (AGCC)

The Akwesasne Governance Code (AGCC) is a multi-year

project. The foundation to prepare for the drafting of an Akwesasne Governance Code began in 2009/10.

Phases 1 and 2 have been completed. Phase 2 implemented a community survey which has been completed and the results have been analyzed for interpretation into an Akwesasne Governance Code.

Phase 3 has involved the drafting of a proposed Akwesasne Governance Code with the working task group and review of MCA's governance legislation. During this fiscal year the working task group will continue to draft the proposed AGC with completion expected in 2015/16. Areas of development will include:

- Financial Management Law
- Begin revisions to the Akwesasne Election Law
- Development of a Referendum Law from current Regulations
- Law Enactment Procedures Law from current Regulations
- Discussion on the nature and form of the Final Agreement or 2 Agreements (separate Sectoral Agreement)

There were 13 meetings of the Akwesasne Governance Code Committee in fiscal year 2014/2015.

Akwesasronon Onkwenwhentsia Shon:a (Land Code Task Force LCTF)

It was anticipated that the draft Akwesasronon Onkwenwhentsia Shon:a (Land Code) would be finalized and be ready for a legal review during this fiscal year. However there were delays as a result of staff changes within Entewatathá:wi and this Land Code Task Force (LCTF) made significant changes to the Land Code as a result of community concerns regarding interest in lands. The LCTF had to revisit sections in the land code and undertake additional research and redraft these sections. This had to be undertaken to clarify these sections that will be easier understood by Community members.

The contentious issues debated by the LCTF were the need for a Akwesasne Lands Commission and the a required Lands Appeal Tribunal that is supported by Mohawk Court of Akwesasne. The option for the implementation of a Land Commission will be available to Akwesasronon however the establishment of a commission will continue to be optional.

After much research and discussion by LCTF it was decided that should there be a need or demand from the community for a commission, one would be established. This framework will then be imbedded within the draft for legal review.



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This legal review will be undertaken in fiscal year 2015/2016.

There were 13 LCTF meetings during fiscal year 2014/2015.

### 2) Estates Facilitator

The Memorandum of Understanding to establish a framework for estate administration was signed on January 31, 2012. The MOU sets out the intent for a new government to government working relationship to streamline estate administration in Akwesasne.

One component of this agreement included hiring an Estates Facilitator. During the last fiscal year, much information was developed and distributed in the community. Community presentations were also held and community input on the project was provided. Families with outstanding estates files can now be contacted for discussions on possible resolutions of the estates.

Some have been outstanding for many years and will be the most difficult to resolve. Logs of all contacts will be kept and maintained for future use.

During Fiscal Year 2014/2015, the Office of Vital Statistics started with a total of 72 Estates and 23 were closed with 46 remain open.

### 3) Community Governance Laws

Simultaneously, in preparation for the recognition of aspects of Akwesasne's jurisdiction, Akwesasne Governance Laws continue to be reviewed, refined and/or developed in this fiscal year:

- Akwesasne Tekia'torehtha:ke Kaianerenhsera (Mohawk Court Law)
- Akwesasne Law Registry system - continued implementation
- Potable Water, Wastewater and Protection of Source Water Community Law – should funding become available.
- Akwesasne Traffic Law – to hold a vote
- Amended Akwesasne Election Law
- Akwesasne Conservation Law

### 4) Mohawk Court Law

Akwesasne Mohawk Court law has completed the community consultations with phase of the Akwesasne Law Enactment procedure Regulation and this regulation will be taken to Mohawk Council for Approval.

The Mohawk Court law will form a strong foundation for the Sectoral Agreement to be negotiated given that it was developed with significant community, legal and Mohawk traditional input. There is a commitment by MCA to begin negotiations of the Mohawk Court with the Provinces of Ontario and

Quebec. A meeting was held with Ontario on January 29, 2015 whereby Ontario Minister Zimmer committed to participate in these negotiations. A similar meeting will be scheduled with Quebec in the new fiscal year.

Akwesasne Law Registry System I attach a presentation by Akwesasne Justice Department at negotiation session September 8th and 9th, 2014 that describes the process and focused the discussion by negotiators as to the readiness of Akwesasne to proceed with their Mohawk Court with the provinces.

Potable Water and Waste Water Protection - A proposal has been submitted to AANDC for the Potable Water, Wastewater and Protection of Source Water Community Law and MCA and was accepted as phase I was approved for fiscal year 2014/2015 and phase 2 will be for fiscal year 2015/2016. During this fiscal year meetings and exploratory discussions has been initiated with Ontario and Quebec officials with respect to their areas of jurisdiction that overlap with Akwesasne.

Akwesasne Traffic Law: Currently there is a great deal of confusion as a result of the Indian Reserve traffic regulation that applies. The Akwesasne Traffic Law addresses these issues. The current Indian Act powers under section 81 which no longer require Ministerial approval for by-law in relation to traffic, provide a good transition mechanism. The Akwesasne Traffic law will undergo a legal review in the next fiscal year, 2015/2016.

Amended Akwesasne Election Law: As a general Election will take place in June 2015, much work has been conducted to the principles and application of the Corbiere Decision and section 15.1 and 25 of Canada's Charter. Subject matters of the Akwesasne Election Law will form the primary basis for that chapter in the Akwesasne Governance Code.

Akwesasne Conservation Law: - Akwesasne has its own Conservation law since 1989, however the Process and Schedule Agreement provides for Sectoral Agreements on subject areas at such time as Akwesasne chooses and one of these subject area is Jurisdiction of its territory with respect to conservation and the broader aspect of the environment.

Discussion continues with Canada's negotiators on the whole aspect of how Akwesasne will protect its lands, waters and air on outside influences and managing its territory which goes beyond Canada's regulations on the Environment. Discussion will be scheduled with Environmental Officials as well as Fisheries Department of Transportation and others in order to solidify our environmental/conservation regulations and laws.



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### 5) Education

Akwesasne has begun internal work towards a possible sectoral agreement for education. This sectoral agreement must recognize Akwesasne jurisdiction and exempt Akwesasne from the proposed federal First Nations Education Act. Entewatatha:wi staff with MCA Justice and Legal Advisor met with the Ahkwesahsne

Mohawk Board of Education (AMBE) twice during this fiscal year. MCA Justice presented a proposed outline for an Akwesasne Education law and Legal Advisor presented various clauses in other Self – Government Agreements already signed by respective First Nations and Canada. Entewatatha:wi Coordinator made a special presentation to AANDC negotiators on the Education program of AMBE at their request.

### 6) Communications

Entewatatha:wi Advisory Committee (EAC):

The Entewatatha:wi Advisory Committee has evolved from being learners and Mohawk translators to become the communicators by gaining confidence and working with each other in making presentations and supporting Entewatatha:wi Staff. They continue to guide and comment on communication plans for the public and developed materials for their use.

This past fiscal year they attended a few AGCC, LCTF and Negotiations sessions to become familiar with the development of draft agreements and to witness the processes. They also provided suggestions for the settlement of outstanding matters; Working with the staff of the Akwesasne Rights and Research Office (ARRO) the EAC members were given a rich historical perspective of our history and formation of governance. Iohahi:io students (Business Class) presented their power point presentations to EAC and MCA for their review and input.

#### **There were 11 EAC meetings during fiscal year 2014/2015.**

The Entewatatha:wi Program will continue to provide the community with some background educational information and also to enlist other partners within the Territory of Akwesasne. Entewatatha:wi during this fiscal year has partnered with the following:

- Akwesasne Economic Development Agency (AEDA) - Mohawk Language Translation and services;
- Iohahi:io (Adult Education) - , recruited Business Class to Market Entewatatha:wi to youth groups, Elders and Mohawk Council;
- Native North American Travelling College (NNATC) – engage their media professionals to interview members of the Entewatatha:wi working tables;
- Akwesasne Rights and Research Office (ARRO) For the Elders especially those Elders who are members of Entewatatha:wi Advisory Committee (EAC) ARRO provided a number of historical presentations for their educational

process;

- MCA Multi-Jurisdictional Table – Entewatatha:wi staff were included in meetings with Provincial Officials (Ontario and Quebec);
- MCA Communications – Entewatatha:wi was featured prominently in their “Culturally Profile” publication that was marketed globally as a true reflection of the Community of Akwesasne and its accomplishments. The other publication was titled became featured . Education and information in the Mohawk language will be the focus for the community on both AIP’s. All media approaches proposed to be used include continued use of MCA’s web site, printed material and taped recordings to be aired on the community radio station CKON. The Elders and general population will be approached to participate in information sessions that seek their input on the final agreements and other Entewatatha:wi projects. The youth age group will continue to be the focus this year with age appropriate activities, video production, workshops and attendance at a summer week long camp along with in school presentations, information dissemination at youth gatherings and taped recordings aired on the community radio station. For the younger population the Entewatatha:wi Program will partner with AMBE to develop age appropriate activities that highlight what Entewatatha:wi means in Akwesasne. The youth of Akwesasne will be most affected by the jurisdictional initiatives developed today.

### 7) Water/Wastewater –

Development of a Drinking Water Regulatory Framework

It was a challenge to work with the development of the Drinking Water Regulatory Framework as funding from Aboriginal Affairs and Northern Development Canada was not secured until December 2014. It limited work effort for the fiscal year to staying abreast of First Nation water issues at a national and provincial level and researching First Nation involvement in Drinking Water, Source Water Protection and Wastewater Regulations. It also allowed for firming up the team for the project. It decided to not hire a Water Quality Specialist because of the lateness in receiving funding for the project and limited availability of a First Nation Water Quality Specialist that would be hired for what would amount to one-year term contract. It had been decided to use current staff and the consultant to perform the work that is required in support of this project. The GIS Technician was hired for this project and presented a challenge as well. Fortunately, one candidate responded to the posting and successfully completed the interview process and was selected for the position.



# EXECUTIVE SERVICES

## IOHAHIO

### Mission

To provide adults with ongoing, quality learning opportunities that promote relevant individual and community development. The program works with an Adult Education Committee whose members consist of advisers who represent local service agencies and employers.

### Background

Iohahi:io Akwesasne Adult Education Program was established in 1989 to deliver community-based, accredited educational programming to Akwesasne. Iohahi:io's educational programming is directed at adult learners, whether young adults or mature learners, and is delivered through partnerships with publicly funded educational authorities, colleges and universities.

The name "Iohahi:io" means "A good path" and is meant to illustrate that a learner's educational journey through life leads to greater awareness, knowledge, skills, and opportunities.

Located in Tsi:Snaihne near Iakhihsotha, the Tsi:Snaihne School and the Tsi:Snaihne Child Care Centre, Iohahi:io has grown and developed from delivering a single part-time course to delivering multiple full-time programs. Iohahi:io employs five full-time permanent staff and also employs approximately 35 part-time instructors to deliver its programs/courses.

### Funding and Sustainability

Iohahi:io's activities are funded through annual federal and provincial government postsecondary and training funding programs for Aboriginal students, the T.R. Leger School of Adult, Alternative and Continuing Education, the Mohawk Council of Akwesasne, the Akwesasne Area Management Board, and through revenue (e.g. tuition, operating grants) sharing arrangements with post-secondary partners.

### Community Representation and Outreach

The Iohahi:io Akwesasne Adult Education Program is advised by the Akwesasne Adult Education Committee consisting of representatives from community service agencies, businesses, employers and other stakeholders. The Committee meets quarterly and assists Iohahi:io staff to identify current and emerging labour market demands and trends within Akwesasne and surrounding communities in order to select training to meet these demands.

### Goals and Objectives

The overall goal of Iohahi:io is to provide learning and training opportunities which allow participants a chance to increase their abilities, acquire new skills and further enhance their potential to obtain employment in Akwesasne and the surrounding area. The driving objective of Iohahi:io charges staff and committee members with identifying the training and educational needs and interests of adults in the Akwesasne

community, better servicing the basic literacy, numeracy and upgrading needs of the community, identifying, negotiating and securing funding to deliver training and education programs/courses to address these needs, developing and/or delivering (through partnerships or on our own) the programs/courses identified, providing support to staff and instructors and pursuing accreditation for programs as an institution capable of delivering degrees, diplomas and certificates. As such, we are tasked with figuring out what the courses should be, finding the monies and teachers to put on the courses, getting partner schools/institutions to work with us and putting the courses/programs on.

### Staff

- Vincenette Cook, Program Manager
- Margaret LaFrance, Assistant Program Manager
- Donna Jocko, Secretary
- Sheila LaFrance, College Program Coordinator
- Jackie Mitchell, Literacy Coordinator
- Cathy Salmon, Teacher
- Alison Henderson, Teacher Assistant
- Jeannine Lazore, Teacher Assistant
- Bob Firth, Computer Support Technician
- Sharon Phillips, Cook
- Shannon Hall, Student Success Facilitator
- Carlee Oakes, Office Assistant
- Kuyra Chaussi, Office Assistant
- Phillip Mitchell, Maintenance

In addition to the above list of Iohahi:io personnel, we also employed approximately 35 instructors to deliver the programs/courses and 3 summer students.

In order to further the educational and training opportunities of the people of Akwesasne, Iohahi:io staff serve on a variety of boards and organizations. These included the Aboriginal Education Councils of St. Lawrence College and the University of Ottawa, the Aboriginal Institutes Consortium and the Akwesasne Area Management Board.

Iohahi:io also strives to support training delivery within the community by accommodating requests for classroom and other space rentals from various programs and organizations who may require space to deliver workshops and other training.

### 2013-2014 Highlights and Accomplishments

In fulfillment of some of the above objectives, during the period of April 2013 through March 2014, Iohahi:io delivered courses to over 200 community members, in the following programs:

#### Number of Students

- |  |    |
|--|----|
| • Vocational Preparation Program (High-school Upgrading) | 29 |
| • Vocational Preparation - Home-study                    | 4  |





# EXECUTIVE SERVICES

## IOHAHI:IO

|   |    |  |
|---|----|--|
| • Challenges and Opportunities Program (Literacy)       | 28 | In continuing to address our mission and goals of providing    |
| • Pre-Employment Training/Building Caretaker (12 weeks) | 16 | adults with quality learning opportunities by promoting        |
| • Social Service Worker Program (2 year)                | 28 | relevant individual and community development and further      |
| • Business Program (2 year)                             | 23 | enhancing their potential to obtain employment in Akwesasne    |
| • Personal Support Worker Program (1 year)              | 23 | and the surrounding area, Iohahi:io piloted 2 pre-employment   |
| • Arts and Science – Pre-Technology Program (1 year)    | 14 | training programs: Hospitality/Food Service Worker and Skilled |
| • Community and Justice Services Program (2 year)       | 17 | Trades/Maintenance Helper with existing students in the spring |
| • Office Administration – Medical/Legal (2 year)        | 22 | of 2013. Within these training programs, students were able to |

The courses that we deliver to community members are those that have been determined by the Adult Education Committee, identified as a high labor market demand within Akwesasne and surrounding communities, and through requests from community members to provide both immediate and long-term benefits to the community. Whether the programs are delivered to prepare individuals to work in a specific field or to enhance their general quality of life, all of the courses are delivered with the entire community in mind. As outlined above, many of the programs that we have delivered are geared to a particular job or type of work required in the community. Our programs are generally delivered in partnership with a mainstream college or school authority to provide students with the portability and transferability of their credits to other institutions recognized entities. The college programs listed above were delivered in partnership with St. Lawrence College.

One program that was specifically designed to assist individuals with removing barriers to employment and continuing education, is the Vocational Preparation Program. This program was implemented shortly after the Adult Education Program began. After identifying many of the courses that would meet the developmental needs of our community, we realized that many potential participants interested in those programs would need to upgrade their academic skills to be able to function and succeed in the program of their choice or even to qualify for many entry level jobs. From the identification of that need came the Vocational Preparation Program, sometimes referred to as the Upgrading Program. This program allows students to upgrade their current level of academic skills and earn credits toward their high school diploma. This program is delivered in partnership with the T. R. Leger School.

Soon after we started advertising this program to the community, we realized that there was still another need to fill. That need was to help the adult who had pre-high school academic skills and wanted to bring those skills up to the high school level so that they could continue their education, participate in a training program, or seek out employment. At that time we introduced the Literacy Program now re-named the Challenges and Opportunities Program. The Challenges and Opportunities Program has a lower instructor to student ratio than any other course so that the student can have the time and attention required to progress at this level.

In the spring of 2014 Iohahi:io accepted 18 participants into the Building Caretaker/Groundskeeper pre-employment training program. These students were able to obtain certificates for First Aid/CPR Level C, ASP 30 and WHIMIS and participated in two weeks of job placement while taking this training. Upon completion, many participants have found employment on a casual basis or have chosen to continue on for further training.

In May 2013, Closing Ceremonies and Recognition Dinners were held at Iohahi:io to celebrate the 25 graduates from the Personal Support Worker and Pre-Technology Programs, including family members who supported them through the successful completion of their journey. A number of graduates began working after completion of their program, while others applied to continue on with their education.

June 2013 brought the close of the school year, during which a Recognition Luncheon was held for Vocational Preparation participants where students were acknowledged for their hard work and achievements throughout the school year and a number of awards were given out to select students. A Closing Ceremony and Dinner was also held for 11 graduates whose families were also invited to come and celebrate their achievements. A number of graduates found employment on graduation, while others applied to continue on to post-secondary.

### 2014-2015 Highlights and Accomplishments

Iohahi:io delivered educational programs and training to approximately 215 community members during 2014-2015, in Academic Upgrading, Secondary, Postsecondary, and Training Programs:

#### Academic Upgrading

Iohahi:io partners with the Ontario Ministry of Training, Colleges and Universities to deliver the Literacy and Basic Skills Program (LBS) to students requiring academic upgrading in preparation for secondary school programming.

Students looking to upgrade their knowledge and skills and prepare for secondary school programming attend Iohahi:io full-time to learn both in a formal classroom environment, and





# EXECUTIVE SERVICES

## IOHAHIO

independently - at their level and pace. Students work with staff to identify individual learner goals, establish learning plans and achieve learning outcomes and milestones. In addition to classroom instruction and teaching, students are provided with academic tutoring, as well as other resources including computer, printer, and internet access.

During the year, 66 learners were enrolled in the Literacy and Basic Skills program. 45 of them were new learners and 21 were carried over from the previous year. 12 learners had a goal path of employment, 2 continued on to the Secondary School Program and 6 students will be continuing in the program in the fall. A number of students exited the program for employment.

### Secondary

Iohahi:io partners with the T.R. Leger School of Adult, Alternative and Continuing Education to deliver secondary school programming. Students looking to earn their Ontario Secondary School Diploma or certain credits required for college or university admission attend Iohahi:io full-time to learn independently - at their level and pace. Students are provided with academic tutoring, as well as other resources including computer, printer, and internet access. An independent home study component is also available to those individuals who qualify.

During the year, 25 students were enrolled in Secondary School courses, 13 students earned their OSSD, and 10 students are continuing in the program.

### Postsecondary

Iohahi:io partnered with St. Lawrence College to deliver various diploma and certificate programs during the year as summarized in the following table. The delivery of postsecondary programs is funded by Aboriginal and Northern Development Canada and the Ontario Ministry of Training, Colleges and Universities, and through revenue sharing arrangements with postsecondary partner institutions.

### Other Training

During the 2014-15 academic year, Iohahi:io partnered with the Akwesasne Area Management Board to deliver Workplace Readiness Training which targeted the Office Clerical Worker field. Throughout the course of this training, students gained the skills necessary to participate in the workforce as entry level Office Clerical Workers. Students also had the opportunity to apply their classroom knowledge in real-world settings by participating in field placements with local employers.

12 students participated in the program and 9 completed. During the follow up process, 6 students indicated that they have received employment in the field.

In addition, a number of corporate training sessions were delivered to several groups of Mohawk Council of Akwesasne employees in order to continue strengthening the organization's human resources and overall capacity.

### Acknowledgements

Iohahi:io would like to recognize, acknowledge and thank its many committed funders and partners that work with and support Iohahi:io's dedicated staff to provide quality adult educational programming to the Akwesasne community.

### Future Goals

Iohahi:io intends to continue to successfully address its mission and achieve its goals by providing adults with ongoing, quality learning opportunities that promote relevant individual and community development. Moving forward, strong consideration will be given to programs and courses that support the economic growth and development plans of the Akwesasne community. By addressing emerging labour market opportunities and threats, Iohahi:io will continue to establish and foster successful partnerships with other programs and agencies in order to maximize effectiveness in identifying and addressing student and community needs by developing and delivering relevant training which will contribute to the human resource and economic development and success of the Akwesasne community for current and future generations.



# CORE SERVICES

## HUMAN RESOURCES

### Vision Statement

Achieving excellence through the empowerment of our management team and employees

### Mission Statement

To provide the guidance and advice to all Mohawk Council of Akwesasne's management and staff, to ensure the consistent application of policy and procedure

### Principles / Values

- Work Life Balance
- Employee Well Being
- Fairness and Equitability
- Harassment / Bullying Free Environment

### Staff 2013-2014/2014-2015

- Lynn Roundpoint-Chaussi, HR Manager
- Deborah Porter, HR Generalist, Benefits Administrator
- Leah Tarbell, HR Generalist, Compensation Specialist
- Christie Cook, HR Generalist, Labor Relations
- Jason Hiscock, Policy Writer
- Tim Thompson, Staffing Officer
- Jason Lazore, Staffing Officer
- Steve Lazore, Employee Advocate/Admin Investigator
- Darlene Francis, Program Support Officer
- Liz Jacobs, HRIS Administrator
- Jackie Thomas, HRIS Administrator

Responsibilities of HR are inclusive of but not limited to the following: recruitment and selection, compensation strategy and benefits, labor relations, policy development, to provide training and development to management on the many policies, procedures and HR processes, to work jointly with payroll to ensure pay and benefits are applied across the organization consistently, and to be knowledgeable of and advise management and employees on the legislative requirements as well as the internal policies and procedures that are applicable.

### Strategic Goals 2013-2014

- Policy development and policy repository for all MCA policies.
- Training and Development.
- Review and amendment of the GPP & MEA.
- Improved performance management initiative.
- Employee Climate Survey
- Staffing Administrative Directives Manual

### Strategic Goals 2014-2015

In addition to the strategic goals that were identified in 2013-2014, the Strategic Goals for 2014-2015 also included:

- To complete 24-hour continuous operations addendum.
- To Complete the Salary Administration Policy-Ch. 9; Performance Management/PREA Process.

### Accomplishments

The following is a generalized list of accomplishments during the fiscal year 2013-2014:

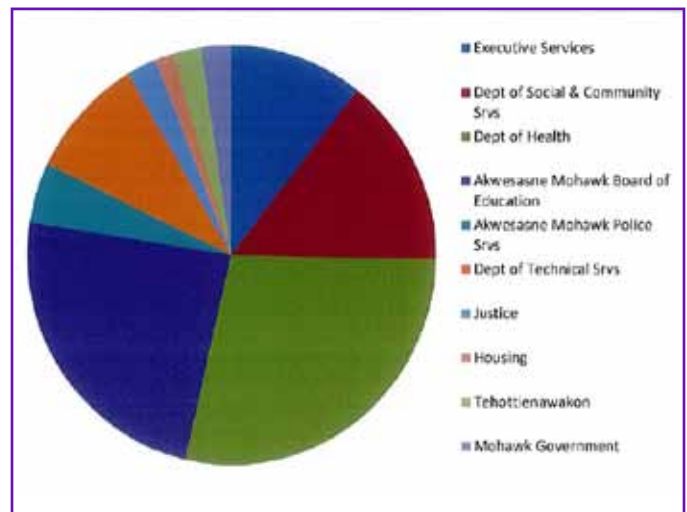
- Implementation of the Respect in the Workplace Policy and Procedures Manual,
- Implementation of the 360 degree performance evaluation,
- Employee Climate Survey completed.

The following is a generalized list of accomplishments during the fiscal year 2014-2015:

- Implementation of the Respect in the Workplace Policy and Procedures Manual.
- Continuation of working with Staff Relations Committee on the amendments for the General Personnel Policy
- Implementation of new Salary Administration Policy.

### Employee Population

The following pie chart illustrates the total MCA employee population by department. The percentages per department are inclusive of all permanent and term offers that were issued during the fiscal year 2014-2015.



### Pay and Benefits

The MCA continues to offer a total reward compensation package to its 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, the MCA offers the Akwesasne Pension Plan; 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 matched.

### Group Health Care

The MCA also provides group health insurance to its employees. Group Health Insurance provides additional



# CORE SERVICES

## HUMAN RESOURCES

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, as well as Travel Insurance and Trip Cancellation Insurance.

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

### Compensation and Salary Grids

The MCA has several salary grids that address specific fields of discipline. These grids include: MCA grid, Nurses grid, AMBE Instructional Staff salary grid, bus drivers run rate grid, water wastewater operators grid, and a student grid and salary grids that form part of a collective agreement (such as the Akwesasne Police Association salary grid for constables), a salary grid for dispatchers and a student salary grid. The 2013-2014 fiscal year was spent on tidying up the grids and ensuring all positions have been properly and currently evaluated.

### Job Postings Information

During these fiscal years there have been a variety of job postings open to the community and surrounding areas. Additionally, some 'Critical Skills Shortage' positions are posted via internet.

### The following list identifies the different types of employment grades MCA offers:

|                       |                     |
|-----------------------|---------------------|
| Full time permanent   | Part-Time permanent |
| 1 year term           | 3 year term         |
| Seasonal Workers      | Summer Students     |
| Short-term Hires      | Co-op Placements    |
| Independent Contracts | Community Service   |

### 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, including:

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

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

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

### Policy Development

HR continues to review existing and current policies as they are applicable to HR. Where and when policies are required or require policy amendment, and where there is external legislation that impacts MCA, HR works with a team to address these issues. This fiscal year was largely spent on the creation and implementation of two of MCA's larger policies: The Salary/Compensation Policy and the Respect in the Workplace Policy.

### Other policy development projects include:

- Respect in the Workplace Procedures Manual – Volume II
- General Personnel Policy revisions;
- DTS ON-Call Policy,
- Management Core Competency Catalogue Toolkit;
- Project Respect- Video Project on MCA Guiding Principles
- 24-hour Continuous Operations Programs/Services; and
- Benefits Binder inclusive of guidelines and responsibilities.

### Other HR Related Activities

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

### Contact Information

If you have any question please do not hesitate to call the HR office at (613) 575-2250 and speak with the HR Manager, Lynn Roundpoint-Chaussi. She may also be reached via e-mail at [lynn.roundpoint@akwesasne.ca](mailto:lynn.roundpoint@akwesasne.ca)



# CORE SERVICES

## INFORMATIONAL SUPPORT

### Vision Statement

Through innovation, Information Services will guide MCA programs into future technologies.

### Mission Statement

Advancement through change.

### 2013-2014 Staff List

- Rhonda Adams, Acting/Manager, IT
- Iris Caldwell, Supervisor, IS
- Sharon Peters, Supervisor, IM
- Adam Benedict, Supervisor, IT
- Jay Square, Computer Technician
- Harold Cole, Computer Technician
- Tasha Francis, Computer Technician
- Andrew Francis, Computer Technician
- Ellie King, Records Technician
- Karen Jocko, Software Analyst
- Ryan Seymour, Software Developer
- Nathan Seymour, Software Developer
- John Adams, GIS Technician
- Holly Pyke, Program Support Officer

### 2014-2015 Staff List

- Iris Caldwell, A/Program Manager
- Sharon Peters, Supervisor, IM
- Adam Benedict, Supervisor, IT
- Jay Square, Computer Technician
- Harold Cole, Computer Technician
- Dan Thompson, Computer Technician
- Tasha Francis, Computer Technician
- Andrew Francis, Computer Technician
- Ellie King, Records Technician
- Karen Jocko, Software Analyst
- Ryan Seymour, Software Developer
- Nathan Seymour, Software Developer
- John Adams, GIS Technician
- Holly Pyke, Program Support Officer

### Description of Services

Information Services takes pride in providing all Information related services to the Mohawk Council of Akwesasne. Currently we are providing the following services:

#### Information Services ~ Administration

Information Services Manager is responsible for the operations within Information Services, this includes the following:

- Supervision of Information Services Staff
- IT budgeting
- IT Planning
- Reporting Requirements
- Purchasing
- Maintenance of Internal Supplies

- IT policy Development

#### Technical Support

Technicians are responsible for providing the Technical Support Services or "Help Desk" services to all MCA Departments and Programs. These Services include:

- Maintain and support computer hardware and software
- Coordinate the purchasing and installation of all computer hardware and software.
- Develop, maintain and expand the network infrastructure within MCA.
- Provide internet/e-mail access to all MCA staff.
- Maintain an inventory and work-order database

#### Information Systems Support

The Software Developers are responsible for providing Systems Support services to all MCA Departments and Programs. These services include:

- All in-house software development projects
- Enhancements, support and maintenance of pre-existing database systems.
- Development of Mohawk Council of Akwesasne's web page and intranet site.
- Web sites for Departments or Program
- Evaluation of potential Software solutions

#### Information Management

The staff at Information Management is responsible for the proper classification of all documents created within the organization. This includes maintaining the Records Classification Manual, all retention codes, and training on the manual. They are also responsible for the archival process and the preservation of historical documents of the organization.

### Scope of Operations

Information Services oversees the maintenance, repair, upgrade etc... of more than 800 devices, 700 computers, 25 local area networks (and servers) , and one wide area network. Information Services also oversees the development/maintenance of software systems within the organization, and the classification and archival of documents.

### 2014-2015 support statistics

Please see image on pg 38 for Support Statistics

### 2013-2014/2014-2015 Projects

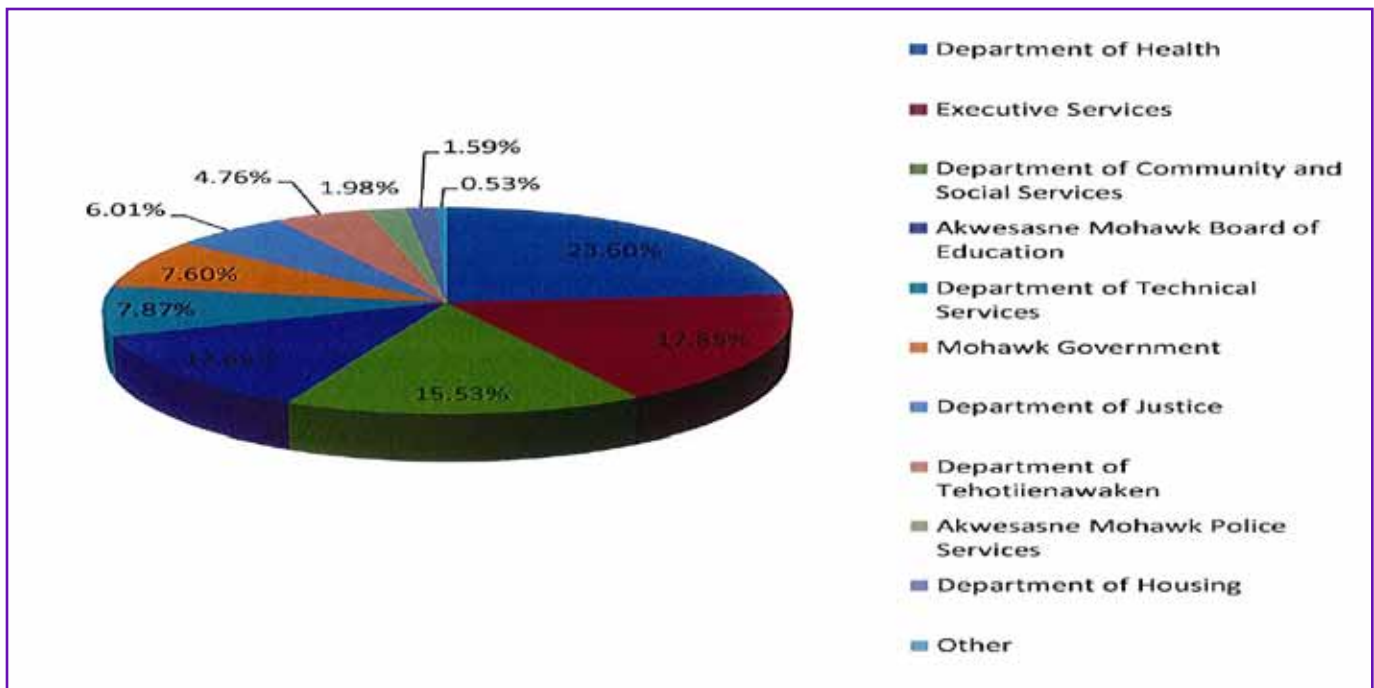
#### Bulk Purchase

Information Services has coordinated the yearly bulk purchase of all of the computer systems and computer related equipment for the Mohawk Council of Akwesasne. This project usually included the purchase of close to 100 systems this 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



# CORE SERVICES

## INFORMATIONAL SUPPORT



set by Information Services.

### Employee Computer Purchase

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

### School Preparation

During the summer months, Information Services is responsible for ensuring that the district schools are prepared and ready for the upcoming school year. This includes verifying the operation of 125 to 150 computer systems. Upgrade switches for faster imaging.

### WAN Infrastructure Firewall Replacements

- Replace all firewalls throughout Mohawk Council with Fortinet firewalls.
- Program all firewalls. This includes three large firewalls and six smaller remote location firewalls. Consolidated firewall features like web filtering and spam filtering and firewall processes. We lost ability to generate custom reports. We are going to put Barracuda web filter back in place.

### Changed Internet Providers

Went from Rogers Wireless to Bell Fiber, this required changes in policies, reconfiguration.

### Updating Virus Software

When our Kaspersky subscription expired, we changed to FortiClient. This is more in line with our firewall (fortigate).

### SAN

Complete purchase process for additional SAN Installation and creation of space allocations on SAN for Servers

### Virtualization of Servers

This is a process that allows multiple servers on one machine because it is all virtual.

### ACCA Server Replacement

- Complete purchase of new Server for the ACCA Administration location
- Ensure the installation of the Smart software with connections from the other two locations.
- Move all users to new server with their data.
- Installation and creation of space allocations on SAN for Servers

### Update AMBE Email/software

- Complete presentations to AMBE to get a buy into Google for education.
- Obtain agreement to have a prepared plan for new (2013/2014) school year. This will free space and licenses for MCA email server.

### Evaluation Email System

Information Services started researching for a new email





# CORE SERVICES

## INFORMATIONAL SUPPORT

system. The current system is close to five years old. AMBE mail system was moved to Google Docs and Gmail with no glitches.

### Helpdesk Upgrade

Completed search for helpdesk software. Purchased ManageEngine Software, which tracks PCs and workorders etc.

### Policy Medical Software

This is software that lets you create policies, with versioning and sharing capabilities. Implemented for the Department of Health.

### Incidents/Workorder Software

This is software that lets you record incidents that occurred or create work orders. Instances of this software was given to Housing and AMPS.

### Consolidate SQL

This project will consist of converting existing Access database systems to make them online within MCA, using SQL. There are around 30 such databases that would need converting throughout MCA.

### Accpac Upgrade

This project is upgrading Accpac software from 5.6 to 6.0. The project is presently on hold until purchase of new server for Finance.

### EcDev Databases

This is a database system to track data for businesses and Cig Quotas.

### Justice Databases

This project is comprised of multiple databases to streamline the processes at Justice. These databases include Law Registry, Boat/ATV registry and Dog Registry.

### HR Databases

- This is a training database to track all training completed by an employee.
- Contains all training required.

### DTS Software

In 2013-2014/2014-2015, Assisted DTS with the implementation of their new AssetNav software to replace MOCA.

In 2014-2015, we will have to get a server together as Associates Engineering will no longer be hosting the database.

### Mobile Devices

Obtain a Mobile Device Management software to manage all smartphones and potential tablets within the organization.

### Phone Network Design

Change Phone Network design at Cornwall Island West End Cluster, this includes region settings and IP design.

### Phone Costs

This process reduced phone lines by changing the fax lines to be pushed through the T1 and utilizing DIDs.

### Phone Upgrades

- Complete the installation of IP phones within Angus Mitchell, Admin #2, #3 and #1.
- Install new gateway. Purchase and install the ip320 Media resource card

### Phone Service Agreement

Obtained a new three-year Service Agreement for the Entire Phone System.

### Land Claims

Working with the lawyers on the land claims.

### Meeting Minute Project

This project includes the gathering, organizing and binding of council of all past council meeting minutes. The project team is continually working on meeting minutes from the 1970s.

**Relocation of Administrative II Staff** This project includes the gathering, organizing and binding of council of all past council meeting minutes. The project team is continually working on meeting minutes from the 1970s.

### Helpdesk upgrade

In 2014-2015, project includes the gathering, organizing and binding of council of all past council meeting minutes. The project team is continually working on meeting minutes from the 1970s.

### Policy Development

This project includes the gathering, organizing and binding of council of all past council meeting minutes. The project team is continually working on meeting minutes from the 1970s.



# CORE SERVICES

## OPERATIONAL SUPPORT

### Vision

We envision our program as being grounded in respect, honesty, self-responsibility, cooperation, sharing, and learning.

### Mission

To actively be of service to MCA's departments and programs in an encouraging, respectful, supportive, and empowering manner.

### Values

The Values that staff within OSP share help keep us together. We all work towards a work environment that: fosters a sense of belonging, strives for equality, embraces diversity, encourages safe work practices and supports personal growth.

### Program Staff 2013-2014/2014-2015

- Paula Jacobs, Manager
- Connie Lazore, Assistant Manager
- Mark Martin, Construction Safety Inspector
- Melissa Thompson, Mail Courier/Clerk
- Jamie Benedict, General Office Clerk
- Arnold Casey Jr, General Office Clerk (filled in on several occasions during the year)
- Kaylynn Adams, Clerk/Receptionist

In 2014-2015, several major achievements in staff development were made:

Connie Lazore obtained her Certified Ergonomic Specialist (CSE)

Mark Martin is now a certified Construction Health and Safety Officer (CHSO)

In addition, OSP occupied the upper level at the Kanatakon School during the 2014-2015 fiscal year.

### Projects 2013-2014/2014-2015

OSP continues to oversee two (2) budgets. One is for the Program and the other is for expenses that are for the entire organization. The OSP budget includes salary and benefits, travel, professional development, office rent, computer/phone expenses, vehicle/gas/insurance, printing, postage, fax and copying. This amount is \$479,347.00. The store budget will include items like common copier equipment leases (primarily in Administrative Facilities), health and safety training, postage, purchase of copy paper, insurance and program supplies. The amount for the Store Budget is: \$272,396.00 for 2014-2014 and \$259,455.00 for 2014-2015.

This year, OSP had students from Iohahi:io's Office Administration Program do their student placement with them. The students were Arnold Casey Jr, Paul Jackson and Jacklyn Hall. Lisa Davis worked with the OSP for the summer of 2013. It is reported, that all placements did well in the work assigned to

them, were punctual and pleasant.

The Operational Support Program provides assistance to personnel in Departments and Programs within the Mohawk Council of Akwesasne in a variety of ways.

### **These include but not limited to:**

#### **Major Equipment and Furniture**

There were several programs and departments that had purchased and/or leased equipment and office furniture for the 2013-2014 and 2014-2015 fiscal year.

Total number of leased equipment is approximately 30 dispersed throughout MCA.

OSP staff also liaises with program staff to troubleshoot items of concern; this is a first attempt to resolve issues that can be done in-house; second point is OSP staff will liaise with the vendor to either troubleshoot or initiate a service call.

In addition, in the 2014-2015 fiscal year, OSP continued to assist / coordinate with several programs on new furniture/equipment acquisition and the total for equipment Leasing: total number of leased equipment 39; annual expense for leasing \$51,334.

OSP staff are required to maintain an inventory of supplies for major equipment (order supplies and consumable products for equipment such as toner cartridges, waste toner containers and staples, etc for copiers); they also centrally store these items and distribute as required by other programs/departments in MCA.

OSP coordinates purchases and assist with interior design and layout of office furniture to ensure that ergonomically correct devices are incorporated into the design.

Coordinate the bulk purchase of copy paper for all the offices in MCA (excludes AMBE); this purchase is done by the GOC who routinely contacts the various facilities and initiate the purchase process with the vendor and confirms receipt and processes invoice for internal billing purposes.

#### **Mobile Telecommunication Devices**

OSP staff coordinate the services for the purchase, maintenance and repair requirements for mobile telecommunication devices (cell phones, blackberries and pagers).

They follow the procedures set out in an Administrative Directive for Mobile Telecommunication Devices that was developed by OSP staff.

There are approximately 210 mobile devices within MCA; of which 116 are smart phones (iPhone, Samsung and Blackberry)



# CORE SERVICES

## OPERATIONAL SUPPORT

and the rest would be voice only devices.

OSP personnel also compile reports that they generate from the monthly invoices; these reports are then distributed to the Executive Director and Department Directors.

OSP personnel also compile a report for the finance office to ensure that the various accounts are invoiced accordingly.

For the fiscal year 2013-2014, the annual expense for these devices were \$169,795.00 (roaming charge credits received \$84,777).

In 2014-2015, there were approximately 199 mobile devices within MCA; of which 102 are smart phones and the rest are voice/text devices.

Also in the 2014-2015 fiscal year, meetings were held with existing cellular provider (Rogers) to discuss issues of service level for voice and data in our territory; no improvement to date.

Operational support met with other vendors (Bell Mobility and Telus) with regard to availability of effective services from their companies; end result was no improvement from existing carrier (Rogers).

### MCA Today Newsletter

Publishing a monthly newsletter for the employees of MCA and to meet the direction from the Executive Director to reduce our carbon output, we reduced the volume we print and supply a copy to Information Services for inclusion into the MCA's Intranet site.

### Project Participation

Ongoing participation in Working Task Groups or Project Teams: Respect In The Workplace Policy; Comprehensive Complaints Procedure; Construction Safety Program; Finance Policy Review; Building Fire Safety Plans; Administrative Facility – Snye; Fleet Management Administrative Directive review; developing or updating Standard Operating Procedures for the Program.

### Mail Services

- Daily pickup and drop-off between Postal outlets in Kana:takon, Cornwall and Hogansburg;
- Deliver to facilities in Tsi Snaihne and to CIA #3 Building on Kawehno:ke;
- Large parcel deliveries are sometimes made to Tsiionkwanonhsote, Iakhihsohtha and other facilities (on a "as needed" basis);
- AMBE, Kana:takon School, Tsi Snaihne School and Ahk-wesahsne Mohawk School are part of the mail delivery;
- Parcel pickup at Purolator Depot in Cornwall as well as

other courier service depots (many of the couriers will not deliver to Akwesasne).

- Annual expense for postage (including purolator and priority services) for Canada and the US is \$21,100.

### Health and Safety

The Health and Safety Policy was ratified by Council this Fiscal Year. "Akwe:kon Sken:nene Enshontenti" (Everyone Goes Home Safe).

A Terms of Reference for the Workplace Health & Safety Policy Committee as well as the Workplace Health & Safety Committee was developed by OSP personnel.

The Program's Assistant Manager oversees the identification and coordination of health and safety training needs for the MCA.

**Topics include:** Management Series (4 days – Laws, Responsibilities, Due Diligence, Bill C-45, Working with Contractors, Competent Supervision, etc); CPR / First Aid; Construction Safety (ASP30 - Working at Heights, Fall Protection, Hand Tools, PPE, etc); WHMIS, Forklift Operation; Summer Youth Program Series (2-3 days General Health & Safety, WHMIS, First Aid/CPR); Safe Driver Training is done on a regular basis as well for MCA's drivers.

Maintain and update training database for all employees;

This year OSP coordinated a training program for community members; this was the ASP30 Construction Safety Course; we had approximately 25 community members learn about Working at Heights, Fall Protection, Hand Tools, PPE, Emergency Procedures and Hazard Identification.

OSP purchased an additional 6 AEDs (Automated External Defibrillators) which will be installed at a few more locations within MCA's facilities (ie. Admin 1, Admin 2, Justice Facility) First Aid Stations within all MCA's facilities are also inspected either by staff of the facility, OSP staff or Zee Medical. We need to ensure that stock is filled and that outdated items are removed from the cabinets. Staff are reminded that if items are taken for whatever reason that the log must also be completed. This is an area that is not followed on a regular basis.

### Automated External Defibrillators (AEDs)

Early defibrillation is a critical component in treating sudden cardiac arrest. The Operational Support Program through several funding sources has been able to purchase and install in many of MCA's facilities a ZOLL® Plus Unit. The AEDs meet the needs of a full range of lay rescuers and first aid responders. When sudden cardiac arrest occurs, the fact is that only half of the victims will need a shock, but all of them will need high-quality cardiopulmonary resuscitation (CPR). This can be



# CORE SERVICES

## OPERATIONAL SUPPORT

assisted by the use of an AED.

~ Additional Units were purchased for 5 additional facilities for this fiscal year.

~ Admin 1, Admin 2 (now at G&L Bldg 2), Akwesasne Mohawk Police Service, Department of Justice (Angus Mitchell Memorial Building) and Iohahiio (Adult Education)

~ MCA has within their facilities the AED units and that there are occupants of these facilities that are trained in the use of the AED and many have been certified in First Aid and CPR.

Kanatakon Kawenoke Tsisnaihne  
Health Facility, Kanatakon School, Admin 1, Government Bldg 2, Admin 3, Admin 4, Kanatakon Recreation/Daycare, Police Station, Justice Building AMBE Office, AMS, Tsi-ionkwanonsote, Arena, CIA 1, CIA 2, CIA 3, Family Wellness Program, Treatment Center, Kawenoke Recreation, Kawenoke Daycare, Tri-District Elders Center, Roads Garage S n y e School, Snye Daycare, Iakhihsohtha, Snye Recreation, Iohahiio, Snye Homemakers

### Fleet Management

OSP coordinates on an annual basis the renewing of registrations for 113 vehicles (in addition we have trailers that need to be plated). This expense is roughly \$12,000 per year. There may be Emission tests that are needed, OSP receives the notice and we relay that message to the particular program. Timeliness is very important to ensure our process is accomplished within the timeframes required.

All departments and programs are required to complete a Monthly Use Report (MUR); this information is used on an annual basis when budgets are being prepared and discussed; mileage of each vehicle is recorded (837,300km which does not include 19 vehicles from AMPS) along with expenses for fueling (\$185,889.83) and maintenance (\$35,345.74).

All departments and programs provide information to OSP with regard to adding or removing drivers; purchasing or removing vehicles from their area; posting for tender of released vehicles or transferring within the organization; this year we tendered 14 from our fleet inventory resulting in revenue of \$15,341.00.

Communication with the MCA's insurance company occurs when the need arises; advising the vehicle operators of the information required to be completed and also processed when involved in accidents.

The number within our fleet is approximately 132 (this will include buses, vehicles, trailers, water vessels and atv. Annual registration is completed by the OSP with MTO; the annual expense for registration is \$11,733.00. The Construction Safety Inspector has provided a report for fiscal year 2013-2014. *Please refer to that report for more information.*

### Workplace Safety Board

**"Akwe:kon Sken:nen Enshonhten:ti"**  
**(Everyone Goes Home Safe)**

Ensuring MCA complies with the CLC Part II Section 125 (1) D and communicate health and safety to all employees within each on of MCA's facilities, the CSI designed a Workplace Safety Board. More than Twenty-five (25) boards were purchased. There are 11 key safety elements: MCA Health and Safety Policy, Respect in the Workplace Policy, Health and Safety meeting minutes, Workplace Health and Safety inspections, First aid personnel, Workplace Health and Safety Committee members; copy of CLC Part II, Emergency phone contacts, Building Fire Safety Plan, Date & Time of next scheduled health and safety meeting, and Evacuation Location.

To assist our efforts to practice and comply with safety, a Workplace Safety Board (WSB) was created. The WSB will ensure Workplace Health & Safety Committees (WHSC) can acknowledge and apply safety within each one of their workplaces.

You will see on the Workplace Safety Board, information about:

- Health and Safety Policy (a copy of the Policy and MCR)
- Respect in the Workplace Policy (a copy of the RIWP document)
- Safety Meeting Minutes (a copy of the minutes each month)
- Monthly Inspection (a copy of each inspection completed)
- First Aid Personnel (a list of trained employees in the facility)
- Workplace Health and Safety Committee (a list of the WHSC members)
- Canada Labour Code (a copy of the CLC Part II/Regulations)
- Emergency Phone Numbers (a list of emergency numbers)
- Building Fire Safety Plan (a copy of the Building Fire Safety Plan)
- You will also see on the WSB the "Next Scheduled Health and Safety Meeting (date / time / room)" and
- Evacuation Assembly Area (location where you are to assembly if you need to evacuate the building)

### MCA Construction Safety Program

This particular area has been mandated to ensure the development of a Construction Safety Program and to ensure that Departments involved with construction are working in compliance with the identified standards for health and safety. In line with the requirement of the CLC part II section 125 (1) (v) the program will help MCA departments implement health and safety into their projects whether that is through the development of various standards or adopting existing codes, regulations and procedures. Overall, this is to ensure the health, safety and wellbeing of all those involved in our construction



# CORE SERVICES

## OPERATIONAL SUPPORT

projects.

The process of developing the different requirements (such as programs, policies, and standards) involved a lot of research. There was a need to access and review three different external governing bodies health and safety codes and standards. A comprehensive review and analysis of OSHA, Ontario and Quebec safety codes were conducted. As a result of the review, there were no major differences in safety between the codes/standards. The CSI pulled together the best of the three and composed a “draft” Construction Safety Program. The program compliments MCR (2013/2014-003) Akwe:kon Sken:nen Enshonhten:ti (Everyone Goes Home Safe).

There were a few projections in the 2014-15 construction season; many of which could be considered small in nature; yet the risk to MCA remains the same. The message that the CSI wanted to convey to management was the importance of their responsibility to ensure the financial and liability risks be minimized when they seek to engage construction contractors.

Of the (13) thirteen contractors the CSI was informed of, ten contractors were hired and began work before their worker compensation and liability insurance were obtained. This is one practice that is not desirable and needs to change.

### Inspections

Thirty-two (32) inspections were conducted in the 2014-2015 construction season. The major concern expressed to MCA’s management team is the requirement of company documentation with respect to their Liability Insurance and a valid Worker’s Compensation Clearance Certificate. The other item

that was consistently lacking were that of documentation on the part of the contractors (such documents as written safety policies and procedures, emergency plans, safety meeting, hazard ID, and documented safety training).

Site Inspection issues are often resolved in the field with simply changing the circumstances in which workers work. Communicating the findings with the Site Supervisor often will result in corrective measures.

Deficiencies are often the result of workers not properly trained in a number of areas such as housekeeping, traffic control, ladders and scaffolds and PPE.

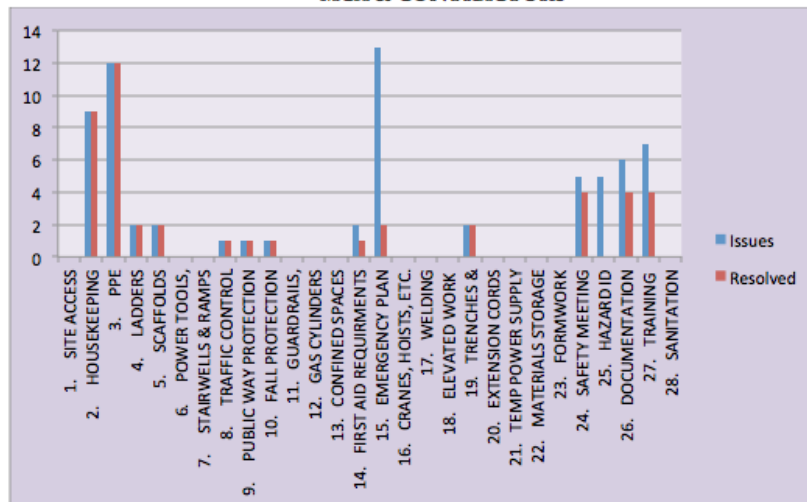
The majority of outstanding safety infractions can be easily corrected with improved site supervision. Effective supervision should result in a more compliancy at worksites.

### Conclusion

The ongoing risks that are imposed upon MCA are extremely high when we are not being accountable for our actions in managing our contracts in duly diligent manner. Accepting the risk is one thing but ensuring that we understand what the risk may be is another that needs more focus and attention by Management.

Contractors must also have better understanding of their responsibilities as well and engage in the development of their own Health & Safety Programs and knowing what their business requires in order to be compliant with MCA’s standards.

CONSTRUCTION SITE INSPECTION STATS  
MCA & CONTRACTORS



66% - Construction Safety issues resolved

34% - Construction Safety still outstanding after inspection





# DEPARTMENT OF HEALTH

## ADMINISTRATION

### Vision, Mission Statement:

“The Department of Health is proactive and collaborates with the community and others to promote responsibility and integrity in meeting Akwesasne’s health needs, improving the quality of life of our people, and supporting the assertion of Mohawk jurisdiction.

We continuously strengthen our professionalism and working environment in order to honor Akwesasne culture, community traditions, and uniqueness in the design and delivery of a continuum of coordinated, high quality health services.”

### Staff 2013-2014

- April White, RN, Director,
- Cindy Francis-Mitchell, Assistant Director
- Tess Benedict, Health Management Coordinator,
- Hilda King, Data Analyst/ Accreditation Coordinator
- Leah Mitchel, Administrative Assistant.
- Shealene Gibson Receptionist Front Desk
- Jennifer David, Receptionist Front Desk

### Staff 2014-2015

The 2014-2015 staff remained the same except for some small changes as indicated below.

- Janine Rourke, Special Projects Officer
- Kenny Oakes, Receptionist Front Desk

### 2013-2014 Program Highlights

We greet you, again, with hope that our year’s work provided you and your family with increased opportunity to make positive decisions regarding your health and the community.

April White, Health Director, brings over twenty-four years of working within the Health Department and has worked within 3 of the 7 Health Programs. The Director’s Office has been busy with reviewing all the 37 contracts that we have for providers within the Health Department, these include Physicians, Traditional Medicine, Physiotherapist, Consultants, just to name a few. This was a very long task; however, the end product was that we have approval from Legal, Human Resources, Finance and Executive Director on all contracts that are coming out of our Department. We are happy to say that we have some new providers in the community, such as Dr. K. Saylor, Pediatrician, and we welcomed back Dr. A.M. Levac to the Diabetes Team. MCA announced that a Climate Survey would be given to all employees; this gave everyone within the organization the opportunity to discuss areas of concern or improvements. Much discussion within each program for reviewed and to address their concerns and to come up with solutions that are acceptable and achievable for each department. MCA received notice that the Tsiionkwanonhsote Adult Care Facility has unionized with the Ontario Professionals Services Employment Union (OPSEU). Negotiations began in August 2014. Pre-

scription Drug Strategy with Council and Social Department is an ongoing effort between all departments. Health & Social continue to have joint meetings quarterly. We have seen the completion of the parking lot project at the health facility come to an end and are quite pleased with the outcome.

The Assistant Director of Health, Cindy Francis-Mitchell she brings twenty-six years of experience working within the Health Department. Cindy has jumped right into her role and has been working with the various programs within Health, and MCA on Reporting Requirements to Internal/External Funding Agents, Financial Reporting, Human Resources, Annual Reports, Renovations Projects, Incident Reporting, Community Based Template Reporting, Climate Survey Reviews, Union Negotiations, Eastern Ontario Health Unit Agreement, Health Board and Portfolio Meetings and attends the Aboriginal Health Access Centre meetings on a regular basis. One of her main objectives is to assist the Director of Health with areas of operation whether it is meeting with staff, community members, providers or other program areas to ensure that we continue to provide the community with the best health care services available.

Finally, the work we have performed this fiscal year to ensure that your health service system operated in line with Council’s Strategic Plan and Agreements, for the benefit of the community.

### Growth

**Mohawk Language Program:** One of the objectives within the Department of Health is the encouragement of employees to participate in the language program. Within the past year, the growth factor has grown to the point that an additional class was added to meet the needs. This program is ongoing.

**Prescription Drug Strategy:** Continuum of Care of a Suicide Prevention proposal was not approved, however there is opportunity within the next fiscal year to reapply, before June 30, 2014. Two community focus meeting were held during the month of March to provide updates on the organization’s progress. MCA, Directors, Program Managers, Chiefs and staff, along with community members attended and updates were provided from each department represented. A lot of information was distributed and community members had the opportunity to ask the programs about services and gain feedback on areas for improvement.

**Health Careers:** Coordinated by Shealene Gibson with funding from IFN-AHHRI, the Department of Health is able to host a Career Day for the high school students from the surrounding schools. This year, the Department of Health revised the Career Day to an essay based on a career of their choosing. This process involved the students researching careers and how



# DEPARTMENT OF HEALTH

## ADMINISTRATION

to obtain those career choices such as what classes they would need to make and how long it would take them to obtain this goal. The students also stated why they would want the career of choice.

The prizes this year consisted of three laptops, three Apple iPads and six Apple iPad minis. These choices in prizes were to help equip students attending school and post-secondary schools in furthering their academic goals.

### Change

**Computer Technology:** The Aboriginal Health Access Centers (AHAC) involvement with the Ministry in the electronic highway has grown to the point that a software program selection process took place. Nightingale was selected as the main lead for the Electronic Medical Records (EMR) software program. There has been ongoing issues with the implementation of Nightingale and its many software processes, we are not completely up and operational as expected.

**Policy Medical Software:** We moved forward with the Policy Medical-software. This program will allow programs the capability of having all of the Department of Health's policies housed and accessed on our website. Training with programs and implementation of data transfer has been the main issue of full implementation.

**Working Relationships:** We have been collaborating with Barrie Memorial Hospital to explore services available for community members, as well as Montreal Jewish General, Royal Victoria and the various services within the area of Valleyfield and Huntington for Centre local de services communautaires (CLSC) services for Quebec Health Card holders.

Internally, the Department of Health has been collaborating with the Department of Technical Services on Facilities Management and Capital Improvements to Kanonhkwa't'sheri:io, Tsiionkwanonhso:te, Iakhihsohtha and Parking Lot Construction at Kanonhkwa't'sheri:io which was completed within the fiscal year. Our next project is to finish making capital improvements to the health facility.

We meet with other First Nations at information sessions with organizations such as Independent First Nations, Chiefs of Ontario, and the Assembly of First Nations. We attend regular meetings of the Health Alliance of Eastern Counties and Akwesasne; of the Champlain Local Health Integration

**Network:** Aboriginal Health Circle recently, sought membership with the Association of Ontario Health Access Centers for which the Assistant Director attends on a regular basis.

We meet monthly with Health Portfolio Chiefs, Health Board,

Program Managers and other Directors for discussion and update progress of our initiatives. We worked with Council on major initiatives such as: Promote a Safer and Healthier Community, Prescription Drug Abuse, and identify the resources that will enhance the ability of the programs to deliver adequate support services. All of these initiatives will continue into the next fiscal year.

### Accreditation Review

As we ready ourselves for the upcoming Accreditation Survey which is scheduled for October 2014, the accreditation teams have been busy meeting on the following topics:

- Accreditation Modules/Teams
- Akwesasne Case Management Ambulance
- Child Welfare Services
- Community Health & Wellness
- Governance
- Leadership
- Home Care
- Infection Control
- Tsiionkwanonhso:te Long Term Care
- Iakhihsohtha Residential Homes for Seniors
- Medication Management
- Mental Health
- Primary Care

The start of the fiscal year has been concentrated on the implementing the working tools (surveys). Work Life Pulse Surveys (staff oriented) and Self-Assessment surveys for programs were distributed and returned and data entered to generate reports. These reports determine the strengths and weaknesses and identify priority issues to be addressed. Program meetings are held to review the results from the Self-assessment survey to the applicable standard for the program. During the review process the programs continue to compare MCA work policies and practices against established international standards of excellence. Programs have the opportunity to implement changes for improvements that are identified.

The following were made to continue Management and Supervisory training sessions were sought through the Achieve Training Center to deliver the following units:

#### June 11-13, 2013:

- Leadership and Management – The Essential Foundations
- Coaching Strategies for Leaders – Conflict, Performance, Change
- Emotional Intelligence – Value in the Workplace

#### August 13-15, 2013:

- Conflict Resolution Skills
- Dealing with Difficult People



# DEPARTMENT OF HEALTH

## ADMINISTRATION

- Assertive Communication

### October 1-3, 2013

- Foundations for Outstanding Work Performance
- Stress Management

**Respectful Workplace:** Strategies for a Healthy Environment Access To Information Privacy Protection (ATIPP) -- Continuous effort is made to have ATIPP staff training delivered on a yearly basis. Efforts in the past years have been made to upgrade and update the ATIPP manual as much as possible and will be a concerted effort by the MCA organization to continue this project.

**Threat Ready:** This area has also been an ongoing training format to have staff become aware of their own safety and their surroundings. In the past, we had also utilized Lateral Violence training sessions and both have proven to be worthwhile training sessions as they coincide with the recently approved MCA Respect in the Workplace policy. The most recent two training sessions held for Threat Ready training had over 100 participants and some were students were on placement and had the opportunity to learn about safety.

**Client Safety:** Training session were held and delivered by the Accreditation Specialist on the topic of Client Safety. "Without safe care, organizations cannot provide quality care." The quality improvements that can best be seen by all as you enter the health facility are the access to Hand Sanitizers in several locations; access to mask in the medical clinic should the patient be coughing, etc.

**Site Analysis Project** -- Along the lines of staff and client safety, a two-day site analysis was conducted on the 10 accreditation facilities that participate in the Accreditation cycle. This project has also provided recommendations that will be forth coming as funds become available to the respective facility and will be considered as a part of the Quality Improvement Plan.

**Regional Longitudinal Health Survey (RLHS) Project:** Recently revived and is in a review process for conducting the last phase of surveys. Throughout the year, meetings will be held to review the questionnaire along with privacy impact assessment and protection of the data through OCAP (Ownership, Control, Access, and Possession), a process to improve internal and external communications of program activities.

The Department of Health has also taken the opportunity of expanding the Health Transfer for a ten (10) year Flexible Transfer Agreement with Health Canada, First Nations Inuit Health, versus previous three-or-five year plans.

The Department of Health has also participated by supporting

the Emergency Measures exercises. For the Fiscal year 2012-2013 the Pandemic Tabletop exercise held at the St. Regis Recreation Centre consisted of a realistic situation in the Territory of Akwesasne.

### 2014-2015 PROGRAM HIGHLIGHTS:

We greet you with the hope that our year's work provided you and your family with increased opportunity and knowledge to make positive decisions regarding your health.

- The Department of Health received Accreditation for the Period of 2014-2018. We acknowledge the hard work and dedication of Hilda King, we would not be successful without her commitment to these standards and ensuring that all the staff, management and government were aware of tasks that they had to complete. Nia:wen to everyone that participated in this huge undertaking.

- Reviewing and renewing all contracts within the Department of Health that include Physicians, Traditional Medicine Healer & Seers, Physiotherapist, Mental Health, Dental, and Pharmacy Consultants occurs every fiscal year with a target date of April 1, 2105. All contracts are reviewed for approval from Legal, Human Resources, Finance and Executive Director.

- MCA entered into an agreement with Eastern Ontario Health Unit, which supports both the provinces of Ontario & Quebec to ensure that consistent health programs are provided to Akwesasronon, that will improve the effectiveness of planning and delivery of health services.

- Contribution Agreement Negotiations for the Non-Insured Health Benefits program to bring this program under the Block Funding for Health Canada were initiated.

- MCA received notice that the Tsiionkwanonhso:te Adult Care Facility has formed a union with the Ontario Professionals Services Employment Union (OPSEU). Negotiations continue as there has been no agreement reached with either party.

- Ononkwasona Pharmacy owner Angus (Gus) Pyke submitted a letter of intent to close his doors to the pharmacy that he operated for over 25 years. We wish him well and much success in all his future endeavors, we are grateful for the opportunity to work with him.

- Worked with Council on recruitment of potential buyers for the Ononkwasona Pharmacy as they had advised DOH of their intent to close their doors in early spring. A new pharmacy lease agreement was worked on and new owners R.Yacoub & G. Kedice from Montreal opened at the Health Facility. The majority of staff have been kept on and ongoing renovations to the pharmacy have been occurring through-out the year.

- Dr. Rachel Navaneelan expressed interest in selling the Akwesasne Dental Clinic in April of 2014. She provided many years of excellent service to the community and for that we are



# DEPARTMENT OF HEALTH

## ADMINISTRATION

grateful for the wonderful friendship that she has formed with the community especially the youth in ensuring their dental needs were addressed immediately as she seen a great need for service in this area. Nia:wen

- Negotiations began for a new lease and the successful new owner of the Dental Clinic was Dr. Daniel Hovsepian in October 2014. Dr. Dan was no stranger to the community and we welcome his continued efforts in providing quality dental care to the community of Akwesasne. The Health Board approved the sale of the clinic
- Renovations Project for the Wholistic Health & Wellness Program is well underway with the approval from Ministry of Health & Long Term Care. We are proceeding with the project with expectation to start in Spring of 2016.
- Ongoing meetings with Council, community and staff regarding moving the Traditional Medicine services provided under Wholistic Health & Wellness Program out of the Health Facility. Operational costs, building plans, call out for office space, site visits have been reviewed. There have been no final decisions made with respect to moving the Traditional Medicine Service to another location. In the interim, building improvements to the rooms that Traditional Healers utilize have been completed, such as ventilation system upgrade and renovating another office space to best suit the current needs of the Healers/Seers.
- Climate Survey results were shared with Department of Health and MCA  
The Nurse Practitioner services were discontinued effective January 2015.
- Recruitment of a New Nurse Practitioner began in February with a successful candidate Janet Brant to start working in the community in early July 2015. Two positions will be posted in the future.
- Implementation of the Respect in the Workplace Policy effective April 1, 2014 via MCR#2104-15-008. Staff received training from Human Resources.

Finally, the work we have performed this fiscal year to ensure that your health service system operated in line with Council's Strategic Plan and Agreements, for the benefit of the community.

### GROWTH

**Eastern Ontario Health Unit Agreement:** MCA and the Department of Health entered into an agreement with Eastern Ontario Health Unit, which supports the both provinces of Ontario & Quebec to ensure that consistent health program are provided to Akwesasne, that will improve the effectiveness of planning and delivery of health services.

**Policy Development:** One of main areas of strengthening our Policy & Procedures within the Administrative Level for the Department of Health, Accreditation Canada set forth

their standards for improvement and gave specific deadlines for the Department of Health to meet, as a result we brought on the expertise of Janine Rourke to assist us in compiling and completing the necessary Policy & Procedures to bring forward to Council for MCR.

### CHANGE

**Computer technology:** The Aboriginal Health Access Centers (AHAC) involvement with the Ministry. Utilization and the process of developing Policies & Procedures; Training for all staff that are an integral part of this technology is ongoing. We are happy to have Stephanie Buckshot into the program as she has picked up and pushed forward after Rarihwenhawi Lafrance went on leave.

**Program Managers:** We had many changes in the Department of Health this past year they include:

Patti Adiaconitei assumed the role of Administrator for Tsiionkwanonhso:te & Iakhihsohtha Nursing Homes.

Helen McKenzie joined the team as Program Manager at Home Care/Support Program.

Brigitte Blazina accepted reassignment to Wholistic Health and Wellness Program for a 1 year period.

Lesley Bero joined the team as Supervisor of Home Care Nursing Program.

**External Working Relationships:** Ongoing collaboration with, Provincial & Federal Funding Agency's, Cornwall Community Hospital, Ministry of Health & Long Term Care(MOHLTC), Aboriginal Health & Wellness Strategy, Quebec Coalition for English Speaking Services, Aboriginal Health Access Centers, McGill Hospital, Ormstown, Kashechewan Evacuations Local Partners, We meet with other First Nations, at information sessions with organizations such as Independent First Nations, Chiefs of Ontario, and Assembly of First Nations. We attend regular meetings of the Health Alliance of Eastern Counties & Akwesasne; of the Champlain Local Health Integration Network – Aboriginal Health Circle, The Association of Ontario Health Access Centers, Cancer Care Ontario

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

**Internal Working Relationships:** We meet monthly with Health Portfolio Chiefs, Health Board, and Program Managers , other Directors and Executive for discussion and updates on progress of our initiatives. We worked with Council on major initiatives such as: Promote a Safer and Healthier Community, Multi-Jurisdictional Table, Diagnostic & Wellness Centre Initiative, Leadership Meetings, Financial Management Act Review, Interdepartmental Health & Social Meetings, Pre-





# DEPARTMENT OF HEALTH

## ADMINISTRATION

scription Drug Abuse, Accreditation Canada, Universal Emergency Building Codes for DOH, and identify the resources that will enhance the ability of the programs to deliver a higher quality of care for all services provided to the community. All of these initiatives will continue into the next fiscal year.

### **Accreditation Review (2014-2015)**

As we ready ourselves for the upcoming Accreditation Survey which is scheduled to start on the afternoon of October 26, 2014 to noon of October 30, 2014, the accreditation teams have been busy meeting.

### **ACCREDITATION MODULES/TEAMS**

- Akwesasne Case Management  
Ambulance
- Child Welfare Services  
Community Health & Wellness
- Governance  
Leadership
- Home Care  
Infection Control
- Tsiionkwanonhsote Long Term Care  
sohtha Residential Homes for Seniors
- Medication Management  
Mental Health
- Primary Care

Iakhih-

The start of the fiscal year has been concentrated on implementing the working tools (surveys). Canadian Patient Safety Culture survey, Work life Pulse surveys (staff oriented) and Self-Assessment surveys for programs were distributed and returned and data entered to generate reports. These reports determine the strengths and weaknesses and identify priority issues to be addressed. Program meetings are held to review the results from the Self-assessment survey to the applicable standard for the program. During the team review process the programs continue to compare MCA work policies and practices against established international standards of excellence. Programs have the opportunity to implement changes for improvements that are identified.

The Accreditation Surveyors arrived and were greeted by the Directors of Health and Social Services and driven to the sites to be surveyed. The following morning, selected drivers drove the surveyors to the respective site to be surveyed and picked up the surveyors and driven back to meet with the other surveyors. These update meetings take place to relay the findings for the other surveyors. The same goes for the afternoon session, selected drivers drive the surveyors to the site to be surveyed. Once the three and a half day session is completed, the surveyors have a preliminary meeting with the Chief and Council, Executive Director and Health and Social Directors to deliver the Strength and Weaknesses findings.

Thereafter, the Program Managers' who are available to attend are also called into the meetings and the same information is shared with them.

The surveyor report is submitted to Accreditation Canada to determine the status that will be granted. "The Accreditation Decision Committee is pleased to inform you that Mohawk Council of Akwesasne is Accredited under the Qmentum accreditation program. This is a milestone to be celebrated, and we congratulate you and your team for your commitment to providing safe, high quality health services." To go along with the accreditation are two follow-up reports to be submitted on the progress of the shortfalls. The first report due in March, 2015 was submitted and two reports lacked additional information which will be submitted on the second report.

### **Efforts were made to continue Management and Supervisory training sessions. The staff participated in:**

- Hazard Identification Workshop
- The Canadian Evaluation Society was contacted to deliver the following units.
- Understanding Program Evaluation
- Building an Evaluation Framework
- Improving Program Performance
- Evaluating Results

**Client Safety --** Training session was also held and delivered by the Accreditation Specialist on the topic of Client Safety. "Without safe care, organizations cannot provide quality care." The quality improvements that can best be seen by all as you enter the health facility are the access to Hand Sanitizers in several locations; access to mask in the medical clinic should the patient be coughing to name a few of the efforts taken. To take it a step further, hand hygiene audits have also been conducted to determine the use of the Hand Sanitizers. Site Analysis Project -- Along the lines of staff and client safety, a two-day site analysis was conducted on the 10 accreditation facilities that participate in the Accreditation cycle. This project has also provided recommendations that will be forth coming as funds become available to the respective facility and will be considered as a part of the Quality Improvement Plan. Once the training dollars have been identified, a review of the deliverables for the site project will be done.

Regional Longitudinal Health Survey (RLHS) project has recently been revived and is in a review process for conducting the last phase of surveys. Throughout the year, meetings will be held to review the questionnaire along with privacy impact assessment and protection of the data through OCAP (Ownership, Control, Access, and Possession), a process to improve internal and external communications of program activities. At the June 23, 2015 meeting, information sharing was that the RLHS survey is scheduled to start this fall as all





# DEPARTMENT OF HEALTH

## ADMINISTRATION

reviews have been completed. Contracts and paperwork will be distributed to the communities interested in participating in this survey.

### **2013-2014/2014-2015** **Ministry of Health Long Term Care** Local Health Integrated Network

#### **Vision, Mission Statement:**

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

The Department of Health Administration came into a funding arrangement with the Ministry Of Health Long Term Care (MOHLTC) Local Health Integrated Network (LHIN) since 2006. Our goals are to focus more on prevention in heart disease and diabetes;; develop family based approaches; provide congregate dining to the families both at Iakhihsoththa and Tsiionkwanonsoh:he; to reduce the hazards that are in the homes of the elderly by providing home maintenance service; to promote nutritional information and education on healthy eating and healthy lifestyles so our elders will be happy and healthy; to prevent premature and inappropriate institutionalization and to provide respite care; to have the needs met for the physically disables The gap services that were identified and are funded are listed below. The total funding for this arrangement is for a total of \$1,112,441 for 2013-2014 and 2014-2015.

#### **Tri District Adult Day Service**

- Meals on Wheels
- Congregate Dining
- Home Maintenance & Repair
- Security Checks – Housing
- Foot Care
- Independence Training Physically Disabled Adults
- Crisis Intervention and Assistance Service
- Aging At Home Homemaking/ Respite Service

#### **Program Goals and Objectives**

**Tri District Adult Day Service:** Is a social and recreational involvement for 55 years and older. This service is provided by volunteers to ensure that there are social and health events for our elderly. One day a month there is a get healthy day that consists of message for our elders. There are weekly bingo events, craft and quilting night and basket making. There are several trips organized throughout the year. This service is located in Kawehnoke and has a client base of 25 elderly community members.

**Meals on Wheels:** This service is provided by Iakhihsoththa and Tsiionkwanonsoh:he Program. The clients are referred through Home Support/Home Care Program by way of an assessment process. Clients are referred by a physician and most clients have a health condition which requires a proper healthy meal plan. Nutritious meals delivered to the client based on age and if the client cannot prepare meals themselves. This service was initiated to try to capture the elderly who do not have anyone to take care of them and to ensure that there is a healthy meal for them to maintain a healthy lifestyle. this service has potential for growth. Total clients served in all three districts – Tsi Snaihne, Kawehno:ke and Kana:takon = 240.

**Congregate Dining:** Provided by Iakhihsoththa Program – is a recreational community involvement while consuming a nutritious affordable meal, dietary counseling is required. Reduce isolation and enhance client's opportunity to be linked into appropriate health care system as needed. Total clients serviced was 1,103.

**Home Maintenance and Repair:** Home Care/Home Support Program – Minor home repairs are identified to address safety concerns servicing client 55 years of age and older. Small tasks are carried out by two Maintenance Workers such as shoveling, cleaning outside windows in the spring, mowing the lawn and small repairs i.e fixing locks on the doors. Total clients served was 157.

**Security Checks-Housing:** Sweet Grass Manor independent living with 20 units rented to elders 55 years of age and over. Total client served was 19.

**Footcare:** Service provided by Iakhihsoththa and Home Support Program. The service arranges for trained personnel to provide basic or advanced foot care to provide same in a congregate setting service clients who are 55 years of age and older. Total clients served was 187.

**Independence Training Physically Disabled Adults:** The St. Regis Mohawk Tribe Family Support Program – The service teaches the activities of daily living and necessary skills to increase personal independence through working with clients and family members, appropriate and service clients living with family and those living in an institution. Total clients served was 5.

**Crisis Intervention and Assistance Service** – Provided by Home and Community Care Nursing Program – This is a support service that provides intervention and assistance to vulnerable and at risk seniors and persons with physical disabilities and/or their caregivers. Total clients served was 622.

**Aging at home/respite:** Provided by Home Support Program,



# DEPARTMENT OF HEALTH

## ADMINISTRATION

there are a variety of different staff that are employed to provide homemaking/personal support/ attendant service and palliative care to our elderly who still reside in their home. Total client served was 566

### **Staff**

- Tess Benedict, Health Coordinator,
- Patti Adiaconeiti,
- Helen McKenzie,
- Barry Lazore,
- Maureen Thompson,
- 1 Caretaker
- 8 PSW's
- 1 HC Aide
- 1 Activity Aide
- 2 Maintenance Techs
- 1 RPN
- 1 Medical Social Worker

### **Service Accomplishments**

**Congregate Dining Services:** Provided at Iakhihsohtha and coordinated by the Activity Coordinator and Food Services Supervisor. Congregate meal service brings together residents, visitors and volunteers at breakfast, lunch or supper meals for special family events. The Diners' Club is a monthly event providing a full course luncheon surrounded by Themed Décor with local entertainment and games. Participation Statistics: 271 Elderly, 510 Adult.

**Meals on Wheels (MOW):** The Food Service Supervisor coordinates meal preparation and delivery of meals; Home Care/ Home Support Program completes client assessments and applications for clients residing in Snye, Cornwall Island and St. Regis. Statistics: 240 MOW clients; delivered 26,500 meals annually. Based on family assessments, forty percent of MOW clients receive supper meals.

**Home Maintenance:** Providing safe living environment for our chronic health clients. They have excelled in meeting clients requests and work orders in many cases they were emergencies. Total number of clients served was 157.

**Foot Care:** There are no waiting lists. Total number of clients served was 187.

**Tri District Elders:** The assistance of this funding is a major supplement to offer to the Program. This program has been able to focus more on healthy lifestyle and healthy living.. The Wellness Day held each month has been a success. Total number of clients served was 25.

**Independence Training:** This service is only offered with the St. Regis Mohawk Tribe. Our funding allows for this program

to enhance our disabled elderly and adult to have therapy. Total clients was 5.

**Crisis Intervention:** The Medical Social Worker provides assistance for our elderly and families coming out of the hospital and back into their home. The total clientele was 622.

**Aging at Home / Respite:** Total clients served 566.

**Security Checks:** Housing Total clients served are 19.

### **Learning, Growth and Transition**

Continuing to provide proper data for the reporting to the Ministry. Working directly with our internal Comptroller, Assistant Comptroller and Financial Officers to continue to learn the new reporting requirements and meet the quarterly deadlines. Their expertise has been quite helpful to meet the Ministry requirements. Two new finance staff have joined us in the reporting this year is Ivan Thompson and Belinda Koostachin. They are learning to do the MOHLTC upload to quarterly reporting and is going very well.

### **Community Focus**

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

### **Challenges and Obstacles**

**Iakhihsohtha Kitchen Expansion:** The expansion of community services, such as Meals on Wheels and congregate dining has added to the urgency for a kitchen expansion. The Department of Health has been in contact with the Ministry of Health and Long Term Care and have been advised to resubmit our proposal again. We have not been denied but to submit again as there are new people with the Ministry.

**Meals on Wheels (MOW):** There will be still be a need in the near future for new vehicles and there is lack of funding.

As a result of the OPSEU at Tsiionkwanonsoh:te the Meals On Wheels Program was transferred to Iakhihsohtha



# DEPARTMENT OF HEALTH

## AKWESASNE NON-INSURED HEALTH BENEFITS

Management and Staff of Akwesasne Non Insured Health Benefits (ANIHB) are pleased to share their accomplishments and reflect on continuing challenges to deliver quality services in a manner consistent with the Policies and Procedures of the Department of Health.

### Vision, Mission Statement

“To enhance the quality of life and well being for all Akwesasnon accessing the Akwesasne Non-Insured Health Benefits program.”

### 2013-2014/2014-2015 Program Goals and Objectives

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

### Staff 2013-2014/2014-2015

- Melanie Gibson, Program Manager
- Eileen Rourke, Supervisor
- Andrea Lazore, Benefit Analysts
- Catherine Francis-Roundpoint, Benefit Analyst
- Delia Thompson, Benefit Analyst
- Leah Delormier, Benefit Analyst
- Kenneth Oakes, Benefit Analyst
- Lucy Lazore, Benefit Analyst
- Patricia Ransom, Benefit Analyst
- Lisa Cook, Mail Clerk
- Charlotte King, Medical Transportation Coordinator
- Dr. William R. Bedford, Dental Consultant
- Dr. Sharleen Tan, Orthodontic Consultant
- Dr. Peter Cooney, Dental Consultant (alternate)

### Learning, Growth & Transition 2013-2014/2014-2015

**Training:** Ongoing training for staff, Health and Safety, CPR recertification employees. Upcoming customer service training.

Respect in the Workplace Policy Training provided by Human Resources.

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

The new Medical Supplies and Equipment and Pharmacy

claims processing database developed by Computer Services exclusively for the ANIHB program is continuously modified to meet and exceed the requirements of the ANIHB claims processing procedures.

The medical component of this program has been added, however, training will not begin until we can verify that the proposed adjustments by Benefit Analysts have been completed. We meet regularly with the IT team from Computer Services to ensure a smooth transition into the new program as there are so many variables to be considered when processing a claim.

### 2013-2014/2014-2015

#### Departmental Changes/Updates:

We are currently operating with a full staff.

Kenneth Oakes, Benefit Analyst, November 2013 - May 2014-probation

Karrie Benedict, Benefit Analyst

#### Administration

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

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

All Programs have policies and framework guidelines that are provided to us by First Nations & Inuit Health. These include The Drug Formulary, Dental Fee Schedules, Medical Transportation, Vision and Medical Supplies & Equipment. The Co-Payment agreement provides coverage for clients that have Quebec Health and seek services in the province of Ontario.

Clients are required to access any public or private health or provincial/territorial programs for which they are eligible prior to accessing the ANIHB Program. When an ANIHB-eligible client is also covered by another public or private health care plan, claims must be submitted to the client's other health care/benefits plan first. The ANIHB Program will then coordinate payment with the other payer for eligible benefits.

An Appeal Process is available for benefits that may have been denied in any of the program areas. This process ensures that all levels of appeals may be accessed which involves the Program Manager, Director of Health and Health Board.

#### Service Accomplishments

##### Dental:

The First Nations Inuit Health Dental Policy Framework defines the terms and conditions, policies and benefits under which the ANIHB Program will fund dental services for eligible registered Members of Mohawks of Akwesasne.



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## AKWESASNE NON-INSURED HEALTH BENEFITS

The Framework sets out a clear definition as to the eligibility of clients, the types of benefits to be provided and criteria under which they will be funded.

The ANIHB dental program funds a broad range of services including; diagnostic, emergency, preventive, restorative, endodontic, periodontics, prosthodontics, oral surgery, orthodontic and adjunctive services. The individual services are contained in the NIHB Regional Dental Benefit Grid and are based on codes of the Canadian Dental Association Uniform System of Coding and List of Services (Schedule A and B).

The ANIHB Program covers most dental procedures that treat disease or the consequences of dental disease. Funding of dental services is determined on an individual basis taking into consideration criteria such as the client's oral health status.

As indicated in the Program policies, compliance with conditions of function and restorability is required. Extensive rehabilitation, such as cosmetic treatment and lack of compliance with policies is not covered by this Program.

Prior approvals or cases that require pre-determination are sent to the program Dental & Orthodontic Consultants on a daily basis. We are able to send digital x-rays when available to speed up the process of approvals. Upon receipt of the returned information, the dentist is then informed of the decision granted for the prior approval requested.

All requests for Orthodontic treatment must be provided by a certified Orthodontist. For more detailed listing of supplies and equipment please access the Health Canada Website or MCA Website at: [www.healthcanada.gc.ca/nihb-publications](http://www.healthcanada.gc.ca/nihb-publications) or at [Akwasasne.ca](http://Akwasasne.ca)

### 2013-2014

|                             |                  |
|-----------------------------|------------------|
| Dental Benefits Funding:    | \$4, 415, 957.00 |
| Total claims to date:       | 45005            |
| Dental Exceptions approved: | 896              |
| Denials:                    | 754              |
| Appeals:                    | 27               |
| Approved:                   | 19               |

### 2014-2015

|                             |              |
|-----------------------------|--------------|
| Dental Benefits Funding:    |              |
| \$4,575,404.00              |              |
| Total claims to date:       |              |
| 47341                       |              |
| Dental Exceptions approved: | 804          |
| Denials: 665                |              |
| Appeals: 18                 | Approved: 17 |

The Health Co-Payments program covers the difference in fees to Ontario physicians for eligible insured health services received by Akwesasne residents. The responsibility within the program is for paying the differential in the fees charged by physicians from Ontario Health Insurance Plan (OHIP) Fee Schedule, Ontario Medical Association Fees, and the rate Quebec Health Insurance Plan (QHIP) pays for invoices submitted by physicians. Payment is provided to physicians who have signed the agreement (Protocol) and may send an invoice directly to us for payment.

The responsibility then lies with the ANIHB program to seek reimbursement from Quebec. Should you have problems with any physician, please notify the ANIHB office, so we can work on setting up the Protocol agreement with the physician.

The Community Health Nurses provide assistance with renewing your Quebec Health Insurance Plan (QHIP) Card. They will assist with your renewal application and provide you with a receipt to ensure continued coverage while you are waiting for your new health card to arrive. Please provide the ANIHB program with a copy of your renewal receipt as they will note it in your file to avoid interruption of service should you become ill.

If you are a recipient of Ontario Health Insurance Plan (OHIP) coverage please proceed to the nearest KIOSK center and they will assist you with your renewal. The responsibility lies with the client to present this card for each encounter with a health professional. The health card is used for numerous services including:

Physician, hospital, or lab testing, for most doctor/patient encounters.

You are also required to notify the provider that you are a registered member of Akwesasne.

Should you receive a notice in the mail either from a hospital or the ANIHB office, please pick up the phone and call us with your valid health card immediately, we will relay the information to the providers. Valuable program dollars are being lost due to payment for services that are otherwise insured, you can assist us with this, by presenting and keeping your health card valid at all times.

### 2013-2014

|   |              |
|---|--------------|
| Co-Payment Funding:                           | \$335,402.00 |
| Total number of claims to date:               | 7200         |
| Claims submitted to Quebec for reimbursement: | 555 Voucher  |
| Denials:                                      | 66           |
| Appeals:                                      | 4            |
| Approved:                                     | 2            |



# DEPARTMENT OF HEALTH

## AKWESASNE NON-INSURED HEALTH BENEFITS

2014-2015

|   |              |
|---|--------------|
| Co-Payment Funding:                           | \$335,402.00 |
| Total number of claims to date:               | 7673         |
| Claims submitted to Quebec for reimbursement: | 555          |
| Vouchers                                      |              |
| Denials:                                      | 39           |
| Appeals:                                      | 3            |
| Approved:                                     | 3            |

### Medical Supplies and Equipment:

Medical Supplies & Equipment (MS&E) program provides medically necessary supplies to all Akwesasnon living on and off reserve and in Canada. The objective of the NIHB Program is to provide benefits in a manner that is suitable to their unique health needs by ensuring the following are met:

Suitable to their health needs to ensure optimal health status is achieved

To prevent disease and assist in detecting and managing illnesses, injuries or disabilities.

Benefits are based on judgment of recognized medical professionals, consistent with the best practices of health services delivery and evidence based standards of care.

The MS&E benefits are set out in the MS&E Benefit list and include specific eligible items in the following categories such as Audiology equipment (hearing aids), Medical equipment (wheelchairs & walkers), Medical supplies (bandages & dressings), Orthotics/Custom footwear, Oxygen and Respiratory supplies and equipment, Pressure garments and Prosthetics.

For more detailed listing of supplies and equipment please access the Health Canada Website or MCA Website at: [www.healthcanada.gc.ca/nihb-publications](http://www.healthcanada.gc.ca/nihb-publications) or at [Akwasasne.ca](http://Akwasasne.ca)

2013-2014

|                                 |              |
|---------------------------------|--------------|
| MS&E Benefits Funding           | \$298,175.00 |
| Total number of claims to date: | 2167         |
| MS&E Exceptions Approved:       | 586          |
| Denials:                        | 20           |
| Appeals:                        | 2            |
| Approved:                       | 2            |

2014-2015

|                                 |              |
|---------------------------------|--------------|
| MS&E Benefits Funding           | \$302,596.00 |
| Total number of claims to date: | 2290         |
| MS&E Exceptions Approved:       | 538          |
| Denials:                        | 14           |
| Appeals:                        | 5            |
| Approved:                       | 5            |

### Medical Transportation:

Medical transportation benefits are funded in accordance with the policies set out in the framework, to assist clients to access medically required health services that cannot be obtained on the reserve or in the community of residence, when access would otherwise be denied. Exceptions may be granted, with justification and approval, to meet exceptional needs.

Access to medically required health services may include financial assistance to the client or arranging for the provision of services from the reserve or community of residence when the following conditions are met such as:

1. The medical service you require is not available locally
2. The travel is to the nearest appropriate health facility
3. The most economical and efficient means of transportation is used, taking into consideration the urgency of the situation and the client's medical condition
4. Transportation to health services is coordinated to ensure maximum cost-effectiveness
5. Benefits must be pre-approved by the ANIHB office or post-approval after the fact if there is medical justification and it meets NIHB Program criteria.

An application must be completed and approved prior to patient receiving benefits. The patient is responsible to obtain the medical justification that is required to qualify for assistance. Once approved, the Medical Transportation Coordinator will schedule the client for transport by utilizing the list of eligible Drivers who are registered with the ANIHB program.

Eligibility criteria for drivers include drivers application provide a valid license, driver's abstract, (CPIC), insurance, and registration coverage for your vehicle.

The Medical Transportation Coordinator also coordinates the schedule for Handicap Accessible Vans (3), and Ambulance service where required.

### Notice to the Community:

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





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## AKWESASNE NON-INSURED HEALTH BENEFITS

2013-2014

|  |              |
|--|--------------|
| Medical Transport Funding:               | \$459,106.00 |
| Akwesasne Mohawk Ambulance Runs          | 465          |
| Other Ambulance Runs                     | 134          |
| Handicap Accessible Van:                 | 821          |
| Private Vehicle Runs:                    | 1502         |
| Medical Transport Applications Approved: | 119          |
| Incomplete                               | 1            |
| Appeals:                                 | 0            |
| Approved:                                | 0            |

- To prevent disease and assist in detecting and managing illnesses, injuries or disabilities.

Benefits are based on judgment of recognized medical professionals, consistent with the best practices of health services delivery and evidence based standards of care.

For more detailed information on benefits provided please access the Health Canada Website at: [www.healthcanada.gc.ca/nihb-publications](http://www.healthcanada.gc.ca/nihb-publications) or at [Akwesasne.ca](http://Akwesasne.ca)

2014-2015

|  |              |
|--|--------------|
| Medical Transport Funding:               | \$459,106.00 |
| Akwesasne Mohawk Ambulance Runs          | 527          |
| Other Ambulance Runs                     | 140          |
| Handicap Accessible Van:                 | 1053         |
| Private Vehicle Runs:                    | 1207         |
| Medical Transport Applications Approved: | 71           |
| Incomplete                               | 4            |
| Appeals:                                 | 0            |
| Approved:                                | 0            |

2013-2014

|                                |                |
|--------------------------------|----------------|
| Drug Benefits Funding          | \$2,866,659.00 |
| Total number of benefit items: | 78666          |
| Drug Exceptions Approved:      | 1020           |
| Denials:                       | 712            |
| Appeals:                       | 42             |
| Approved:                      | 39             |

2014-2015

|                                |                |
|--------------------------------|----------------|
| Drug Benefits Funding FY 12/13 | \$2,910,862.00 |
| Total number of benefit items: | 82890          |
| Drug Exceptions Approved:      | 1131           |
| Denials: 2023                  |                |
| Appeals: 79                    | Approved: 78   |

### Pharmacy:

The pharmacy or drug component of the ANIHB Program covers drugs and over-the-counter (OTC) medications that are listed on the NIHB drug benefit list. These medications must be prescribed by a health professional licensed to prescribe in their provincial jurisdiction, such as a physician.

Eligible pharmacy benefits are based on policies established by Health Canada to provide eligible clients with access to benefits not otherwise available under federal, provincial, territorial or private health insurance plans.

This includes "open benefits" which are listed on the NIHB drug benefit list and do not require prior approval, and "limited use benefits" which are on the drug benefit list but certain criteria must be met to be eligible for coverage.

Provincially licensed pharmacists may provide eligible clients with emergency and other necessary services identified by the NIHB Program. These services must be rendered within policy criteria to ensure frequency limitations, prescription quantities, and the emergency supply is not exceeded.

It is the pharmacist's responsibility to verify benefit eligibility for the client, to ensure that no limitations under the Program will be exceeded and to ensure compliance with ANIHB benefits criteria and policies.

The objective of the ANIHB Program is to provide benefits to community members that is:

- Suitable to their health needs to ensure optimal health status is achieved

### Vision:

The Akwesasne Vision program objective is to provide eligible clients with access to vision care benefits and service in a fair, equitable and cost effective manner that will contribute to improving the overall health status of all registered members living within the territory of Akwesasne and off reserve in the province of Ontario.

We provide coverage for a range of vision care benefits and services based on professional judgment, consistent with the current best practices of health services delivery and standards of care. Vision coverage benefits are set out Vision Care Benefit List which includes specific eligible items in the following categories:

Visual Examinations (general eye and vision examinations)  
Frames (regular eye glass frames)  
Lenses (unifocal)  
Vision Care Benefit exceptions (tints, coatings, high index provided on a case by case basis w/diagnosis confirmed with a Doctor's Note)

As set out in Vision Care Benefit List, some of these items are subject to frequency limits. A complete list of vision care benefits can be found on the Health Canada website at: [www.healthcanada.gc.ca/nihb-publications](http://www.healthcanada.gc.ca/nihb-publications) or at [Akwesasne.ca](http://Akwesasne.ca)



# DEPARTMENT OF HEALTH

## AKWESASNE NON-INSURED HEALTH BENEFITS

|                                 |              |  |
|---------------------------------|--------------|--|
| 2013-2014 Vision Funding        | \$503,869.00 | Montreal areas hospitals are refusing service (nephrology) to Akwesasne residents as they say we are not in their "jurisdiction".                                      |
| Total number of claims to date: | 4164         |  |
| Vision Prior Approvals:         | 3843         |  |
| Vision Exceptions:              | 59           | Hospice is not covered for community members who have Quebec Health card, however, OHIP does provide full coverage for this service.                                   |
| Appeals:                        | 13           |  |
| Approved:                       | 10           |  |
| Denials:                        | 10           |  |
| Vision Funding 2014-2015        | \$522,093.00 | Quebec Health card holders are not able to access special funding eg: "Candleholders or Leucon" which are a program's to assist families in need for terminal illness. |
| Total number of claims to date: | 3881         |  |
| Vision Prior Approvals:         | 3438         |  |
| Vision Exceptions:              | 59           | There are no provisions for dental procedures for children who are born with medical conditions such as cleft lip palate.  |
| Denials:                        | 61           |  |
| Appeals:                        | 2            |  |
| Approved:                       | 2            | Medical Supply & Equipment cost are still a factor, we cannot access ADP for alternative coverage, and therefore we pay for 100% of cost for Quebec patients.          |

### Issues for Concern

Parents are required to register their newborn children with Mohawk Council of Akwesasne Membership (OVS) after the age of 1(one) they will no longer be eligible for services under the ANIHB program if they are not registered as per Policy. The ANIHB office is not responsible for any medical bills received outside of Canada.

Out of Country travel insurance needs to be purchased for all members traveling outside of Canada for leisure or business, costs associated are not being covered by Health Cards.

Dental Cases due to the severity of decay in young children has been increasing, these cases require the child to have surgery done in the Operating Room to do fillings, on full mouths.

These cases can be prevented, your child is eligible for complete oral exams every 5 years, two recall exams (regular check-ups), six units of scaling (cleaning of teeth), polish & fluoride two times a year, and six x-rays per year, specific or emergency exams are also covered once per year.

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

The Quebec Health Card reimbursement program continues to change its rules on accepting the billing from our office.

Pharmacy and Dental issues are ongoing with providers across Canada, as they want to be paid for the province they are in, and not Ontario rates.

Increase in volume of Nephrology patients creates more demand of private drivers to transport to Dialysis.

Aging vehicles resulting in increased major repairs and therefore frequently out of service. We are fortunate to have back up vehicle so we don't any delay in transporting disabled patients. Communication with medical vans is difficult as they are often in transport and privacy is compromised.

Van Modifications to accommodate wheelchair accessibility result in increased labor costs as the repairs require more care to ensure the safety of vehicle is not compromised.

Visions tests for cataracts/glaucoma continues to be an issue as most of these test are not covered by ANIHB or provincially. The vision testing for diabetics continues to be an issue as many of these test are not covered provincially. We receive numerous requests for vision testing as the effects of diabetes comprises their eyesight which is vital to their quality of life.

### Program Achievements

- Medical Transportation Coordinator, Charlotte King has been working diligently to ensure patients arrive to their medical destinations. The After-Hours Protocol between Cornwall Community Hospital Emergency Department/ Central Dispatch is currently being re-evaluated to ensure community members are not left stranded at the Emergency room when our office is closed.
- GPS Systems have been installed in all our vehicles to ensure compliance (speeding, gas mileage/ maintenance) as well as giving us the capability to know where our vehicles are at all times, should we need to schedule extra runs or pick-ups.
- The Program Manager and Supervisor of ANIHB participate on the Drug Strategy Team, Case Management and the Interdepartmental and Leadership meetings.
- ANIHB continues to enforce the omission of Oxycontin



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from the Drug Formulary for Akwesasne, however, we are collaborating with the Wholistic Health and Wellness program along with Change Healthcare in Cornwall to develop a strategy to address the drug abuse problem in Akwesasne.

- Formulary changes to the programs are now accessible from ESI, the claims processor for FNIH. The Program Manager/Supervisor access to the system in order to keep up to date on major changes.
- Changes to the system are implemented by the Supervisor/ ANIHB within a two week timeframe.
- Supervisor updates to the database which include any changes such births, new registration, deaths, divorce, name changes are submitted to us by OVS, theses easily amount to over 440 per year.
- The Program Manager participates on the Case management team on weekly basis.
- Submitted Financial Reports to Funding Agency and as required by the MCA Finance Policy.
- Prepare and implement policy changes when received by funding agencies.
- Participate in training activities as requested by Department of Health.
- A Benefit Analyst actively participates and sits as a member of the Occupations Health & Safety Committee to ensure staff safety.
- Informing the community of program services, via emails, MCA Today, CKON, ANIHB Booklets and other means of communication available.
- Meets with Health Portfolio and Health Board officials to review the special cases within the program and provide program updates as required.
- Advocate for community members experiencing problems with physicians, and dentists.
- Participation in assisting with the Accreditation for Leadership & Partnership Team as well as the Information Management Team as a requirement of the CCHSA.
- Reviewing data to ensure accuracy is maintained by levels of security access which has been implemented based on

Audit.

- For this fiscal year the ANIHB program has processed a total of 130345 pieces of mail for the year.
- The ANIHB Benefit Analysts have processed 6345 prior approvals.
- The ANIHB program has received Incoming 10107 / Outgoing 14319 for a total of 24426 phone calls for this year.

I would like to acknowledge the ANIHB Staff for their hard work and dedication throughout the year, everyday they give their 100% to get the numerous amounts of claims 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. Nia:wen

Melanie Gibson, Program Manager  
Akwesasne Non-Insured Health Benefits



# DEPARTMENT OF HEALTH

## AKWESASNE MOHAWK AMBULANCE

The Akwesasne Mohawk Ambulance (AMA) is a Basic Life Support Ambulance service covering all the territory of Akwesasne- Quebec, Ontario and New York State. AMA has been in operation since 1981 which transports emergency and non-emergency patients to 3 hospitals: Cornwall Community Hospital, Massena Memorial Hospital and the Alice Hyde Medical Center in Malone, NY. AMA is based in the Quebec portion of Akwesasne.

### Mission Statement

The Mission of the Akwesasne Mohawk Ambulance is to provide the people within the community with the highest level and quality of pre-hospital care, 24 hours a day, 7 days a week. We are committed to being a leader in emergency medical services with safety, integrity, professionalism, dedication, courtesy, privacy and dignity, guiding our actions, for all we serve.

### Program Goals & Objectives 2013-2014/2014-2015

The goal of the AMA is to provide Emergency pre-hospital care and transportation to hospitals for the Community of Akwesasne, and the travelling public

**Advance Life Support:** The AMA is in the process of becoming an Advanced Life Support (ALS) Level Service by 2015. Currently there are 2 NYS ALS providers on staff. 6 other staff has been mandated to attend the Advanced EMT training, offered in Malone. With the skills and knowledge, AMA will no longer require ALS services from outside entities to care for our patients within the community, thus in the long run will ultimately save the community thousands of dollars.

**Ontario Paramedic:** In the future the AMA is looking into becoming an Ontario Certified Ambulance. According to the Ontario Ministry of Long Term Care –AMA will qualify for full funding as an Ontario Ambulance Service.

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

### Staff and Training 2013-2014

The AMA Department consists of 10 full Time staff and 3 Casual EMT. Two employees certified as Critical Care technicians. Isaac McDonald and Daryl Diabo, Daryl is completing his requirements for Paramedic in New York State, Daryl Has completed National Emergency Medical Services Educators training, to become a New York Certified Emergency Medical Technician Instructor. 5 Members: Joe and Rebecca Bonaparte, Ed Cook, Sherril Lazare, Derek Comins are completing the Advanced EMT training. At this time 2 members are signed up to take the Paramedic course offered in Lake Placid NY. All staff attended training "Pathfinders" to improve work rela-

tionships. Several staff attends training with Emmy Lazore regarding improving work relationship.

Training is an ongoing process to maintain and advance current knowledge and skills. Training is offered free through the New York State DOH, Mountain Lakes EMS, St. Lawrence County EMS, via Massena Rescue, St. Regis Mohawk Tribe, HAVFD, FEMA, CDC and Homeland Security on-line. During the month of August each year - Advanced EMT Training can be accessed through the Mountain Lakes EMS and SUNY Canton ATC.

### Staff and Training 2014-2015

The AMA Department consists of 8 full Time staff and 2 Casual EMT. Two employees certified as Critical Care technicians. Isaac McDonald and Joseph Bonaparte, Daryl Diabo is training for Paramedic in New York State, as well as becoming a New York Certified Emergency Medical Technician Instructor. 6 staff members have been given the opportunity to attend the Advanced EMT training, offered in Malone, currently with 1 staff that completed the course.

### Management & Administration:

Program Manager, Daryl Diabo

### 2013-2014/2014-2015

#### Emergency Medical Technician Supervisors:

Joseph Bonaparte, EMT  
Stacey Rourke, EMT  
Thomas Herne, EMT  
Joan Phillips, EMT  
Isaac McDonald, EMT  
Derek Comins, EMT  
Edward Cook, EMT  
Sherril Lazare Thomas, EMT  
Randy Montour, Casual, EMT  
Ryan Jacobs, Casual EMT  
Clint Cole, Contract EMT  
Wabigonikwe Tenasco, EMT

### Service Accomplishments 2013-2014/2014-2015

The Akwesasne Mohawk Ambulance provides twenty four hours – 7 days a week service to the community of Akwesasne: Statistic for the FY 2013-2014 had a total of 1482 Calls/Runs.

**Dr. John Marshall:** Dr. John Marshall, MD has been identified as the new Medical Director with professional qualification in New York State to oversee the Akwesasne Ambulance Program. The Agreement has been MCR 2013/2014-#026. Dr. Marshall will cover the period of April 2013 to March 31, 2014 in the amount of \$10, 219.00 to cover the costs of licensing and insurance fees. Dr. Marshal works out of the Alice Hyde Medical Center, Malone, NY. His responsibilities are to oversee



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all AMA EMT's and to provide quality assurance and quality insurance to staff. Dr. Marshall has agreed to support the AMA needs to become an Advanced Life Support (ALS) Service. Other Duties and responsibilities the agreement entitles will be Dr. Marshall will sign off on all documentations for the AMA EMT's Continue Medical Education (CME) to allow training hours to go towards each individual's recertification for EMT or ALS.

**St. Regis Mohawk Tribe (SRMT) Billing Agreement:** An agreement has been negotiated with the SRMT and the DOH – Akwesasne Mohawk Ambulance for the upcoming 2015 –2016 FY in regards to billing process for the US portion of Akwesasne. Billing will also include the Akwesasne Mohawk Casino.

### Staff Recognitions

Staff recognized as first Responder Appreciation Ceremony  
Learning, Growth & Transition  
Community Focus  
Iron Workers Festival  
Border Crossing Protest  
Akwesasne Freedom School Survival Race  
Head start Program Ambulance Tour  
Akwesasne Job Fair  
SRMT – Job Fair  
SRMT – Health Fairs

### Challenges

**EMT Staff:** AMA continues to struggle with acquiring new EMT staff. Currently there are 3 casual workers. Randy Montour, Ryan Jacobs, and Wabi Tenesco. In the near future will need to post for more Permanent EMT staff.

**Hoganburg Substation:** The Substation is currently on hold due to building being condemned. No further discussion has been initiated at this time.

**Purchase new Ambulance:** The Years of the 4 ambulance units are 2002, 2006, 2009, 2010, depreciating as the years go by requiring more and more major maintenance repairs. The approximate cost to purchase a new Ambulance is \$150,000.

**Dispatch:** ongoing problem with dispatch call numbers were off by 10 calls. Dispatch does not triage sending out ambulances to non-emergency/ taxi calls. No computer aided dispatch. Dispatchers do not track vehicles.

**Cornwall Community Hospital:** The new emergency Department at the Cornwall Community Hospital opened up with a couple of problems. First AMA was not given an access code or swipe cards to the Ambulance entrance. Second, a tour was not given prior to the opening of the new emergency

department.

**Canadian Border Issues:** The Canadian Border issue is an ongoing concern. There have been numerous Complaints from staff, patients and family members regarding the delays/wait time on the bridge for 15 – 20 minutes for a non-emergency transport.

**Substation TsiSnaihne District:** With the Akwesasne Mohawk Ambulance EMT's transforming into a Paramedic or ALS Provider there will be a need of a larger space to accommodate the transition, there have been several prospects discussed.

**US Border Issues:** April attending meeting with FEMA headquarters in New York , discussed border crossing issues with Tribal Liaison and Director of FEMA region 2

**Akwesasne Mohawk Casino (AMC) Warehouse:** During the winter months the AMC shelters two of the Ambulances which help reduce incidents of vehicle repairs due to the adverse weather effects on vehicles left outside. The warehouse is in dire need of upgrades and repairs. The SRMT has put a hold on any and all renovations and repairs to the warehouse. Plans for a new building are being drafted but will require funding for completion.

**Billing Issues:** The AMA is currently a service that is dispatched out in the community to provide an emergency medical service, we do not discriminate on who we can pick up and who we can't, this challenge affects the overall budget, as we have no way of knowing who is registered with the SRMT or not, therefore we should be paid for services regardless.

**Repairs Ambulance:** need to replace ambulance units every 4 years, as the years go by requiring more and more major maintenance repairs. The approximate cost to purchase a new Ambulance is \$150,000 (\$100,000 U.S) In the current year we had both ambulances go down for major repairs at the same time. This required AMA to rely on mutual aid for 5 hours.





# DEPARTMENT OF HEALTH

## HOME CARE AND HOME SUPPORT

### Goals and Objectives 2013-2014/2014-2015

- To provide quality culturally sensitive services to clients, while keeping our language practice
- To enhance service delivery standards and maintenance of accreditation
- To support the ability of community members to remain in their home environment, ensuring health and safety
- Maintain and build strong internal and external relationships

### Staff 2013-2014/2014-2015

#### Program Manager:

- (Acting) Maureen Thompson
- (Term) Helen McKenzie

#### Administration:

- Assistant: Maureen Thompson
- Medical Records: Sharon Garrow

#### Nurses:

- Kellie Jacobs, RN
- Wendy Jock, RN
- Mark Terrance, RN
- Sarah Thompson, RN
- Pauline Thompson, RPN
- Mona Thompson, RN
- Micheline Thompson, RN

#### Medical Social Worker:

- Melissa Jacobs

#### Personal Support:

- Joan Cook, Supervisor
- Mary King
- Katsitsionhawi Porter
- Amanda Bay
- Cheyenne Lewis
- Colleen Thompson
- Veronica Thompson
- Kim Jock
- Barbara Seymour
- Katsitsiakwas Porter
- Margaret Thompson
- Lucy Jacobs
- Sylvia Lazore
- Beverly Chubb
- Francine Gray
- Mary Ann Lazore
- Dawn Lazore
- Esther David
- Susan Caldwell
- Rhonda Garrow
- Rosemary Seymour

#### Home Maintenance:

- Joe Peters
- Robert Hall

#### Health Services provided for homebound clients:

- Physician Services:
  - o Dr. Forson, MD
  - o Dr. Young, MD
- Physical Therapy Aide: Andrea Bourdon, RPTA
- Massage Therapy: Anita Moriarty, RMT
- Chiropracist: Christine Lalonde
- Lab Work: Life Labs

### Nursing Care Services

- The nursing care strives to provide all aspects of nursing services to eligible clients and their families in the home environment
- Nursing provides discharge planning for all eligible clients who are released from hospital
- Nursing provides physician directed medical referrals for wound management, cancer care, infection control and palliative care needs in the home
- All nurses are licensed in both the Quebec and Ontario provinces
- The nurses are provided ongoing training to keep current of new strategies and best practice procedures
- Sample of services offered
  - Clients served
  - Post op
  - IV clients
  - Chronic care visits
  - Acute care visits

### Personal Support Worker Services

- Provides all aspects of caring for eligible clients in the home environment
- Provide homemaking services for clients in all three districts
  - Light housekeeping
  - Meal preparation
  - Personal care
  - Local transportation
  - Respite
- Promote Aging at home with independence for activities of daily living

### Medical Social Worker

- Provides assistance to clients who need services such as advocacy for financial, legal concerns, environmental and housing deficiencies, assistance with long term care placement, case conferencing and referrals and works with 5 special cases that is under the Independence Training for



# DEPARTMENT OF HEALTH

## HOME CARE AND HOME SUPPORT

Physically Disabled Adult.

### Home Maintenance Services

- Ensures client's home environment is free from hazards by providing home assessments and referrals to appropriate agencies if there is any safety concern that places clients at risk.
- Provide minor home maintenance services such as light repairs
- Provide the delivery and installation of equipment in client's homes i.e.: grab bars, stair railings, hospital beds, walkers, etc.
- In the summer months we provide grass cutting services to those who qualify and in the winter months, we provide snow removal for early appointment times for dialysis clients.

### Learning, Growth and Transition

#### In-Service Training

- Nursing
  - Palliative Care Workshops, Wound Care Workshops, CHRIS medical system for the Community Care Access Center (CCAC), Knightengale EMR,
- Personal Support Workers
  - Medicine Walk, Canadian Institute for the Blind (CNIB) sensitivity awareness, Traditional teaching, Wellness Conference, Respect in the Workplace, Diabetes Education, Dialysis Diets, Lifts and Transfers
- Administration, Social & Maintenance
  - Training sessions that are available from the Operational service program

#### Updates

- Term placement for the Nursing supervisor was filled temporarily. This position is currently vacant
- Term placement for Program Manager was done in September. Holding this position is Helen McKenzie
- 4 Full-time Personal Support Workers were hired to fill vacant positions due to employees retiring.

### Community Focus

The Home Care and Support Program is building and maintaining a strong and sustainable system of seamless community support services that meets the needs of Akwesasne. The Electronic Medical Record (EMR) is now fully implemented in the Home Care department. This facilitates equitable access to and navigation within the community health sector. This process helps with client transitions between health service providers within the Department of Health (DOH). Health care is always changing at a fast paced rate with the aim of putting clients at the center with the right care, at the right time, in the right place. Home Care and Support Program are serving increasing numbers of people and families in their homes, and providing increasingly more complex care over a longer period of time. The program is looking forward to a challenging new fiscal year and hope new ideas and programming help with building a seamless stream across the health care teams.

### Challenges

1. Funding: – To sustain program funding for day to day operations now and into the future.
2. Vacant Positions: – unfilled nursing position's causes laps in service time and is also an added stress on the those who try very hard to fulfill their mandate to the community
3. Licensed Professionals: – Occupational therapy, Massage therapy and Foot care services are offered but clients must come to the Ontario portion of the territory. .
4. Family Engagement: Families are a very important part of health care. Engaging families to take part in the client's wellness is a challenge.



# DEPARTMENT OF HEALTH

## COMMUNITY HEALTH

### Mission Statement:

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

### Our Core Values:

Community Health works to improve the health of our community and individuals, through: promotion, protection, and prevention. We provide services through a variety of methods such as: home visits, clinic visits, group presentations, one-to-one meetings, and social media.

### A Community-Centered Focus

Our primary focus is on the health and well-being of our community. We weigh the impact of our choices and decisions in relation to community requirements, and we use creativity and flexibility in responding to identified community needs. We build and maintain mutually beneficial relationships with internal and external stakeholders and partners. We incorporate Culture and Tradition into our services.

### Professionalism

We establish positive internal and external relationships, both personally and professionally, supported through effective interaction and communication. Our community- focused services are founded on evidence and best-or promising-practices.

### Respect

We respect and value the diversity of our team and those we serve. We behave with integrity and empathy, acknowledging everyone's right to privacy, and ensuring that all persons are treated with dignity.

### A Balanced Approach

We work together to ensure a healthy balance exists among our work, professional development, and family and personal needs, while meeting our service obligations.

### Staff 2013-2014

- Brigitte Blazina - Program Manager
- Janine Rourke-Diabetes Management and Diabetes Prevention Supervisor
- Karole Mitchell-Maternal Child Health Supervisor
- Jamie Cole-Program Support Officer
- Kyle Thomspen/Heather Mitchell-Health Clerk
- Diane King -Community Health Nurse, Infection control
- Agnes Jacobs-Acting Community Health Representative
- Allyson Lamesse-Community Health Representative
- Catherine Ciampini-Registered Dietician, General Nutrition
- Joyce Leaf- Registered Nurse, Maternal Child Team
- Dawn Day-Healthy Babies Worker

- Amanda Garrow-Registered Nurse, Maternal Child Team
- Sarah Peters Healthy Babies/ Healthy Children, Maternal Child Team
- Sheryl Thompson Healthy Babies/ Healthy Children, Maternal Child Team
- Janet Taro-Community Health Nurse, Maternal Child Team
- Stephanie Buckshot- Clerk, Diabetes Centre
- Tasha Thompson- Registered Nurse, Diabetes Centre
- Emily Templeton- Registered Dietician, Diabetes Centre
- Debbie Mayer -Community Health Nurse, Diabetes Centre
- Rachel George Diabetes Prevention worker, Diabetes Centre
- Lorrie Caldwell-Health Promoter, Diabetes Centre
- Health Services Consultants/Contractors:
- Pauline Ford-Speech Language Pathologist
- Suzann Monin- Occupational Therapy
- Anneke Fisher-Fay- Psychometrist
- Julie Cooke- Internationally Board Certified Lactation Consultant
- Jordan Thompson- Behavior Specialist
- Angelle B-Dental Hygienist
- Britney Lamarche- Dental Hygienist
- Shirley Warner- Smoking Cessation Counsellor

### Staff 2014-2015

The majority of staff remained consistent in 2013-2014 with the exception of the changes indicated below:

- Heather Mitchell - Health Clerk
- Abraham Francis - Community Health Representative
- Misty Lazore - Community Health Nurse, Infection Prevention and Control
- April Terrance - Registered Nurse, Maternal Child Health/ Diabetes Center
- Noni Tarbell/Stephanie Buckshot - Clerk, Diabetes Centre
- Kim McElwain - Registered Dietician, General Nutrition
- Aaron Jock - Diabetes Prevention worker, Diabetes Prevention
- Naeem Irshad - Environmental Health Officer, Environmental Health
- Pauline Ford - Speech Language Pathologist
- Julie Cooke - Internationally Board Certified Lactation Consultant

### Service Accomplishments

\*this section is broken down into direct and indirect client services. Direct client services, refers to actual number of people who received public health services. Indirect client service refers to: presentations, marketing campaigns, social marketing activities, meetings, reports, community newsletter, clinics and other public health activities.\*



# DEPARTMENT OF HEALTH

## COMMUNITY HEALTH

### **Communicable Disease Control and Management and Environmental Health**

To reduce the incidence, spread and human health effects of communicable diseases, and infections as well as improve health through prevention and promotion activities. These services include: Immunization program, STI testing, disease surveillance, pandemic planning, contact tracing, presentations, health fairs, social marketing, education and resource, infection control measures. Our Community Health Nurses and Community Health Representatives provide this service.

We provide advice, guidance, recommendations and public education of health and safety within the Community and Community Organizations. These services include: housing assessments, beach water sampling, septic assessments, well water sampling, food safety training, disease surveillance, private and public building assessments, surveillance of viruses and pestilence, public health training and education. Services are typically provided by the Environmental Health Officer, Community Health Nurses and Community Health Representatives.

2013-2014

Direct Clients Service: 3100 Community Members served

Indirect Client Service: 2596

2014-2015

Direct Clients Service: 3286 Community Members served

Indirect Client Service: 2980

### **Chronic Disease Prevention and Treatment:**

We provide health promotion, prevention and management services for chronic diseases such as Diabetes. Services include one-to-one counseling, group presentations, get-fit program, diabetes boot camps, health promotion fairs, green food box, social marketing, resource development, healthy eating programs in the schools and daycares, gym subsidy program, cooking classes, gardening workshops, canning workshops, health breaks, action breaks, smoking cessation, little chefs program, heart health presentations, diabetes screening heights and weights in the schools, urban polling program, health promotion education and training. Our chronic disease prevention and treatment services are provided by: Community Health Nurses, Diabetes Prevention Workers, Health Promoters, Registered Dietitians, and Contract Staff.

2013-2014

Direct Client Services: 11975 people served

Indirect Community Service: 1883 community service activities

2014-2015

Direct Client Services: 9960 people served

Indirect Community Service: 1548 community service activities

### **Injury Prevention:**

We provide falls prevention and education as well as injury prevention initiatives such as car seat installation and inspections. These services are provided by Community Health Representatives, Healthy Baby Workers, and Community Health Nurses.

2013-2014

Direct Client Services: 26 people served

Indirect Community Services: 30

2014-2015

Direct Client Services: Program being developed

Indirect Community Services: 12

### **Maternal Child Health and Early Years:**

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

2013-2014

Direct Client Services: 4760 clients served

Indirect Client Services: 829 activities

2014-2015

Direct Client Services: 4760 clients served

Indirect Client Services: 829 activities



# DEPARTMENT OF HEALTH

## IAKHIHSOHTHA

Management and Staff of Iakhihsohtha Lodge are pleased to share their accomplishments and reflect on continuing challenges to deliver quality services in a safe environment for our community of families.

### Vision, Mission Statement:

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

### Program Goals & Objectives

- deliver facility based nursing and outreach services
- fulfill administrative requirements, comply with regulations & laws
- a safe & healthy work environment adhering to quality, risk management, accreditation & ethical standards
- a supportive learning and teaching environment that engages employees, families and volunteers

### Staff 2013-2014/2014-2015

- Program Manager: Patti Adiaconitei
- Medical Doctor: Dr. T. Forson, MD
- Dietician: S. Roy, RD
- Massage: Natalie Gibson, RMT
- Physio-Therapist: Andrea Bourdon, PTA
- Program Assistant/Supervisor- Allison Lazore-Green, Housekeeper/Laundry Workers: Sharon Ransom-Mitchell, Sheryl Lazore, Wendy Sunday. SUBS: Jaime Sunday
- Dave Oakes, food service supervisor
- Tony Koggel, cook
- Freda White, cook
- Teneya Mitchell, Dietary Aide
- Freda White, Dietary Aide
- Elaine Lazore, congregate dining attendant
- congregate dining attendant

### Contractors:

- **Meals on Wheels** – Drivers: Nancy Jean Jacobs, Tracy Sunday;
- **Dietary Aides:** Teneya Mitchell, Arvella Thomas;
- **Congregate Dining** – Dietary Aide: Elaine Lazore.

### Activity Coordinator/ Supervisor:

- Jamie Ross (Maureen Benedict (resigned 8/31/13))

### Restorative Aide:

- Kateri Lazore (Cheyenne Lewis, sub 12/6/13)

### Activity Care Aide:

- Rhonda Gray (Lorraine Thompson resigned 5/31/13)

### Director of Care:

- Janice Swamp-Sharrow, RN

### Registered Nurse:

- Robin Barnes, RN

### Licensed Practical Nurse:

- Eileen Montour,
- Kawennehawi Nelson

### SUBS:

- Cynthia Deere
- Joanne Campeau

### Certified Health Care Aides:

- Beatrice King,
- Rebecca Green

### Personal Support Workers:

- Katy Tarbell,
- Sally Cook,
- Gary Kirby,
- Charlene Lazore,
- Cheyenne Sunday,
- Melanie Jacobs,
- Lorel (Toni) Cook,
- Danielle George
- Mary Faye Roundpoint,
- Renee Oakes,
- Kelly Oakes.

### SUBS:

- Delia Lazore,
- Anne Phillips,
- Shirley Oakes,
- Deana Mitchell,
- Delores Jock,
- Charlotte Swamp,
- Kehley Roundpoint.

**Collaborative Partnerships:** Home Care/Support, WHW, Dental, Optometry, ANIHB, ARJO, Vital Aire, MCA Justice Department, SRMT Office of Aging.

### Service Accomplishments

#### Nursing & Residential Care Services

Iakhihsohtha Lodge provides twenty four hour nursing, medical, nutritional, housekeeping, laundry, restorative care and social & leisure activities in a secure environment for adults and frail elderly. The Lodge has twenty long term care spaces and eight short stay (respite care) spaces. One double room is reserved for exclusive use of palliative care families and a second double room was converted for use as a restorative





# DEPARTMENT OF HEALTH

## IAKHIHSOHTHA

care therapy space. Short stay services provide nursing care to persons expected to return home and palliative care for those requiring comfort measures during end of life situations.

2013-2014

Residential care service statistics: 30 clients in-house; 22 LTC; 7 Short Stay (respite care) clients; 1 Palliative Care resident. Total residential Days of Care: 7,530 days.

2014-2015

- Residential care service statistics: 30 clients in-house; 21 LTC; 9 Short Stay (respite care); 0 Palliative Care clients. Total residential Days of Care: 6,644 days.

### Ratinatare Outreach Services

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

**Activity DAY Services** are coordinated by the Activity Coordinator and offer organized recreational activities, meals, education and/or assessment sessions.

2013-2014 Participation Statistics: Event Days: 606 events. Face to Face Attendance: 2,328 elders, 2,177 adults and 1,103 Youth. Transportation: 131 visitors used the Tota Bus.

2014-2015 Participation Statistics: Event Days: 606 events. Face to Face Attendance: 2,689 elders, 3,700 adults and 812 Youth. Transportation: 312 clients were transported to events.

**Wellness DAY Services** are coordinated by the Director of Care. The Program employs a Licensed Massage Therapist, Physiotherapy Assistant and Foot Care Nurse. The Lodge also arranges for dental assessments to be done in the home.

2013-2014 Statistics: 26 Foot Care Clinics; 54 Clients in total - of these 50% are Diabetic clients. Statistics: 22 Massage Therapy Clinics; 30 residents; 22 community clients.

2014-2015 Statistics: 28 Foot Care Clinics; 52 Clients in total - of these 50% are Diabetic clients. Massage Therapy Clinics ceased in April 2014.

**Congregate Dining Services** are coordinated by the Activity Coordinator and Food Services Supervisor. Congregate meal service brings together residents, visitors and volunteers at breakfast, lunch or supper meals for special family events. The Diners' Club is a monthly event providing a full course luncheon surrounded by Themed Décor with local entertainment and games.

2013-2014 Participation Statistics: 226 Elder Visitors, 355 Adult Visitors, 388 Youth Visitors.

2014-2015 Participation Statistics: 454 Elder Visitors, 627 Adult Visitors, 307 Youth Visitors.

**Meals on Wheels:** The Food Service Supervisor coordinates meal preparation and delivery of meals; Home Care/Home Support Program completes client assessments and applications for clients residing in either Quebec district. MOW Service

2013-2014 Statistics: 91 MOW clients; delivered 20,800 meals annually.

2014-2015

MOW Service Statistics: 109 MOW clients; delivered 31,919 meals annually.

**Meal Services statistics:** Resident meals – 22,590; Community meals – 2,027; Staff meals – 6,240; MOW – 20,800 meals delivered;

2013-2014

Total meals prepared annually 51,657

2014-2015 Total individual meals prepared annually 64,121

### Learning, Growth & Transition

#### **In-Service Training:**

2013-2014: Iakhihsohta Lodge hosted nine in-house training events for employees this year; overall staff attended thirty one (31) training events in the following categories: Mandatory, Nursing, Management, Health & Safety, Language, Other Training and Presentations.

2014-2015: Iakhihsohta Lodge hosted 14 in-house training events for employees this year; overall staff attended thirty one (31) training events in the following categories: Mandatory (204), Nursing (38), Management (4), Health & Safety (12), Other Training (18) and Presenters (4).

#### **Staff Recognition:**

2013-2014: Our Licensed Practical Nurse was nominated for our annual BOUQUET Award in recognition of her "professionalism and respectful caring attitude when addressing the care needs of our Tota's. She shares her smile and a familiar greeting in the language of our Mohawk people".

2014-2015: Tenia Mitchell, Dietary Aide, was nominated for our annual BOUQUET Award in recognition of her respectful and caring attitude when addressing the dietary needs of our Tota's. "She shares her smile and a familiar morning greeting with all that cross her path".



# DEPARTMENT OF HEALTH

## IAKHIHSOHTHA

### Community Focus

#### Cultural Project:

2013-2014: The Linking Generation's Project (Tota's visiting with Tsi Snaihne School students) was once again funded through the NCBF fund. This project remains a highly anticipated event for both residents and students. The number of Totas visiting with the children has up to 12 participants at any given time and the number of classes who come from Tsi Snaihne school is 9 classes. We complete short craft projects during our visits. Many of the projects are culturally based for the older groups and the early years classes have age appropriate tasks to complete. We sponsored a "Fun Day" for the students and staff. There were two bouncy houses and lots of Pizza for their lunch on that day. Several Totas attended the event and enjoyed the day of fun!

2014-2015: The Linking Generation's Project wasn't funded through the NCBF fund this year; so the visiting students came once a week (vs. two times a week under the NCBF fund). This project remains a highly anticipated event for both residents and students. The NNATC visited for several socials and Darren Bonaparte did a special presentation about the life and history of St. Kateri Tekakwitha.

#### Partnerships:

2013-2014: We developed new partnerships with Akwesasne Family Wellness program, SRMT Family & Community Support, SRMT office for Aging and the Akwesasne Mohawk Singers.

2014-2015: We continue our partnerships with SRMT Family & Community Support and SRMT Office for Aging, Akwesasne Mohawk Singers, Methodist Church, Catholic Church, and Assembly of God. New partnerships include the Native North American Traveling College, the Akwesasne Freedom School, and AMBE with whom we partnered to hire several students for the summer.

#### Fundraising:

2013-2014-We held a Trivia Night fundraiser that raised \$12,000.00 thanks to the support that we receive from our local businesses and community members. This year the person raising the most money in pledges was Leona Cook who raised over \$2,000.00. We had a wonderful time and are excited for our future fundraiser. Nancy Bonvillain, who is a friend and annual benefactor to the elders of Akwesasne, gave a more generous donation than in the past, "to honor the memory of her Mother", who passed away earlier this year. We raised \$1,200 from the raffling of an original autographed Wayne Gretzky jersey donated by Jonathan Lazore.

2014-2015-There were two fundraising events this year: a cash giveaway raffle called "Iakhihsohta Christmas Cash Giveaway" and Trivia Night fundraiser. Nancy Bonvillain, who is a friend

and annual benefactor to the elders of Akwesasne, gave her annual gift of \$3,000.

**Community Entertainment:** Our Home hosted a number of visitors to our facility including SRM school band, local law enforcement Christmas carolers, Akwesasne Mohawk Choir, Drew Crew cloggers, as well as local musicians who come and entertain our Elders. We host a Bingo evening event for community members to socialize with our residents and send out our handicapped Bus to pick up bingo players in Hogansburg and Kanatakon. Many of these Elders no longer drive vehicles. In 2014, we hosted a Volunteer Appreciation Day event in September to thank and recruit volunteers – this was a day-long event open to the community.

### Challenges & Obstacles

- Community Involvement – An on-going issue is the poor involvement by family, community members and volunteers of all ages to spend time with our Residents or to assist with fundraising.
- Aging Infrastructure – Our Home was built in 1990. Reserves were depleted in 2008. Continuing to deal with mechanical and electrical systems, roofing, sewage and other various maintenance issues. Recently acquired a new handicapped vehicle – require garage to store new asset.
- Financial Challenges – Our Home continues to have difficulties maintaining solvency due to minimal funding increases and the obligation to comply with Ministry of Health and LTC regulations.
- Kitchen Expansion – Project funding to support the expansion of our kitchen, \$360,000 to complete; an initial response from MOHLTC has offered a portion of the funding required.
- Over the past year, the MOW program was exclusively delivered by Iakhihsohta Lodge staff.
- QHIP – Rules for QHIP applications change with each client that applies and the actions to resolve vary from one client to the next. The extended delays in approval are jeopardizing continued medical coverage for residents who come to us from the US.
- Bad Debt: Current Year \$15,084. Prior Year \$89,044. Grand Total \$104,128. MCA Council should consider enacting a Bad Debt collection policy to pursue collection of these outstanding debts.



# DEPARTMENT OF HEALTH

## Tsiionkwanonhso:te

Management and Staff of Tsiionkwanonhso:te are pleased to share their accomplishments and reflect on continuing challenges to deliver quality services.

### Vision Statement:

“As leaders in long term care services for First Nations people, we are role models. We provide a wide range of programs to meet our residents’ health, nutritional, social and recreation needs. We believe we are stronger with the community as a partner in all our efforts. We respect our elders, for the key of seven generations lie in the hearts of yesterday. We will face all challenges “with pride and dignity.

### Mission Statement:

Tsiionkwanonhso:te and its employees is to ensure that each resident is given care and comfort through skilled attention to their physical, intellectual, emotional, social and spiritual needs.

It is our tradition and our belief that our elders are to be cared for as if they were our own parents/grandparents and that they are to be accorded the respect and dignity that their years have earned them.

Tsiionkwanonhso:te offers a model for living to persons who require assistance with the regular activities of daily life. There are a number of features that we can offer to people who want to live in a home where caring and friendship is balanced with quality and skilled service, while at the same time respecting a resident’s quality of life and independence.

### Program Goals & Objectives

- To provide quality care
- To provide specialized health care
- To maintain Accreditation of the home by Accreditation Canada Services.
- To provide education to residents, resident family members, supervisors and front line staff.
- To maintain strong working relationships with community partners.
- To ensure all reporting to funding agencies are completed on time.

### Staff 2013-2014/2014-2015

Management & Administration: Program Manager: Patti Adiaconitei,  
Finance Clerk - Lorna Francis;  
Administrative Assistant / Ward Clerk - Denise Mitchell

Health Services Consultants/Contractors:

- Medical Doctor: Dr. T. Forson, MD
- Dietician: S. Roy, RD
- Physiotherapy: Patrick Labrooy, Arvan Re-Hab

Group, Inc.

- Massage Therapy: Anita Moriarty
- Psychogeriatric: Dr. Nadeau
- Art Therapy
- Esthetician, certified

Dietary & Environment Services: Food Service Supervisor, Vincent Barry Lazore,

- Cooks: James Papineau, Wayne Johnson
- Dietary Aides: Rachel Decoste, April Benedict, Tara Thompson, Brett Portious.

SUBS: Elizabeth Dechamps

- Housekeepers: Velma Cook, Esther Square, Debbie Jocko, Fawn Cole

SUBS: Jean Benedict, Diana Lalonde

- Laundry Workers: Whitney Roundpoint, Arlene Lauzon, Anne Shaver

Recreation & Leisure Supervisor: Teresa Doxidator David

- Activity Care Aide: Barry Lewis, Ellen Crouthers
- Students: Jordyn Thompson (CCVS); Iohahi:io ‘Social Service worker’ student placement.

Nursing & Residential Care Services: Director of Care, Evelyn Brunet, RN

- Registered Nurse: Sonya Sylvester, Tina Benedict, Patrick Swenson, Annalisa Johnson, Christine Francis

SUBS - Stephanie Seguin

- Licensed Practical Nurse: Rick McDonald, Robin Maracle, Asia Arquette, Aileen Anderson,

SUBS - Allyson Gagne, Susan MacDonell, Lisa Mitchell, Alana Green, Mary Ann Francis.

- Certified Health Care Aide: Francine Lariviere

- Personal Support Workers: Aimee Atchison, Amy Benedict, Farrah Cole, Kelly Cook, Kristin Cook, Kahawanion David, Sandra Fillion, Summer Francis, Brenda Jocko, Stephanie Johnson, Amber Lazore, Ellen Lazore, Shannon Lazore, Casey Leaf, Colette MacDonald, Sheila McGillivray, Connie Mitchell, Annette Portieous, Kehley Roundpoint, Raven Roundpoint, Justice Thompson, Sara Waldrif,

SUBS – Nicole Benedict, Tara Bertrand, Dawn Fisher, Megan Fisher, Sara McGillivray, Lynn Seguin,

- Restorative Care Aide: Eugene David

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



# DEPARTMENT OF HEALTH

## TSIIIONKWANONHSO:TE

### 2013/2014 Service Accomplishments

Tsionkwanonhso:te is a 50 bed long term care Home licensed by Ministry of Long Term Health Care (MOLTC) owned and operated by the Mohawk Council of Akwesasne. The Home works diligently to be a role model facility in our community. 2013-14 has proven to be a challenging year for our Home but we continued to provide quality care to our residents.

Tsionkwanonhso:te experienced 1 outbreak in the past year. A scabies outbreak affected the Home from September 12, to October 25, 2013. 2 residents and 1 staff member presented with scabies symptoms. Eastern Ontario Health Unit declared that the Home was on outbreak for scabies on September 12, 2013. Staff worked closely with Dr. Forson, EOHU, Community Health and Ministry of Health and Long Term Care during the outbreak. All residents were treated prophylactically. All staff were offered a scabies treatment to be completed at home. An extensive laundry and housekeeping undertaking was completed to eliminate the further spread of scabies. According to Eastern Ontario Health Unit, the Home was required to be 6 weeks without a new case of scabies to declare that the outbreak was over. We did not have any new cases so the outbreak was over in the 6 weeks.

### Capital Expenditures

The Home had capital expenditures in the current fiscal year. We purchased a new Geneva free standing supine tub in September 2013. The new tub came complete with a built-in disinfection system, adjustable height, air spa option, battery back-up and an auto fill option. This supine tub meets resident care needs, infection control requirements and Ministry regulations for resident safety.

### Training

Staff training continues to be a priority for the Home in accordance to the regulations of MOHLTC. When the Long Term Care Home Act, 2007 and Ontario Regulations came into force on July 1, 2010, ministry inspectors used new Inspection Protocols while inspecting long term care homes. These new Inspection Protocols collect evidence relevant to the new Act and its enforcement. All departments have been providing staff education concerning the Inspection Protocol. There are 31 Inspection Protocols and training is expected to take approximately 4 months.

January 3, 2014, MHLTC announced that long term care homes must start reporting physiotherapy and exercise classes as provided to residents. Training was given to long term care homes in January 2014. The submission dates for this new report was January 31, 2014 and is now required to be submitted on a quarterly basis.

Registered staff received PIECES training. PIECES training

is a Best Practice learning and development initiative which provides an approach to understanding and enhancing care for individuals with complex physical and cognitive health and behavioural changes. PSWs continue to receive Behavioral Support training with Royal Ottawa Hospital to manage our residents with behavioral issues related to dementia. 5 PSWs attended a 2 day PSW Enhanced Dementia training session provided by the Royal Hospital.

The Home continues to participate in the 'Just Clean Your Hand' program as developed by the MHLTC Performance Improvement and Compliance Branch. The Home has provided training on various infection control topics – including hand washing, influenza, MRSA, VRE, C-diff, ESBL and Group A Streptococcus.

The Home continues to have strong fall prevention, skin and wound care, continence care programs. All staff received mandatory lift and body mechanics training. Training has also been provided concerning incontinence and skin assessments and oxygen therapy. Registered staff received training on the management of Pleurex drainage, physician orders and hypoglycemia.

In September 2013, Our Home had an inspection by the MHLTC, Health System Accountability and Performance Division. There were no findings of non-compliance at that time.

### Community Focus

Tsionkwanonhso:te continues to strive to provide quality care to our residents and their families. Our health care team recognizes and respects each resident and their right to individuality, quality care, safety and privacy.

Roy's Florists in Cornwall provides complimentary birthday corsages to Residents. A monthly list of names is faxed to the florist. The corsage is picked up and delivered to the Resident on their birthday.

Residents have taken to shredding newspapers for the OSPCA and send an average of three large bags per month.

With the majority of individuals practicing Roman Catholics, the members of the Pastoral care team (St Parish priest, Sister Mary Christine) attend to their spiritual needs. The senior community members have the opportunity to worship at the monthly MASS hosted by Tsionkwanonhso:te residents scheduled on the last Saturday evening of the month.

The Gospel singers of the Mohawk Assembly of God and the Pastor of the Baptist church provide their services. Bingo is still the number one activity asked for and attended by Residents, so there are now a number of different bingo activities offered: Music Bingo, Reminiscing Bing, a Theme Bingo, Quarter BINGO, LOONIE bingo.





# DEPARTMENT OF HEALTH

## TSIIONKWANONHSO:TE

### 2014-2015 Service Accomplishments

#### Nursing & Residential Care Services

Tsionkwanonhsote provides twenty four hour nursing, medical, nutritional, housekeeping, laundry, restorative care and social & leisure activities in a secure environment for adults and frail elderly. The Home has fifty long term care beds and must maintain full capacity to be compliant with regulations. One double room is reserved for exclusive use by residents and their families requiring palliative care support.

**Residential care service statistics:** 50 residents. Total residential Days of Care: 17,493 days.

Presently 52% of our residents are Akwesasne members and 48% are non-Native.

All Long Term Care Homes in Ontario are governed by Long Term Care Homes Act, 2007. It is designed to ensure that residents receive safe, consistent, high-quality, resident-centered care. The goal is to ensure that residents feel at home, are treated with respect, and have the sports and services they need for health and well-being. TsionKwaNonhSote 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.

#### Dietary & Environment Services

In October 2014, the Ministry of Health inspectors were on site over a two week period. They issued 3 compliance orders which were addressed within the stated time frame. Some of the areas affected were with equipment, maintenance, training, RN staffing and policies.

Operational Changes: Meals on Wheels moved from Tsionkwanonhsote to Iakhihsohtha on April 1, 2014. Program Manager was re-assigned; Patti Adiaconitei took over operations for both LTC facilities in September 2014. This year we changed our chemical supplier from Ecolab to Sealed Air as a cost saving measure. Staffing: the part time cook transferred to a full time position at Iakhihsohtha Lodge. The vacancy was posted and an offer made to successful candidate.

Plans for the Future: Mock evacuation, inviting more participation from community and hosting a food safety course in facility.

#### Recreation & Leisure Services

The MOHLTC Act, Section 1, under Recreational and social activities states: Every licensee of a long-term care home shall ensure there is an organized program of recreational and social activities to meet the interests of its residents. Without restricting the generality of subsection (1), the program shall

include services for residents with cognitive impairments, and residents who are unable to leave their rooms.

Changes to the activity programs occur often and regularly based on the initial interview of the new individual. Activity programs delivered to the Residents are determined by an assessment tool that identifies their interests and abilities (past and current). Activities are scheduled days and evenings, including weekends as scheduled. To meet the Cognitive,

Religious, Social, Physical and Emotional needs of our Elders, creativity is essential to successful activity planning.

There were a total number of 131 DIFFERENT Activities planned, scheduled and offered throughout the year.

Total # of Offerings: 813 / Average per Month 67.8: The monthly calendar of activities is planned based on the current resident needs. For the year a total of 813 different activities were implemented to the following criteria:

- Physical – 226 activities;
- Intellectual – 289 activities;
- emotional – 101 activities;
- Social—176 activities;
- Religious—21 activities.

Activities are usually 20 to 45 minutes long, depending on the endurance of the individual. These stats include residents with cognitive impairments. No one is excluded. The residents who benefit from one:one activities are not included in these Contact Minutes per Month (CMM).

- Total CM – 938,955 minutes spent with Residents (does not include planning and preparation)
- Average per month 78,246

Attendance is taken at every activity. Each individual is assessed and scored. These scores are used to assess any changes in the Resident's participation levels and are shared with family members at care conferences. Residents participation is scored at 1=spectator; 2=some participation; 3=full participation.

- Total Participants for the year -- 29,115; Average Per Month – 2,426.30

### Learning, Growth and Transition

**In-Service Training:** Tsionkwanonhsote hosted 31 training events for employees this year; overall staff attended training events in the following categories: Mandatory, Infection control, Ministry of Health and Long Term Care inspection protocols and standards, Nursing, Management, Health & Safety, Language, Dementia and responsive behaviors, Oral Care with RNAO, Other Training, Work Force Now and in-service Presentations. We presently have 6 staff members taking Mohawk language class on a weekly basis. Food Service





# DEPARTMENT OF HEALTH

## TSIIONKWANONHSO:TE

Supervisor attended Education day in Ottawa to earn education credits.

**Staff Recognition:** Tsiionkwanonhso:te continues to recognize staff for their contribution to the lives of our elders. Nursing department salutes our nurses during Nursing Week and PSWs on PSW day. Other departments recognize their staff as well on designated days annually. Since we are a 24 hour facility, our staff celebrate their birthday with a day off in lieu of staff activity day.

### **Community Focus**

**Cultural Project:** Lacrosse game for Elders (Akwesasne Family Wellness program); NNATC (social dance) (interview Elders).

**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; Akwesasne Board of Education (AMS); Native North American Travelling College (singers/dancers); Iohahi:io (student placement).

**Fundraising:** Efforts to have Residents attend an Ottawa Senators Game (wish list item) was successful.

**Community Entertainment:** Memorial Day Parade; Bishop's Visit highlighted Resident participation; Akwesasne Mohawk Ecumenical Choir are a few of the events residents participated in.

### **2013-2014/2014-2015 Challenges & Obstacles**

One of the challenges for the Recreation & Leisure staff is having regular volunteers to visit and/or entertain. The greatest obstacle has been the concern about driving over the bridge, as well as the apprehension about planned peaceful demonstrations. To reassure and encourage participation, the para-bus is used to chauffeur entertainers/visitors to Tsiionkwanonhso:te from the Wal-Mart parking lot.

Most residents who use the para-bus are in need of the LIFT, whether they use a wheelchair, rollator or just cannot manage steps. (which by the way is the greatest hindrance for most individuals when wanting to go home or visit) Most of the bench seats are removed to make room for wheelchair bound individuals. Removing and replacing the bench seats is physical manual labor and is a task that is completed by those who 'borrow' the bus.

Encouraging VOLUNTEERS of any age (student, retired, senior) is a challenge. Time spent meeting with individuals for interviews yielded zero results in the end.

Social activities (created around monthly themes) include staff and family members. Despite the donation of bingo equipment and supplies, attempts to host a fundraising BINGO were stalled when community members were apprehensive about entering the building.

Information sessions were provided and offered to all new staff and current staff on what services the Recreation and Leisure program provide in Tsiionkwanonhso:te (LTC).

Roy's Florists in Cornwall provides birthday corsages to Residents. A monthly list is sent and recreation staff picks up the corsage to deliver to the Resident on their birthday.

In August 2013, OPSEU filed an Application for Certification for the employees at Tsiionkwanonhso:te. The application excluded registered nurses, finance clerk and management employees. OPSEU filed Notice to Bargain on behalf of employees in January 2014.

**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. 85% of the current fiscal budget consists of staffing expenses which is difficult to reduce.

**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.

**Resident Profile -** The residents being admitted to long term care have complex health conditions and significant decline in their health status. A physically able resident with disruptive and violent behaviors can be very difficult to manage while ensuring resident and staff safety. We are also seeing an increase in residents with a history of drug/alcohol addictions.



# DEPARTMENT OF HEALTH

## WHOLISTIC HEALTH AND WELLNESS

### Vision, Mission Statement:

"The Department of Health sees future generations of Akwesasnon living in a healthy community, balanced in Body, Mind, and Spirit".

### Program Goals & Objectives

- Promotion of linkages between community, youth, families and accessing mental Health and addiction services
- Providing resources for community members on such issues as bullying, suicide, substance abuse, mental health, Addictions, Traditional Medicine
- Providing a range of activities for youth, focusing on child development, self-esteem;
- Providing Primary Care Clinics to the Community;
- Providing Traditional medicines Program to the Community
- a safe & healthy work environment adhering to quality, risk management, accreditation & ethical standards
- To develop and deliver culturally appropriate community-based Primary Care, Traditional medicines, Mental Health, Prevention and addictions services to the community.

### Staff 2013-2014/2014-2015

#### Management & Administration:

Management & Administration: Program Manager: Lesley Bero, RN (613) 575-2341, extension 3101

#### Health Services Consultants/Contractors:

- Medical Doctor: Dr. T. Forson, MD
- Medical Doctor: Dr. B. Young MD
- Medical Doctor: Dr. K. Saylor MD
- Medical Doctor: Dr. MF Levac MD
- Medical Doctor: Dr. R. Trembly MD (Fee for Service)
- Medical Doctor: Dr. R. Ywakim MD (ENT)
- Physiotherapy: Patrick Labroy

#### Medical Clinic: Akwesasne and Kawehnoke:

- Clinic Supervisor- June King, extension 3214
- Nurse Practitioner: Joelle Regnier NP
- Registered Practical Nurse: Anna Thompson, RPN extension 1111
- Registered Practical Nurse: Sandra Thompson, RPN extension 3213
- Registered Practical Nurse OTN: Dawn King-Lazore, RPN/ MaryAnn Francis, RPN extension 3230
- Clinic Receptionist: Theresa Connors, extension 3215
- Clinic Receptionist: Donna Mitchell, extension 1110
- Clinic Receptionist: Yolanda David, extension 1114
- Electronic Health Information Systems Specialist: Rarihwenhawi Lafrance/ Stephanie Buckshot extension 3103

#### Traditional Medicine Consultants/Contractors:

- Medicine person: Edward Gray

- Ceremonial Teacher: Darrell Thompson
- Healers and Seers: Wendy Hill
- Healers and Seers: Troy Green
- Healers and Seers: Marcy Vyse

#### Traditional Medicine:

- Special Projects: Della Adams, extension 3118
- Cultural Support Worker: Aronhiaies Herne, extension 3116
- Administrative Assistant: Tina Mitchell, extension 3115

#### Mental Health Consultants/Contractors:

- Clinical Supervisor: Peter D. Ladd PhD. / Alana Jacquemet, RSW
- Mental Health Therapist: Jennifer Gaudreau B.A., M.Ed., C.C.C.

#### Mental Health:

- Mental Health Therapist: Kanietahawi Sharrow, M.S., extension 3106
- Mental Health Therapist: Dawn Skidders, B.A. Psych, CAC II, extension 3119
- Administrative Assistant: Sabrina Jacobs

#### Addictions:

- Case Management Coordinator: Bonnie Bradley, B.A., CAS IV, extension 3109
- Addictions/Mental Health Worker: Kyle Thompson, extension 3107
- Addiction Case Manager: Dave Swenson, CAS I, extension 3112
- Addiction Case Manager: Tammy Mitchell, S.S.W., CAS III, extension 3113
- Addiction Case Manager: Donna Benedict, I.C.A.D.C. (currently on leave)
- Addictions Case Manager: Cindy Oka, S.S.W., extension 3114

#### Prevention Program:

- Coordinator of Prevention /Intervention: Leona Barnes, extension 3104
- Prevention Specialist: Vacant

### Staff 2013-2014/2014-2015

#### Service Accomplishments

##### Akwesasne and Kawehnoke Medical Clinics

Offering primary health services to the community, the Akwesasne and Kawehnoke Medical Clinics are open six days per week, with evening clinics being provided at the Kawehnoke Medical Clinic. Over the past fiscal year the medical clinics consist of 6 physicians and 1 nurse practitioner, 3 Registered



# DEPARTMENT OF HEALTH

## WHOLISTIC HEALTH AND WELLNESS

Practical Nurses, 1 Clinic Coordinator and 3 Clinic Receptionists.

Both clinics are offered on a walk in or an appointment basis, with a lab morning at the Akwesasne Medical Clinic. Dr. T. Forson conducts home assessments in the districts of Kanatakon and TsiSnaihne in partnership with the Home Care Home Support Program for those who are unable to be seen in the clinic setting. Dr. Forson also conducts rounds at Iakhihsohtha Lodge for their residents weekly. Joelle Regnier, NP conducted home visits for the Home Care Home Support Program for their clients in Kawehnoke, up to her departure in January 2015.

Specialty Clinics include; Diabetes Clinic (in collaboration with the Akwesasne Diabetes Program), Woman's Clinic, Men's Clinic, FASD Clinic (in collaboration with the Community Health Program) and an Ear Nose and Throat clinic.

Nightingale on Demand is the new electronic medical record system (EMR) that started on January 4, 2013. Staff is slowly adjusting to utilizing this program and working out the workflows that surround the implementation. Lab reports are being transmitted directly to the system, this increases the speed of accessing labs.

The Medical Clinics have had 7980 primary health care visits consisting of both the physician and the nurse practitioner client visits. The physician consulting with the Akwesasne Diabetes Program includes an additional approximate 476 clients.

The Medical Clinics 2481 referrals have been made to specialists as specific services or specialists are not available on-site. The Registered Practical Nurse and Physician have reviewed 5095 laboratory results that have been received and 5002 reports from the Cornwall Community Hospital (consisting of Diagnostic testing, Emergency Room reports, etc.).

This is the second year that the Medical Clinics have been participating in the Ministry of Health Quality Improvement Plan, the plan required baseline information that was gathered for some of the areas required. From year to year the plan will be utilized and built upon to improve quality and meet service contract requirements.

### **Ononhkwaon:we – Traditional Medicines Program**

The Traditional Medicines program provides community traditional healing services through the medicine wheel teachings, access to healers and seers, cultural counseling, medicine consultations and ceremonial teachings.

In keeping with the foundation of the program the person

is looked at holistically, looking at the emotional, physical, mental and spiritual well-being, therefore, when a person initiates contact with our program a traditional assessment is completed and an individualized treatment plan is developed. This treatment plan can include such services as, individual healings sessions, medicine walks, sweat lodges, cultural counseling sessions, and medicine consultations, sessions with healer/seer. For the 2014 – 2015 fiscal year there have been a total of 498 clients served with individual appointments.

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

Creation Story Class - Educating community members on the lessons of the Creation Story

ten sessions from May to July, 2014. Total attendance for all classes was 396 people; this would average 40 people per class. Individual sessions with Darrell Thompson - Studied, consulted, and gave insight into different ceremonies, on a weekly basis with clients – 40 participants.

Conducted a cultural group consultation session for Administration #1 Staff to provide education.

Conducted group education session for 5 school staff at the Ahkwesasne Mohawk School.

Provided group education session to youth on the roles and responsibilities of men and women for 30 youth at the Thompson Island Youth Camp – summer cultural camp in conjunction with the Community Justice Program.

Medicine walks 2 days conducting medicine teachings and identification for 70 participants.

Medicine harvesting 10 days harvesting and identification of medicines to be used by community members.

Ahkwasasne Mohawk Board of Education Professional Development day cultural presentation – provided cultural teachings on medicines and spirituality to AMBE staff to 100 staff members.

Tobacco Burning at Iohahiio for staff and students to have one mind for the year for 120 participants.

Tobacco Presentation at Iohahiio provided teachings on traditional tobacco and medicine pouches for 10 participants.

Healers and Seers are contracted for 20 weeks out of the year and are open to community once the admission process is completed.

### **Mental Health Program**

The Wholistic Health and Wellness: Mental health Program offers out-patient community mental health services. The Mental Health component has a Clinical Supervisor: Dr. Peter Ladd, whom left in May 2014, and Alana Jacquemet, who began in September 2014 as well as three individuals who provide mental health therapy. These mental health professionals are: Jennifer Gaudreau, Dawn Skidders, and Kanien-



# DEPARTMENT OF HEALTH

## WHOLISTIC HEALTH AND WELLNESS

tahawi Sharrow. Being a community based clinic; services are offered to a diverse age range of clients; from pre-school to the elderly. Staff operate from the premise of a “client centered perspective” and receive referrals from individuals themselves, family members, and agencies.

Once a referral is received the prospective client will be seen by a clinician for assessment, counseling, diagnosis, therapy and follow up. Clients may have either brief service sessions or may become long term clients depending on individual client need. Counseling may entail individual, couple, family, and debriefing, grief, and mediations services may also be recommended for the client.

Staff has opportunity to increase their skill level and examples of recent training include: specialized training in cognitive behavioral therapy as well as play therapy, and trauma therapy, and documentation. Many mental health clients also have concurrent disorders and at times are working simultaneously with an addiction case manager to provide comprehensive wholistic service.

The Wholistic Health and Wellness Mental Health component provides dynamic and fluid services to the community and account for over 1,000 client visits this fiscal year, referrals are constant and individuals may return if they experience crisis. There have been 588 mental health visits so far in 2015. The overall goal of the community mental health component is to continue to meet the clients mental health needs. At times, this includes working cooperatively with addiction services, medical clinic, and traditional medicine to provide the best client service delivery.

### TEKANIKONRAHWA:KON-ADDICTIONS PROGRAM

The Wholistic Health & Wellness Addictions Program provides community based out-patient addictions services. Addiction services are provided to ensure early identification of people who may be at risk for developing or already have a substance abuse problem. This is accomplished through the provision of screening, assessment and referral services for individuals who may be at an elevated risk for substance abuse.

Referrals are received and given an appointment for a face to face meeting with an addictions case manager within three working days. Addictions services reflect community need and efforts are made to address alcohol and or drug abuse concerns such as the prescription drug abuse issue. Staff has begun the process of extending work hour schedules and addiction related workshops are presented to the community. A community workshop on: “Opioids” was offered in November 2013 with a good number of participants: 55+ with excellent workshop reviews. Workshops on: “The Matrix Model” for intensive outpatient addiction treatment was presented in February

2015 and staff from DOH/DCSS were trained. Workshops on: “Traumatic Incident Reduction/ACE Study were also presented to community and staff in February and March 2015. Staff is available to present evening workshops and some of the topics that have been presented thus far are: “Relapse Prevention” and “Men’s Topics in Recovery” as well as “Step work” for recovery. An “Addictions Expo” was held in December 2014 with excellent program and community response, plans are being made to repeat the expo again for community. A.A., N.A., and Coda meetings remain viable options for community members to access.

Addictions Staff also have access to training offered through the Mohawk Council of Akwesasne; such as: First Aid/CPR and topics related to safety and privacy. Addictions staff are also able to maintain their certification requirements as addictions case managers through the: First Nations Wellness Addictions Counselor Certification boards. Bonnie A Bradley; Case Management Coordinator is the second successful applicant in Canada to receive the designation as ICAS Level 1V-Clinical Supervisor under the First Nations Wellness/ Addictions Counsellor Certification Board. Certification hours are attained yearly through attendance at addiction and Aboriginal First Nations wellness conferences, staff attend these in Barrie Ontario and Toronto. Staff also had opportunity to access training at St. Joseph’s Treatment Center in Saranac Lake New York for updated addiction training. Many referrals are reflective of the duality of addiction and mental health and staff work closely with our mental health team to ensure clients receive treatment for concurrent disorders.

Our clients range in age from adolescent to elders and we also accept referrals from many institutions and facilities, as well as other MCA programs. We now additionally have a staff member who will be facilitating the flow of referrals from the local AMBE school systems and programs that service youth. The aim is to increase awareness of drug and alcohol prevention and to provide workshops and support to educate youth and provide them with resources for care. The addictions/mental health liaison worker had 481 community contacts since the start of service delivery. The total number of client visits for the addictions case managers for the fiscal year was: 719 with a total of 105 individuals seeking addiction related services. 23 individuals were referred to in-patient treatment services, and 19 completed the program. There have been 176 client visits thus far for addictions this fiscal year.

We continue to maintain on-going contact with both the: “Onentokon” and “Partridge House” treatment facilities. Clients also can access other services as necessary. We also maintain working relationships with both Addictions Services of Eastern Ontario and the SRMT Drug and Alcohol program. The long range plan is to develop alternate community based





# DEPARTMENT OF HEALTH

## WHOLISTIC HEALTH AND WELLNESS

out-patient detox services for Akwesasne clients to consider as the Withdrawal Management Facility in Cornwall will no longer be available after July 2013. One consideration to be investigated is to create our own Wholistic Health out-patient community detoxification program possibly utilizing the: “Matrix Model” as a resource for clients.

The overall plan is to continue to offer comprehensive service delivery to the Akwesasne community members.

### PREVENTION PROGRAM

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

Referrals are made through other programs as well as making an appointment. The Prevention program is very active in the Coalition for Community Empowerment providing both human and financial resources. The Coalition is a joint venture of various organizations and programs that hosts youth activities focusing on child development, self-esteem, sexual health, and other issues facing our youth. These activities are year round with the Coalition meeting monthly for planning.

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

### 2013-2014

- Family Education for Drug and Alcohol for 4 people.
- Walk in clients 3 people
- Girls Night out – youth activity for 36 girls – Akwesasne Coalition Activity, activities planned for girls on a number of issues, healthy bodies, drug and alcohol, selfies, positive messages, crafts and girly things.
- Walk for AIDS – Community Event – 150 people
- Father Daughter Dance – Community Activity – 160 people, fathers and daughters attend a dance together, they dress up.
- Attended a total of 3 community meetings, submitted 3 articles for the Health in the Indian Times Newspaper, and sponsored 4 Kids Pages in the Indian Times Newspaper.
- Family Education for Drug and Alcohol for 4 people.
- Team Building for youth with 120 participants –
- Kids for Fishing – in Conjunction with the St. Regis Mohawk Tribal Police – Akwesasne Coalition Activity – for 120 participants. Kids go fishing with various volunteers, they learn about the fish, the river, and drugs and alcohol.
- Memorial Day Parade – Akwesasne Coalition Activity – Community wide participation of at least 2000 people. A parade float during the local Memorial Day Parade.
- Attended a total of 4 community meetings, submitted 4 articles for the Health in the Indian Times Newspaper, and sponsored 4 Kids Pages in the Indian Times Newspaper.
- All Night Graduation – Akwesasne Coalition Activity, Graduates are invited to participate at the school and celebrate in a Drug and Alcohol Free environment. Various activities and food are provided, along with prizes. A total of 132 people participated in this year’s events.
- Team Building for youth with 60 participants.
- Super Family Hero Party Akwesasne Coalition Activity, Community wide event with 300 participants where area prevention workers dressed as superheroes to deliver various prevention messages, community members also dressed in their favorite costumes.
- Attended a total of 4 community meetings, submitted 4 articles for the Health in the Indian Times Newspaper, and sponsored 3 Kids Pages in the Indian Times Newspaper.
- Summer School Program - at the beach for 160 participants
- Mini Race against Drugs – using remote control cars a youth activity for the community seeing at least 1500 participants.
- Walk in clients 2 people.
- Attended a total of 4 community meetings, submitted 3 articles for the Health in the Indian Times Newspaper, and sponsored 4 Kids Pages in the Indian Times Newspaper.
- Fun Fair – Akwesasne Coalition Activity – a youth activity seeing 160 people.
- Youth Camp – a camp for youth focusing on health positive messages and prevention for 198 people.
- Attended a total of 5 community meetings, submitted 3 articles for the Health in the Indian Times Newspaper, and sponsored 4 Kids Pages in the Indian Times Newspaper.
- Education on Drugs and Alcohol for 4 people
- School Suspension Program seen 1 client, this is a program whereas the youth that are suspended from school for reasons around Drugs and Alcohol come in to the Prevention program for 3 - 5 days and are provided with intense Drug and Alcohol education and upon return to the schools a written verification is sent with the youth to show that they have attended the education sessions.
- Pep Rally at Area Schools for 500 students - with positive messages of prevention.
- Disability Awareness Day for 300 community members, local booths set up with information on various area programming.
- Attended a total of 3 community meetings, submitted 2 articles for the Health in the Indian Times Newspaper, and sponsored 4 Kids Pages in the Indian Times Newspaper.
- Mad Hatter Tea party – Akwesasne Coalition Activity, a tea





# DEPARTMENT OF HEALTH

## WHOLISTIC HEALTH AND WELLNESS

party, drinks, food, face painting, and crafts were provided for kids. Also Mad Hatter characters were there for 50 participants – youth activity.

- My mother/daughter group for 4 participants which is a special group for mother and daughter to build a stronger communication between both. – Youth activity.
- Fall Festival at Akwesasne Mohawk School – setting up a craft booth for kids a community event involving 150 participants.
- Zombie Walk – Akwesasne Coalition Activity – Community Activity – Build props, set up grounds, and dress like zombies this is a course for kids to go through.
- Attended a total of 4 community meetings, submitted 4 articles for the Health in the Indian Times Newspaper, and sponsored 4 Kids Pages in the Indian Times Newspaper.
- Diva Dinner for Girls – Akwesasne Coalition Activity – 64 participants. This is an activity that provides education to teen girls on various issues that they face. A sit down dinner is served to the girls that attend.
- Crazy Hat Day – 30 participants -this was open to the community for National Addictions Awareness Week. All the group had to do was to decorate a hat. Crazy right!
- National Addictions Awareness Week (Family Night) – 280 participants – Activities planned for the whole family to enjoy, Air houses, food, education booths, and door prizes.
- National Addictions Awareness Week (Anxiety Workshop) – 60 participants – Annmarie Churchill provided a workshop on Anxiety for the community, with positive feedback. The Traditional Medicines Program also provided a session included in this workshop.
- National Addictions Awareness Week (Catskill Theater) – 165 participants – activities planned for the whole family to enjoy Puppet show, food, door prizes, and most important face painting.
- Carnival for Christmas Basket Akwesasne Coalition Activity for 300 people, Carnival games set up for community to enjoy for fundraiser for Christmas Baskets.
- Women in Recovery – this was an activity that was attended by 68 women it was an evening event that women in recovery came out to enjoy a booth that provided relaxing information, oils, foot soaks, teas, hand rubs, everything a person needs to help after having a heavy day.
- Attended a total of 6 community meetings, submitted 4 articles for the Health in the Indian Times Newspaper, and sponsored 4 Kids Pages in the Indian Times Newspaper.
- Debriefing session for one person
- Cookies with Santa – Akwesasne Coalition Activity – for 230 people, Cookies, drinks, pictures, games and crafts and an evening with Santa.
- Crafts Night for Christmas – for 50 youth, an hour of fun with kids during Christmas crafts with cookies and drink.
- Attended a total of 7 community meetings, submitted 2 articles for the Health in the Indian Times Newspaper, and

sponsored 3 Kids Pages in the Indian Times Newspaper.

- A safe Christmas message for drinking and driving during the holidays.
- Debriefing session for 2 people.
- Winter Fun Day – for 120 people – Activities for families to do together and have fun outside in the snow.
- Attended a total of 5 community meetings, submitted 2 articles for the Health in the Indian Times Newspaper, and sponsored 4 Kids Pages in the Indian Times Newspaper.
- Debriefing session for 3 people.
- Education Sessions on Drug and Alcohol for 12 people.
- Winter Carnival 2 days of activities for the whole community.
- Wild game cook off for 20 participants, making meals using wild game and then a contest judging the meals.
- Komic Kon – Akwesasne Coalition Activity for a total of 344 people – Having super heroes sent out a positive message on drug and alcohol. Setting up craft booths, make superhero costumes, contests, and a lot of fun for the whole family.
- Old Wives Tales – for 45 people – Just what it is an old wives tale Example: (Don't stand in the door way if you are having a baby).
- Attended a total of 5 community meetings, submitted 3 articles for the Health in the Indian Times Newspaper, and sponsored 4 Kids Pages in the Indian Times Newspaper.
- Education on Drugs and Alcohol for 2 people
- Debriefing session for 1 client.
- Youth Conference 23 participants – one day conference for teen on a number of issues, drug and alcohol, safe sex, healthy relationship and bullying, safe internet.
- Youth activity 20 participants
- Girls Night Out – Akwesasne Coalition Activity – Activities planned for girls on a number of issues, healthy bodies, drug and alcohol, selfies, positive messages, crafts, and girly things, for 27 girls.
- National AIDS Day for 56 participants – awareness on the issues of AIDS and HIV for the community.
- Depression workshop with Ann Marie Churchill – for 60 participants.
- Attended a total of 6 community meetings.

### 2014-2015

- School Suspension Program seen 5 client, this is a program whereas the youth that are suspended from school for reasons around Drugs and Alcohol come in to the Prevention program for 3 - 5 days and are provided with intense Drug and Alcohol education and upon return to the schools a written verification is sent with the youth to show that they have attended the education sessions.
- Family Education for Drug and Alcohol for 16 people.
- Walk in clients – 2 people.
- Walk in community for information – 3 people



# DEPARTMENT OF HEALTH

## WHOLISTIC HEALTH AND WELLNESS

- Debriefing for 2 people.
  - Candyland “Me and My Guy Dance” – Dance for young girls and male role models in their lives – 98 participants.
  - Girls Night out – youth activity for 42 girls – Akwesasne Coalition Activity, Workshop on self-esteem, Taking care of yourself, Safety in the family and positive activities for young girls.
  - Health articles for Indian Times – 4
  - Attended a total of 4 community meetings, submitted 4 articles for the Health in the Indian Times Newspaper.
  - School Suspension Program seen 9 client, this is a program whereas the youth that are suspended from school for reasons around Drugs and Alcohol come in to the Prevention program for 3 - 5 days and are provided with intense Drug and Alcohol education and upon return to the schools a written verification is sent with the youth to show that they have attended the education sessions.
  - Family Education for Drug and Alcohol for 9 people.
  - Debriefing for 2 people.
  - Kids for Fishing – in Conjunction with the St. Regis Mohawk Tribal Police – Akwesasne Coalition Activity – for 70 participants. Kids go fishing with various volunteers, they learn about the fish, the river, and drugs and alcohol.
  - Memorial Day Parade – Akwesasne Coalition Activity – Community wide participation of at least 2000 people. A parade float during the local Memorial Day Parade.
  - Attended a total of 5 community meetings, submitted 4 articles for the Health in the Indian Times Newspaper, and sponsored 4 Kids Pages in the Indian Times Newspaper.
- June –
- Family Education for Drug and Alcohol for 15 people.
  - Walk in clients – 2 people.
  - All Night Graduation – Akwesasne Coalition Activity, Graduates are invited to participate at the school and celebrate in a Drug and Alcohol Free environment. Various activities and food are provided, along with prizes. A total of 87 people participated in this year's events.
  - Neon Run for 60 participants
  - Carnival – for 180 participants.
  - Kids Corner music festival – provided activity for the club for 50 youth.
  - Coalition Networking BBQ 30 of Akwesasne Coalition members.
  - Attended 1 workshop on harm reduction.
  - Attended a total of 9 community meetings, submitted 2 articles for the Health in the Indian Times Newspaper, and sponsored 3 Kids Pages in the Indian Times Newspaper.
- July –
- Debriefing for 2 people.
  - Walk in clients – 2 people.
  - Teddy Bear Picnic an activity planned for mom and their children to do with health living 130 participants.
  - Family Paddle Day – 4 days – for 43 participants.
  - Wellness Day Education booth and give away set at fair for 1079 community members.
  - Attended NNADAP Training in Barrie, Ontario.
  - Attended a total of 4 community meetings, submitted 3 articles for the Health in the Indian Times Newspaper, and sponsored 4 Kids Pages in the Indian Times Newspaper. –
  - Carnival Cornwall Island AMS School – a youth activity seeing 70 people.
  - Youth Camp – a camp for youth focusing on health positive messages and prevention for 83 people.
  - Beach Day – Activities planned for families for 130 people.
  - Attended a total of 5 community meetings, submitted 3 articles for the Health in the Indian Times Newspaper, and sponsored 2 Kids Pages in the Indian Times Newspaper.
  - Education on Drugs and Alcohol for 1 person.
  - Debriefing for 1 person.
  - Pep Rally at Area Schools for 500 students - with positive messages of prevention.
  - Disability Awareness Day for 200 community members, local booths set up with information on various area programming.
  - Attended Anger Management workshop.
  - Attended a total of 5 community meetings, submitted 2 articles for the Health in the Indian Times Newspaper, and sponsored 4 Kids Pages in the Indian Times Newspaper and 1 staff meeting.
  - Family Education for Drug and Alcohol for 3 people.
  - Debriefing for 1 person.
  - Minute to win in – games made up for family teams – 80 people
  - Truck or treat – Trick or treating for the community – 300 community members.
  - Casino Wellness Day – set up education booth for employees of the casino – 210 employees.
  - Jersey day, Super Hero Day, and Crazy Hat day for National Addictions Awareness Week, for community at large.
  - Attended a total of 9 community meetings, submitted 4 articles for the Health in the Indian Times Newspaper, and 2 staff meetings.
  - Turkey Trot – Activities planned for the Christmas Basket Drive to enjoy Air Houses, food and Door prizes for 40 people.
  - Women in Recovery, an evening with women in recovery to learn about taking care of themselves. This was an evening that women in recovery came out to enjoy booths that provide relaxing information, oils, foot soaks, teas, hand rubs, everything that a person needs to help after having a heavy day-65 women.
  - National Child Day – activities planned for the whole family to enjoy food, door prizes, and most important face painting for 180 participants.
  - Adult Prom – prom for adults to benefit the Christmas Basket Drive with 45 participants.
  - Attended Workshop Celebration of Life (Women in Awareness).



# DEPARTMENT OF HEALTH

## WHOLISTIC HEALTH AND WELLNESS

- Attended a total of 11 community meetings, submitted 4 articles for the Health in the Indian Times Newspaper, and sponsored 4 Kids Pages in the Indian Times Newspaper.
- Movies with Santa – Akwesasne Coalition Activity – for 195 people, Cookies, drinks, pictures, games and crafts and an evening with Santa.
- Crafts Night for Christmas – for 60 youth, an hour of fun with kids during Christmas crafts with cookies and drink.
- Christmas Basket for Community at Large 5 days.
- Attended a total of 6 community meetings, submitted 2 articles for the Health in the Indian Times Newspaper, and sponsored 1 Kids Pages in the Indian Times Newspaper.
- A safe Christmas message for drinking and driving during the holidays.
- Debriefing session for 3 people.
- School Suspension Program seen 1 client, this is a program whereas the youth that are suspended from school for reasons around Drugs and Alcohol come in to the Prevention program for 3 - 5 days and are provided with intense Drug and Alcohol education and upon return to the schools a written verification is sent with the youth to show that they have attended the education sessions.
- Family Education for Drug and Alcohol for 1 person.
- Self-esteem workshop for 30 participants.
- Attended a total of 6 community meetings, submitted 2 articles for the Health in the Indian Times Newspaper, and sponsored 4 Kids Pages in the Indian Times Newspaper.

### February –

- Debriefing session for 2 people.
- Winter Carnival 3 days of activities for the whole community.
- AMS Heart Health 250 participants.
- Attended Training for Let's Get Healthy 4 times.
- Trauma training with AnnMarie Churchill for 50 participants.
- Attended a total of 6 community meetings, submitted 3 articles for the Health in the Indian Times Newspaper, and sponsored 4 Kids Pages in the Indian Times Newspaper.

### March –

- Diva Dinner – Activities planned for girls on a number of issues, healthy bodies, drug and alcohol, selfies, positive messages, crafts and girly things. For 46 girls.
- Client workshops on day 5 clients.
- Attended Mental Health First Aide Training.

National Aboriginal Youth Suicide Prevention Strategy has made it possible to provide a variety of youth empowerment workshops in collaboration with the Community Justice Program, and Akwesasne Area Management Board. The youth camps focused on cultural teachings, and self-esteem building. The camp held on Thompson Island included physical activity as well as providing education and showcasing a variety of services that are available for the community. For the second year the Floor hockey for youth has taken place at the Snye Recreation, this year we have had a total of 46 youth who began

and 28 youth who continued to come week after week. This has been made possible through community volunteers. Added to this program was a partnership with the Community Health Program to bring healthy snacks for the children participating. The children learned how to resolve conflict without bullying, it increased their support network and gave the children a positive activity to participate in.

### Learning, Growth & Transition

Staff takes courses; attend workshops, and in-services for both maintenance and upgrading of skill/knowledge to maintain their professional license, and also personal interest.

With the addition of funding flowed through various sources, the program has grown to include an Electronic Health Information Systems Specialist (EHISS) and also an Addictions Mental Health Worker, also funding for Suicide Prevention Strategies.

A more collaborative approach, networking with various programs and partners, we have been able to extend our services and also expand our services. Increase in collaborations with other Departments within the Mohawk Council of Akwesasne.



# DEPARTMENT OF COMMUNITY AND SOCIAL SERVICES

## ADMINISTRATION

### Mission Statement

Celebrating life, improving families.

### Staff (2013-2014/2014-2015):

- Robyn Mitchell, Director
- Rae (Seymour) Cook, Assistant Director
- Jennifer StandingArrow, Executive Assistant
- Lani Sunday, Program Manager, Akwesasne Child Care Program
- Rae Cook, Program Manager, Akwesasne Child & Family Services
- Daniel Bruyere, Program Manager, Community Support Program
- Rick Oakes, Program Manager, Ionkwanonhsassetsi Adolescent Treatment Program
- Catherine Lelievre, Program Manager, Iethinisten:ha Family Wellness Program

### Highlights and Accomplishments 2013-2014

**National Child Benefit Reinvestment Fund (NCBR)** has been able to maintain funding at status quo and approved 17 successful applications for funding in the areas of child nutrition, child care, cultural enrichment, support for parents and home to work transition. The NCBR Committee disbursed a total of \$347,800 in funding to community projects. There were a total of 2,662 families and 3,601 children who directly benefitted from these funds.

**Special Needs Committee** continues to assist families and community members identified with congenital, acquired, or developmental disabilities. Through the Special Needs Fund the committee provides financial assistance and support to individuals requiring educational devices, day or respite services, assessments and/or transitional services to foster independence for an individual. This year MCA was able to provide \$131,825.00 of their own source revenue to support individuals and families requiring assistance and or support services due to disabilities.

**Prescription Drug Abuse Strategy** was created to address the issue of addictions within the community. The objectives developed through the strategy were to increase awareness of available services and programs, identify gaps in services and to eliminate duplication of services. The Department of Community and Social Services planned and hosted a number of information sessions to promote the available DCSS services and programs that can provide assistance to community members struggling with addiction issues. On November 14, 2013, an information session at the St. Regis Recreation center was held in collaboration with the DCSS Snowsuit Drive. On February 19th and 20th, sessions were held at the Akwesasne Homemakers in Tsi Snaihne that included the Departments of

Health, Justice and Akwesasne Mohawk Police.

**Information Session:** The Departments of DCSS and DOH held a Community Event Day on Tuesday August 20th which included a clothing drive and give-away for both children and adults. The initiative was focused on assisting low income families with school clothing for children and adult clothing for the parents who may be entering the job market or returning back to school training. The Community Support Program was able to partake in the activity by hosting a 'free lunch' on August 20th, during this time.

**2nd Annual DCSS Snowsuit Day:** was hosted by DCSS on November 14, 2013 from 9:00am to 6:00pm at St. Regis Recreation, and was a huge success. We were able to support over 100 families by distributing over 200 snowsuits to children and youth. DCSS programs took the opportunity to set up information tables and to be available to share information on upcoming programming, activities and services available in response to the PDAS initiative.

### Highlights and Accomplishments 2013-2014

The Department of Community and Social Services Programs collectively manages a budget of over \$13 million and has provided services and activities totaling 414 to over 17,753 participants for the 2014/2015.

The services and activities provided by DCSS Programs has supported and assisted all age ranges within our community, from Elders, Grandparents, parents, children, youth and babies. The activities ranged from educational, information awareness, parenting, mentoring, arts and crafts, drug prevention and awareness, cultural teachings, cooking, life skills development, hunting and trapping classes, talking circles, and foster care training, bullying / violence prevention, and summer programming for children.

All five (5) DCSS Programs have successfully undergone and completed a number of Provincial program reviews and or compliance evaluations by funders. Both the Akwesasne Child Care Program and Family Wellness Program have been recognized for the exceptional services they provide to the community, and both program have been requested to train others within their field. The Program Managers from the Family Wellness, Child Care, and Child and Family Services participate and belong to provincial and regional committees that assist other First Nations and programs with assistance and support to their increase their capacity.

National Child Benefit Reinvestment Fund (NCBR) faced a drastic reduction in funding this year which impacted our ability to support and assist community projects at the





# DEPARTMENT OF COMMUNITY AND SOCIAL SERVICES

## ADMINISTRATION

levels compared to previous years. For 2014/2015 the NCBR Committee disbursed a total of \$202,100 in funding to thirteen (13) projects. There were a total of 2,038 families and 2,526 children who directly received supports from the NCBR funds.

### Updates 2013-2014

**DCSS/DOH JOINT MANAGEMENT INITIATIVE** was established in May 2013 in response to the Prescription Drug Abuse Strategy. The two Departments joined forces to collaborate and work in partnership to address the Prescription Drug Abuse Strategy and agreed to meet on a quarterly basis to review and coordinate services. The intent and focus expanded and a work plan was developed. As a result, the Departments have agreed to pool their resources and expertise to address the issue of Addiction and currently have established teams to focus on the areas of Training, Prevention, Media/Communication, and Quality Assurance. As we continue to work in collaboration, our goals are to increase our resources, reduce duplication, cut costs, improve communication, and increase our capacity to deliver services.

**Minister Visit:** The Ministry of Children and Youth Services, Assistant Deputy Minister, Daryl Sturtevant was in the community on August 8th, 2013. As MCYS develops the new Aboriginal Child and Youth Unit within the Ministry, the ADM took the opportunity to meet Akwesasne to gain a better understanding of our community and service needs specific to children and youth. The visit included a tour of our community, ACFS summer program, Child care Tota program, and all MCYS funded programs and facilities. Program Managers provided discussion and overview of program issues, concerns and requirements to meet the needs of Akwesasne children and youth. The visit was well received and a clearer understanding of our jurisdiction and the border issues was discussed.

**Alternative Dispute Resolution Advisory Committee** as members the Director and ACFS Program Manager attended quarterly meetings in Ottawa. It was announced that new funding was received and is available to assist in the implementation of Child Welfare- ADR processes for Child welfare services in Aboriginal communities. Akwesasne is identified as being in the position to develop and design an approach that is based on our community needs and appropriateness. The Wabano center is willing to assist and share as we develop a process specific to Akwesasne; and has provided free facilitator training December 9th and 10th, 2013, to five (5) Iohahi:io students currently enrolled in the Criminal Justice Services program. The students were selected by the CJS instructor as part of building community capacity in the area of facilitating, advocating and resolving child welfare issues through alternative methods and supports. Discussion and further meetings are now being scheduled, with the possibility of collaboration

with Department of Justice and DCSS.

### Updates 2014-2015

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**VISITORS:** The Ministry of Children and Youth Services, Regional Director, David Remington was in the community on September 9, 2014. The newly appointed Regional Director is new to the position and will be managing and overseeing the service contract of the Mohawk Council of Akwesasne's DCSS programs. The visit included a tour of our community, specifically highlighting all DCSS facilities, programs and services within the three districts. The visit was well received and a clearer understanding of our jurisdiction and the border issues was discussed.

**OACAS Aboriginal Services Advisory Committee** was in Akwesasne for a meeting hosted by ACFS on Sept. 9 and 10, 2014. Delegations of approximately 26 members from various First Nations in Ontario were in attendance for the meeting. Their visit included a tour of Akwesasne, and a visit to MCA facilities and programs.

### ANNUAL REVIEWS/INSPECTIONS:

- Ministry of Education visit to the community to complete Annual Licensing review for all 3 Child Care centers;
- Ministry of Community and Social Services-AHWS representatives to review and evaluate the services of Family Wellness Program;
- Ministry of Children and Youth Services representatives to conduct Annual Review and Inspection of Ionkwanonhsasetsi Treatment Center;
- Ministry of Child and Youth Services to conduct Foster Care Licensing review; Crown Ward Review; 2nd Post-Designation review;
- Aboriginal Affairs Northern Development of Canada in Akwesasne to complete Compliance Review and Program Evaluation for the Community Support Program and Family Wellness Program.





# DEPARTMENT OF COMMUNITY AND SOCIAL SERVICES

## ADMINISTRATION

### Challenges 2013-2014

Stagnant funding allocations since 1996 have been impacting the capacity to deliver services and provide supports at a level the community requires or needs.

Multi-jurisdictional challenge to deliver fair, consistent and comparable services to the whole community is becoming more difficult due to mandatory Provincial legislations, regulations and policies compliance requirements for Ontario and Quebec.

One main issue in operating a child protection agency which has the authority and jurisdiction in two separate provinces is delivering services in a fair and consistent manner when there are differences in legislation, regulations, procedures and standards that apply based on where the child resides within the community.

### Challenges 2014-2015

Multi-jurisdictional challenge to deliver fair, consistent and comparable services to the whole community is becoming more difficult due to mandatory Provincial legislations, regulations and policies compliance requirements for Ontario and Quebec.

To effectively and efficiently meet the changing needs of the community by providing relevant and appropriate supports or adapting services to meet needs with limited funding and resources.

One main issue in operating a child protection agency which has the authority and jurisdiction in two separate provinces is delivering services in a fair and consistent manner when there are differences in legislation, regulations, procedures and standards that apply based on where the child resides within the community.

### Goals 2013-2014

To continue to develop and provide prevention program that is specific to the community needs.

To improve access and awareness of services within DCSS.

To begin a process to monitor and ensure quality assurance, compliance and effectiveness of services.

To increase the volume of individual and family involvement and participation in programming and services that support building healthy families and children.

To increase the capacity, professionalism and ethical practices of DCSS staff

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To increase the capacity, professionalism and ethical practices of DCSS staff



# DEPARTMENT OF COMMUNITY AND SOCIAL SERVICES

## IETHINISTENHA

### Mission Statement

The mission of Iethinisten:ha Family Wellness Program is to provide emergency and long term safe housing for victims of domestic violence, abusive situations and/or self abuse (drug and alcohol abuse, self harm and high risk behaviors), through a culturally specific therapeutic educational healing program.

### Mandate

The mandate of the program is to provide educational healing services to women, men and children. There is a separate residential house for males who are victims of domestic violence or self- abuse.

The 24 hour crisis 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.

### Outreach Services

The cultural therapeutic educational program is 16 weeks in duration and can be attended either residentially or non-residentially and is available to those who meet the eligibility requirements.

The Outreach Program provides long term safe housing, up to one year for women, men and children who have completed the 6 week program. The long term housing option offered through the Outreach Program consists of 4 fully furnished 3 bedroom town house style independent units. The Outreach Program can offer one on one domestic violence education to those who are not able or do not wish to become a resident of the in-house program.

### Program Staffing 2013-2014/2014-2015

#### Counselors

- Pat Boots
- Catharine Macey
- Maria Pyke
- Kathleen Terrance

#### Outreach

- Jennifer Francis
- Kristy Lynn MacIntosh

#### Part time Counselor Aides

- Patricia Peters
- Mandy MacDonald

#### Administrative Assistant

- Cynthia Mitchell (2013-2014)
- Lacey Herne (2014-2015)

#### Program Supervisor

- Lynn Tarbell

#### Program Manager

- Catherine Lelievre

### Program Highlights and Accomplishments 2013-2014

The Iethinisten:ha Family Wellness Program was successful in obtaining an additional \$165,624 through a proposal sponsored by the Aboriginal Affairs Northern Development Canada (AANDC), to deliver a series of domestic violence prevention activities.

Some of the prevention activities focused on developing cultural skills such as beading, language, Traditional teachings, basket making, ribbon shirt and regalia making and numerous other traditional activities.

Program staff worked with a number of community partners from Mohawk Council of Akwesasne and the St. Regis Mohawk Tribe to develop and implement prevention activities that were held within the community.

They also worked with the Rites of Passage Program to teach families how to build Traditional canoes, in which 70 children and 100 adults worked together to successfully build two dug- out canoes. The dug-out canoes were then donated to Akwesasne Mohawk Police Service to use for their canoe club for youth.

The Iethinisten:ha Family Wellness Program received funding through another proposal sponsored by the Aboriginal Affairs Northern Development Canada (AANDC), to build a Healing Lodge on our premises, in order to conduct healing circles and groups.

### Program Highlights and Accomplishments 2014-2015

- A program website was developed with available resources for clients and professionals.
- A Train the Trainer program was developed to train other shelter programs in Ontario on the six (6) week educational curriculum. Eight (8) shelters in Ontario received the shelter programming which was funded through a grant to increase awareness and education on issues of domestic violence.
- A joint awareness campaign on Lesbian, Gay, Bi-sexual, Transgender and Questioning (LGBTQ) issues was held and more than 120 people attended the event. The event highlighted the issues that transgender persons encounter while in gender transition. The special guest was Katie Rain Hill who is an inspirational young woman who has successfully transitioned and is touring the continent promoting her book "Rethinking



# DEPARTMENT OF COMMUNITY AND SOCIAL SERVICES

## IETHINISTENHA

Normal”.

- Our program provided funding to the Ase Tsi Tewa: ton Culture Mentorship Program through the St. Regis Mohawk Tribe (SRMT). The program connects Elders with high risk youth through teaching culture and language.
- The program has put on 12 cultural workshops for the community throughout the year in all the districts. Some workshops that were held included basket making, rattles, hunting and trapping, skinning, medicine walks, canning, drums, rope tying, traditional games and gill netting.
- The program hosted a two (2) day conference with Dr.Green who specializes in teaching people how to work with children who have Attention Deficit Disorder (ADD), Attention Deficit Hyperactivity Disorder (ADHD) and Autism. We had more than one hundred (100) front line workers and parents attend the conference.
- The program held a two (2) day conference with Dr. Reef who specializes in healthy relationships. More than one hundred and fifty (150) attended.
- The program held two (2) cultural camps for children.
- The program sponsored ten (10) families in poverty and provided them with an entire traditional meal for Christmas.
- The program worked with the school to identify children in poverty and they were provided with meals to take home.
- The program provided an Absent Parent Program to single parents who have an absent partner due to being incarcerated or in jail. The program teaches parents how to cope with suddenly becoming a single parent and strategies. A component of the program has children's books that teach coping strategies for dealing with having their parent being absent.
- The program held a purple shirt campaign for “Bully Free” day.

The program gave more than two hundred (200) scarves, hats and mitten sets to children in need.

One event was the snow suit give away and the other event was at the youth mentor culture camp.

### Updates 2013-2014

The program is open to women, men and children. The Iethinisten:ha Family Wellness Program has a separate residential house for males who are victims of domestic violence or self- abuse, which is a new development.

The Iethinisten:ha Family Wellness Program offers a 24 hour crisis line that is operational 365 days a year. The number is 1-800- 480-4208

If a person suffered abuse in the past, but is still suffering from the effects of the abuse, they are eligible to participate in the educational healing program to get support.

It is not mandatory that the person resides at the facility in order to receive the educational healing program; individuals can participate in the program while residing in their own home.

The cultural therapeutic educational program is 16 weeks in duration and can be attended either residentially or non- residentially. This is a new development within the program and was implemented in order to encourage more people to participate on a non – residential basis, if they chose to stay at home rather than entering the program on a residential basis.

The program is able to transport clients, (who are residing at Iethinisten:ha Family Wellness Program) to and from the addiction day treatment program in Cornwall through the Withdrawal Management Program. (Detox)

The Outreach Program provides long term safe housing, up to one year for women, men (and their children) who have completed the 6 week program. The long term housing option offered through the Outreach Program consists of 4 fully furnished 3 bedroom town house style independent units.

The Outreach Program can offer one on one domestic violence education to those who are not able or do not wish to become a resident of the in-house program.

Many services are provided including: safety planning, counseling, support groups, healing circles, education and awareness, advocacy, ceremonies, healing, art/play therapy, crisis counseling, drug and alcohol education, relapse prevention groups, AA meetings, grief counseling, resume skills, stress management, relaxation, parenting, traditional teachings, the absent parent program, kid's in the middle program, caring dad's program, referrals, life skills, self care, conflict resolution, healthy relationships, anger management and the Creative Coping Program for children and mothers who have witnessed domestic violence.

Program services and groups are open to the public. In some circumstances, transportation can be provided to open groups for those who have no means of transportation.

Violence is a learned behavior and program staff is committed to the unlearning process. The Iethinisten:ha Family Wellness Program is in operation 365 days a year.



# DEPARTMENT OF COMMUNITY AND SOCIAL SERVICES

## IETHINISTENHA

### Updates 2014-2015

The program recently applied and received a grant to do a business plan to build a new shelter. The program is looking to build the new shelter within the next two years that will be located on Cornwall Island.

The new shelter will allow the program to enhance its services to the community. This project will create jobs for the community and become a training centre of excellence for other First Nations to receive training. More than one hundred and fifty (150) community members signed a letter of support for the program to build a new shelter.

The program opened a six (6) bed Men's Shelter which has been well received and utilized. The Men's Shelter was created to meet the needs of the community, which was identified by the community in the domestic violence survey that was conducted in 2011/2012.

The community felt that male victims of domestic violence did not have services within the community where they could access the same services that female victims received. The Men's Shelter has been occupied by men seeking safety since its opening, which signifies the community accurately capturing the need for services for men.

### Problem Areas 2013-2014

The Iethinisten:ha Family Wellness Program is experiencing an increase in clients who are accessing services, who are injection drug users. Management is working on coordinating and providing more advanced addiction training for their staff, to increase expertise in this area.

### Problem Areas 2014-2015

There is a need to relocate the current shelter based on space and safety needs. The proximity of houses and apartments does not permit any opportunities for expansion. The program is working closely with Canada Mortgage and Housing, to fund and support the building of a new shelter.

The program will be fundraising within the community to raise funds for the new shelter build.

### Budget

The Iethinisten:ha Family Wellness Program is funded by Aboriginal Affairs Northern Development Canada (AANDC), formerly known as Indian and Northern Affairs Canada (INAC) and The Ministry of Community and Social Services (MCSS)

### 2013-2014

#### Statistics

Crisis calls: 127  
Female and Male Residents: 16  
Children residents: 39

### 2014-2015

#### Statistics

Crisis calls: 67  
Female and Male Residents: 25  
Children residents: 5

### 2013-2014

#### Prevention Activities

- 92 Workshops held for the community, with a total of 3360 participants.
- 10 Healing Circles, with a total of 140 participants.
- 2 Culture Camps for youth, with a total of 38 participants.
- 39 Cultural Workshops, with a total of 261 participants.
- 5 Elder Teachings, with a total of 51 participants.
- 4 Radio Shows with more than 2000 listeners.

### 2014-2015

#### Prevention Activities

- 41 Workshops held for the community, with a total of 1114 participants.
- 18 Healing Circles, with a total of 419 participants.
- 2 Culture Camps for youth, with a total of 65 participants.
- 12 Cultural Workshops, with a total of 182 participants.
- 1 Radio Shows with more than 2000 listeners.
- 3 Conferences with 320 participants
- 1 Job fair with more than 200 participants.



# DEPARTMENT OF COMMUNITY AND SOCIAL SERVICES

## COMMUNITY SUPPORT PROGRAM

### Programs Vision, Mission & Values:

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

### Staff 2013-2014/2014-2015

- Daniel Bruyere, Program Manager
- Gary Cole, Case Management Supervisor
- Cheryl Rourke, Case Manager-Intake and Foster Children
- Dakota Caldwell, Case Manager-Employment & Education
- Caroline Peters, Case Manager-Single Parents
- Dennis Chaussi, Case Manager-Disability (2013-2014)
- Catherine Papineau, Case Manager-Employment & Education
- Mary Ann Jacobs, Data Clerk
- Cassaundra Phillips, Receptionist (2013-2014)
- Laura Benedict, Receptionist (2014-2015)

### Program Highlights

#### National Child Benefit Reinvestment Program

NCBR emergency and individual funds under the CSP have been exhausted for this past fiscal year 2013/2014.

#### 2013-2014

Emergency Fund

# Families 28      # Children (0-11) 38      # Children (12-18) 22

Individual Fund

#Families 38                      # Children (0-11) 77      # Children (12-18) 33

Akwesasne Heating Assistance Program (AHAP)

Elder Heating Assistance Program (EHAP)

Total Approved Applicants 698 approved applicants

Total Approved Elders                      292 Elders

Total Amount Distributed                      \$652,400.00

#### 2014-2015

Economic Hardship Fund served:

1 2014-20157 Families    35 Children in total.

Akwesasne Heating Assistance Program (AHAP)

Elder Heating Assistance Program (EHAP)

Total Approved Applicants                      647 approved applicants

Total Approved Elders                      330 Elders

Total Amount Distributed                      \$456,800.00

### Highlights 2013-2014

In order to meet the strategic goals of Mohawk Council for

2012-2015, and as stated in the MCA "Strategic Planning," the CSP-DCSS is revising, redrafting their Policies and Procedures to better reflect the needs of the community and clientele in maintaining the development and formation of a fair, impartial, accountable, and transparent process. The CSP-DCSS is doing their part in working toward the development of a comprehensive community development plan in meeting the needs of the Community in order to create stronger quality assurance practices.

The CSP-DCSS, under the intentions of our Employment Assistance Program, have developed partnerships with the Akwesasne Area Management Board, Akwesasne Mohawk Board of Education, IOHAHI:IO, Akwesasne Employment Resource Center, Ec. Dev., Akwesasne Youth Working Task Group, Akwesasne Boys and Girls Club and the Tribal authority. Along with this partnership the CSP-DCSS is a member of the newly formed Akwesasne Workshop Committee which our partnership shares ideas, opportunities and resources in collective programming development in employment and education in order to better meet the needs of the community of Akwesasne.

The CSP has implemented a specialization "Case Management" worker activity whereby each Case Manager is assigned a specific task under, education and employment, single parents, temporary care of children, intake and disability. These assigned tasks are in compliance with the existing Case Management job description and is proving to be beneficial in that each Case Manager brings specific skills and knowledge to their assigned tasks.

The CSP-DCSS has contracted Professional Edge Consultants to work with social assistance clients to develop a "Client Handbook" that addresses the rights and responsibilities of the client when they come on social assistance. The handbook, created and written by the clients, will provide individuals with the knowledge and capacity to know and understand their rights as a client of the CSP-DCSS. The handbook will also allow the client to understand they too will have certain responsibilities to themselves while on social assistance and that these responsibilities are reflective of a partnership with the CSP-DCSS that will see them work toward employment and education opportunities as a partnership and collaboration, when it is appropriate for them to be active participants.

The CSP-DCSS partnered with MCA Operational Support to hold an ASP30 Construction Safety Course in anticipation of MCA community members working on the dismantling of the Cornwall Bridge. The objective of the construction safety training program is to prepare community members to be "Certified" ready to be hired for this project. Due to the success of the first course, the CSP-DCSS held successive courses with





# DEPARTMENT OF COMMUNITY AND SOCIAL SERVICES

## COMMUNITY SUPPORT PROGRAM

a full complement of participants seeking construction safety certification. This is being funded under our CSP-EAP funds, and our social assistance clients are actively participating in the training as well. It is the objective of MCA to see a trained workforce that will be prepared and ready to work when the hiring call-out for the dismantling of the bridge occurs. This certified safety training will hopefully have a positive impact for the CSP clientele and others in providing employment and further training and skills opportunities. The safety training has so far demonstrated its viability, as some who have gone through the construction safety course are now working out west in Alberta and Saskatchewan.

The CSP is participating in the creation of an "Education Summit" to address post-secondary student success when entering college or university. Chief and Council, the Executive Director and Administration Management's participation is imperative to its outcome being successful.

ONWAA (Ontario Native Welfare Administrator's Association) is a membership of roughly 110 First Nations in Ontario delivering social assistance to their communities. This collective body of First Nations are in a five (5) year transitional partnership with MCSS-Ontario Works to develop First Nations social assistance strategies of their own, and in part, based on the recognition and understanding that First Nations should be able to develop their own local policy according to their specific local community needs. This was conveyed to us by ONWAA as an objective First Nations should be ready to move forward with, which some First Nations are not ready to do. However, MCA has been moving forward in this direction prior to this being announced.

### **Highlights 2013-2014**

In order to meet the strategic goals of Mohawk Council for 2012-2015, and as stated in the MCA "Strategic Planning," the CSP-DCSS is revising, redrafting their Policies and Procedures to better reflect the needs of the community and clientele in continuing to maintain the development and establishment of a fair, impartial, accountable, and transparent process for service delivery. The CSP-DCSS is doing their part in working toward the expansion of a comprehensive community development plan in meeting the needs of the Community in order to create stronger quality assurance practices.

The CSP-DCSS, under the objectives of their Employment Assistance Program, have developed partnerships with the Akwesasne Area Management Board, Akwesasne Mohawk Board of Education, IOHAHI:IO Adult Education, Akwesasne Employment Resource Center, MCA and Tribal Economic Development, Akwesasne Youth, and the Akwesasne Boys and Girls Club. Along with this partnership, the CSP-DCSS is a member of the Akwesasne Employment Skills Training

Network Committee which partners with other employment, education and training service providers to share ideas, opportunities and resources in collective programming development in employment and education in order to better meet the needs of the community of Akwesasne.

Through the Employment Assistance Program funding, the Community Support Program maintains support for individuals seeking education and employment and training opportunities while on social assistance. They also partner with the AAMB, AMBE and other programs and departments to create and provide better career counseling and workshop activity for students about to enter the workforce or who are seeking education and training opportunities. This partnership creates increased counseling and training capacity to ensure student success.

The CSP has implemented a specialized "Case Management" employee initiative whereby each case manager is assigned a specific task under, education and employment, single parents, temporary care of children, intake and disability. These assigned tasks are in compliance with existing responsibilities, which have proven beneficial in each personnel bringing specific skills and knowledge to their case management responsibilities.

The CSP-DCSS has worked with social assistance clients to develop a "Client Handbook" that addresses the rights and responsibilities of the client when they come on social assistance. The handbook, which was created and written by the clients, will provide individuals with the knowledge and capacity to know and understand their rights as a client of the CSP-DCSS. The handbook allows the client to understand they too have responsibilities to themselves while on social assistance. These responsibilities are reflective of a partnership with the CSP-DCSS that will see them work toward employment and education opportunities as a mutual collaboration, when it is appropriate for them to be active participants.

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 Adult Education Center in Tsi Snaihne. The bus travels from each district in the morning and returns in the afternoon at the end of the day to ensure adult learners without transportation are able to attend classes each day. Because of the success of this transportation initiative, it will continue into the 2015/2016 school year, and hopefully beyond.

The Community Support Program-DCSS is providing funding to Iohahi:io Adult Education for adult learners for a hot-lunch program called "Lunch for Learners" so students are assured a good hot meal if they otherwise are unable to afford a lunch



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## COMMUNITY SUPPORT PROGRAM

during their studies. This partnership is a success, as students don't have to leave the school for lunch, and they are able to remain and complete their classes and studies in the afternoon each day.

The Community Support Program is participating in the creation of an Akwesasne community wide "Education Summit" to address post-secondary student success when entering college or university. Participation with the Akwesasne Employment Skills Training Network Committee will ensure a continued and coordinated effort in seeing an "Education Summit" for the 2015/16 fiscal year to address planning, programs and services delivery. MCA Council was made aware of, and supports the education summit and will be in attendance also. We are strategizing a plan of action to address what respective programs and services are able to do to ensure success of our student's education and training outcomes.

The Community Support Program is an active member of ONWAA (Ontario Native Welfare Administrator's Association) which is a membership of roughly 110 First Nations in Ontario delivering social assistance to their communities. This collective membership of First Nations are in a five (5) year transitional partnership with MCSS-Ontario Works to develop First Nations social assistance strategies of their own, and in part, based on the recognition and understanding that First Nations should be able to develop their own local policy according to their specific local community needs. Mohawk Council of Akwesasne is already involved in this initiative as part of their own Nation Building process.

### Client Statistics 2013-2014

**Monthly Averages:** A three (3) year projection from 2011 to present is provided for this annual report to demonstrate an increase in client activity due to impacts of funding changes from other programs.

**Totals:** (monthly averages do not remain constant, and fluctuate on any given monthly period for many and varied reasons. From April 2013 to March 2014 active files have been high, averaging from 658 active files to 752 active files open each month)

Form 5's submitted to INAC (Reports Ontario) reflect an accurate accounting of client numbers per month. Client numbers of active files and who specifically these clients are and their dependents constantly change on any given month. (these stats are available upon request)

On any given month during this fiscal year (2013/14) we had a total of 658 to 752 clients (including spouses and dependents) collectively from each of the above categories and months.

### Client Statistics 2014-2015

Monthly Averages:

A three (3) year projection from 2012/13 to present is provided for this annual report to demonstrate an increase in client activity due to impacts of funding changes from other programs which created an increase in applications to the Community Support Program.

|        | 2012<br>Client # | 2013<br>Client # | 2014<br>Client # |
|--------|------------------|------------------|------------------|
| April  | 572              | 658              | 810              |
| May    | 637              | 727              | 728              |
| June   | 648              | 749              | 863              |
| July   | 664              | 751              | 862              |
| August | 679              | 730              | 853              |
| Sept.  | 648              | 692              | 838              |
| Oct    | 664              | 683              | 837              |
| Nov    | 663              | 694              | 833              |
| Dec    | 632              | 712              | 1058             |
|        | 2013             | 2014             | 2015             |
| Jan    | 630              | 746              | 867              |
| Feb    | 570              | 752              | 884              |
| March  | 655              | 777              | 912              |

Monthly averages do not remain constant, and fluctuate on any given monthly period for many and varied reasons. From April 2012 to March 2015 active files have been increasingly getting higher each year, averaging from 632 active files to 1058 active files each month, which includes spouses and dependents collectively from each of the above categories and months.

Although client numbers and programming activities continue to increase each year, the CSP-DCSS social assistance staffing compliment and administrative budget have remained constant each progressive year.

### Conclusion

Please see the client statistics of monthly averages over our three (3) fiscal year progression of our client activity increases from 2011/2012 to 2013/2014.

Client activity increases in 2013/2014 are due in part for the following reasons as reported to Finance and administration:

The Akwesasne Area Management Board has eliminated/decreased their funding for students attending upgrading, and are now only funding students who have less than 8 credits toward their upgrading/high school diploma, whereas before this was not a requirement. Also, the AAMB will now only fund



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courses that will successfully lead to gainful employment, such as trades and technology and available jobs in the employment sector. As well, they now only fund post-secondary who are only going into their second year of study, and only if they are achieving a 2.0 grade average or better. Many jobs are only available off-reserve and usually located far away, and are often jobs available only to a trained workforce. Many people do not want to leave this area to seek those jobs. Some of the courses previously run here in Akwesasne have led to an influx of too many students taking a particular course for not enough jobs, such as Early Childhood Education and the Personal Support Worker Program as just two examples. The CSP-DCSS is ending up taking these new graduates on as social assistance clients, as they are unable to find employment.

As well, the Akwesasne Mohawk Board of Ed. is no longer funding students who want to start post-secondary education in January of any given year. They will only fund students for the September start month now. The AMBE also had a post-secondary enrollment this last year (2013) of roughly 440 students, of which about 108 of them ended up not returning to their studies for various reasons. Our program picked up a number of those students who didn't return to school which resulted in our client activity increasing.

As a result, our "Basic Needs" budget was depleted as of December 2013, resulting in a budget deficit in the 4th quarter. (Jan, Feb, March 2014) Roughly \$900,000 to \$1,100,000 dollars was needed for the 2013/2014 remaining 4th quarter fiscal year.

Our Akwesasne Workshop Committee is planning and coordinating an "Education Summit" to address these issues and their effects on our programs and services, and impacts to budgets. MCA Council is aware of, and supports the education summit and will be in attendance also. We are going to try to come up with a strategy for a plan of action to address what our respective programs (AAMB, AMBE) might be able to do.

On a positive note, the CSP-DCSS does maintain support for individuals seeking education and employment and training opportunities while on social assistance. We are also partnering with the AAMB, AMBE and other programs and departments to create and provide better career counseling and workshop activity for students about to live away from the community. This partnership will address increased counseling and training activity to ensure their success while away achieving their post-secondary education and trades training.

### **Problem Areas**

Overall decreases to funding, both in the education and social assistance sector are being monitored and addressed by First Nation's political leaders across Canada. Ongoing negotiations to address these impacts to our First Nations continue to be a

priority at a regional and national level. This will continue to impact local programs and services negatively.

The rising costs to utilities such as heating, fuel and hydro will be realizing a negative impact to budgets in the coming months, with special concern for the coming winter season.

### **What kind of services do we offer:**

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

The Community Support Program provides financial assistance to pay for basic necessities when an individual or family has illness, unemployment or some other misfortune. 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.

### **Application Process**

You can apply by calling the Community Support Program office in the Kanonhkwa'tsheri:io Social and Health facility in St. Regis village next to CKON Radio Station. If you are experiencing an emergency situation, we may be able to assist you immediately that day, but you must contact us as soon as possible and we will work with you to see what the best options are to help you.

You can apply for social assistance by calling the Case Manager and asking to set up an appointment. An intake application process will begin at the initial call to our office and then a Field Worker will set up an appointment to come to your house to complete the application. Once the application is completed you will be told what other paperwork you will need to supply so the application can move forward. An assessment to determine if you qualify will be completed and you will then be notified, in writing, as to what your entitlement will be, or if you qualify based on your current situation.

### **Contact Information**

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. We are located in the Village of St. Regis in the Kanonkwat'sheri:io building next to the CKON Radio Station.

Community Support Program:  
Kanonhkwa'tsheri:io Health Facility  
31 Hilltop Drive, St. Regis, QC H0M-1A0  
Phone: (613) 575-2341



# DEPARTMENT OF COMMUNITY AND SOCIAL SERVICES

## IONKWANONHSASETSI

### Background

Ionkwanonhsasetsi is a Mohawk word that expresses the concern and dedication of the Mohawk Council of Akwesasne to its youth. This concept for youth programming has been a priority over the past years and today the dream is a visible reality. Translated, Ionkwanonhsasetsi means, "Our New House". Ionkwanonhsasetsi Adolescent Treatment Center (IATC) is located in the District of Cornwall Island, Akwesasne and is administrated through the Department of Community and Social Development, Mohawk Council of Akwesasne.

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

Ionkwanonhsasetsi Adolescent Treatment Center (IATC) provides a supportive homelike environment focused on therapeutic healing through the promotion of cultural and traditional teaching practices to adolescents aged 13 to 18 and their families, while strengthening our families and community for a drug free and healthy community.

It is a program designed to work in collaboration and cooperation with the Community Justice Program (Akwesasne Justice Department), Akwesasne Child and Family Services as well as the local, municipal and provincial judicial court systems. It has been designed to provide each adolescent that enters the program with a General Assessment, treatment plan, recovery therapies, discharge plan and aftercare recommendations whether the adolescent suffer from addiction, substance abuse, or both.

The program is also designed to address and treat other negative subjects of concern, including behavioral problems, aggression or any other issues that may require additional counseling where behavioral conduct may impact upon other important areas of accomplishment such as education and academics. In addition to client healing and recovery, the IATC staff is dedicated to working with family members and encourages them to be a part of the process and services where applicable, as their awareness is directly connected with their family members' successful recovery therapy (i.e. group and family counseling, etc.).

### Mission:

Ionkwanonhsasetsi Adolescent Treatment Center (IATC) is to provide, a supportive homelike environment focused on therapeutic healing through the promotion of cultural and traditional teaching practices to adolescents aged 13 to 18 and their families, while strengthening our families and community for a drug free and healthy community

### Faculty and Staff

- Richard Oakes, Program Manager
- Katrina Armstrong, Administrative Asst.
- Bridget Thompson, Domestic House Keeper
- Monica Jacobs, Clinical Coordinator
- Anna Thompson, Academic Teacher (2013-2014)
- Michael Russell, Addictions Counselor (2013-2014)
- Marlene Bero, Addictions Counselor (2014-2015)
- Haley Cree, Academic Teacher (2014-2015)
- Courtney Skidders, Case Aide (2014-2015)
- Michael Russel, Case Aide (2014-2015)
- Tony Luis, Case Aide (2014-2015)
- William Roundpoint, Cultural & Traditional Teacher
- Wayne Lazore, Case Aide
- Stephanie Pierce, Case Aide (2013-2014)
- Gary Lazore, Case Aide (2013-2014)
- Jennifer Gillis, Case Aide (2013-2014)
- 5 casuels (2013-2014)
- 4 casuels (2014-2015)

### Accomplishments 2013-2014

Ionkwanonhsasetsi success at forming a partnership with the Cree Nation Health Board to generate additional revenue to meet financial responsibilities is most beneficial achievement.

Through the collaboration with many MCA programs and community resources IATC has successfully expanded their catchment area. Here is a brief list that provides a snap shot of the program activities:

Treatment Center held a canning workshop at the St. Regis Recreation. Staff and clients attended along with MCA staff and community members. On day one the canning workshop focused on food safety and how to make beef jerky using a dehydrator. On day two the participants learned how to can meat and chicken using a pressure canner. They also learned how to can chicken broth. All participants enjoyed this event and hope that the instructors from the Cornell Cooperative Extension can return for another workshop in the near future. On April 24, 2013 The Treatment Center held a client graduation for our first female client from the Cree Nation. This graduation took place at the Cornwall Island Recreation Center because of the number of Cree's attending from Misstissany. We had placed all the chairs in a circle and proceeded with our graduation that was filled with emotion. The Cree's were





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## IONKWANONHSASETSI

very pleased with seeing the positive changes this young lady emulated. Afterwards we fed everyone a dinner of spaghetti and meat sauce.

IATC treatment staff participated in an "Iohahi:io Bullying Workshop" geared for student's grade 7 thru 12. This was a weekend event that included various presenters. Area Management organized this event and included the IATC to participate in this program.

The treatment center clients participated in a "Geocaching Treasure Hunt" and "picnic" in Valleyfield Quebec. This event was in collaboration with Akwesasne Justice, Erin Seymour and IATC Clinical Coordinator, Julia Gambill. The clients really enjoyed this event.

The treatment center contacted Bob Stevenson and updated on the possibility of our court mandated clients volunteering community service hours they need to obtain. Mr. Stevenson mentioned that he has worked with the Justice Program and he would be happy to accommodate.

Treatment Center was invited to attend a luncheon at the AMBE Foundations Program. This luncheon is to honor their 11 graduates and also to update on their programming. In attendance were MCA portfolio chiefs along with representatives of AMBE and T.R. Leger Admin.

On June 1, 2013 I networked with Everest College professor, Anthony Bullatore in regards to his student. Mr. Bullatore's student is required to complete 320 hours in the addictions field to receive his certification. Mr. Bullatore is very pleased with our treatment center and his student's progression.

On July 11, 2013 the Program Manager and Clinical Coordinator, attended a meeting in Montreal with the Cree Nation for a meet and greet. We met delegates from all nine (9) Cree communities. Our talks were very informal but we touched on areas where they need to have more trained professionals in each community. They complimented our treatment center and our staff for the wonderful job we do with their members. They mentioned that in other facilities that have a 10% success rate whereas in our facility there is a 64% graduation rate.

On August 8, 2013 Deputy Minister Daryl Sturtevant and his assistants arrived at the treatment center with MCA Chiefs. The purpose of the visit was to meet with First Nation Aboriginal communities and gather information to gain insight to our issues and concerns. The Ministry is strategizing for next year on improving relations with First Nation Communities.

On August 13-14, 2013 Ministry Licensing Inspector, Marcel Vallee completed his annual inspection of the treatment

center. We are happy to report that the inspection went very well and also that Mr. Vallee had the opportunity to witness a client graduation. The graduation was attended by family members and a small condolence ceremony was done for the family and the client after all the good words were said. Mr. Vallee mentioned that this was the first graduation that he ever attended.

On September 25, 2013 A "Client Medical Information Card" has been created by the IATC to deliver more efficient services to all clients. All new clients' identifying information is placed on the card by the intake officer one or two days after intake. These cards are faxed to the dental, optometrist and to the Medical Arts Pharmacy to set up accounts the clients will be utilizing while in treatment. This saves staff and clients waiting times on delivery of services.

On October 1, 2013 I updated our emergency procedures to meet the requirements of our annual inspection. The purpose of a planned response to medical emergencies is to ensure timely medical attention. Medical emergencies can occur through the normal planned activities of the IATC and we want to ensure that staff is knowledgeable in an emergency situations.

On October 1, 2012 Clinical Coordinator, Julia Gambill submitted her letter of resignation and let us know that she had just recently interviewed (successfully) for the Executive Director position of two treatment (male/female) centers in Brockville Ontario. We organized a farewell luncheon that was well attended by several MCA programs. Ms. Gambill had an opportunity to thank everyone. Good words were shared and we will miss Julia when she leaves.

We have confirmation that funding is available to replace roofing shingles. Joe Francis updated that he tried to postpone the replacement of roof shingles until spring when warmer weather was more appropriate for roof shingle replacement. Ministry Supervisor, stated that the money needed to be spent before March 31, 2014 or we lose the funding. Surgarbush Construction confirmed that they can get the job done and they will be here December 2, 2013 to start construction.

The replacement of our roof shingles is complete. The young crew of Sugar Bush Construction had obstacles' to face with their deadline to complete. The weather wasn't favorable but this young crew stood up to the challenge, and they did an excellent job.

On December 5, 2013 the IATC held an Indian taco sale to benefit the client activity fund. The taco sale was a success and we thanked the community for their support in assisting the client activity fund.





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The treatment center is looking into sending two staff member to “Crisis Prevention Intervention”, train-the-trainer in Ottawa, Ontario.

On Jan 24, 2014 and Jan 28, 2014 we held workshops identified in our NCB submission. In these workshops we invited clients from Melissa Jacobs, “Special Activities Program” to participate with IATC clients and staff. In these workshops everyone participated in making hand soap and laundry soap, and in the another workshop everyone participated in a skin salve workshop. The IATC clients and staff enjoyed having the “special activities members” and look forward in assisting Melissa Jacobs and her clients in the future.

On January 7, 9, 23, 2014, the Community Health Program provided the adolescents and staff with presentations on “Growth and Development”, “Sexually transmitted Infections” and “Immunizations/Infections Control (Hand Washing). Everyone enjoys each presenter and their workshops when they come to the treatment center.

On March 15, 2014 the IATC center was invited by the Snye Adult Volleyball organization to sell food and refreshments to assist our center in generating revenue for the client activity fund. This was an all day tournament and the treatment center clients and staff sold Indian tacos, hotdogs, hamburgers and refreshments during this event.

On March 21, 2014 I invited Suzie Pilon, Medical Arts Pharmacy to come on premises to explain the processes of documenting in the medical log. I explained to Mrs. Pilon that we have several new staff and I want to ensure that we are updated. On March 23, 2014 Hilda King and Threat Ready trainer John McDonald came on premises to survey our building for health and safety and risk management issues. After the site visit both Hilda King and Mr. McDonald commented how impressed they were with our facility. They identified that we should have an intercom system for the basement that we believe is important. Site visit went very well.

This has been a busy month for clients and staff as we attended the March Break Odyssey sponsored by community health program. We attended Sky Zone in Ottawa sponsored by ACFS, and we took clients on field trip to Ottawa Museum for their participation at the volleyball fundraiser at Snye Rec. We also participated in the Wahta (Maple) Workshop sponsored by Traditional Healing Program.

### Accomplishments 2014-2015

The IATC served 26 clients this fiscal year with a 53% graduation rate. The IATC has qualified trained personal whose teamwork reflects our successes.

The IATC assisted 12 families seeking program services. The IATC worked individually with these families and provided information and services to assist in the well-being of those seeking help.

The IATC received 39 calls from First Nation/Community members seeking assistance for Addiction Services resulting in 6 admissions.

The Ionkwanonhsasetsti Adolescent Treatment Center (IATC) has had many opportunities to engage the Akwesasne community members throughout the 2014-2015 fiscal seasons.

Most recognized is our success at forming a partnership with the Cree Board of Health and Social Services of James Bay (CBHSSJB) that enabled us to double the revenue we receive to meet our fiscal responsibilities.

The IATC were invited by the CBHSSJB to meet Cree Team leaders in Montreal. We talked about our expectations for clients and the after-care services available to them once they return home. The IATC informed the Cree Nation that we have in-services trainings available here that can be beneficial to their communities.

The IATC has participated in several activities in administering a comprehensive native behavior modification program such as: Traditional Trapping Workshop, Longhouse Ceremonies, Traditional Medicine walks, Community Health workshops on handwashing, sexual health to name a few. We have beading and moccasin making classes provided by IATC staff. Everyday each morning clients read the opening thanksgiving address pamphlet created by Jake Swamp.

On November 22, 2014 the IATC participated in the 3rd Annual Snow Suit Drive at the Kanatakon recreation center. The IATC staff participated in what turned out to be an exciting day as we watched children and their families glow with excitement to receiving much needed apparel for the upcoming winter weather.

The IATC clients participated in the “Kids for Fishing” where we submitted our client’s names and they were selected to partake in this event. Our client’s and staff had a great day of fishing and they also learned boating safety. We thanked P.J. Burns for his support in our program.

Suzie Pilon from the “Medical Arts Pharmacy” conducted a workshop and training session on our “Medical Policy and Procedures Manual”. Ms. Pilon updated us on the latest trends and provided training on proper documentation on our medical MARS sheets and on psychotropic medications.



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The IATC completed our annual “Crisis Prevention Intervention Training” (CPI) to ensure everyone is certified as per Ministry requirements. We have two certified CPI trainers and based on being a 24/7 services we were able to have everyone trained in a timely manner.

The IATC clients and staff participated at the “Cultural Camp” on Thompson Island during the week of July 21 to July 25, 2014. This event was sponsored the Akwesasne Justice Department. The clients and staff really enjoyed this outing that included several activities.

The IATC working with the Department of Health (DOH) identified staff to participate in addictions trainings in March 2015 in Las Vegas, Nevada and Florida. These trainings were made available from funding received from a Health Canada proposal. The treatment center is pleased to have these opportunities for additional trainings based on the lack of training dollars in our facilities.

Belinda Choy, a Learning Resource Teacher (LRT) from T.R. Leger was on premises with results of assessments she completed for our Cree youth. Ms. Choy is an important resource in identifying the academic levels of our clients and co-ordinates with the IATC.

The IATC have two staff members who are in the process of obtaining their addiction certification from Canadian Addiction Counsellors Certification Federation (CACCF). One of the major functions of a certification program is the protection of the public from the incompetent practitioner.

MCYS Program Advisor, Shannon McConnery arrived on premises for our annual licensing inspection. Ms. McConnery is replacing former inspector Marcel Vallee. The inspection went very well. Ms. McConnery interviewed staff and clients and commented on staff’s knowledge of policy and procedures.

### Challenges

- To increase admittance to services for Akwesasne youth.
- To maintain service delivery with limited funding and inflating costs.

### Funding Source:

- Ministry of Children and Youth Services (MCYS)

### CLIENT STATISTICS

#### Year 2013-2014 received:

- 12 face to face counseling sessions with community members seeking addiction services.
- 37 phone calls seeking assistance with addiction services.

- Resulted in 6 client intakes into IATC
- 62,040 of direct service hours provided to clients
- 26 clients served this fiscal year, 2014-2015

### MCYS LICENSING INSPECTION SUMMARY

In 2014 the IATC received our license to operate after our annual inspection for the purpose of license renewal. We have met all the requirements of the Child and Family Services Act and the accompanying Ontario Regulation 70/90. The IATC has been a Ministry licensed facility since 1993.

### Funding Source

Ministry of Children and Youth Services (MCYS)

### Service Agreements

Cree Board of Health and Social Services of James Bay (CBHSSJB)



# DEPARTMENT OF COMMUNITY AND SOCIAL SERVICES

## AKWESASNE CHILD CARE PROGRAM

### MISSION STATEMENT:

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

### PROGRAM STAFFING:

- Program Manager: Lani Sunday
- Supervisors: Lori Lazore,
- Tracy Jacobs,
- Connie Hall,
- Program Support Supervisor: Heather David,
- Registered Early Childhood Educators: Renee Thompson, Sharla Burns, Jessi Cook, Lacey Angus, Stephanie Cole, Sherri Porter, Delores Lazore, Arlene David, Sue Rourke, Leonee Mitchell, Barb Mitchell, Rosemary Square.
- Classroom Educators: Angela Thompson, Rachel David, Precious Boots, Beverly Pierce, Dorothy Cole, Rikki McDonald, Sueann Tremblay, Tesia Cook, Cheryl Mitchell, Charlan Thompson, Sue Locke, Tara Lazore.
- Cooks: Karen Point, Mary Lazore, Lacey Mitchell, Margie Marquis
- Caretakers: Mae Leaf, Delores Oakes, Dinah David, & Carol Thompson.
- Casual Supply: Maggie Chubb, Debbie Jocko, Lakota Lazore, Taylor Cole, Jade Benedict Bough, Javan Cook,
- Skylar King, Whitney Thompson, Lacey Rourke.
- Mohawk Immersion Totas: Angie Sunday, Liz Sunday, Inez Seymour, Sesi King, Lucy Papineau, & Joan Mitchell.
- ECE Student Placements: Megan Thomas & Shania Oakes.
- Summer Students: Toni Garrow, Autumn Mitchell, & Mallory Benedict.

### DEPARTMENT HIGHLIGHTS AND ACCOMPLISHMENTS:

This year the Akwesasne Child Care Program (ACCP) began the implementation of the new emergent curriculum which is child centered and teachers take the lead of the child. Research has proven that children love learning if they interested and learn quickly if engaged. The shift in curriculum deters the direct authoritative approach and embraces the inquisitive co-learner individualized style of teaching.

Environment and family involvement is also a key factor in the success of the learning day. Early Childhood Educators (ECEs) are encouraging home-like atmosphere promoting warm and familiar settings, to maximize the learning stations and deter problematic behaviors. Families are encouraged to collaborate with the learning process to share experiences and help each child master the developmental milestones.

The Tota program also supports language education in all three centers and has become a staple of the learning day.

Special needs inclusion programming also continues to be a success. The ACCP offers one on one aids supporting individualized case management, referrals, coordination of on-site specialists, and documentation of case notes, classroom aids, specialized teaching tools, and development of inclusion curriculum.

Resource and networking is also growing in the area, region and province, the collaborative efforts and information sharing improves ACCP programming, and provides the opportunity for ACCP staff to assist other First Nations.

### UPDATES:

The Kanatakon and Tsi Snaihne Child Care Program celebrated 20 years of licensed care in the fall of 2013. The ACCP would like to acknowledge the hard work and commitment to service excellence demonstrated by the staff of these two centers throughout the years and to congratulate them on this achievement.

### PROBLEM AREAS:

Changes in curriculum is always challenging but staff are overcoming the shift in the method or practice of teaching by continuously asking questions and focusing on the interests of the children.

Financial contrants are also a challenge that the Akwesasne Child Care Program Management must continuously work on to keep the parent fees low.

### GOALS:

- To fully implement the emmergent curriculum
- To host the Provincial Native ECE conference
- To create program website
- To review the new licensing and electronic reporting processes

### STATISTICAL INFORMATION

- Average Daily Enrollment: 85 children
- Ages of Children Served: 3months – 5years
- Average Age of Child: 2years
- Families Served Annually: 151
- Special Need Children Assisted: 7
- Referrals Made: 6
- Serious Occurances(SO): 5
- SO Resolved 5
- Nippissing Developmental Screens Completed: 87



# DEPARTMENT OF COMMUNITY AND SOCIAL SERVICES

## AKWESASNE CHILD AND FAMILY SERVICES

### Mission Statement:

We care, trust and believe in the strength of Akwesasne

As a child protection agency, we are committed to promote the best interests, protection and well-being of children.

### Program Staffing: 2013-2014/2014-2015

Rae (Seymour) Cook, Program Manager  
Cindy Lazore, Program Support Officer  
Kristian Terrance, Administrative Assistant  
Belinda White, Legal Secretary  
Barbra Thompson, Intake and Investigations Supervisor  
Dale Cole, Child Protection Worker  
Venus Gambill, Child Protection Worker  
Toby Sunday, Child Protection Worker  
Jeannie Tarbell, Child Protection Worker  
Kimberley Ransom Herne, Ongoing Services Supervisor  
Theresa Benedict, Case Manager  
Neomie Diagostino, Child Protection Worker, Case Aide  
Carolyn Francis, Case Manager  
Julie (St. Denis) Jacobs, Case Manager  
Kristen Delormier, Case Aide  
Cynthia Tarbell, Family and Traditional Support Unit Coordinator (on leave)  
April Benedict, Family Support Worker  
Valerie Cree-Cook, Family Support Worker  
Lori Laffin, Family Support Worker  
Leona Phillips, Family Support Worker  
Brooke Terrance, Family Support Worker  
Nancy Lazore, Case Aide  
Billie Jo Phillips, Case Aide  
Leonard Lazore, Community Support/Resource Development Unit Coordinator  
Angela Caldwell, Resource Development Worker  
Ramona O'Brien, Resource Development Worker  
Tracie Cook, Community Support Worker  
Brandon David, Community Support Worker  
Danielle Oakes, Community Support Worker (on leave)  
Dana Skye, Community Support Worker  
Wanda Thompson, Community Support Worker  
Vacant positions at year-end: 1 Service Manager, 1 Cultural Advisor, 2 Case Managers, 1 Community Link Worker, 1 Resource Development Worker, 1 Case Aide

### Program highlights 2013-2014:

A working protocol between ACFS and the Akwesasne Community Justice Program (ACJP) was finalized on April 30, 2014. This protocol outlines the partnership between ACFS and ACJP to address and support Mohawk youth who become involved with the Quebec youth justice system and who are in need of services, that are culturally appropriate and meet legislation and regulation requirements.

In June 2014, the files of six children that were made "Crown Wards" by the Family Court in Cornwall was transferred from the Children's Aid Society of SD&G to ACFS, on agreement by both agencies and with Ministry of Child and Youth Services approval. This transfer was significant because it marked the first "Ontario" children in care with ACFS but more importantly ACFS retained authority over the children's files and were able to deliver more culturally appropriate services to these children.

ACFS purchased a 14 passenger canoe for use with ACFS summer youth activities. The canoe was named after Alice Ivany, a retired longtime ACFS employee. Alice's Mohawk name and ACFS logo appear on both sides of the canoe. A "canoe launch" was held in June 2014, in which there was a tobacco burning and smudging of the canoe. ACFS staff also recognized Alice's contributions to ACFS, at this time.

October marks "Child Abuse Prevention Month" in Canada. ACFS's Community Support Unit launched a successful Child Abuse Prevention Campaign in October, aimed at raising awareness of what child abuse is, how to recognize signs of abuse and to recognize the duty to report abuse.

The campaign included information booths set up to distribute information about child abuse and how to report abuse, weekly trivia contests on CKON, weekly articles published in Indian Time, daily broadcasting of an ACFS Child Abuse Prevention commercial on CKON, a t-shirt logo contest in the Akwesasne Mohawk Board of Education (AMBE) schools, and a "wear purple day" on October 18, 2013. ACFS had staff who acted as "purple patrols" and they canvassed the community to "catch" people wearing purple on that day – in recognition of Child Abuse Prevention. Eight hundred and twenty-eight (828) people in Akwesasne were caught wearing purple in support of this important initiative. The Community Support Unit also provided "Mandated Reporting" training to AMBE teachers during this month, as part of these efforts.

On November 14, 2013, DCSS held a successful community snow-suit distribution to community members in need. ACFS purchased the snow-suits that were distributed. DCSS program staff were in attendance and set up informational booths to promote and raise awareness of their program's services available to the community. ACFS staff were on hand and coordinated the snow-suit distribution.

In recognition of "National Child's Day" in November, the Community Support Unit (with assistance from ACFS staff and community partners) coordinated a successful Akwesasne Kids Comic Con event at the Kanatakon School on November 20, 2013. Approximately 420 children and their parents or grandparents participated in this event. ACFS staff dressed





# DEPARTMENT OF COMMUNITY AND SOCIAL SERVICES

## AKWESASNE CHILD AND FAMILY SERVICES

in costumes and provided a variety of games for families, including a comic strip contest, mask and cape making, photos, face painting, carnival games, costume contests and more. Door prizes were awarded and food and refreshments were provided. Two local vendors also set up tables. Iron Man and Batman were also in attendance and posed for pictures with the children.

### **Program highlights 2014-2015:**

A working protocol between ACFS and the Saint Regis Mohawk Tribe's Department of Social Services was approved by Mohawk Council Resolution on April 1, 2014. This working protocol outlines how child protection services will be delivered when Akwesasne families move from one jurisdiction to another, as well as instances when we have shared files.

DCSS Program Managers submitted an application to create the "DCSS Hardship Fund" to the National Child Benefit Reinvestment Fund Committee call out for applications for the 14-15 fiscal year. This project was intended to assist eligible low-income families (with children between the ages of 0-18) with financial support. This project was approved by the National Child Benefit Reinvestment Fund Committee.

Our Traditional Support Unit offered a 7 week Daughters of Tradition program, which is an after-school prevention education program for girls that strives to teach cultural and tradition as a way to promote healthy behaviors. It also promotes healthy identities for young Onkwehonwe women. The curriculum based program was developed by White Bison and is based on traditional teachings.

Our Traditional Support Unit also provided traditional education on the "Cycle of Ceremonies" to the students of the Akwesasne Mohawk Board of Education Foundations Program, which is an alternative education program for high-school students. They also included education activities on planting and harvesting. As well as discussions and education on identifying and working to address grief issues, with the students.

The Family Support Unit completed one "Children of Incarcerated Parents" group for children aged 7-12. This group aims at helping children heal through traditional teachings modeled by the "Mending Broken Heart Series" about grief. A separate group for youth aged 13-18 was also delivered. The Traditional Support Unit also assisted with the delivery of these groups.

Our Community Support Unit staff successfully implemented The Too Good for Drugs Program at the Akwesasne Mohawk School (AMS) to all grades from K5 to Grade 6.

Two of our children in care attended the "DreamQuest" camp at Algonquin College. The purpose of this camp was to expose

youth to the college-life experience. Our staff is working with these youth to develop post-secondary educational plans.

Our Resource Development Unit held Nutrition training for foster-parents at the St. Regis Recreation Center. This is mandatory training for our foster-parents.

Our Community Support Unit staff, in addition to coordinating a summer program for children offered presentations on the "Why Am I Tempted" (WAIT) abstinence program and an information booth at the Teddy Bear Picnic (coordinated by the Department of Health) on "Sharps Safety".

ACFS Program Manager and Resource Development Supervisor presented at the "Second International Indigenous Border Security Summit 2014" held at the Akwesasne Mohawk Casino Resort and coordinated by MCA and the Assembly of First Nations. Topics included the challenges of providing child protection, foster-care and adoption services when our community is divided by international and provincial borders. The Saint Regis Mohawk Tribe's Department of Social Services also did a presentation immediately following, as they encounter similar challenges

ACFS staff attended a Cultural Sensitivity day with Children's Aid Society of the United Counties of Stormont, Dundas and Glengarry counties at the Ramada Inn. There were approximately 200 staff in attendance for this session. The day-long event included a presentation by Rick Oakes, Ionkwanonsasetsi Adolescent Treatment Center Program Manager who provided a historical overview of Akwesasne focusing on the Great Law, a viewing of "Muffins For Granny" a documentary which chronicles the experience of residential schools to Aboriginals and the impact to Aboriginal communities, this was followed by one of our community members who spoke about her experience in foster-care and being placed in a variety of institutions and the effect this had on her. Karen Hill, Director for Aboriginal Services from the Ontario Association of Children's Aid Societies (OACAS) provided a presentation on key points contained in the OACAS "Other Side of the Door - A Practice Guide for Child Welfare Professionals Working with First Nations, Inuit and Metis Peoples" to begin discussions of raising awareness of issues that have affected Aboriginal people and to reflect on how this knowledge can aid in improving work with Aboriginal people. This event was coordinated to highlight cultural differences that social workers who intend to work with First Nations people, should be aware of. This session was intended to be the first of a series of sessions aimed at improving awareness and service to First Nations people and improved collaboration between our agencies.

On November 22, 2014, DCSS held a successful Snow Suit Distribution. ACFS initially purchased \$5,000.00 worth





# DEPARTMENT OF COMMUNITY AND SOCIAL SERVICES

## AKWESASNE CHILD AND FAMILY SERVICES

of snowsuits and the Akwesasne Family Wellness Program (AFWP) purchased new hats and mitts for the distribution. The demand significantly exceeded the supply. ACFS purchased an additional \$10,000.00 worth of snow-suits to meet the identified need. Representatives from all five DCSS programs were present for the snow-suit distribution day.

ACFS received two separate donations of toys for children in care and/or children in need that our program is providing service to. The first donation was made by the Akwesasne Mohawk Casino's Security Department for children ages 12-18 and then from the entire casino, we received toys for all age ranges. ACFS is extremely grateful for the generosity shown by these employees and this organization.

Our Community Support/Resource Development Unit Coordinator and Intake and Investigations Supervisor were certified trainers through Crisis Prevention Intervention (CPI). They coordinated a number of Non-Violent Crisis Intervention training sessions for ACFS staff and foster-care providers. It is in our program policy and part of our foster-care licensing requirement that staff and foster-parents receive this training on an annual basis (according to our Physical Restraints Policy). The main focus of this training is to teach how to recognize when a situation is escalating and to learn techniques on how to diffuse situations effectively and safely.

At year end, the Human Resource office completed its review of the H/S Salary Grid. Employees were notified individually by Human Resources the results of the review and if they would be receiving a pay increase or not. Those individuals who received an increase were also told if they would be receiving a retro-active payment at a later date.

Our Resource Development Unit staff completed a number of "Parent Resources for Information, Development and Education" (PRIDE) pre-service training sessions this year for current and prospective foster-parents. PRIDE is designed to strengthen the quality of resource care by providing a standardized, structured framework for recruiting, preparing and selecting foster, kin, customary care and adoptive parents.

Our Community Support Unit offered a "Dad's Coffee Talk" parenting sessions at the Three Feathers Café, successfully.

Our National Child's Day event at the St Regis Mohawk School was well attended. Four hundred and fifty (450) people attended this event. ACFS staff volunteered to assist the Community Support Unit with this event, to ensure that it was successful.

Our Resource Development Unit hosted our first Adoption Awareness Campaign during the month of November by

creating an information table at the front entrance of Kanonkwatsherio. Our intent was to raise awareness that for some children adoption is vital in providing a "forever family" for the child and to recognize those who have come forward and adopted a child.

### Updates:

In May 2013, ACFS underwent three separate Ministry of Child and Youth Services (MYCS) reviews. They included: a Governance and Accountability Review (a review of the structure and accountability systems in place), a full File Review and a Foster-Care Licensing Review. The results of the reviews identified recommendations: to create and fill key positions that would respond to administrative, clinical supervision and quality assurance requirements, to provide additional training to staff on the case management (computerized) system and case reporting requirements and timelines, to seek additional IT support to increase the functionality of the case management system. A full Foster-Care Licensing Review was not able to be completed as ACFS did not have any Ontario children in care or any approved "Ontario" foster-homes at the time of the review, so ACFS was given a six month Provisional License to operate and provide foster-care services in Ontario. This review also identified required revisions to ACFS policy and procedural manuals to meet licensing requirements.

As part of the MCA Prescription Drug Abuse Strategy and joint collaborative work with the Department of Health (DOH), DCSS and DOH formed 4 committees: Prevention, Media, Quality Assurance and Training, to more effectively manage the collaborative work between the two departments to address the prescription drug abuse issue within Akwesasne. Staff from ACFS were assigned to lead and/or participate in all of these committees.

The ACFS Program Manager and DCSS Director met with staff from Wabano Center for Aboriginal Health and Family Services in Ottawa and discussed the possibility of building Alternative Dispute Resolution (ADR) services within Akwesasne. Alternative Dispute Resolution is an alternative method to resolve issues instead of through court proceedings (with agreement of all parties). The Akwesasne Community Justice Program was identified as the ideal program to take the lead in this initiative. The Ministry of Child and Youth Services and Wabano Center for Aboriginal Health agreed to support and provide training to interested community members from Akwesasne on Alternative Dispute Resolution, so that services would be available locally. This project started this year but will continue into the next fiscal year. Once ADR services are available within Akwesasne, ACFS will be able to refer cases to the Akwesasne Community Justice Program for resolution, whenever appropriate.



# DEPARTMENT OF COMMUNITY AND SOCIAL SERVICES

## AKWESASNE CHILD AND FAMILY SERVICES

In response to program needs, a number of new positions were created and forwarded to the Human Resource office for evaluation and posting in November 2013, they included: Service Manager, Intake and Investigations Supervisor and Community Links Worker.

Two ACFS staff successfully completed CPI “Non-Violent Crisis Intervention” training in November 2013 and they became certified trainers. These staff will be responsible for providing this training to new and existing staff and foster-parents on an annual basis. ACFS also had three staff receive the “Council Facilitator” training, in order to be able to provide this program and offer more services to male youth.

The ACFS Family Support Unit developed two separate support groups for children and youth, when they recognized a pattern or need among children being served by ACFS. The first one was geared for children in care who had parents who were incarcerated. The second group was a grief recovery group for youth who have experienced any type of loss, this group targeted older youth. The Family Support Workers and Traditional Support Workers involved in this initiative utilized training received from Grief Recovery and White Bison “Mending Broken Hearts” to help facilitate these support groups. ACFS received positive feedback from participants of these groups. Groups filled up quickly which demonstrated the need for these types of support groups, this initiative will continue in the next fiscal year.

### Problem areas 2013-2014:

Mohawk Council of Akwesasne implemented the results of the salary review that was coordinated by the Human Resource office towards the end of the previous fiscal year. As a result of this review, frontline staff were not given an increase in their salary. Due to significant staff dissatisfaction with the review, in light of additional responsibilities they assumed (in meeting service and reporting requirements) with the Ontario child protection mandate, all frontline job descriptions were reviewed and revised (for Human Resource clarity) and they were resubmitted for a re-evaluation in April 2013. At year-end, staff were still waiting to learn the results of this review.

The relationship between ACFS and their Liaison with the Les Centres Jeunesse de la Monteregie needs to be improved to ensure services to Quebec children and families are not negatively affected.

Issues have been identified with the case management system (through MCYS reviews) and internal program reviews. Information Services has provided IT support two days a week and corrections to forms, etc have been made to the system. This work is ongoing and will continue in the next fiscal year to ensure ACFS has full use of the system and to ensure the system

allows program staff to meet provincial standards and regulations.

### Problem areas 2014-2015:

There has been a number of planned programming that did not occur as planned to due lack of participants, these include: Grandparents Raising Grandchildren, Frontline Forum (a spin-off committee for front-line workers to address program issues), PRIDE pre-service training (this training needed to be cancelled and rescheduled a number of times due to lack of or low participant numbers).

### Goals 2013-2014/2014-2015:

- To improve our strategy and services to address the basic needs of children and families;
- To increase our partnership and collaboration with other MCA Departments and programs through joint initiatives to meet community needs and prevent a duplication of service;
- To ensure quality assurance measures are in place to ensure compliance with standards;
- To provide new prevention programming initiatives that promote health and wellness to all families who seek ACFS services;
- To evaluate program services and policies for alignment with our cultural practices, where possible;
- To ensure our children receive the nurturing and support required to assist in a successful alternative care placement;
- To increase family involvement and improve the quality of services provided to children and families through referrals to Alternative Dispute Resolution for all eligible families desiring this service;
- To increase staff competency, professionalism and ethical conduct;
- To improve employee recruitment, well-being, retention and staff safety;
- To ensure the protection of children;
- To increase family involvement and improve the quality of services provided to children and families;
- To finalize all program policy and procedure manuals;
- To obtain a Foster-Care License without conditions;
- To complete the tendering process and secure a lawyer (for Ontario cases) on a long term basis;
- To finalize the foster-care rate structure, that takes into consideration Ontario and Quebec requirements and is fair and equitable for our foster-parents;
- To evaluate program services for alignment with cultural practices, when possible.



# DEPARTMENT OF TECHNICAL SERVICES

## ADMINISTRATION

### Department Mission Statement

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

### Strategic Goals 2013-2014/2014-2015

- To provide Safe Drinking Water to all residents within the community.
- To continue with Lobbying Strategies to seek funds from AANDC for the provisions of infrastructure to deliver safe drinking water.
- To effectively manage MCA's Capital Planning Process.
- To continue with Lobbying Strategies to seek funding from various sources for the Provisions of Community Infrastructure as identified in the 20 year Capital Plan and 10 year Nation Building Investment Strategy.
- To provide direction to the Mohawk Council of Akwesasne's Infrastructure Maintenance, Water & Wastewater, Operations and Roads.
- To continue to seek funds from various funding sources to provide for the proper maintenance of existing Infrastructure.
- To exercise jurisdiction over the implementation of Water & Wastewater Management standards and regulations.
- To continue to Build the capacity of Akwesasne's workforce and foster the self-reliance of our people in the construction Industry.
- To continue to provide the opportunities to expand the inventory of professionals in the Architectural and Engineering Fields.

### Staff 2013-2014/2014-2015

- Jay Benedict, Director
- Theresa Jacobs, Executive Assistant
- Vladi Kovich, Engineer
- Thomas Phillips, Construction Technician

### Program highlights and accomplishments

The following are Projects that the Department of Technical Services has been working on in 2013/2014 Fiscal Year.

#### Annual Storm Drainage Maintenance (Wade Lafrance Road) **\$55,000.00**

This year's Storm Drainage Maintenance was focused on a Centerline Culvert Replacement on Wade Lafrance Memorial Road along at the Creek Crossing. The existing culvert was deteriorated beyond repair. The work was completed by the Roads Program with the assistance of a local contractor. All work was completed under the supervision of the Environment Department.

#### Infrastructure Maintenance **\$500,777.00**

\$500,777.00 of Core Capital Dollars was allocated to the

Department of Technical Services Maintenance Programs. The allocation of funds was meant to support the Maintenance Management and general operations and maintenance of all MCA Community. **In addition the funds were utilized to undertake numerous building repair Projects such as:**

- Arena washroom renovations / Ice resurface repairs
- Iakhihsotha heating, ventilation and Air conditioning Unit Replacement
- AMBE Schools heating systems Major repairs
- Kanatakon School Emergency Generator major repairs
- Kanatakon Recreation baseboard heaters replacement

#### Tsi Snaihne Water Supply Project final Phase Construction **\$ 951,258.00**

**The final phases of the Project are now complete. The Project included the following:**

- Installation of 11.5 kilo-meters of Watermain
- Hook-up of 236 homes including plumbing upgrades.
- Kanatakon Water Treatment plant (Kaneki:io) Optimization.
- Tsi Snaihne Water Treatment Plant conversion to an emergency Storage reservoir.

The completion of this Project has eliminated the Public Health risk by decommissioning existing contaminated private wells and also provides for improved Fire Protection in Tsi Snaihne. In addition the Water Supply System will allow for servicing future development.

The Project Implementation Strategy utilized was meant to maximize the potential of local Native Contractor involvement.

#### Kawehnoke Water Supply Construction **\$2,163,953.00**

Phase 1 of this Project was completed and included Watermain Extensions on Cornwall Island Road from McCumber Road easterly, Light House Road, Harbour Road and Point Road. Hook up to 96 homes was completed including the plumbing upgrades.

The completion of the Phase 1 Area has eliminated the Public Health Risk associated with Safe Drinking Water by decommissioning existing contaminated private wells and provides for improved Fire Protection.

The Project was tendered such that the potential for local Native Contractor involvement was maximized. (All other areas to be serviced are expected to proceed in 2014/2015.)

#### Tsi Snaihne School Subdivision Sewage Treatment Facility Replacement **\$122,000.00**

Progress during this reporting period included the planning efforts required in order to solicit a "Request for Proposals" from Consulting Engineering Groups for the Design of this



# DEPARTMENT OF TECHNICAL SERVICES

## ADMINISTRATION

new Sewage Treatment Plant. The Consultant selection process was completed and an Engineering Firm was contracted to prepare a complete Tender Package for the Construction of a new Plant by October of 2014. Lobbying efforts to secure the Funding for the Project has been on-going.

### **Tsi Snaihne Admin Building (Justice, Housing, Quebec Hydro) Design**

**\$800,000.00**

The planning and Management of the process to select an Architect / Engineering (A/E) Firm to Design the above mentioned Building was completed. An A/E Firm was contracted to prepare a complete Tender Package for the construction of the Administration Building. Two Design review meetings have taken place during this reporting period. The Design Phase is expected to be completed by November. Lobbying efforts to identify funding for the Construction Phase of the project is ongoing.

### **Kanonhkwatsheriio – 1st Floor Fit-up / Renovations / Parking Lot Addition**

**\$1,501,000.00**

The completion of an Additional Parking Lot during this reporting period provided 37 new parking spaces (350K). The other components of the project have not advanced due to Funding Submission Approval delays. This work is expected to proceed in 2014/2015.

### **Tsi Snaihne School Subdivision RBC Repairs**

**\$65,600.00**

Funding for this project was approved in late January 2014. During this reporting period various options to undertake the repairs were investigated. The actual repairs will be completed in 2014/2015.

### **Ontario First Nations Technical Services Corporation (OFNTSC)**

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

### **Housing Construction**

**\$715,265.00**

**(Report by Housing Department) Total 6,419,076.00**

### **Program highlights and accomplishments**

The following are Projects that the Department of Technical Services has been working on in 2014/2015 Fiscal Year.

### **Annual Storm Drainage Maintenance (Harbour Road, Block 97)**

**\$75,000.00**

This year's Storm Drainage Maintenance was focused on providing ditching along both sides of Harbour Road. This will improve the drainage of the road base and to adjacent lots. Also the perimeter ditching around the Block 97 housing subdivision had major cleaning and regrading completed. The work was completed by the Roads Program with the assistance of local contractors.

### **Gravel Roads Resurfacing Project**

**\$50,000.00**

All gravel roads in Tsi Snaihne and Kawehnoke received a new lift of gravel. This will provide the material required to enable the roads to be better maintained providing improved driving surfaces.

### **Infrastructure Maintenance**

**\$500,000.00**

\$500,000.00 of Core Capital Dollars was allocated to the Department of Technical Services Maintenance Programs. The allocation of funds is meant to support Maintenance Management and the general operations and maintenance of all MCA Community Buildings. In addition to Program Funds where available, the Core Capital funds were utilized to undertake numerous Health and safety related building repair projects such as:

- Akwesasne Mohawk Police Station (AMPS) new shingled pitched roof
- Repair damaged wall structure due to water damage AMPS
- Heat Ventilation Air Condition upgrades and repairs to Health Centre control system.
- Iakhihsotha phase three of Sprinkler replacement completed
- Adolescent Treatment Centre new Fire Alarm Panel and LED lights installed
- Peace Tree Mall new LED lights installed exterior and parking lot
- Trans House- replaced 5 furnace units
- Transitional House renovate rooms for handi cap accessible office and meeting site
- Admin 2 extensive lab testing and eventual closing of site due to building condition related to Health and Safety concerns
- Cost to relocate a to new facilities of Administration Building 2 staff,
- Admin 1 Handi Cap ramp , entrance upgrade and new Handi cap rest room facilities first floor
- Akwesasne Mohawk School, Tsi Snaihne and St. Regis Village school boiler repairs and service
- Iakhihsotha new emergency power transfer switch installed
- Akwesasne Mohawk School window replacement project 28 units





# DEPARTMENT OF TECHNICAL SERVICES

## ADMINISTRATION

### **Kawehnoke Water Supply Construction \$1,931,375.00**

Phase 2 of this Project was substantially completed and included Watermain Extensions to McCumber Road, Bear Road, Mitchell Road Jocko Road, Paul Taxi Road, Wolf Lane, Walter Delormier Road, Martin Road Angus Delormier Road, Ohkwaho Road and the Cooridor crossing to Cornwall Island Road. Hookup to 65 homes was completed including the plumbing upgrades.

The completion of the Phase 2 Area has eliminated the Public Health Risk associated with Safe Drinking Water by decommissioning existing contaminated private wells and providing for improved Fire Protection.

The Project was tendered such that the potential for local Native Contractor involvement was maximized.

### **Tsi Snaihne School Subdivision Sewage Treatment Facility Replacement \$122,000.00**

Progress during this reporting period included the detailed design for this new Sewage Treatment Plant. The Project is now tender ready. A Project Funding Submission has been forwarded to Aboriginal Affairs and lobbying efforts have begun and will be on-going.

### **Tsi Snaihne Admin Building (Justice, Housing, Quebec Hydro) Design \$800,000.00**

The detailed design phase of this project has been on-going. Delays have been encountered due to unsuitable soils conditions. Options to deal with the soils conditions are currently being investigated.

Mohawk Government Offices – conceptual design

Planning activities to engage an Architectural Firm were completed. The conceptual design phase of the project will be completed in the new year.

### **Kanonhkwashteriio – 1st Floor Fit-up / Renovations / Parking Lot Addition \$1,501,000.00**

This project has been delayed due to delays on obtaining approvals for funding from the Ministry of Health and Long Term Care.

### **Tsi Snaihne School Subdivision RBC Repairs \$65,600.00**

The repairs to this Sewage Treatment Plant are now complete. The plant was reconditioned to remain operational until the new Plant can be commissioned.

### **Ontario First Nations Technical Services Corporation (OFNTSC)**

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

### **Housing Construction \$715,265.00**

### **Grand Total 4,268,240.00**

### **Problem Areas:**

The most significant challenge over the past year is the lack of funding. The Department is constantly required to cut Budgets but maintain Level of Service Standards. Reduced Government Funding for the Operation and Maintenance of the communities Infrastructure is having significant impact on then already inadequate Budgets. The Organization is having major difficulty off setting funding shortfalls. Building repairs and replacements are being shifted to future years which will impact on Building and Infrastructure Life expectancy.

Capital Funding cut backs are also a huge challenge. The lack of Government funding for Capital prevents Akwesasne from Building New Infrastructure required to sustain the Community Government Funding is more and more dependent on “Own Source Revenues”.





# DEPARTMENT OF TECHNICAL SERVICES

## BUILDING AND MAINTENANCE OPERATIONS

### Department Mission Statement

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

### Program Vision, Mission, Values

- To develop and implement a strategy based maintenance plan incorporating preventive and predictive activities that are subject to continual improvement and linked to the Department Vision, Implement a means in which we can effectively operate and maintain the assets we have today, 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.

### Objectives

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

### Program Staff 2013-2014/2014-2015

- Joseph Francis, Senior Maintenance Manager
- Robert Pyke, Administration Assets Maintenance Manager,
- Gerald Thompson, Akwesasne Mohawk Board of Education Building Maintenance Manager,
- Gorman Jacobs, Department of Health and Community and Social Services Building Maintenance Manager
- William Benedict, Skilled Trades ,Construction
- Joseph I. Lazore, Certified Staff Electrician
- Thomas Debo, Computerized Maintenance Management Systems Coordinator
- Wilma David, Administrative Assistant

### Goals 2013-2014/2014-2015

To provide oversight and direction to three Maintenance Managers and the forty full time staff members, one, Skilled Tradesman, one Electrician as well as operational support staff members for Computerized Maintenance Management and Administrative assistant positions. Total of forty-seven full time staff members serving 57 different Assets and Facilities within the community.

One of DTS Main goals this year was to ensure our new Computerized Maintenance Management System was completed for the benefit of all maintenance operations. There are on average 50 full time and casual employees working within this department for general building maintenance and operations.

With constant coordination and input from the management team, the CMMS Coordinator and the service provider we finally accomplished this year log task. A primary task as Senior Manager was to have oversight and to ensure the timely application of the New Computerized Maintenance Management System for all sectors and that each and every member of our team were trained to readily utilize the program.

As a management team we have been in regular contact with Associated Engineering Ltd.(A&E) for the implementation of the new Computerized Maintenance Management System (CMMS. The program CMMS Coordinator continues to work through the programming needs of our operations, reporting needs and issues, with an end result goal of implementing a very user-friendly CMMS program.

A continual need for operations is to maintain oversight of all assigned Maintenance Programs and ensure we realize the intent and effectiveness of the maintenance program, staff and to coordinate, deal with and address pertinent issues that may arise. As we continue to grow, and as our buildings and equipment show their age, we are very active in assessing and repair of assets and equipment based on limited funding. We are constantly challenged as the majority of the required repairs are within the older facilities and dated equipment. DTS has participated in several meetings to discuss service needs and funding restraints with MCA leadership and participating funding agencies. We regularly meet other organizations and all personnel with the same interests, of keeping our community safe and ensure assets operations and maintenance is performed on a daily basis.

As part of our reporting, and to effectively consult with programs and services the department is responsive to our Managers formally meet with the programs every quarter. Further to this, and to ensure relevant issues are documented and addressed to minimize disruption, enhance service we as a team meet every two week to discuss all aspects of service operations and programming needs. Through our Maintenance Management system we have incorporated an electronic work request format that can be easily accessed by assigned staff, this to enable regular contact between programs we serve and maintenance staff and supervisors who are responsible to the programs.

An overall challenge our programs are dealing with, and we continue to face relates to the refusal of contractors to come and work within the community and in particular the Kanatakon and Tsi Snihne districts. Many contractors have refused to come to Akwesasne in general due to the hardships and lost time and production while having to travel through the boarder operations. Contractor are more perceptive to coming to Kawhenoke, but not in the numbers we had in prior years. Many still claim delay's in transit as the key issue, and in



# DEPARTMENT OF TECHNICAL SERVICES

## BUILDING AND MAINTENANCE OPERATIONS

some cases purported harassment by Customs Officials. None are willing to document the events for fear of reprisal, but it is noteworthy of identifying this as a possible underlying issue.

With the past years extended winter season all budgets were exceeded for snow and ice removal and control, coupled with the unstable market for heating fuel and propane, that budget was substantially exceeded also causing a deficit in those areas of budgeting.

### Special projects 2013-2014

Assessment and consultation with the Finance Comptroller and the new Insurance Advisor and company for MCA assets where valuation, and verification of building and asset construction, type and use was completed for the new fiscal year. Completed a scope of work and tender package for kitchen enhancements at Iakhihsohta, Engineering Consultant recommended, project is currently waiting on funding to proceed. Worked with Human Resources to develop and implement the new Respect in the Workplace document, participated in training and awareness sessions with all MCA employees. Currently working on the Risk Assessment program with the working task group.

Assisted in Funding applications for the Akwesasne Treatment Center, Family Wellness Center and Admin #1 for special projects. Projects approved consisted of A Healing Lodge structure for AFWCtr, an new roof system for ATC and a major deck reconstruction for the program at CIA #1, and for Admin #1, funding approval for a new Handi Cap entrance and ramp system. Anticipate start of Admin #1 project this FY

To assess and verify special service and repair projects for our facilities such as the completed Upgrades to Iakhihsohta Sprinkler System, Project scope of work for Tsiionkwanoshte Fire Alarm Enhancement project, and reported to Council on the full scope of service needs and repairs to our many assets and facilities for budgeting purposes.

Coordinated the removal and installation of a new Heating Ventilation and Air Conditioning unit for Iakhihsohta, funding submission sent in and approved late in the Fiscal year, but project was completed on time and on budget by March 31 2014.

Coordinate the engineering drawings for the Kanatakon School underground fuel tank removal project, Drwgs. completed project pending AANDC funding to move forward. Actively developed Operation and Maintenance plans and Budget projections in consultation with the Three Maintenance Managers and support staff for all assets we are responsive to.

### Special projects 2014-2015

Submitted in 2012 for funding a new entrance at Admin 1, original submission was denied due to anoint of applicants across Ontario. Second round was advertised late in the FY 2014 - 2015, MCA was successful as the original submission was accepted, Funding was approved for the Admin #1 project. Project was completed on time by the March 31, 2015 completion date. Funding submission were reviewed for the FWCtr. possible new construction, no word to date on the applications.

Upgrades to Iakhihsohta Attic Sprinkler System, and included decommissioning of the old system and complete new installation of attic system protection as well as some additional service to the site. Project completed on time and on budget. Tsiionkwanoshte Fire Alarm Enhancement project, did not move forward as proposed but is still on the project list for FY 2015-16. Design phase not completed, in part due to availability and cost of Engineering service for this specialized equipment. Akwesasne Mohawk Police Services had a new roof installed on the east side of the bldg., installed by a local contractor. Flat roof repairs are scheduled for FY 15-16.

Reported to Council on the full scope of service needs and repairs to our many assets and facilities for budgeting purposes. DCSS was able to allocate funding for new furnace systems at the Transitional Home, 5 units were replaced with new high efficiency units and included new exhaust systems to meet the new code requirements of today.

Health Center Fuel Tank retrofit, replace old fuel tank under insurance advisory with new fuel tank that exceeds current code requirements. Tank replacement was funded by DCSS. Funding for the Kanatakon School underground fuel tank removal project have not been allocated to date, project is ready to go with approval of funds., Drwgs. completed project pending AANDC funding to move forward.

Actively developed Operation and Maintenance plans and Budget projections in consultation with the Three Maintenance Managers and support staff for all assets we are responsive to. Participated in numerous meetings over the overall safety and continued occupancy of the Administration Building #2, The Chief Building as commonly know. The department identified a number of concerns that had been continually delayed and or put off in relations to repairs and code compliance related matters. Coupled with a concern over general air quality, and overall occupant safety a decision was made to close the facility and relocate to the nearest available space available.

While the identified location does lack in certain areas in relation construction standards used for the temporary office space, it was felt the site could immediately address the need for



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office space. The Admin 2, Council office officially moved into the G&L office complex area in February 2015 for a one to three year lease option. During this time frame, DTS will continue with the development of project ready documents and design for a new office complex, so it will be ready to tender if available funding can be identified in the very near future.

### Reports 2013-2014

Assessment of all funded assets by Aboriginal Affairs and Northern Development assets under the Triennial Asset Condition Reporting System program. Project was awarded to Lowe Gravelle and Associates and was completed on time and on budget by October 15, 2013.

General service condition and inspection reports were supplied to Ministry programs as required for. Reports normally include Fire, Burglar Alarm, sprinkler test service reports, range hood inspections and HVAC equipment test reports.

Coordinated the general condition inspection and service report, based on current Asset Condition Reporting System program for repair and service needs of the Akwesasne Mohawk Police Station, Akwesasne Treatment Center, Tsiionkwanonsohte Adult Care Facility, Iakhihsohtha, Snye Day Care, and the Cornwall Island Day Care Facilities.

### Reports 2014-2015

Reported on all funded assets to Aboriginal Affairs and Northern Development under the "Project Review/ Update September 2014 , First Nations Infrastructure Improvement Plan" for our funded assets. This report is a general report card on progress we have made over the fiscal year performing maintenance repairs to our assets and is based on the 2013-14 Asset Condition Reporting System document.

Quarterly Financial reports submitted to each Director, and Fourth Quarter final reviews and reconciliation, with Finance were completed.

### The Department of Education Maintenance,

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

### Program Staff 2013-2014/2014-2015

- Gerald Thompson Maintenance Manager AMBE
- Terry King, Head Caretaker, Akwesasne Mohawk School Kawehnoke (AMS)
- John F. Francis, Head Caretaker, Kanatakon School
- Anthony Benedict, Head Caretaker, TsiSnaihne School
- Phillip Mitchell, Skilled Caretaker Iohahiio
- John Mitchell AMS Caretaker
- Donna Ransom AMS Caretaker
- Theodore Francis Jr, Caretaker
- John Cole, Caretaker

- Phillip Mitchell Caretaker
- Wade Mitchell Caretaker
- Russell Hall , Caretaker
- Karen Point, Caretaker
- 2 casual positions temporary posted

The Head Caretakers are all very familiar with their respective schools and continue to make improvements by taking control of the facilities and ensuring complete and consistent operation throughout the year. As part of normal operation, at the end of the school year in June, virtually every class room gets emptied, painted where needed, floors are stripped and waxed where needed, equipment sanitized and then put back into each class room. At this time if required equipment and or class room set up's are relocated if a specific room is to be used for another program.

During the summer months when the active school operations are closed, the three schools are sanitized, cleaned and other priority areas are painted. The floor are stripped, cleaned, re-waxed and resealed to be ready for the new school year. Several minor projects completed throughout the year at all three sites. Major repairs continue to be problematic with heating systems at the three schools, a large portion of operation and maintenance funding goes towards this equipment. Kanatakon School Emergency Generator required extensive electronic control repairs. The unit was out of service for two months while waiting on parts and service. A temporary generator was installed during this duration and was able to keep the School operational when there were minor power outages. Kanatakon School is also in the planning stage for a fuel tank replacement project, where once funding is identified and committed the project will commence.

Overall operations were consistent with prior years except that this year all of MCA experienced an extended winter season, coupled with an estimated 30% increase in heating fuel and propane cost that severely impacted budget expectations and projections well above normal for the facilities.

### The Administration Building Maintenance services,

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

### Program Staff 2013-2014/2014-2015

- Robert Pyke , Maintenance Manager Administration Facilities
- Report by: Steve Jock A/MMgr Admin Bldgs. up to April 14 2014
- Allison -Horne Chubb, Caretaker
- Daniel Oakes, Caretaker
- Taylor Bova, Caretaker



# DEPARTMENT OF TECHNICAL SERVICES

## BUILDING AND MAINTENANCE OPERATIONS

- Spencer Thompson , Caretaker
- Lawrence Mitchell, Caretaker
- Kevin Lazore, Skilled Caretaker

The Administration Building Maintenance program has been very active again this year. This program oversees operation and Maintenance at 29 different facilities in Kanatakon, Kawehnoke, Hamilton and Stanley Island.

Many small projects were completed with the main projects pending funding approval, with some scheduled for Fiscal Year 2014- 15. In general our tasks were to arrest and prevent deterioration of the existing assets that may be demolished in the coming year, with our main goal to ensure the building and systems are fully operational and functioning at all times. Overall there were no major projects started for Administration assets, as it has been determined MCA will be focusing on construction of a new facility in the coming years. The one project that has been approved to start was delayed as the funding was also delayed and only recently approved. The project is identified as the Handi- Cap access and rest room renovations for Admin #1 first floor. The project is set to begin in the summer of 2014.

Some of the completed projects included replacement of window units at Admin #1, Installation of security features for the AMPS operations, as well some new window installations in the upper floor. Completed some deck and railing repair replacement at CIA #3, where the main structure was kept intact but overall system was modified substantially to meet the needs of the user groups. Painted and patched a number of office spaces throughout our responsible area of our organization.

### The Department of Health and Social Services Maintenance services

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

### Program Staff 2013-2014/2014-2015

- Gorman Jacobs, MMgr. DOH/DCSS
- Jay Herne, Head Caretaker
- Kevin Boots, Head Caretaker
- Nick Lamesse, Head Caretaker
- Francis Lafrance, Head Caretaker
- Robert Mitchell, Head Caretaker
- Walter Peters, Caretaker
- Eldred Jacobs, Caretaker
- Jason David, Caretaker
- Shayne Jackson, Caretaker
- Derrick Lafrance, Caretaker
- Mae Leaf, Caretaker
- James Hemlock, Arena Maintenance Caretaker

- Sean Leonard, Arena Maintenance Caretaker
- Peter Francis, Arena Maintenance Caretaker
- Carol Thompson, Caretaker
- Dinah David Caretaker

The year was quite a challenge for us with the implementation of the new Maintenance Management System. All staff from management to the front line worker is now using the system. All the normal duties were performed throughout the year such as sweeping, mopping, washing, waxing, lawn cutting, patching and so on. We can't forget snow removal and shoveling. This past winter took its toll on equipment and budgets.

This year there was limited funds for projects. Some projects were completed, like the Kanonhkwa't'sheri:io south parking lot. Other project were at the St. Regis Recreation ,new baseboards installed , a perimeter drain system added on the south side of building and a day care playground landscaping issue was taken care of at the same time. Iakhihsohta had its main air handler replaced and relocated to the exterior of the building. Cornwall Island Group Home received a new shingled roof. At the Arena the men's washroom, on the lower level, was renovated and Olympia ice resurfacers were refurbished and a new driveway entrance to the storage building was installed. The Shelter/ Transitional Housing complex had a Meeting/sweat lodge constructed for staff and client use.





# DEPARTMENT OF TECHNICAL SERVICES

## ROADS PROGRAM

### Program Mission Statement

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

### Program Staff 2013-2014/2014-2015

- Program Manager, Kennedy Garrow
- Class “A” Truck Driver/Operator/Foreman, Kenneth Mitchell
- Class “D” Truck Driver/Operator, Danny Thompson
- Class “A” Truck Driver/Operator, Quinn Benedict
- Class “D” Truck Driver/Operator, Craig Delormier
- Class “D” Truck Driver/Operator, Mike Boots
- Class “D” Truck Driver/Operator, John Jacobs

### Program Accomplishments 2013-2014/2014-2015

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

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

**Winter Roadway Maintenance:** Manufactured sand was pre-treated with a 20% liquid magnesium chloride solution and stockpiled indoors, to prevent freezing of the material. Weather conditions were continually monitored throughout the winter months, to determine if winter maintenance was required. Tasks included: plowing of snow from roads and streets, sanding/salting of roadways, clearing of parking areas, snow removal from curbsides and sidewalks, etc. This winter season was particularly harsh as compared to previous years; however the program was successful in fulfilling its mandate in keeping the roads and streets safe for the community. Communication during inclement weather was maintained between roads program staff, A.M.B.E. transportation coordinator and MCA executive director or designate, in order to determine school/office closures or delays, as required.

**Roadside Maintenance:** Grass and weeds were cut along roadsides and at intersections, in order to maintain sight

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

**Bridge Maintenance:** Bridge crossings were swept and flushed with water, in order to remove dirt, salt and sand that had accumulated over the winter months. Grass and weeds were cut along approaches and guide rails, in order to maintain visibility. Crossings on the Quebec portion were inspected by M.T.Q. engineers, who made recommendations for any required maintenance and/or repairs to the bridge structures.

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

**Training:** Program staff attended in house health and safety training, such as WHMIS, 1st Aid/CPR certification, workplace safety, etc. Three employees attended the Ontario Good Roads Association's spring road school at the University of Guelph; two successfully completed courses titled “Managing Human Resources”, while one successfully completed a course titled “Fleet Management”. Two employees participated in HAZMAT and emergency response training, sponsored by the Emergency Measures office and hosted by the St. Regis Mohawk Tribe. Program staff also attended training sessions on the “Assetnav” computerized maintenance management system, being implemented by the Department of Technical Services.

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

**Community Requests:** The roads program receives many requests for assistance directly from community members, groups or outside organizations. In each instance, every





# DEPARTMENT OF TECHNICAL SERVICES

## ROADS PROGRAM

attempt is made to address the request promptly, by providing assistance where possible, offering technical advice or support, suggesting alternative solutions, or referring the request to the proper department/program within the organization.

**Other Accomplishments:** The roads program replaced an 1800 mm. (7') diameter road crossing culvert on Wade Lafrance Memorial Road, Tsisnaihne District, as part of the Department of Technical Services annual drainage improvement project. The program staff worked with staff and equipment from Lazore's Construction in replacing the culvert, which took three days to replace. (see photos)

### Updates 2013-2014

The roads program staff took part in a teambuilding workshop presented by Pathfinders Consulting, of Akwesasne. The two hour sessions were presented to the staff over an eight week period and identified both strengths and weaknesses within the staff, as related to building a more productive and enjoyable working group. Staff found the information provided to be very useful and informative, and continue to practice the suggested techniques in their daily work routines.

### Updates 2014-2015

In June, 2014, three employees participated in the Eastern Ontario Truck Rodeo, held at the Cornwall Civic Complex. The event, hosted by the Association of Ontario Road Supervisors, tested the skills of snow plow operators, including pre-trip inspections of equipment, timed completion of an obstacle course with full snow equipment and backing into a narrow parking area without making contact with markers. The three employees did very well and were successful in completing all of the events at the rodeo. A luncheon was served, sponsored by A.O.R.S. and a good time was had by all those who attended.

In December, 2014, the number of roads program staff was reduced from seven to six. At that time, it was decided that the program would attempt on a trial basis, to maintain its current level of service delivery to the community without replacing the staff member, which would assist in reducing the program's operating deficit. Although it was a busy winter season, it is believed that the program was successful in maintaining its service levels, and that any community concerns brought forward were addressed. Of course, the performance of the program is weather-driven, especially in the winter; however, at this time it is felt that the program will be able to continue operating without adding to the current number of program staff.

### Problem Areas 2013-2014

**Communication between Departments:** During the winter months, there was some difficulty in obtaining/relaying information on road conditions during bouts of inclement

weather. There seemed to be some confusion with regard to the Department of Technical Services' "On Call Policy" and the contact procedures, as opposed to the roads program's winter operations procedures and contact information. The contact information of roads program staff, AMBE Transportation coordinator or designate and Executive Services staff, who are collectively responsible for reporting weather and road conditions, determining school and/or office delays or closures must be clearly identified, in order to make sound and timely decisions, and to continually maintain the safety and well-being of those who must travel during the winter months.

### Problem Areas 2014-2015

Staff education on organization policies: Throughout the past year, program staff have been questioning both the current policies of the organization, as well as the proposed changes to the General Personnel Policy. While many discussions have taken place about individual interpretations of current policies, some employees remain unclear or dissatisfied. Although there have been several sessions in which employees had the opportunity to ask questions and provide comments on proposed changes to the G.P.P., questions still exist. While the staff are continually advised that they can always bring their concerns or questions about council policies to Human Resources or the employee advocate for clarification, it is felt that more education/training should be made available for those staff who remain unclear about current policies and how they may relate to his/her position.

### Goals 2013-2014/2014-2015

The primary goals of the roads program are: to provide maintenance services to over 56 km. of roadway, both gravel and asphalt surface, in Tsisnaihne, Kanatakon, and Kawehnoke; to maintain adequate surface water drainage from roads and streets; to maintain three bridge crossing structures; and to participate in the completion of and provide oversight to roads related capital projects, coordinated by the Department of Technical Services.

Goals for the upcoming year are to continue to encourage and practice teambuilding techniques within the program staff, and to continue with training and skills development plans for program staff, which will enhance the ability of the program to complete work tasks and deliver services to the community in an effective, efficient manner.

### Contact Information:

Roads Program Office: (613) 938-5476

Kennedy Garrow, Program Manager: (613) 551-1290



# DEPARTMENT OF TECHNICAL SERVICES

## WASTE AND WASTEWATER INFRASTRUCTURE

### Mission Statement

The Water and Wastewater Infrastructure program provides safe and healthy water and wastewater services to Akwesasne by continually improving the operations and maintenance of the water and wastewater systems.

### Program Staffing 2013-2014/2014-2015

- Lorri Bova, Water Wastewater Infrastructure manager
- John Lazore
- Keith Mitchell
- Clayton Barnes
- Thomas Oakes
- Patrick David
- Conway Thompson
- Shane Francis

### Goals 2013-2014/2014-2015

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

### Achievements 2013-2014

The program operates two water plants, the St. Regis Water Treatment plant and the Cornwall Island Water Treatment plant. The St. Regis WTP has 27 kilometers of water main and 310 fire hydrants. The Cornwall Island WTP has 10 ½ kilometers of water main and 130 fire hydrants.

The program operates four wastewater plants. The St. Regis Wastewater Treatment plant has 6 ½ kilometers of sewer main. The TsiSnaihne Wastewater Treatment plant has 1 ½ kilometers of sewer main. On Kawehnoke, the Block 97 Wastewater Treatment plant has 1.2 kilometers of sewer main and the AMS Wastewater Treatment plant has 0.9 kilometers of sewer main.

### Special Awards

- Tate Lazore received Paul Strohack Operator of the Year, South Ontario, award.
- Patrick David obtained Class 1 Water Treatment and Water Distribution certificates.
- Conway Thompson obtained Class 1 Wastewater

Treatment and Wastewater Collection licenses.

### Highlights 2013-2014

- Replaced a turbidimeter in the Cornwall Island Water Treatment Plant. Turbidimeters provide continuous monitoring of turbidity in the treated drinking water. This is required by Ontario Regulation 170/03.
- Tapped watermains to provide Akwesasne residents with treated water. One in TsiSnaihne and one in Kawehnoke.
- Repaired Chain and Flygt equipment in primary sludge tank in St. Regis Wastewater Treatment plant.
- Repaired a fire hydrant in the St. Regis village.
- E: Problem Areas
- St. Regis Water Treatment Plant roof leaks.
- Pumps in Block 97 lift station are plugged with cloth almost every weekend. This triggers an alarm for an operator to repair pump or the sewage level will back up into buildings.
- SCADA system in Cornwall Island Water Treatment Plant fails frequently. The main computer has not been upgraded. The MCA Computer Dept wants to work with SCADA provider on selecting the right computer.
- Remote access in Cornwall Island Water Treatment Plant is not reliable.
- SCADA in St. Regis Wastewater Treatment Plant has a screen that is very difficult to read and does not display the correct date and time.
- Snye RBC is operating with 1 out of 4 treatment sections down. The metal piping holding the media for the first section in place wore out and the media broke off.

### Infrastructure 2014-2015

The MCA Water & Wastewater Infrastructure program operates and maintains the St. Regis Water Treatment Plant and the Cornwall Island Water Treatment Plant. The St. Regis Water Treatment Plant serves all of Kanatakon and TsiSnaihne with 27 kilometres of water main and approximately 950 service connections. The Cornwall Island Water Treatment Plant serves Kawehnoke with over 9 kilometres of water main and approximately 450 service connections.

The wastewater facilities are the St. Regis Wastewater Treatment Plant, the TsiSnaihne RBC & Lagoon, the AMS RBC, the Block 97 RBC, the Arena RBC, the Chapman Rd Septic Field, and the Kawehnoke Daycare Septic Bed.

### Annual Inspections

After each Annual Inspection, a system Risk Score is calculated based on the water quality, facility design, operation & maintenance, record keeping & reporting, and operator performance. A high risk score is greater than 7, medium is between 4 and 7, and low risk is less than 4.



# DEPARTMENT OF TECHNICAL SERVICES

## WASTE AND WASTEWATER INFRASTRUCTURE

The A'nowara'ko:wa Arena Sewage System received a medium level risk score, 5.3 because the effluent water quality exceeded the regulatory limits. The inspection officer reported that this was due to inappropriate treatment and recommended that a coagulant be added to the treatment process. The MCA wastewater operators have resumed treating the A'nowara'ko:wa Arena Sewage System with coagulant and they anticipate improvement in the laboratory analyses.

The potential risk that the A'nowara'ko:wa Arena Sewage System imparts on the environment is due to the fact that the system does not operate continuously. The A'nowara'ko:wa Arena is not occupied seven days a week, therefore the wastewater settles in the tank after treatment. Converting the A'nowara'ko:wa Arena Sewage System to a continuous system could be a better alternative to adding coagulant chemicals.

The Tsi Snaihne Communal Sewage System received a medium level risk score of 4.5. The inspection officer reported that the total suspended solids parameter exceeded the regulatory limits. The reason for this is that the treatment system was out of commission last winter. It has been repaired by the MCA wastewater department and the mechanical equipment is now fully treating the wastewater. Full treatment will enable the regulatory limits to be met and this will allow the System Risk Score to return to low level risk.

All of the other MCA water and wastewater facilities received low level risk scores from the inspection officer.

If you would like further information regarding the inspection reports or if you would like to tour any of the plants you can reach the MCA Water / Wastewater department manager at (613) 933-1971.

### Year-end Report to Funder

In the fiscal year 2013/2014 there were no Boil Water Advisories. The annual inspection of all of the water and wastewater facilities was in October 2013. All facilities passed inspection and the average risk level of the key performance indicators was low.

The 2013/2014 Operator Training Subsidy from AANDC was \$18,050. The water and wastewater plant operators, including the manager, must maintain their certification. They are required by the Ontario Ministry of Environment (MOE) to apply for renewal every three years. Requirements include attending MOE director approved training 40 hours per year.

### Examples of training courses attended this fiscal year are:

- Water Treatment Exam Preparation
- Safe Drinking Water Act

- Project Management
- Contract Administration
- Public Works Management
- Water Distribution Emergencies
- Wastewater Treatment Exam Preparation

### Acknowledgement

The Aboriginal Water and Wastewater Association of Ontario recognizes MCA's operator Keith Mitchell as outstanding First Nation water and wastewater operator and declares him Paul Strohach 2014 Operator of the Year of southern Ontario.

### Contact Information

The Water and Wastewater Infrastructure program office is in the Cornwall Island Water Treatment Plant on the west end of Kawehnoke. The program manager phone number is (613)933-1971 and the program pager number is (518)404-2252.



# DEPARTMENT OF HOUSING

## ADMINISTRATION

### Mission Statement

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

### Vision Statement

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

### 2013-2014/2014-2015 Strategic Goals

- To bring the Department of Housing to the highest level of standards by providing the best services for Community members.
- To start the process of a long-term housing plan for future housing.
- To build and maintain a rental portfolio that will address the shortage of housing as temporary accommodations to meet the needs of the community.
- To assist Community members with alternative sources of funding to fulfill their housing needs.
- To provide an alternative source of homeownership for Community members who do not qualify under the present criteria, however, have the financial resources to afford a home.
- To provide accommodations for senior citizens to make their lives more enjoyable.

### 2013-2014/2014-2015 Housing Administration

- Heather Phillips, /A Director of Housing
- Leanne Thomas, /A Program Manager (2013-2014)
- Corey Tarbell, Housing Inspector
- Darcy Jackson, Project Manager
- Ben Benedict, Construction Manager
- Ernie Gambill, Construction Supervisor
- Candice Two Bulls, Loan Officer
- Cheavee Willie, Data Entry Clerk (2013-2014)
- Teena Thompson, Executive Assistant
- Charlene David, Admin Assistant (2013-2014)
- Leanne Thomas, Admin Assistant (2014-2015)

### Hydro Quebec 2013-2014/2014-2015

- Gerald McDonald, Hydro Quebec
- Kerry Mitchell, Hydro Quebec

### Rental Maintenance 2014-2015

- Todd White, Head Caretaker
- Stan Cook, Caretaker

### Housing Carpenter & Maintenance 2013-2014

- Brian Thomas, Crew leader

- Mike Buckshot, Crew leader
- Andrew Square, Carpenter
- Roy David, Carpenter
- Charles Thompson, Carpenter
- Todd White, Head Caretaker, KRA
- Stan Cook, Caretaker
- Marion Lazore, Caretaker, Sweetgrass Manor

### Healthy Homes Initiative 2013-2014

- Vince Thompson, Crew Leader
- Leroy Jackson, Crew Leader
- Ernie King Jr, Apprentice Carpenter
- Conrad Lazore, Apprentice Carpenter
- Cody Back, Apprentice Carpenter
- Daniel Rourke, Apprentice Carpenter
- Richard Johnson, Apprentice Carpenter
- Bryan Sharrow, Apprentice Carpenter
- Lawrence Thomas, Apprentice Carpenter
- Alfred Papineau, Apprentice Carpenter
- Tehonroniate Nanticoke, Apprentice Carpenter

### Housing Authority 2013-2014

- Heather Phillips, Chair
- Candice Two Bulls, Loan Officer
- Chief Abram Benedict, Portfolio Holder
- Chief Florence Phillips, Kanatakon District
- Chief Larry King, Kanatakon District
- Chief April Adams- Phillips, TsiSnaihne District
- Chief JoAnne Jock, Kawehnoke District
- Gary Cole, Social Community Services
- Leona Delormier, Manager, Office of Vital Statistics
- Esther Jock, Community Representative

### Housing Authority 2014-2015

- Heather Phillips, Director of Housing
- Charmaine Caldwell, Program Manager
- Darcy Jackson, /A Program Manager
- Candice Two Bulls, Loan Officer
- Chief Abram Benedict, Portfolio Holder (Chair)
- Chief Larry King, Kanatakon District
- Chief April Adams- Phillips, TsiSnaihne District
- Chief JoAnne Jock, Kawehnoke District
- Gary Cole, Social Community Services
- Leona Delormier, Manager, Office of Vital Statistics
- Esther Jock, Community Representative
- Rosemary Square, Community Representative

### Program Achievements 2013-2014

#### Housing Loan Services

#### New Home Construction

The Department of Housing approved two new home construction projects for the 2013/2014 fiscal year. This funding



# DEPARTMENT OF HOUSING

## ADMINISTRATION

is from an allocation from Aboriginal Affairs and Northern Development Canada, AANDC. The approved loans are in the amount of \$136,000.00 which is the current (maximum) amount for new construction loans.

### Housing Loan Repayments

The Housing Loan Recovery Plan was approved in the 2000-2001 fiscal year. This plan laid the framework to recover existing housing arrears. Currently there is over nine million dollars in outstanding housing loans with over 400 open accounts that have balances owing. As a result of insufficient repayments, the Department of Housing will have to develop a new loan recovery strategy that will include both consulting with credit agencies and/or home repossession.

### Upgrade Program

The Upgrade program is a Mohawk Council of Akwesasne Initiative that was started by using community dollars to create a revolving loan for community members to apply to secure financing to upgrade and/or make repairs their homes. If this loan program does not get payback from the homeowners who borrowed money, it will cease to exist for future homeowners. Aboriginal Affairs and Northern Development Canada, AANDC (formerly INAC), does not supply any type of funding for this these types of programs.

Department of Housing currently offers three different types of Upgrade loans. These loans consist of a Renovation Loans (maximum \$12,000 per loan), Repair Loan (maximum \$8,000 per loan) and Maintenance Loan (maximum \$3,500 per loan).

Twenty-three Upgrade loans were paid back during the 2013/2014 fiscal year. The Department of Housing would like to thank those who repaid their Upgrade Loans.

*The range and frequencies of all outstanding Renovation / Upgrade Loans:*

- To ensure the ongoing availability of this program, the Department of Housing urges community members to fulfill their obligations and repay their upgrade loans. This will ensure that upgrade loans are available in the future.
- If an upgrade loan is outstanding at the time of a community members passing, the Department of Housing will not provide any further assistance for repairs to that home if there are existing arrears.

### 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. Applicants must go through the

Bank's application process. Once they receive their conditional approval, this is forwarded to the Department of Housing to prepare the paperwork to go to Council for a request to guarantee the mortgage.

### Housing Rental Services

#### MCA Rental Units

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

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

The rent to own units, are provided for those community members who would normally qualify for a mortgage however don't have title to land. The applicant's enter into a rent to own agreement, and pay rent for the duration of the mortgage. Once the mortgage is paid off, the house and the land it sits on is turned over to the occupants.

### Program Achievements 2014-2015

#### Energy Efficiency Program

This energy efficiency program was piloted in in the district of TsiSnaihne in four community member homes. This program allowed homeowners to take advantage of free measures and individualized energy conservation advice. The eligibility criteria for this program included :

- Receive an energy bill for the heating of your residence if paid by tenant or owner
- The income of the residence is below the eligible income threshold.

Free energy conservation measures and advice included the following:

- Installing low-flow showerheads
- Installing aerators on water taps
- Installing compact fluorescent light bulbs
- Caulking and weather stripping windows
- Installing weather stripping on doors

#### Healthy Homes Initiative

The Healthy Homes Initiative was discontinued in June 2014. There was a lack of funding available to continue with the





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program. Overall, the project assisted a number of community members to bring their homes up to acceptable health and safety standards. All members that received a Healthy Homes inspection received a letter with assorted options for their home repair needs.

### Canada Mortgage and Housing Corporation – Section 95

Housing has received conditional approval from Canada Mortgage and Housing Corporation, CMHC, for a loan to build a four unit apartment complex on Whoville Road in the district of TsiSnaihne. The proposed design of the units are 900 square foot apartment each with two-bedrooms, one of the four units will be handicap accessible. This construction for these apartments is anticipated to be completed in the summer of 2016.

### First Nations Market Housing Fund

Housing is in the process of applying to the First Nation Market Housing Fund. The intention of the application is to obtain capacity development funding that will assist Housing in reviewing all policies and procedures that will ensure we meet First Nation Market Housing Fund standards. After these standards are met, it is Housing's intention to enroll in the fund in an effort to expand community members borrowing options. Currently, the MCR for the FNMHF is completed and the required information has been submitted to support the application to the fund.

### Carpenter Labor Program

On April 14, 2014, The Department of Housing discontinued the carpenter labour program. This difficult choice did not come easily, as the carpenter program became a fixture within the department for over 20 years. Due to budget constraints and lack of repayment the free labour program was discontinued.

### 2014-2015 Updates

#### Housing Loan Services

##### New Home Construction

The Department of Housing approved two new home construction projects for the 2014-2015 fiscal year. This funding is from an allocation from Aboriginal Affairs and Northern Development Canada, AANDC. The approved loans are in the amount of \$136,000.00 which is the current (maximum) amount for new construction loans.

##### Housing Loan Repayments

There is approximately 9.8 million dollars in housing loans. Overall payments expected for the 2014-2015 fiscal year was 325 thousand dollars short. This means that many homeowners are either not paying for their loans or not payment the amount agreed upon in their mortgage.

### Summary of Housing Loans Outstanding

The following table shows the amounts and the various housing loans that the Department of Housing is currently responsible for in 2014-2015.

| Loan Type    | Amount                  |
|--------------|-------------------------|
| CMHC         | \$ 6,819,261.50         |
| BMO          | \$ 5,589,904.48         |
| Repair/Reno  | \$ 657,625.39           |
| Housing      | \$ 10,270,393.36        |
| <b>Total</b> | <b>\$ 23,337,184.73</b> |

### R.R.A.P – Residential Rehabilitation Assistance Program

Each year the Department of Housing receives an allocation for RRAP repairs from Canada Mortgage and Housing Corporation (CMHC) to assist community members with essential repairs to their homes. The 2013/2014 fiscal year was spent finishing existing RRAP projects to ensure that they were they in compliant with CMHC's RRAP policies and procedures. Healthy Homes Initiative

The Mohawk Council of Akwesasne initially approved the Healthy Homes Initiative (HHI) in 2010/2011. The Healthy Homes Initiative addressed a need that had been identified for many years in the community, that is, the repair and refurbishing of homes of many community members which have been or may be deemed to be uninhabitable due to health and safety issues.

Some of the health and safety issues included mould, various types of infestations, and general deterioration due to age or lack of proper maintenance. The Healthy Homes Initiative ensured that the people in most need of support are able to live in homes that are safe and healthy environments for their families by giving them a hand up rather than a handout.

### Upgrade Program

The Upgrade program is a Mohawk Council of Akwesasne Initiative that was started by using community dollars to create a revolving loan for community members to apply to secure financing to upgrade and/or make repairs their homes. If this loan program does not get payback from the homeowners who borrowed money, it will cease to exist for future homeowners. Aboriginal Affairs and Northern Development Canada, AANDC (formerly INAC), does not supply any type of funding for this these types of programs.

Department of Housing currently offers three different types of Upgrade loans. These loans consist of a Renovation Loans (maximum \$12,000 per loan), Repair Loan (maximum \$8,000 per loan) and Maintenance Loan (maximum \$3,500 per loan).

Seventeen Upgrade loans were paid back during the 2014/2015



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fiscal year.

To ensure the ongoing availability of this program, the Department of Housing urges community members to fulfill their obligations and repay their upgrade loans. This will ensure that upgrade loans are available in the future.

### **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. Applicants must go through the Bank's application process. Once they receive their conditional approval, this is forwarded to the Department of Housing to prepare the paperwork to go to Council for a request to guarantee the mortgage.

As of March 31, 2015 there are 78 open loans open through the Bank Of Montreal – On Reserve Housing Loan Program which total \$5,589,904.48. Three of these loans were process through the ORHL program in the 2014/2015 fiscal year.

### **MCA Rental Units**

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

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

The rent to own units, are provided for those community members who would normally qualify for a mortgage however don't have title to land. The applicant's enter into a rent to own agreement, and pay rent for the duration of the mortgage. Once the mortgage is paid off, the house and the land it sits on is turned over to the occupants. As long as they abide by the rent to own agreement, these units will become theirs. It is a means of providing homeownership for those who do not own land.

### **2013-2014 Healthy Homes Initiative** **Home Construction/Repair**

This component encompassed the identification of those homes most in need of repair using the home safety risk assessment tool. The inspection of the homes was completed by the assessment team that was comprised of the Environmental Health Officer, HHI Project Coordinator, and Community Health Representatives.

### **Capacity Building**

The carpenters and journeymen were engaged to carry out the work identified to ensure the homes in the project meet a minimum health standard. During the project the carpenters were able to bank their hours on this project towards attaining the required number of hours to be able to take the journeyman exam and ultimately achieve journeyman status.

### **Maintenance, Sustainability and Education**

This component concentrated on teaching homeowners how to care for their own homes through workshops, seminars, educational materials and other media. The idea was that the homeowner will be given the knowledge and the tools to recognize what needs to be done to maintain their homes.

### **Issues Addressed:**

The various issues addressed by the Healthy Homes Initiative are shown in the following table:

Table 12 shows the number of homeowners that were provided assistance by Healthy Homes:

### **Hydro Quebec**

- The Mohawk Council of Akwesasne, Hydro Quebec Liaisons are responsible for the collections of payments for Hydro Quebec. This includes the collection and depositing of various amounts from community members from the Quebec portion of Akwesasne that have existing accounts with Hydro. All cash collected is remitted to the bank, where it is transmitted to Hydro Quebec. Total amounts collected by the Hydro Quebec Liaisons are listed in Table 13.
- Occasional straight deposits to BMO are made on behalf of community members as a courtesy for Elders and/or Budget Plan payment customers of the community of Akwesasne to ensure timely payment.
- Problem Areas
- The issues that are predominant within the Department of Housing are shown in the following list:
- Community members that are not in good standing want additional support to maintain their homes
- Repayment of Housing Loans
- Completion of Updated Policies and Procedures
- No insurance on Community members homes
- Lack of funding from outside sources



# DEPARTMENT OF JUSTICE

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### Mission Statement

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

### Program Name(s):

- Justice Administration: Legislative Services, Legal Services, Early Release Section 84 (Correctional Services Canada)
- Akwesasne Community Justice Program
- Ministry of Youth and Child Services
- Native Inmate Liaison Officer
- Akwesasne Mohawk Court
- Compliance Program
- Conservation Program
- Probation – Ontario
- Probation – Quebec
- Native Inmate Liaison Office
- Quebec Legal Aide

### Staffing 2013-2014/2014-2015

#### Justice Administration composition is as follows:

Joyce King, Director  
Iris LaFrance, Clerk/Receptionist  
Kyrie Ransom, Justice Coordinator  
Darlene (Ohsontiio) Cook, Special Projects Officer  
Aaron Terrance, Paralegal

#### Akwesasne Community Justice Program (ACJP):

Rena Smoke, Program Manager  
Michelle Smoke, Native Court Worker  
Jennifer Boots, Receptionist/Community Service Monitor.

#### Ministry of Child and Youth Services (MCYS):

Patricia Bova, (MCYS) Youth Court Worker  
Erin Seymour, Youth Reintegration Worker  
Jennifer Boots, Community Service Monitor

#### Akwesasne Mohawk Court:

Cheryl Jacobs, Court Administrator  
Kim Loran, Court Clerk

#### Compliance Program:

Michael Francis, Compliance Officer  
Larry Jock, Compliance Officer

#### Conservation Program

Taylor Mitchell, Conservation Officer

#### Native Inmate Liaison Officer (NILO):

John Maracle, Native Inmate Liaison Officer

#### Probation (Ontario):

Pat Chubb/Karson Oakes, Native Community Correctional Worker-Probation Officer

#### Probation (Quebec)

Kahontine Herne/Brett Gambill, Supervising Officer

#### Quebec Legal Aide:

Shannon Nicholas, Paralegal

Taylor Mitchell, Compliance Officer enforces the Akwesasne Wildlife Conservation Law. This year, the Hyper-Abundant Deer Management Plan retrieved fifteen deer from the scheduled kill. There were approximately ten ATV licenses issued, \_\_\_Boats were registered and \_\_\_fishing permits were purchased.

Karson Oakes, Native Community Corrections Worker works provides probation services for Akwesasne clients being supervised under an Ontario Court order. The Ontario case load was 60 clients from Akwesasne.

Pat Chubb , (Acting) Probation Ontario provides supervision to clients under an Ontario Court order. Pat took over the Ontario probation orders in March, 2014.

Brett Gambill, (Acting) Quebec Supervision Officer supervises clients under a Quebec court order. In the second year of operation, there have been approximately 15 clients being supervised under Quebec Court orders.

### Funding:

#### There are five funded programs:

- Akwesasne Community Justice Program;
- Native Inmate Liaison Officer Program;
- Ministry of Child and Youth Services;
- Native Community Correctional Working (Ontario Probation); and, the Quebec Probation.

There is small funding from AANDC for legislation towards a governance code.

## HIGHLIGHTS & ACCOMPLISHMENTS

### 2013-2014

#### 1. NEGOTIATIONS

The Director is involved in the self-government negotiations under the Nation Building Program. Presentations were made to the Negotiating team on the Justice Department and the Akwesasne Mohawk Court as well as to the Department of Justice and AANDC Minister's representative.

The Governance Code: provided the Working Task Group with standard components generated by the Justice Department.



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### 2. LEGISLATIVE DEVELOPMENT

**The Law Enactment Process** was revised as the Law Enactment Procedural Regulation. This was presented at several community forums.

**Akwesasne General Referendum Regulations:** The regulations include a process for voting on-line (evoting). We received a small grant from AANDC for funding to revise the Referendum Regulation. A second set of Regulations for the Aboriginal Rights and Research Office.

**Plebiscite Regulations** were submitted and passed on the questions concerning the removal of the old CBSA customs office and relocation of the buildings known as the “Akwesasne People’s Fire.” The Akwesasne Justice Department worked with the Chief Electoral Officer to ensure the plebiscite went smoothly.

**Note: E-voting:** Akwesasne became the very first - First Nation in Canada to use E-Voting in the recent Referendum vote for the Iatathróna Raotiientáhtsera, incorporating votes from any Akwesasnon Member, no matter where they lived.

**Iatathróna Raotiientáhtsera:** The law was passed by a referendum of community Members in December, 2013.

**Akwesasne Traffic Law:** Focus meetings were held in February and community comments are being incorporated into a new final draft for Council approval before the vote is held.

**Akwesasne Mohawk Court Law:** after a visioning session, the draft law incorporated comments based on a review of two major studies on Justice from the Akwesasne community.

**Akwesasne Tobacco Law:** After an extensive legal review, the proposed law is in its final stages before it is sent to the Mohawk Council of Akwesasne for acceptance in principle (Phase II) of the Law Enactment Procedural Regulation.

**Akwesasne Wildlife Conservation Law:** They are on track according to the submission of a workplan schedule to the Mohawk Council of Akwesasne.

**Financial Management Law:** This objective was given to consultants. Justice role is to ensure the consultants are in line on developing the law in accordance to the Law Enactment Procedural Regulation.

**Education Law:** A public notice was sent out informing the community of the intent to begin an Education Law and assistance was given to the Akwesasne Mohawk Board of Education to assist in developing the timeframe/workplan for the law.

**Legislative Commission:** Drafts are being worked on to re-activate the Legislative Commission to meet the needs of the

community.

**Akwesasne Review Commission:** The Akwesasne Review Commission Charter and Regulations were passed by MCR 2013/2014-#242, November 2013.

**Akwesasne Appeal Tribunal (AAT): Members appointed to the AAT in Akwesasne Membership Election Regulations:** There were a number of revisions to amend the regulations to meet a Canadian Human Rights complaint against the Mohawk Council of Akwesasne. The revisions were not approved by the Membership Board.

**Canadian Human Rights Commission (CHRC):** The complaint against the Mohawk Council of Akwesasne by a community member who wanted to sit on the Membership Board was turned down by the CHRC. CHRC found that the complaint was unfounded due to the complainant being allowed to run for the Membership Board. Also, the Justice Department participated in the Human Rights complaint against CBSA. This complaint against CBSA was denied by CHRC.

October, 2013 the Akwesasne Justice Department presented a brief to James Anaya, United Nations Special Rapporteur on the Rights of Indigenous Peoples. The brief highlighted concerns on the “United States and Canadian Border Crossing Issues Relating to the Mohawks at Akwesasne.” This visit led to the successful release of an Akwesasnon being held at the Ottawa Carleton Detention Centre in Ottawa as an immigrant from the United States, even though, she is considered a Mohawk from Akwesasne. The visit by Rapporteur Anaya highlighted in the newspapers, the grievances against CBSA and the restrictions being imposed on the Mohawks at Akwesasne.

### 3. LEGAL SERVICES

Legal Counsel generates and/or reviews contracts and agreements for the Mohawk Council of Akwesasne. Wills are generated by Legal Counsel to ensure there will not be any land disputes with Indian Affairs (now known as Aboriginal Affairs and Northern Development Canada – AANDC and Northern Affairs Canada). This is a service for the community.

### 4. MOHAWK TRANSLATION

A Mohawk speaker will attend the meeting to provide translation services to the community. This service is free for community members. As well, there was a small translation fee realized for providing Mohawk translation to a paid advertising.

#### SECTION 84 CSC EARLY RELEASE PROGRAM (Federal)

One offender in Quebec; one offender from the south side of Akwesasne; two offenders who breached and sent to a federal





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penitentiary. One Gladue Report was started in 2013.

### COMPLIANCE

(Rabies Clinic) Approximately thirty canine and felines, at each site, were vaccinated for rabies and other diseases. (Complaints) There is an average of four (4) complaints a week on animal issues. (Dog Pick up) 4 per month. (Tickets issued) 4 per month. (Cost) Year-end reports the cost for quarantining and housing the animals at the shelter: \$12,081.00.

### HIGHLIGHTS & ACCOMPLISHMENTS 2014-2015

#### Justice Administration:

Administrative Authorities:

- Akwesasne Review Commission;
- Akwesasne Review Panel;
- Akwesasne Election Appeal Board;
- Governance and Relationship (G&R) negotiation team (Nation Building Program)
- Property Acquisition Team;
- Internal Technical Trust Team;
- Working Task Groups on Legislative Development;
- Interim Tobacco Commission;
- Space Needs Committee;
- Multi-jurisdictional Committee

There are a number of issues community members look to the Akwesasne Justice Department for assistance. The department provides the community with assistance in various forms. As well as providing community members with copies of Akwesasne Laws and referral services to outside organizations, we assist community members finding programs and services in the community, if we cannot assist them with their needs.

Justice Administration also assists with Elections and training for the Chief Electoral Officer; the Deputy Electoral Officers and the Akwesasne Election Appeal Board. On the average, Justice assists twenty to thirty community members daily with various issues.

Akwesasne made history by becoming the first First Nation to utilize electronic voting (Evoting), successfully, by bringing the vote to households by way of an electronic tablet (computer). Other First Nations are following suit and have consulted with the Akwesasne Justice Department on how to facilitate evoting within their own community.

Other initiatives include: Discussion with the Ontario Jury duty implementation team; participating with the Border summit held at the Akwesasne Mohawk Casino; the successful implementation of the Akwesasne Review Commission to oversee the judicial independence of the Akwesasne Mohawk Court Justices.

**Justice Administration is divided into three components:**

- I. Legislative Services
- II. Legal Services
- III. Early Release Parole and Special Projects

#### **Legislative Services passed the following policies and laws:**

Iatathróna Raotientáhtsera 'Couples Property' Law:

The Akwesasne Justice Department developed the Iatathróna Raotientáhtsera 'Couples Property' Law Special Referendum Regulation 2015. The Chief Electoral Officer administered the regulation and the Mohawks of Akwesasne reaffirmed the enactment of the Iatathróna Raotientáhtsera 'Couples Property' Law by way of referendum. The referendum turnout was as follows:

- Yes – 1,815 (94.5%)
- No – 105 (5.5%)
- Declined – 88
- Total Participation – 2,008 (26.7% of Membership)

The Mohawk Council of Akwesasne became the eighth and largest First Nation community in Canada to obtain an exemption from the Canadian Federal Bill S-2 An Act Respecting Family Homes Situated on First Nation Reserves and Matrimonial Interests or Rights in or to Structures and Lands Situated on Those Reserves.

The referendum to reaffirm the Iatathróna Raotientáhtsera 'Couples Property' Law was funded through Aboriginal Affairs and Northern Development Canada's Professional and Institutional Development Program. This funding allowed for referendum officers to administer the referendum by going door-to-door to assist community members with completing their ballots online. With this pilot project, the Mohawk Council of Akwesasne paved the road to online voting in First Nations communities.

#### **Akwesasne Tekaiá'torehthá:ke Kaianerénhsera (Akwesasne Court Law):**

The proposed Akwesasne Tekaiá'torehthá:ke Kaianerénhsera (Akwesasne Court Law) completed community consultation in September 2014. The feedback from the community was developed into a report and presented to Council for direction. The Working Task Group will incorporate the direction provided from Council. The revised Akwesasne Tekaiá'torehthá:ke Kaianerénhsera (Akwesasne Court Law) and a report outlining the changes will be presented to the community for ratification in the following Fiscal Year.

#### **Akwesasne Tobacco Manufacturing and Products Law:**

The proposed Akwesasne Tobacco Manufacturing & Products Law completed community consultation in November 2014. The feedback from the community has been developed into a report. The report will be presented to the Mohawk Council





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of Akwesasne to provide direction on how to proceed with the community feedback in the following Fiscal Year.

### **Akwesasne Traffic Law – Amendment:**

The proposed amendments to the Regulation of Traffic By-law No. (10)A, known as the proposed Akwesasne Traffic Law, completed community consultation in December 2013. The feedback from the community was developed into a report provided to the Mohawk Council of Akwesasne in August 2014. The Mohawk Council of Akwesasne provided direction on how to proceed with the community feedback. The Working Task Group has begun meeting to implement the recommendations to prepare the proposed Akwesasne Traffic Law to move forward into LEPR Phase IV.

### **Akwesasne Wildlife Conservation Law – Amendment:**

The proposed Akwesasne Conservation Law has been presented to the Mohawk Council of Akwesasne by the Working Task Group. During the presentation, the Mohawk Council of Akwesasne provided direction on additional changes to the draft. Once the draft document is ready to be released for community consultation, the proposed Akwesasne Conservation Law will be Accepted In Principle by the Mohawk Council of Akwesasne in accordance with the Akwesasne Law Enactment Procedural Regulation Phase II. This is anticipated to occur within the following Fiscal Year.

### **Akwesasne Education Law:**

The proposed Akwesasne Education Law completed the requirement of a public notice to call for written comment on the contents of the law. The notice period for comment was completed in January 2014. The Working Task Group is now tasked with developing an Akwesasne Education Law. Once complete, the document will be sent for a legal review prior to being presented to the Mohawk Council of Akwesasne in accordance with the Akwesasne Law Enactment Procedural Regulation Phase I.

### **Akwesasne Financial Administration Law:**

The proposed Akwesasne Financial Administration Law completed the requirement of a public notice to call for written comment on the contents of the law. The notice period for comment was completed on February 20, 2014. The Working Task Group is now tasked with developing an Akwesasne Financial Administration Law.

### **Akwesasne Water Law – Amendment:**

A Working Task Group has been appointed to develop an amendment to the By-Law #5 Waterworks System. A public notice is being developed to call for written comment on the contents of the law. Once the period for receiving written comment on the contents of the proposed law is complete, the Working Task Group will develop the law in accordance with

Akwesasne Law Enactment Procedural Regulation Phase I.

### **Kawehno:ke Corridor Plebiscite:**

The Akwesasne Justice Department developed the Kawehno:ke Corridor Plebiscite Regulation. The Chief Electoral Officer worked with the staff from the Aboriginal Rights and Research Officer to administer the regulation. The Mohawks of Akwesasne provided the following direction on the two ballots questions posed during the plebiscite:

Question (1) 'Do you support the demolition of the abandoned Customs Buildings (Kawehno:ke) using labour and services procured in Akwesasne?'

- Yes – 181
- No – 6

Question (2) 'Do you support the removal of the Akwesasne Peoples Fire buildings from the corridor, no later than the demolition of the Customs Buildings?'

- Yes – 161
- No – 23

### **Regulations:**

The Akwesasne Justice Department completed the amendment of the following Charters and Regulations during the year:

- Akwesasne Review Commission Charter and Procedural Regulation (June 2014)
- General Referendum Regulation (July 2014)
- Akwesasne Law Enactment Procedural Regulation (August 2014)

The Akwesasne Justice Department is currently working on amending the following Charters and Regulations:

- Akwesasne Legislative Commission Charter and Procedural Regulation (DRAFT)
- Akwesasne Membership Board Regulation (DRAFT ON HOLD)
- Akwesasne Residency Law Regulations (DRAFT)
- Akwesasne Tekai'torehthà:ke Kaianerénhsara (Akwesasne Court Law) Procedural Regulation (DRAFT)
- Iatathróna Raotiientáhtsara 'Couples Property' Law Procedural Regulation (DRAFT)

### **Legal Services**

General Legal Counsel is under the direction of the Mohawk Council of Akwesasne to anticipate and guard against legal risks facing Mohawk Council of Akwesasne. The General Legal Counsel serves as in-house counsel assists Council by anticipating, researching and advising, accordingly, to circumvent future gaps or to mitigate legal problems. Legal advice is necessary on some labor relations, contracts and consultant agreements, especially policy review. As well, the General Legal Counsel will review Akwesasne Laws for conflicts and issues arising from legislative development. Any other files are assigned to Legal Counsel from the Grand Chief, Executive Director and/or the Director of the Akwesasne Justice



# DEPARTMENT OF JUSTICE

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Department.

Community members can access limited legal advocacy through the Akwesasne Justice Department Administrative Assistant to assess which files will be handled by Legal Counsel.

Legal Counsel provides Contracts

Legal Service will not handle:

- Disputes between two community members;
- Legal counsel to community members who are proposing a business or establishing a business partnership;
- Community disputes against MCA.

Another part of Legal Services is the availability of a Law Intern. This fiscal year, the Akwesasne Justice Department was able to secure the services of Cecile Capela-Laborde. Cecile is a student law intern from the McGill Centre for Human Rights and Legal Pluralism and is enrolled as a student with McGill University in Civil Law and Bachelor of Laws. Cecile did a historical study on the Akwesasne Mohawk Court.

### Early Release Parole and Special Projects

Problem areas include mechanisms to handle land disputes. Currently land disputes are under the sole discretion of the Aboriginal Affairs and Northern Development Canada (AANDC), formerly known as Indian Affairs. Eight applications were reviewed by the Community Review Panel and processed under section 84 of the Correctional Services Act. The recommendations of the Community Review Panel were sent to the Parole Board through the Aboriginal Development Office.

Gladue training was done and Akwesasne was the first First Nation organization to utilize a Gladue report in Quebec. Gladue reports are done for First Nations members during a sentencing hearing and are a right based on case law under sentencing recommendations through the Criminal Code of Canada (Section 718.2(e), R v Gladue [1999] 1 S.C.R. 688, 23 C.R. (5th) 197, 133 C.C.C. (3d) 385. There were five full Gladue reports sent to Quebec and two reports were done in collaboration with a Quebec organization.

Special project is working on a Healing Lodge. Travel to Wasekum house with members of the Healing lodge planning committee in St. Alphonse De Rodriguez Quebec.

In order to assist with duties of the probation department, assistance was given to the Acting Probation Officer for the Cornwall Ontario office.

### Akwesasne Community Justice Program (ACJP):

Administrative Authorities: Neh Kanikonriio Council

ACJP has a protocol agreement with the Crowns from the Department of Justice Canada, Department of Justice, Quebec and the Ministry of Attorney General to deliver a community justice program for Aboriginal offenders in the following areas:

i. Diversion hearings for Summary Conviction (Pre and Post)

Charges (Circle Sentencing) with the Neh Kanikonriio Council

ii. Old Ways Hearing

iii. Native (Adult) Criminal Court Worker Program

**The Akwesasne Community Justice Program** utilizes the Neh Kanikonriio Council to complete diversions from Ontario and Quebec criminal courts on summary conviction offenses. Last year, there were diversions. ACJP also works with clients for Intermittent Sentencing Orders for the Ottawa Carleton Detention Centre. Clients were utilized at MCA facilities using Intermittent sentencing orders.

**3. Ministry of Child and Youth Services (MCYS):** staff works with the youth and their families to assist them through the court process and to reintegrate the youth (and their families) as per court orders. Youth Winter Camp was held January 18 – 22, 2015 involving 40 children. Youth Winter Camp included activities such as: snowshoe-making, trapping, cultural teachings, to name a few.

### 4. Akwesasne Mohawk Court:

Administrative Authority(ies): Akwesasne Appeal Tribunal

There are two sitting Justices at the Akwesasne Mohawk Court. The Justices provide adjudication for Akwesasne Laws. The Akwesasne Mohawk Court holds court on the second Wednesday of every month. Mohawk Council of Akwesasne provides a Duty Counsel (defense services) to any person who has an issue before the Akwesasne Mohawk Court. Any person wishing to see Duty Counsel may seek these services before the court is in session. Other Court services include: Mediation Services, Court-Ordered Peace bonds, Akwesasne Appeal Tribunal services.

Problem areas: Enforcement issue for court orders.

AKWESASNE MOHAWK COURT

FY 2014-2015 STATISTICS

Ontario Highway Traffic Act Charges = 86

Quebec Highway Safety Code Charges = 35

Compulsory Automobile Insurance Act Charges= 8

Community Law= 4

Compliance/ Animal Control= 15

Adult Charges= 148

Young Offender Charges= 25

Akwesasne Community Justice Program Diversions= 46

Trials= 7

Trials Withdrawn= 7

Total Charges Withdrawn= 42

Peace Bond Hearings (FY April 2014- March 2015 YTD)= 0



# DEPARTMENT OF JUSTICE

## ADMINISTRATION

### 5.Compliance Program:

Administrative Authority(ies): Public Security Committee  
Elections Canada at Tsiionkwanonsote.

Residency complaints: 4

Compliance Program no longer addresses voluntary dog surrenders.

Problem areas includes the cat problem in the community –  
There is no facility equipped to handle stray or unwanted cats.

### 6.Conservation Program:

Administrative Authority(ies): Public Security Committee

Dead wildlife issues; Hyper Abundant Deer

Attended MNR Law Enforcement training June 2015

Fishing licenses issued: 274

Hunting licenses issued: 51

Problems areas include update needed to the Wildlife Conservation Law and the lack of another Conservation Officer; the Burn Law amendment is needed; Garbage on Stanley Island.

### 7.Native Inmate Liaison Officer (NILO):

NILO is under the policy and procedures of the Ottawa Carleton Detention Centre. The NILO provides culturally-relevant programming and counselling to Aboriginal persons incarcerated at the Ottawa-Carleton Detention Centre (OCDC).

- Treatment assessment and referral
- Client transportation
- Client community support, when applicable
- Provide letters of support to courts as requested
- Provide inmates assistance and support for Elder

Assisted parole hearings and TAP hearings

- Provide analysis to appropriate Akwesasne Justice Department and other provincial justice department officials.
- Liaise with; immediate family members, Aboriginal Community members, Band Councils, Federal CSC officials, Provincial NILO's, CSC Elder Services, Barristers, Federal and provincial parole officers, Federal Immigration board upon request.

Approximately 60 – 70 First Nation inmates per each quarter are assisted. The NILO institutes programming suitable to inmates circumstances once they are released from OCDC.

Problem area: Facility lock-downs prohibit the Native Inmate Liaison Officer from accessing clients.

**8.Probation (Ontario):** Client files are overseen by the Ministry of Community Safety and Correctional Services. The Native Community Correctional Worker oversees 60 – 65 clients during the year, providing supervision of clients under a Probation (supervision) court order. Work is done in conjunction with the Probation Officers from the Cornwall office.

**9.Probation (Quebec):** Client files are overseen by the

Ministry of Public Security. Community members served: 16

**10. Quebec Legal Aide:** Administrative Authority(ies): Family Advocacy Steering Committee

Commissioner of Oaths provided:126

Services provided to 112 Community members: 53 client files affecting 53 adults and 59 children.

Problems: Funding for this program will end as of March 31, 2016.

### Goals 2013-2014/2014-2015

- A negotiated final agreement with Indian Affairs that recognizes the jurisdiction of the Akwesasne Mohawk Court to adjudicate Akwesasne laws and the resolve issues between members of the community.
- Addition of more personnel to work on laws needed for the community
- Creation of a Sheriff's unit or a Bailiff Act to enforce orders from the Akwesasne Mohawk Court.
- Expand the jurisdiction of the Akwesasne Mohawk Court by creating an Appellate Division; increase the roster of Justices to order to accommodate the expanded jurisdiction
- All personnel at the Akwesasne Justice Department to hold an authority as a Commissioner of Oaths or a Notary Public in order to serve the public more efficiently.
- Increased River Patrols to preserve wildlife and to mitigate the damage done by community members and outside visitors.
- Training for Compliance Officers for investigation and enforcement of Akwesasne Laws.



# TEHOTIENNAWAKON

## ADMINISTRATION

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

### Mission Statement

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

### Administrative Staff (2013-2014)

- James W. Ransom, Director
- Troy Thompson, Special Project Officer
- Ryan White, Policy Analyst
- Pam Brown, Compliance Officer

### Administrative Staff (2013-2014)

- James W. Ransom, Director
- Kylee Tarbell, Assistant Director/Economic Development Officer
- Troy Thompson, Policy Analyst
- Pam Brown, Compliance Officer

### Program Highlights 2013-2014

#### Economic Recovery Strategy

The Mohawk Council of Akwesasne developed an Economic Recovery Strategy as a broad multi-faceted approach to curtail black market activities related to contraband tobacco. It included a strategic plan to address tobacco issues, development of the tourism potential of the community, the identification of projects to build community infrastructure to support business development, and promotion of self-governing initiatives with an economic focus.

#### Tobacco Strategy

The Mohawk Council of Akwesasne and the Government of Ontario's Tobacco Technical Table brought senior political and operational/administrative representatives to address topics and issues of concern in regards to tobacco. Five meetings of the Table were held during the year. The two-year Tobacco Pilot Project to help creation of an Akwesasne Tobacco Law and regulations and establish a mechanism for trade between Akwesasne and other First Nation communities was started in April 2013. Three positions were filled through the project: Special Project Officer, Policy Analyst, and Compliance Officer. Staff regularly

participated in meetings of the Working Group developing the Akwesasne Tobacco Law and conducted research on other First Nations and Tribal Tobacco Laws. Two tobacco reports were developed focusing on a review of provincial tobacco laws and addressing sacred tobacco concerns with provincial law. Portfolio Chiefs testified twice before the House Standing Committee regarding Bill C-10, an Act to amend the Criminal Code (trafficking in contraband tobacco).

#### TransCanada Energy East Pipeline Project

In June 2013, Council signed a Letter of Agreement with TransCanada to facilitate Council's participation in reviewing and understanding this proposed project. A work plan was developed and included the following deliverables: 1) Educational article in Onkwetake on the project; 2) Pipeline paper explaining the positives and negatives associated with pipeline projects; 3) preliminary report on Akwesasne's workforce that could potentially participate in the project; and 4) hosting of a Focus Group meeting at the A'nowara'ko:wa Arena in November 2013.

#### Triwin Holding Group Ltd

In May 2013, an initial meeting was held with representatives of Triwin Holding Limited regarding a potential investment in Akwesasne that could include: 1) Manufacturing and Distribution Center; and 2) Destination Resort and Hotel. Several meetings were held during the year to explore the idea further and discuss potential locations for a joint venture. By the end of the fiscal year, a trip to China had been arranged to take place in May 2014 to observe similar facilities there.

#### Fibre-Optics Broadband Project

Meetings continued with the Eastern Ontario Warden's Caucus concerning installation of fibre to MCA buildings on Kawehno:ke. Fibre was placed in a conduit under the new bridge to Cornwall but due to its placement, it cannot be accessed until the old bridge is demolished. Alternatives to bring it to MCA buildings were being explored. Discussions were started during the year with the Saint Regis Mohawk Tribe's Broadband Program to explore whether connections to the Tribe's system could be made from the Tsi Snaihne and Kanatakon Districts.

#### Natural Gas Pipeline Project

Meetings continued to be held with representatives of Enbridge to discuss the formulation of a plan to study, design, and build a natural gas distribution system to serve the entire community of Akwesasne. In May 2013, a community wide survey was conducted to see if there was community support to switch to natural gas and almost 60% of 484 respondents expressed interest in converting to natural gas. Discussions with the Saint Regis Mohawk Tribe about one system to serve both the northern and southern parts of Akwesasne were held and a pre-





# TEHOTIENNAWAKON

## ADMINISTRATION

sensation by Six Nations Natural Gas Company Limited Partnership was made in July 2013. Efforts to move forward with the project were stalled when hydrofracking issues emerged in New Brunswick and led to protests in Akwesasne.

### **Mohawk Electric Cooperative**

Discussions occurred during the year regarding creating a Mohawk Electric Cooperative that would be a community operated electric distribution company. In late November 2013, a proposal to create a Mohawk Electric Cooperative was submitted to the Ontario Power Authority's (OPA) Aboriginal Community Energy Plan Program. The project proposed to build upon the past 11 electrical studies that Council had commissioned over the past twenty years and examine the feasibility of a Mohawk Electric Cooperative. A Request for Proposals was developed and four bids received. However, in late March 2014, the OPA rejected the MCA proposal because it exceeded the criteria for what it was prepared to fund.

### **Three Nations Bridge Demolition Project**

Efforts for most of the year were focused on attempting to secure a contract to demolish the 3 Nations High Level Bridge. A Memorandum of Understanding was signed with Aecon, Canada's largest construction company for a possible joint venture on the project. Deloitte was engaged as overall technical advisor to Council. A concept proposal for how the bridge demolition would proceed was developed and submitted in late November 2013. Unfortunately, the efforts were unsuccessful. In late February 2014, the Federal Bridge Corporation Limited informed Council that it would put the demolition out to bid. Amongst the reasons mentioned as possibly having a bearing on its decision for not awarding a contract to MCA were outstanding issues related to the People's Fire and the human rights complaints filed by Council in regards to the CBSA and SIBC Toll Booth issues.

### **Program Highlights 2014-2015**

#### **Tobacco Pilot Project**

Work continued on development of an Akwesasne Tobacco Law. The Working Task Group finished its drafting of the law in July 2014 and it was Accepted in Principle by Council on September 17, 2014. Three Information Sessions were held on the Akwesasne Tobacco Law in November 2014. Comments on the draft law were sought from the Ontario Ministry of Aboriginal Affairs and Ministry of Finance. Drafting of a response to public comment on the draft law was started at the end of the fiscal year. The report titled "Inter-Indigenous Trade Agreements & Tobacco Transportation Issues" was prepared. Two meetings of the Tobacco Technical Table were held. Comments on Ontario's Raw Leaf legislation were provided. Presentation was made to the Anti-Contraband Tobacco Panel hosted by the MacDonald-Laurier Institute in March 2015.

### **TransCanada Energy East Oil Pipeline and Eastern Mainline Natural Gas Projects**

A Communication and Engagement Funding Agreement was signed with TransCanada in December 2014 to allow for the Mohawk Council of Akwesasne to analyze the Energy East Oil Pipeline Project application to the National Energy Board. Two Ontario Energy Board Discussion Sessions were hosted in Akwesasne. An application for Intervenor Status and for Participant Funding with the National Energy Board on the Energy East Application was submitted on March 6, 2015. Bi-monthly meetings were held with representatives of Ishkonigan to stay aware of changes to the Energy East application.

In April 2014, a Letter of Agreement was signed with TransCanada to facilitate Council's participation in reviewing and understanding the proposed Eastern Mainline Natural Gas Pipeline Project. Staff attended the Open House that TransCanada held at the Iroquois Civic Centre in December 2014. A meeting to review employment possibilities with the project was held in March 2015.

### **Demolition of Former Port of Entry on Kawehno:ke**

The Department took an active role in the proposed demolition of the abandoned Canada Border Services Agency Port of Entry on Kawehno:ke. Efforts were successfully put forth to get Public Works Government Services Canada to use the Procurement Strategy for Aboriginal Businesses to help ensure a Mohawk contractor would be selected for the demolition. In mid-March 2015, the Tetewataron Radio Show on CKON was used to reach out to local contractors and encourage them to take advantage of the opportunity to bid on the demolition project. A March 18, 2015 meeting was held for contractors at the A'nowara'ko:wa Arena.

### **Demolition of Three Nations High Level Bridge**

Monitoring of the Mohawk content provisions for the demolition of the Three Nations High Level Bridge occurred. American Bridge Canada was awarded the demolition contract in June 2014. There was a provision in their contract for a ten percent (10%) Mohawk content to the project, six percent for Mohawk subcontractors and four percent for Mohawk labor. At the end of March 2015, they were at 16% Mohawk content with Mohawk labor at thirty-one percent and Mohawk subcontractors at just under six percent. Fifteen Mohawks were employed on the demolition project along with three Mohawk subcontractors.

### **Triwin Holding Group Ltd. Project**

Work continued in exploring a potential investment project by Chinese developers. In May 2014, a small delegation from Council went to China to tour manufacturing and distribution centers similar to what was being proposed in Akwesasne. In August, 2014, discussion started on a Joint Venture Devel-





# TEHOTIENNAWAKON

## ADMINISTRATION

opment agreement to further the relationship and establish a starting point for a more concrete discussion of individual projects that could be considered including a manufacturing and distribution center, and a resort and hotel.

### Aboriginal Conservation Program

In February 2015, an application prepared by Special Project Officer Troy Thompson to the Ontario government's Aboriginal Conservation Program was funded. Akwesasne was selected along with sixteen other First Nations in Ontario for the third and final year of the program. The goal of the program is to help homeowners, businesses and the Mohawk Council of Akwesasne owned facilities to conserve electricity and manage their energy costs. The project was turned over to Housing to administer in April 2015.

### 2013-2014 Objectives/Strategic Goals

- To promote self-determination through Economic Development.

- To develop infrastructure to support economic development in the community.
- To promote Akwesasne participation in tourism efforts associated with the St. Lawrence River.

### 2014-2015 Objectives/Strategic Goals

- Improve the Infrastructure to support business and economic development.
- Promote and enhance Self-Government.
- Effectively administer the Department.

### Contact Information

The Department of Tehotiennewakon and its programs are located within CIA #3 in the District of Kawehno:ke.  
Cornwall Island Administration Building #3  
101 Tewasateni Road  
Akwesasne, Ontario  
K6H 5 R7

## A'NOWARA'KOWA ARENA

### Introduction

The A'nowara'ko:wa Arena was built in 1995 as a multi-functioning sport and recreation facility. The arena can seat 1200 and standing room of 300. Depending on the event, the rink floor can hold an additional 200-500 seats.

### Mission Statement

Promote a healthy, safe, alcohol and drug free environment for the use and enjoyment of Akwesasne residents and the surrounding area. Create a positive environment through exceptional recreation facilities, programs, and services. Recreation, fitness, wellness/sport services will inspire, educate, and empower community members to cultivate lifestyles to enhance health and wellness.

### Staff 2013-2014/2014-2015

- **Administrative staff:** Geraldine Jacobs, Arena Manager and Mamie David, Administrative Assistant
- **Maintenance staff:** Robert Mitchell, Maintenance Head Care Taker; Caretakers are: Sean Leonard, Fred White, Peter Francis Jr., Jim Hemlock, and seasonal is Jacob Martin
- **Concession stand staff (2013-2014):** Velma Cook, Cheyene Jocko, Rachel Jacobs, Sharon Square, Tommi-Lee Thomas, and Kaitlyn Graffis.
- **Concession Stand (2014-2015):** Kayla Point, Tawnee Thompson, Sara Thompson, Haley Jacobs and Nina Rourke.

### Program Highlights 2013-2014

#### Lacrosse

The spring and summer months continued to be an active time for the A'nowara'ko:wa arena. Akwesasne Minor Lacrosse Association used the arena for lacrosse as Tykes, Novices, Peewees, and Bantams took to the floor, both male and female participants. Tournaments were held throughout the season. The A'nowara'ko:wa Arena continued to be home to the Akwesasne Jr. B Indians Lacrosse Team. The 16 to 21 year old young men played from May through July out of the arena. They are consistently one of most dominant teams in Ontario. The arena hosted the Cornwall Island Redmen, Warrior Master, Mann's Master and Akwesasne Women's Lax Lacrosse.

#### Sport and Fitness Program

The summer of 2013 saw the running of the first year of the A'nowara'ko:wa Sport and Fitness program for kids ages 6-11 to improve their overall fitness level, develop the basic fundamental skills and drills in a variety of sports and appreciate good nutrition and hydration. The eight-week summer program was operated by Summer Employment Students hired through the MCA and Akwesasne Area Management Board. A bike safety rally was conducted in partnership with the Akwesasne Mohawk Police and RCMP Liaison. The evenings saw a kid's soccer and volleyball league along with cultural dance programs.



# TEHOTIENNAWAKON

## A'NOWARA'KOWA ARENA

### Hockey

Fall and winter mean ice at the A'nowara'ko:wa Arena. Akwesasne Minor Sports switches gear and uses the ice for Tykes, Novices, Peewees and Bantam teams. Power skating was offered as well as Sticks and Pucks. The arena served as the home of the Akwesasne Wolves Junior B hockey team, members of the Eastern Ontario Jr. Hockey League. The arena hosted area teams for including Seaway Power Skate, triple AAA Hockey, Glen Walter Old Timers Hockey, Law Enforcement Hockey, and C.C.V.S. Boys Hockey.

### Culture

The A'nowara'ko:wa Arena and grounds played host to the 13th Annual Akwesasne International Pow-Wow on September 7th and 8th 2 2013. Over 300 dancers registered plus an additional 57 Tiny Tots. Visitors enjoyed the two-day event on the shores of the St. Lawrence River as the Pow-Wow brought together the best Native artisans, drummers and dancers from throughout the region. Attendance was in the thousands for the two-day event.

### Special Events

The Arena played host to the Montreal Canadiens vs. Akwesasne Selects Hockey Team before a full house on January 17th, 2014. One of the NHL greats Guy Lafleur coached the Habs team that included Akwesasne's own Scott "Butter" Thompson and Charlotte McDonald as trainer. The Akwesasne Selects was a local over 35 all-star team. The event benefitted Akwesasne Minor Hockey, the Akwesasne Wolves Hockey Team and the A'nowara'ko:wa Arena.

### Site Management

A head care taker oversees a crew of four maintenance staff in ensuring the arena facility and grounds are properly maintained. The A'nowara'ko:wa Arena has earned a reputation of some of the best ice in the region and credit goes to the dedicated workforce. In the summer, the grounds are well maintained for outdoor recreation activities and the turf in the arena is maintained for lacrosse. Over the past year, a new bathroom renovation occurred, new glass was installed on the home side of the rink, an overhaul of the Olympia, flat screen TV was done, café tables were purchased and art work was placed around the arena.

### Financial Management

The Mohawk Council of Akwesasne subsidizes the operation of the A'nowara'ko:wa arena to keep fees reasonable and to promote usage by the community. Revenue for the arena comes from user fees and operation of the concession stand at the arena. Additional revenue is generated from rink board advertising in the arena and from renting the Turtle Room for meetings and events. Revenue began to pick up over the past year due to increased usage of the arena and monthly invoicing

and consistent recording for ice, floor, room and grounds payments. Akwesasne Sports also began renting space for a Pro Shop.

Efforts have been made to increase the rental of the Turtle Room at the arena for meetings and parties. A new phone line upgrade was made and projector and screen purchased for the room.

### Program Highlights 2014-2015

Staff demonstrated resourcefulness in developing the Akwesasne Hawks Broomball Association for youth ages 5-15 and adult's 16 and over. The inaugural start saw three youth teams and two adult teams

Staff organized and operated the learn to skate program, hosted rock and skate events, movie nights, and hockey skills.

Staff assisted the Akwesasne Area Management Board in the organization of the 2015 Akwesasne Career Fair and used the arena as the main venue. Participation included 1000 student and local visitors, 77 professional displays and 25 volunteers.

The arena is home to the Akwesasne Minor Storm Lacrosse Association (Pee wee Storm gold provincial champions), Akwesasne Minor Wolves Hockey Association (Novice Gold), Akwesasne Women's Warriors (Gold winners in Whitby), and the Jr. B Indians Lacrosse Association.

The arena participates in doing maintenance and operating the concession stand during the International Powwow that hosts approximately 3,000 visitors and participants annually the weekend after Labor Day.

### Objectives/Strategic Goals (2013-2014)

- To provide recreational/sporting activities for youth after school and on weekends.
- To develop and improve the arena and grounds to promote greater use.
- To improve marketing and advertising of the Arena.
- To promote health and wellness through public-family activities.
- To organize large special events.
- To update the facility, its equipment, and stay abreast of current technologies.

### Objectives/Strategic Goals (2014-2015)

- To provide procedures, contracts and rental agreements for all users;
- To provide resources and assist in organizing recreation, fitness and sporting activities;
- To improve the arena facility and grounds; and
- To create positive change and help in building an active and healthy community.



# TEHOTIENNAWAKON

## ECONOMIC DEVELOPMENT

### Mission Statement

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 Akwesasnon, to assist in the development of local employment opportunities.

### Staff 2013-2014/2014-2015

Christopher Thompson, Economic Development Officer  
Kylee Tarbell, Economic Development Officer  
Nola Benedict, Project Development Officer  
William Papineau, Business Service Officer  
Cathy Mitchell, Administrative Assistant

### Program Highlights 2013-2014/2014-2015

#### Business Support

Economic Development provided assistance to community entrepreneurs for both start-ups and expansions through one-on-one consulting and/or through group workshops in collaboration with other agencies in and around Akwesasne. The areas covered were in business and financial planning, business management, financial management, and securing funding from external financial institutions and agencies.

#### Business Registrations/Access to Territory

Economic Development provided business registrations and kept a name database. Most financial institutions require proof of business registration before allowing a business account to be opened so this is an important service to provide. Economic Development registered 43 businesses during the fiscal year.

Economic Development prepared Mohawk Council Resolutions to assist local businesses to enter into commercial loan agreements. The resolutions allowed access to territory to financial institutions to alleviate the concerns of the financial institutions and lenders having difficulty acquiring security due to Indian Act restrictions of assets on reserve. During 2013-2014, four (4) resolutions were processed.

#### Small Business Grants

Economic Development provided financial assistance to support business development in the form of a matching dollar grant for business plan development (up to 75%), marketing initiatives (up to 75%), and capital costs (up to 50%). Business plan development included preparation of a complete business plan completed by a qualified consultant, an environmental assessment, appraisal(s) and architectural drawings, if required. Marketing initiatives included radio, newspaper advertising, promotional items, and marketing research costs. Capital costs included leasehold improvements, fixtures, displays, office equipment, other equipment, and machinery. fifteen (15) businesses were assisted with a total investment of \$32,088 during the 2013-2014 fiscal year. During the 2014-2015 fiscal year, seventeen (17) businesses were assisted with a total investment of \$33,221.23.

### Akwesasne Economic Development Fund

2013/2014 marked the first year of the new five-year Akwesasne Economic Development Fund (AEDF), a multi-year \$3.29 million fund provided to the Mohawk Council of Akwesasne through Quebec's Aboriginal Initiative Fund II. The partnership was designed to stimulate the economy of Akwesasne through the start-up or expansion of businesses within the jurisdiction of the Mohawk Council of Akwesasne. During the 2013-2014 fiscal year, \$600,710 was distributed to ten businesses. During the 2014-2015 fiscal year, \$631,522 was distributed to sixteen (16) businesses.

### Courses/Workshops

The Economic Development program continued to participate on the Akwesasne workshop committee that included the Saint Regis Mohawk Tribe's Economic Development Department, the Akwesasne Area Management Board, and other organizations to provide entrepreneurship, business and financial planning courses and workshops in the community. The seminars held included E-business where attendants learned how to build their own web-pages and how to sell on-line, along with other business planning and financial management skills, basic bookkeeping and Quickbooks series seminars and courses. During the 2013-2014 fiscal year, 36 workshops were held. During the 2014-2015 fiscal year, Economic Development partnered with Akwesasne Area Management Board to assist in a pilot project course, Business Plan Program. Including the pilot project course, 79 workshops were held.

### Technical and Specialized Trades Training

Economic Development provided financial assistance for programs/courses in Technology and Specialized Trades. The amount of assistance available per individual depended on other contributions being made by community funders such as the Akwesasne Mohawk Board of Education, MCA Community Support Program, Akwesasne Area Management Board, Saint Regis Mohawk Tribe, etc. \$32,900 in assistance was provided to 36 individuals during the 2013-2014 fiscal year. During the 2014-2015 fiscal year, a total of \$45,708.26 funding was provided to 43 community members.

### Peace Tree Trade Centre

The Peace Tree Trade Centre was completed in 1992. It is 14,000 square feet and has 8 units available for rent, including four 2,000 square feet units and four 1,500 square feet units. During the 2013-2014 fiscal year, two tenants explored expanding into an adjacent vacant unit. One of the businesses turned this into a permanent move entering a five-year lease agreement. The other business did not continue however, has expressed that they would like to give it another try. With this returned unit, there were two units that were not leased. Renovations were completed to the vacant restaurant unit and a marketing plan implemented to fill it and the other vacant unit. A new sign was installed with a state of the art display to serve the needs of the Peace Tree Trade Centre and for advertising for community events. The relocation of the



# TEHOTIENNAWAKON

## ECONOMIC DEVELOPMENT

Canada Border Services Agency and Seaway International Bridge Corporation toll booth plaza to the base of the bridge in Cornwall continued to negatively impact business at the Trade Centre and affected the ability to fill all of the units there. During the 2014-2015 fiscal year, the tenants included Bank of Montreal, Assembly of First Nations, Akwesasne Sports (who rent two unit spaces), Purple Ribbon and Akwesasne Economic Development Agency. There were two units still available for rent including the restaurant unit.

### Stanley Island Log Cabins

Economic Development is given the responsibility to oversee the sale of cabins on Stanley Island. Two cabins remained available for sale on Stanley and can be purchased by members with a purchase price of \$42,500 for each cabin. There is an annual \$100 lot fee that is due for each cabin purchased on the island.

### Archaeological Field School

In the 2013-2014 fiscal year, Francis Scardera was retained in the summer of 2013 to help launch a community-based archaeological field school that provided 10 Akwesasne with an education of Akwesasne history while protecting cultural resources and associated landscapes. It also ensured that the participants became knowledgeable about current archaeological practices and challenges relating to the Aboriginal consultation process and the stewardship of cultural resources. The field school helped the students to become active participants on current and future archaeological assessments and included a staggered Stage 2 archaeological assessment of an Akwesasne island, while addressing concerns of future development by providing a window onto environmental concerns that could be anticipated.

In the 2014-2015 fiscal year, Francis Scardera launched year two of the field school. Scardera was retained during the summer of 2014 as head Archaeologist providing Archaeological training to fourteen (14) Akwesasne over the course of eight weeks. The training provided community members the opportunity for employment of becoming Field Technicians and Monitors for Archaeological Assessments. Concluding the training, five participants were employed with TransCanada to assist with Archaeological Assessments, two were employed through Mohawk Council of Kahnawake to assist their community with an Archaeological Assessment, two were employed at the Native North American Travelling College and the remaining participants went back to their respective colleges/universities.

### Akwesasne Local Market

The 2014-2015 fiscal year launched the first year of the Akwesasne Local Market held in the parking lot at the Peace Tree Trade Centre. The market was held every Saturday for six weeks in July and August. The main goals of the market was to stimulate the economy on Kawehnoke since the Canada Border Service Agency closed and relocated, promote our local businesses at the Peace Tree Trade Centre as well as provide additional support for our local

vendors. On average there were 6-12 vendors every Saturday and approximately 90-180 visitors. After concluding the Akwesasne Local Market, many community members and vendors requested an additional event and the Akwesasne Local Market Fall Festival was held.

### Youth Business Fair

Partnered with MCA's Akwesasne Child and Family Services and the Akwesasne Chamber of Commerce, the Youth Business Fair took place in November for National Children's Day. The event included a talent show and youth entrepreneurs. Prior to the event, Economic Development hosted a training session to all the youth who were interested in participating which included customer service skills, managing their finances, creating business names and business cards to hand out to the public at the event. At the event, eight (8) youth were present selling their artwork, baked goods, fresh squeezed lemonade and crafts. This event resulted in the partnered group working together and hosting monthly training sessions for the interested youth expanding their skills and knowledge. Workshops for the youth were all facilitated by local business owners and training included customer service skills, developing an elevator speech, table display, budgeting and accounting and enhancing their confidence to becoming better entrepreneurs.

### Akwesasne's Economic Leakage Study

An Economic Leakage Study was conducted through the consultant firm MNP, LLP to identify where Akwesasne spend their money. The study was done for the northern portion of the territory. The study concluded that the northern portion of the territory spends annually \$170 million dollars, and out of that \$170 million, \$107 million or 76% is spent OFF the territory.

In order to recapture some of the leakage, Economic Development is working on:

- Buy Local Campaign
- Tourism – Bringing in revenue from outsiders into Akwesasne
- Business Development – Encouraging continuous business growth
- Business Growth – Encourage small and medium sized businesses to expand to medium and large businesses
- Invest in Infrastructure – Long term community investment initiatives such as Natural Gas utility, Fiber Optics

### Objectives/Strategic Goals 2013-2014/2014-2015

- To provide assistance to encourage business start-up and expansion.
- To provide assistance to businesses opening business accounts at financial institutions and seeking commercial loans.
- To provide financial assistance to support business development.
- To administer the Akwesasne Economic Development Fund.





# TEHOTIENNAWAKON

## ENVIRONMENT

### Introduction

The Environment Program, including Emergency Measures, delivers services that address environmentally related issues and concerns. Program staff provides information in workshops, through community engagement, and by making classroom presentations.

### Mission Statement

The Environment Program has a mission to strive to protect and enhance the natural environment of Akwesasne. The Program delivers services that address environmentally related issues and concerns. Program staff provides information in workshops, through community engagement, and by making classroom presentations.

The Emergency Measures Program has a mission to oversee a public safety program that organizes and coordinates the Council's response to natural, human induced and technological emergencies. This is accomplished by establishing procedures in preparedness, response, recovery and mitigation. As part of the 2012 merger, the Emergency Measures Program is now part of the Environment Program.

### Staff 2013-2014

- Elizabeth Nanticoke, Program Support Officer (until 9/13)
- Peggy Pyke-Thompson, Program Manager
- Henry Lickers, Environmental Science Officer
- Waylon Cook, Environmental Assessment Officer
- Scott Peters, Environmental Assessment Officer
- Curtis Lazore, Environmental Assessment Officer
- Margaret George, Forestry Technician
- Bob Stevenson, Environmental Educator and Thompson Island Youth Camp Co-Coordinator
- Marie Thompson, Thompson Island Youth Camp Cook/Caretaker
- Regina Jacobs, Emergency Measures Officer
- Cynthia (Cindy) Lazore, Fish Technician, Walleye Project

### Staff 2013-2014

- Margaret (Peggy) Pyke Thompson, Program Manager
- F. Henry Lickers, Environmental Science Officer
- Scott Peters, Environmental Assessment Officer
- Waylon Cook, Environmental Assessment Officer/Seasonal Thompson Island Youth Camp Coordinator
- Curtis Lazore, Environmental Assessment Officer
- Margaret George, Heritage Forestry Technician
- Evan Thompson, Geographic Information System (GIS) Technician
- Cynthia Lazore, Wildlife Technician
- Regina Jacobs, Emergency Measures Officer
- Bob Stevenson, Seasonal Thompson Island Youth Camp Coordinator
- Marie Thompson, Seasonal Thompson Island Youth Camp

Cook/Caretaker

- Vince Thompson, Seasonal Thompson Island Youth Camp Carpenter/Caretaker

### Program Highlights 2013-2014

#### Environmental Assessments

A major responsibility of Environment Program staff was to conduct environmental assessments for capital projects that the Department of Technical Services was undertaking, for each grant application to the Akwesasne Economic Development Fund, for housing projects, and for projects by individual community members as requested. Staff had created a culturally based environmental assessment process using the Ohenton Kariwhahtakwen as a guide. In 2013-2014, 16 environmental assessments were completed.

#### Environmental Laws

Environment Program staff were involved in the review and updating of Wildlife Conservation Law No. 19/85, as amended. Environment Program staff assisted Council as Bill S-8, the proposed Safe Drinking Water for First Nations Act received Royal Assent in June 2013. Members of Council and staff testified in front of the House of Commons Standing Committee on Aboriginal Affairs prior to the bill's passage. Staff continued participation in the development of Bill 6, the proposed Great Lakes Protection Act, legislation under development in the province of Ontario.

Efforts revolved around ensuring First Nations rights were recognized in the legislation, traditional ecological knowledge was recognized as a science, and opportunities for First Nations participation were a part of the legislation's objectives. Staff participated in the development of a new Canada-Ontario Agreement (COA) on the Great Lakes and were influential as a First Nation Annex was added to the COA that should help increase First Nation participation in Great Lakes issues.

#### International Joint Commission

Staff worked with members of Council in preparing a presentation to the International Joint Commission (IJC) at a hearing held in Akwesasne in July 2013. The hearing was to discuss the IJC's new Lake Ontario – St. Lawrence River water management plan called Plan 2014. Chief David presented at the hearing expressing Council's strong support for efforts that return natural flows to the river and urged the IJC to consider First Nation participation in its work. In February 2014, Henry Lickers was appointed to the IJC's Great Lakes Science Advisory Board's Science Priority Committee.

#### Fisheries

In June 2013, with the assistance of the Grand Chief and Mohawk government, three summer students were hired to work with the St. Lawrence River Institute to gain environ-





# TEHOTIENNAWAKON

## ENVIRONMENT

mental field experience related to fisheries. In July 2013, an agreement was reached with the St. Lawrence River Institute for a walleye project that allowed for the hiring of a Mohawk walleye project technician through the end of December 2013.

### Forestry

Environment Program staff worked with area schools and others throughout the year on forestry related issues such as during harvesting of sap from maple trees to ensure respect for trees is reinforced. Staff helped conduct the seed and tree give-away that is held every spring and participated in workshops, including a fruit tree pruning workshop. Staff conducted tree assessments on Hamilton Island in partnership with the Office of Vital Statistics.

### Species at Risk

In June 2013, notification was received from Environment Canada that a three-year proposal totaling \$179,881 had been approved for funding. Contract was not signed until the end of October 2013. The project studied critical habitat for endangered species on Akwesasne's Islands. In August, an additional \$90,000 in support of this project was obtained from the Ontario Power Generation. One Wildlife Technician was supposed to be hired with the funding but delays in hiring occurred.

### Ionkwa'nikonri:io Cultural Youth Camp (Thompson Island)

The Ionkwa'nikonri:io Cultural Youth Camp offered an opportunity to gather youth in an alcohol and drug-free setting. Cultural, environmental, and leadership training is provided through the camps. Medicine walks within the interior of the island are held as well. During the 2013 summer camping season, over 300 youth/visitors attended 13 different camps on Thompson Island. Early in the fiscal year, notification was received from the Saint Regis Mohawk Tribe that the five-year proposal totaling \$553,700 had been approved for funding. The funding covers both staff salaries and upgrades to facilities on the island. Successful application to Lands Environment Action Fund (L.E.A.F.) to purchase composting toilets and gray water recovery system for the camp.

### Emergency Measures Office

Emergency Measures held a 40-hour Hazwoper Course in July 2013 as the first step in creating a Mohawk Council of Akwesasne Hazardous Materials Response Team. Seven MCA employees participated in the four-day training course. The Emergency Operations Center was activated several times during the year including: 1) MNCC "Call for Action" in May 2013; 2) Idle No More event in October regarding support against hydrofracking; 3) Land Dispute Rally in October; 4) Severe weather in December that created power disruption in the District of Kawehno:ke; and 5) CBSA Building Repossession event in March 2014. Numerous presentations were made during the year to families on "Emergency Planning for

Families" and 72-hour Emergency Kits were handed out at the different events. The Emergency Measures Officer also became an instructor for other First Nations in Ontario on emergency management.

### Program Highlights 2013-2014

Thompson Island Youth Camp saw approximately 420 youth and adult visitors. The Wildlife Technician identified twenty seven (27) possible species at risk during project surveys. The Environmental Assessment Officers completed 30 environmental assessments for the Department of Technical Services, Housing, Economic Development, Office of Vital Statistics, and private individual requests. The GIS Technician completed 35 maps for Environment, Economic Development, Office of Vital Statistics, Housing, and Emergency Measures. The Heritage Forestry Technician completed fifty-nine (59) tree assessments on Stanley Island, Kawehno:ke, Kanatakon, and Hamilton Island. The Emergency Measures Officer participated in four emergency response exercises, five community involvement events, nine training events, and four emergency operation center activations.

Successful grant applications included: Aboriginal Fund for Species at Risk Prevention Stream Minnow Project; Great Lakes Guardian Community Fund Shoreline Clean-up and Restoration; CORDA grant for walleye portable hatchery; and the National Wetlands Conservation Fund (eventually returned due to reduced funding amount in award).

### Objectives/Strategic Goals

- Train all staff in emergency response and find a second staff person for Emergency Measures.
- Have more staff trained in small watercraft



# AKWESASNE MOHAWK POLICE SERVICES

## ADMINISTRATION

### Mission Statement

The mission of the Akwesasne Mohawk Police Service is to enhance Peace, Harmony, Justice and Cultural Values throughout Akwesasne. To honor and respect all living things. To acquire the highest level of professionalism and accountability in serving the community members of Akwesasne and surrounding areas.

### Core Values/Goals 2013-2014/2014-2015

- To Serve and protect the community of Akwesasne
- To enforce the laws of Akwesasne and Canada in a fair and unbiased manner.
- To enforce a variety of assignment areas including: Traffic Law, anti-drug and smuggling and criminal enforcement.
- To protect our community today, for the seven generations of tomorrow
- To provide leadership and role

### Domestic Violence

Constable Lee-Ann O'Brien is currently assigned to conduct general patrol and has been the designated Domestic Violence Coordinator (DVC) for the Akwesasne Mohawk Police Service since January of 2008. Cst. O'Brien ensures that officers provide comprehensive and efficient services to victims of domestic violence. Cst. O'Brien also assists the investigating officer with providing follow-up to victims and by coordinating the police response with the appropriate community agencies, while monitoring the police response and the investigation. Cst. O'Brien also works hard to keep the Akwesasne Mohawk Police up-to-date with Provincial standards, changes to legislation and training to all officers.

Cst. O'Brien is dedicated to maintaining partnerships with local agencies such as the: Assault and Sexual Abuse Program (ASAP), Cornwall Community Police Service, Ontario Provincial Police, Royal Canadian Mounted Police, Saint Regis Mohawk Tribal Police, Victim Witness Assistance Program (VWAP), Akwesasne Family Violence Program (AFVP), Victim Services of SDG & A and the Three Sisters Program.

Cst. O'Brien remains an active member of the Domestic Violence Court Advisory Committee (DVCAC). The DVCAC is a committee developed of specialized personnel, including police, Crown attorneys, Victim/Witness Assistance Program (VWAP) staff, probation services, Partner Assault Response (PAR) program staff and community agencies, work together to ensure priority is given to the safety and needs of domestic assault victims and their children. Cst. O'Brien attends the quarterly DVCAC meetings that are held in the City of Cornwall on a regular basis.

### Domestic Violence Related Criminal Charges 2013-2014

- Patrols responded to 57 Domestic Violence related calls for assistance.
- 71 Criminal Code Charges were laid by police relating to Domestic Violence.
- Domestic violence calls are one of the most dangerous calls a police officer can respond to.
- On average the AMPS responds to 5 domestic violence related calls every month.
- 26 % of the above related calls involved the abuse of alcohol.
- 15% of the above related calls involved the accused using or threatening to use a weapon or firearm.

### Domestic Violence Related Criminal Charges 2014-2015

- Patrols responded to 51 Domestic Violence related calls for assistance.
- 71 Criminal Code Charges were laid by police relating to Domestic Violence.
- Domestic violence calls are one of the most dangerous calls a police officer can respond to.
- On average the AMPS responds to 5 domestic violence related calls every month.
- 20% of the above related calls involved the abuse of alcohol.
- 20% of the above related calls involved the accused using or threatening to use a weapon or firearm.

In Ontario, if the case goes to criminal court, it will go through a specialized court process called the Domestic Violence Court Program. As part of that program, Victim/Witness Services Workers from the Victim/Witness Assistance Programs (V/WAP) are available to assist the victim going through the court process. In some cases, those who have assaulted their spouse/partner are referred to an in-depth educational program called the Partner Assault Response Program (PAR).

### Domestic Violence Emergency Response System

Domestic Violence Emergency Response System (DVERS) is a "silent" alarm system that allows the victim to contact police at the "touch of a button" if/when their perpetrator attends their residence/property and the victim feels threatened. In January of 2013, ADT has informed all police services that they will no longer be offering this service to new clients. However, any clients on the program can remain with full service until they no longer require it. In 2007, the Akwesasne Mohawk Police implemented the DVERS program in the Territory of Akwesasne. There is currently one participant left on the DVERS program.

In November of 2013, Victim Services of SDG & A officially



# AKWESASNE MOHAWK POLICE SERVICES

## ADMINISTRATION

launched its new Mobile Tracking System (MTS) Program for victims who are at high risk of violence. The program is called “Eyez-on”, which consists of a GPS unit equipped with a panic button. Other police services have been utilizing this new technology and the reviews have been very positive.

Akwesasne Mohawk Police Annual Budget

### Public Complaints 2013-2014/2014-2015

Total Occurrences by Year

2012 – 3430

2013 - 2873

2014-2417

\*The Akwesasne Mohawk Police Service’s Reception, Dispatch and administration handled over 17,000 calls for service in the year 2013, which estimates 46 calls for service each day out of the year.

### Training 2013-2014/2014-2015

The officers of the Akwesasne Mohawk Police and the dispatch personnel received 1385.5 hours of training in 2013.

The officers of the AMPS and the dispatch personnel received 2,224 hours of training in 2014. Some courses included:

- First Aid / CPR
- Accident/Incident Investigation H&S
- ASP Tactical Baton Instructions Course
- BTOC—Containment Officers Course
- CAD/ RMS
- Calls from Children, Intoxicated Callers & Bomb Threats
- CEW Instructors Course
- CEW Requalification
- Conflict Resolution
- CPIC Training
- DNA Collections

- Domestic Violence
- Effective Health & Safety Committees & Reps
- Federal Parolees
- Firearms requalification
- General Investigative Techniques
- Head to toe Search of Prisoners
- Informal Conflict
- Use of Force
- Instructor—Immediate Rapid Deployment
- Instructors Fall Workshop—OPP
- Intoxilyzer requalification
- Inv. Offenses against Children
- Investigative Detention—Traffic Stop Articulation
- Investigative Interviewing Techniques
- Media Relations
- Dealing with Multiple Casualty Incidents
- Psychosis
- PTSD in Veterans
- Respect in the Workplace
- RTOC—Dynamic Entry Course
- Search Warrant Course
- Sexual Assault Investigations
- Suspect Apprehension Pursuit
- Threat Ready
- Tiered Response—Fire Scenes
- Workplace Inspections H&S

### COMMunity and Area Events Attended by the AMPS 2013-2014/2014-2015

The members of the Akwesasne Mohawk Police Service attended are represented the Service in 157 events during the 2013 calendar year. In 2012 the AMPS officers participated in 129 events. During the 2014 calendar year, the AMPS officers participated in 113 events. We are striving to be a major partner in each and as many Community events that we can.

## CHARGES LAID BY AMPS (2014-2015)

|                                      | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEPT | OCT | NOV | DEC | TOTAL |
|--------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|-------|
| CRIMINAL                             | 34  | 16  | 17  | 35  | 22  | 32  | 18  | 31  | 37   | 35  | 28  | 28  | 333   |
| PROVINCIAL, BY-LAWS & Community Laws | 55  | 34  | 45  | 41  | 29  | 24  | 20  | 27  | 31   | 31  | 35  | 29  | 401   |
| TOTALS                               | 89  | 50  | 62  | 76  | 51  | 56  | 38  | 58  | 68   | 66  | 63  | 57  | 734   |



# AHKWESAHSNE MOHAWK BOARD OF EDUCATION

## ADMINISTRATION

### Motto:

"Iethihahon:nien – We Make the Road for Them." Our motto encompasses our vision and mandate of providing our children with the highest quality education possible and "building a road for them" that will lead to success.

### Mission

- To provide our Mohawk students with an education that is inclusive in nature, based on the highest quality instructional practices, and is steeped in our Hotinonshonni 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.

### Staff 2013-2014/2014-2015

- Barry M. Montour, Director of Education (On leave)
- Jean Benedict, HR Generalist
- Deborah Terrance, MST, OCT\*; A/Director of Education
- Cecilia Thompson Associate Director
- Lisa Francis-Benedict, Executive Assistant
- Veronica Jacobs, Receptionist / Clerk

### Department Overview

The Ahkwesahsne Mohawk Board of Education (AMBE) was formed by a resolution of Council in December of 1985, with the Board taking full control of the education system from the Department of Indian and Northern Affairs Canada in 1987. Six Board Members (or school trustees) are elected for a three year staggered term of office, with two members from each district. AMBE is responsible for the operation of three schools, transportation, Head Start, Food Services, the After School Program, Education Services Agreements with both the Upper Canada District School Board and the Catholic District School Board of Eastern Ontario for students in Grades 9 – 12, and Post-Secondary Assistance.

#### **2013-2014**

#### Board of Education - Members:

|                                 |                                  |
|---------------------------------|----------------------------------|
| <b>District of Kana:takon:</b>  | Connie Hall & Cecelia King       |
| <b>Districto Kawehno:ke:</b>    | Tasha Thompson & Colleen Thomas  |
| <b>District of Tsi Snaihne:</b> | Theresa Thompson & Tracie Jacobs |

#### **2014-2015**

#### Board of Education - Members:

|                                 |                                |
|---------------------------------|--------------------------------|
| <b>District of Kana:takon:</b>  | Connie Hall & Cecelia King     |
| <b>Districto Kawehno:ke:</b>    | Heather David & Colleen Thomas |
| <b>District of Tsi Snaihne:</b> | Darlene Adams & Tracie Jacobs  |

### Major Activities for 2013/2014

#### Comprehensive Improvement Initiative

AMBE entered Year 5 of the First Nations Student Success Program (FNSSP) which addresses literacy, numeracy, student retention and assessment, as well as provides funding for the upgrades to our student data management system. AMBE received \$827,408.00 over three years under the FNSSP initiative, with \$241,873.00 to be used to support the Success for All initiative for the 2013-14 school year. With this funding, the Board was able to extend the contract with the Success for All Foundation and begin to offer the reading program to students in Grades 1 to 6. Students are provided with intensive instruction in language arts, and teachers receive extensive professional development to help every student succeed.

#### Assessments and Student Achievement

AMBE administers numerous assessments throughout the school year. Some of these assessments are designed for teachers to monitor student achievement. They can then make adjustments to their teaching based on how the students are learning. The standardized assessments are used to gauge student progress from year to year, and are useful for school administrators to monitor and evaluate the entire instructional program.

During the school year, teachers administer formative assessments in their classrooms using the Scholastic Reading Inventory (SRI), the Ontario Writing Assessment (OWA), the Scholastic Mathematics Inventory (SMI), and for the Early Years students, the Dynamic Indicators of Basic Early Literacy Skills (DIBELS). AMBE also administers the Canadian Achievement Test 4 (CAT4) for Grades 1, 2, 4, 5, 7, & 8, which is a standardized test that indicates how our students are doing compared to other students at the same grade level in Canada. The EQAO (Education Quality and Accountability Office) test is administered annually to students in Grades 3 & 6. This test provides information about student achievement in literacy and numeracy, and is given across the province.

#### Akwesasne Education Law

The federal government's proposed legislation, Bill C-33, would have serious ramifications for all First Nations On-Reserve schools. In order to proactively protect local control of the education of our children, a committee was formed to begin to develop our own Akwesasne Education Law. This is an ongoing task, and the process will follow local regulations for enacting a law in the community.

### Additional Activities, Programs and Services

With funding from Aboriginal Affairs New Paths Program, AMBE received \$120,698.00. This is for education management and governance, improving school effectiveness, parent and community involvement, and teacher recruitment and retention. This funding enables AMBE to provide additional



# AHKWESAHSNE MOHAWK BOARD OF EDUCATION

## ADMINISTRATION

training to Board members and instructional staff, host events for parents and families, and purchase upgrades to our technology and other instructional materials.

Events held this past year were Parent Appreciation Night, Family Literacy Night, Traditional Storytelling, and the annual Fun Fair held in August. These events are held to promote the importance of the parents' role in the education of our students.

### **Major Activities for 2014/2015**

#### **Comprehensive Improvement Initiative**

AMBE entered Year 6 of the First Nations Student Success Program (FNSSP) which addresses literacy, numeracy, student retention and assessment, as well as provides funding for the upgrades to our student data management system. With this funding, the Board was able to continue the contract with the Success for All Foundation and offer the reading program to students in Grades Kindergarten to 8. Students are provided with intensive instruction in language arts, and teachers receive extensive professional development to help every student succeed.

#### **Assessments and Student Achievement**

AMBE administers numerous assessments throughout the school year. These assessments are designed for teachers to monitor student achievement; teacher then adjust classroom teaching based on how the students are learning. Standardized assessments are used to gauge student progress from year to year. School administrators, in consultation with instructional staff, use data to monitor and evaluate the entire instructional program.

During the school year, teachers administer the Scholastic Reading Inventory (SRI), the Ontario Writing Assessment (OWA), and the Scholastic Mathematics Inventory (SMI). AMBE also administers the Canadian Achievement Test 4 (CAT4) for Grades 1, 2, 4, 5, 7, & 8, which is a standardized test that indicates how our students are doing compared to other students at the same grade level in Canada. The Education Quality and Accountability Office (EQAO) test is administered annually to students in Grades 3 & 6. This test provides information about student achievement in literacy and numeracy, and is given across the province.

#### **Akwesasne Education Law**

A committee was formed to begin to develop our own Akwesasne Education Law. This is an ongoing task, and the process will follow local regulations for enacting a law in the community.

#### **Additional Activities, Programs and Services**

AMBE continually seeks additional funding to enhance their educational programs. New Paths funding from AANDC is

for education management and governance, improving school effectiveness, parent and community involvement, and teacher recruitment and retention. With this funding, AMBE provided training for Board members and instructional staff, hosted events for families, and purchased upgrades to our technology and other instructional materials. Events held this past year were Parent Appreciation Night and the annual Fun Fair held in August. These events are held to promote the importance of the parents' role in the education of our students.





# AHKWESAHSNE MOHAWK BOARD OF EDUCATION

## KANA:TAKON SCHOOL

### Staff 2013-2014/2014-2015

- Alice King, OCT, School Principal 1  
Elaine Thompson, Administrative Assistant
- 7 Skahwatsi:ra Teachers  
1 Physical Education / Art / Technology Teacher  
1 Transitional Teacher Grade 5 & 6 (English)  
4 Educational Assistants

### MISSION:

In partnership with parents, families and our community, we provide a culturally enriched education in Kanien'ke'ha, our Mohawk language. We are committed to instilling in each student a respect for our language and traditions which is the foundation for lifelong learning.

### Review 2013-2014/2014-2015

We continued to improve our program; it is gratifying to hear Kanienkeha spoken both in and out of the classroom. Of course, more work needs to be done. It is evident that we are having success in developing speakers. This year, AMBE School Counsellors were available two days a week to help our students with any social/emotional issues. This was a needed and welcome addition to the services available to students at our school.

Staff held a Language Fair for the community. This gave our students a chance to create a display board about a topic of interest. They then had to talk about the topic in Kanienkeha with fluent judges. Feedback from the Fair was very positive; the judges were impressed by the students' level of fluency.

## AKWESASNE MOHAWK SCHOOL

### Staff 2013-2014/2014-2015

- Lynn McCarthy, OCT, School Principal
- Jill Morgan, Administrative Assistant
- 16 Teachers
- 2.5 Inclusive Services Program Teachers
- 4 Educational Assistants / Tutor Escorts
- 2 Kanien'kéha Teachers
- 1 Physical Education Teacher
- 2 School Counsellors

### MISSION

Seven Generations. Learning in the future. Vital in the present.  
Rooted in the past.

### Review 2013-2014/2014-2015

Using tools and strategies provided by the Success for All Foundation, AMS staff strive to promote the social and academic growth of all students, Head Start to Grade 8. We consistently monitor attendance of our students. Our students are grouped for reading and math in order to promote success. As well, there is a focus on cooperative learning; being able to work as a team is an important skill.

We take pride in the 28 Grade 8 students who graduated in June, 2013. They are prepared to enter secondary school with a foundation in academics and cultural knowledge.

## TSI SNAIHNE SCHOOL

### Staff

- Lynda Brown, OCT, School Principal
- Char Cook, Administrative Assistant
- 9 Teachers – English Program
- 2 Inclusive Services Program Teachers
- 1 Physical Education Teacher
- 1 Kanien'kéha Teacher
- 4 Educational Assistants / Tutor Escorts
- 1 School Counsellor

### Mission

To lay the foundation for the building of healthy, responsible, cooperative and unique Kanien'keháka.

### Review 2013-2014/2014-2015

Tsi Snaihne is very close to meeting the overall goal of 60% of students reading on or above grade level by the end of the 2013/2014 school year. Expansion of the Success for All reading program is showing results. With the support of the Enbridge School Plus Program, Tsi Snaihne School was able to enhance their character education program. Each month, every student received a character education book. This prompted discussion about that character trait to continue at home and enabled each child to develop their own library of books at home.

Each month students visit the elders at Iakhisohtha and participate in a variety of activities together. This program is extremely beneficial to the students, as well as, the elders. Respect for elders is an important facet of our culture.



# AHKWESAHSNE MOHAWK BOARD OF EDUCATION

## HEAD START PROGRAM

### Staff 2013-2014/2014-2015

- Program Manager: Deborah Terrance,
- Associate Teachers: Ann Wheesk,
- Shawna Cook,
- Vanessa David,
- Missy Francis-Herne,
- Carla Point,
- Angie O'Connell

Director

fiscal year, 96 children have been enrolled in the Akwesasne Head Start Program. While most of our children are thriving in our program, we are limited in what we can offer to children with significant special needs.

This year, we also participated in the Chiefs of Ontario Early Learning Asset Mapping Project (ELAMP). AMBE's trained facilitators brought together a group of local service providers. Together, we were able to create a list of assets available to young children in Akwesasne. We also developed a definition of early learning for our community:

### MISSION

The Akwesasne Head Start Program believes our children are important in the 7th generation continuum. The involvement of parents, extended family, elders and community members encourages a holistic and safe program for our children.

Early learning is the foundation of the holistic development (i.e. physical, emotional, social, spiritual, and cognitive) of a child throughout his/her lifespan thereby impacting seven generations. Akwesasne values Early Learning and supports environments that foster a child's curiosity

### Review 2013-2014/2014-2015

The Ahkwesahsne Head Start Program consists of three pre-school classrooms, one in each school. Over the 2013/2014

## AFTER SCHOOL PROGRAM

### Staff:

- Brittany Bonaparte,
- Ian Thomas – Kana:takon;
- Paige Jacobs,
- Lacey Thompson – Tsi Snaihne;
- Dawn Bero,
- Stacey Montour,
- Trent Thomas – AMS

### Background Information

For two years, AMBE has received support from the Mohawk Council to run an after school program. This program is for children whose parents are unable to provide supervision for their children in those critical late afternoon hours because they were either working or full time students. Each site is supervised by at least 2 workers. Parents sign off on a participation agreement that defines rules of the program and the fees for the program. Enrollment in the program is as follows: AMS – 31 students; Tsi Snaihne – 30 Students; Kana:takon – 22 students.

## FOOD SERVICES

### Staff

- Head Cooks:
- Mercedes "Marty" Bush,
- Anita Mitchell,
- DariusWhite
- Cook Aides:
- Yolanda Hill,
- Tammy Mitchell

Reinvestment Fund (NCBR) and the Department of Health, the Board is able to offer affordable and nutritious meals. Food Services strives to enhance its services based on feedback from children, parents, and staff and the support of MCA's nutritionists.

Like all AMBE programs, Food Services strives to enhance its services based on feedback from children, parents, and staff.

AMBE continues to provide breakfast, lunch and snacks for students in our schools. The Board realizes the importance of nutrition - being hungry impacts negatively on our students' ability to learn. With support from National Child Benefit



# AHKWESAHSNE MOHAWK BOARD OF EDUCATION

## TRANSPORTATION

### Staff 2013-2014/2014-2015

- Supervisor, Dwayne Thomas  
The AMBE Transportation Program employs nineteen bus drivers, five monitors, and four spare drivers.

### Mission Statement

Our mission is to safely and efficiently transport students from home to school and back. We hire trained and compassionate personnel who care about the well-being of our students.

### Values

AMBE buses are on the road every school day, with the exception of those days it is deemed too dangerous to be on the

road. Our fleet is inspected by the Ministry of Transportation to ensure our buses are safe. To maintain our “A” safety rating, the drivers now understand the importance of doing pre-trip inspections and getting repairs once any deficiency is found. Although the primary function of AMBE’s fleet is student transportation, we also provide transportation services when requested from the community. For example, this year, our buses have been on call for the community members of Kashechewan who have been displaced by flooding.

## SECONDARY SCHOOL SERVICES

### Staff 2013-2014/2014-2015

- Sandra Rourke: Secondary School Services Coordinator  
Advisors: April Thompson, Kahontineh Swamp (to June, 2013)
- Resource Teachers: Jackie St. John and Richard TJ Point  
AMBE Foundations Teacher: Chris George
- AMBE has an Education Services Agreement with the Upper Canada District School Board for students in Grades 9 – 12. This agreement also funds one full time resource teacher at CCVS.
- Peter Garrow : Native Trustee on the Upper Canada District School Board.

an experienced support staff. The Native Resource Center at CCVS is available for students who need extra help or access to computers.

### AMBE Foundations

AMBE Foundations is an alternative high school program specifically designed for Akwesasne youth who require a classroom setting that is unlike that of a mainstream school. The staff does a great job of engaging those students who did not success in a regular school program. Staff from the Akwesasne Justice Department (Youth Justice), Akwesasne Child and Family Services, Holistic Health, and Ionkwanonhsasetsi all collaborate with the Foundations program to offer opportunities for our students to participate in leadership building exercises and culturally based activities.

### Native Resource Center

AMBE students who graduate from Grade 8 at AMS have a choice of going to high schools in Cornwall or in New York State. Those students who choose Cornwall are supported by

## POST-SECONDARY ASSISTANCE PROGRAM

### Staff 2013-2014/2014-2015

Post-Secondary Program Manager – Norma Sunday  
Post-Secondary Program Assistant – Jean Benedict

### Goals

AMBE supports community members who pursue Post-Secondary educational opportunities through its Post-Secondary Assistance Program.

college financial aid nights.

To reach more potential students and parents, AMBE hosted an information session and dinner. Because of the high number of applicants to the program and fiscal limitations, the policies and guidelines of the program were revised.

The Program provided assistance to 563 students (both full-time and part-time), for the 2014/2015 academic year; students attended schools in Canada and the US. The Post-Secondary Program Manager visited all local high schools to inform students about the funding criteria of the AMBE Post-Secondary Program, as well as being a presenter at several



# FINANCE REPORT

## Introduction

The finance office has three primary areas of responsibility:

1. To the Community of Akwesasne by ensuring the accountability of funds administered by the MCA. This is accomplished by the establishment and implementation of policy; the maintenance of a strong internal control framework; and the completion of annual audits. This report to the Community and the annual audits are two primary means of ensuring accountability and disclosure.
2. To the organization and to Council by safeguarding community assets; through monthly internal reporting and financial analysis; providing technical advice on financial and accounting matters; and the performance of the accounting function and transaction processing including: payroll, cash receipts, cash management, and accounts payable. Key to this level of accountability is the preparation of the annual financial statements and schedules for audit.
3. To our funding partners by ensuring transparency in financial reporting, sound financial management and the completion and issuance of the annual audits and required financial reports.

The audit for the 2014/2015 fiscal year has been completed and posted on the MCA web site, [www.Akwesasne.ca](http://www.Akwesasne.ca). Our auditors, Welch LLP have issued an unqualified (clean) audit opinion on the 14/15 financial statements. An un-qualified audit opinion is the best audit opinion that can be issued.

In addition to the annual audit we have posted the 14/15 Schedule of Salaries, Honoraria, Travel Expenses & Other Remuneration Paid to Chiefs on the Council web site at [Akwesasne.ca](http://Akwesasne.ca).

Once again this year the annual report will include the budgets for each department. This budget data will facilitate comparing the year over year budget and will provide the financial data to support the annual reports prepared by each Director for 2014/2015 fiscal year.

## Finance Office Staff

Finance Staff:

Payroll: Tessa Jocko and Lisa Delormier

Accounts Receivable and Cash Receipts: Tricia Benedict

Finance Officer and Payroll: Kathy Lazore

Purchase Orders and Finance Officer Support: Pam Jacobs

Accounts Payable: Glyniss Bomberry, Shelby Adams, Shirley Phillips and Inez Cook

Financial Analysts: Owen Benedict, Ivan Thompson and Belinda Koostachin. Belinda continues to support payroll as needed.

Assistant Comptroller: Richard Fournier

Comptroller: Denise Collins

Martha Mitchell who has been an integral part of our Finance Team for almost 40 years retired early this fiscal year. We all wish her a wonderful and well deserved retirement.

The finance office staff is an integral part of Executive Services core services. As a result, our primary focus continues to be the provision of financial services to support MCA departments and programs. We continue to face significant challenges in responding to increased interim and year end reporting to our funding partners. Finance staff members are actively engaged in continuous learning, building the core financial knowledge and competence that is key to our ability to grow to meet constantly changing user and reporting needs.

As in past years we have prepared 70+ year- end financial statements and summary reports that required various levels of auditor attestation. This high volume of statements results in an audit period that extends over a period of several months. We continue to prepare our consolidated audit following the Public Sector Accounting Standards Board reporting standards for First Nation Governments. The finance office working with program managers faces significant ongoing challenges in responding to increased interim and year end reporting to our funding partners who require data that is frequently based on different reporting requirements. New complex financial and statistical reporting frameworks implemented by Ontario have substantially increased the burden of reporting quarterly and annual results for programs funded by the Province.

The annual report highlights key elements of the audited financial statements and provides more detailed data on expenditures by department and comparisons to budgets set. This financial data presented on both a global and departmental level will help to link the programs and services delivered with the cost of delivering those programs. The annual report should be read in conjunction with the audited financial statements. As in past years our auditor Welch LLP will present the annual 14/15 consolidated audit to the community at a general meeting.

A number of key initiatives were undertaken or continued in this fiscal year:

- As Council continued in its development of a Financial Administration Law (FAL), work has continued on updating our finance policy to ensure that it reflects the requirements of the FAL and current best practices in financial management and accountability.
- The new housing mortgage program was implemented.
- Finance and Human Resources staff undertook and completed a conversion of our payroll and human resource systems.



# FINANCE REPORT

## Introduction

**The finance office has three primary areas of responsibility:**

To the Community of Akwesasne by ensuring the accountability of funds administered by the MCA. This is accomplished by the establishment and implementation of policy; the maintenance of a strong internal control framework; and the completion of annual audits. This report to the Community and the annual audits are two primary means of ensuring accountability and disclosure.

To the organization and to Council by safeguarding community assets; through monthly internal reporting and financial analysis; providing technical advice on financial and accounting matters; and the performance of the accounting function and transaction processing including: payroll, cash receipts, cash management, and accounts payable. Key to this level of accountability is the preparation of the annual financial statements and schedules for audit.

To our funding partners by ensuring transparency in financial reporting, sound financial management and the completion and issuance of the annual audits and required financial reports.

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# FINANCE REPORT

## Financial Overview

### Our Current Financial Position

Council opened the 14/15 fiscal year with an accumulated operating deficit of (\$3,625,252). Council ended the 14/15 fiscal year with an annual operating surplus of \$1,198,247 and an accumulated operating deficit of (\$2,427,005). The surplus was generated as a result of applying reserves to fund operations.

Deficits that are program specific continue to be generated as Council, in response to community needs, continues its support of unfunded programs. Many MCA departments and programs generate deficits. This will always occur. Many programs are simply funded at levels that are much lower than the need within the Community. Council makes every effort to set a break even budget each year; this budget includes and accepts that some programs will operate at a deficit. When the Financial Administration Law is accepted by the Community it will require that Council sets a balanced budget each fiscal year. This will be a challenge unless additional resources are acquired that will provide appropriate levels of funding for ongoing programs and services.

The economic downturn continues to put added financial pressure on post-secondary, social assistance and the housing mortgage and rental programs.

Council will recover a portion of the accumulated deficit over the next two fiscal years:

- The Executive Director and Council have implemented a program to reduce the balance of unpaid employee vacation benefits. Costs relating to these benefits have been recorded in previous year's financial statements. Reducing these benefits will reduce the accumulated deficit.
- Council was able to recover the balance of the deficit in Non-Insured Health Benefits (NIHB) program initially generated in fiscal 2010/2011 in fiscal 14/15.
- There are amounts due to Council from the Akwesasne Settlement Trust for costs incurred in developing the Trust as well as the legal costs to settle and ratify the Trust. The Trust repaid \$1.9 million of these costs in fiscal 15/16.

The 14/15 audit includes the results of Council initiating the Akwesasne Settlement Trust. In fiscal 14/15 Council transferred the bulk of the settlement funds received as a result of both the OPG settlement and the Easterbrook settlement to the Trust. All of the interest earned to date of transfer as well as most of the settlement income was transferred to the Trust prior to March 31, 2015. The balances of the investments relating to these two settlements are summarized in Note 10 to the audited financial statements. The audited statements indicate that at March 31, 2015 Council still held \$10,863,250 in settlement funds on behalf of the Trust. These funds were

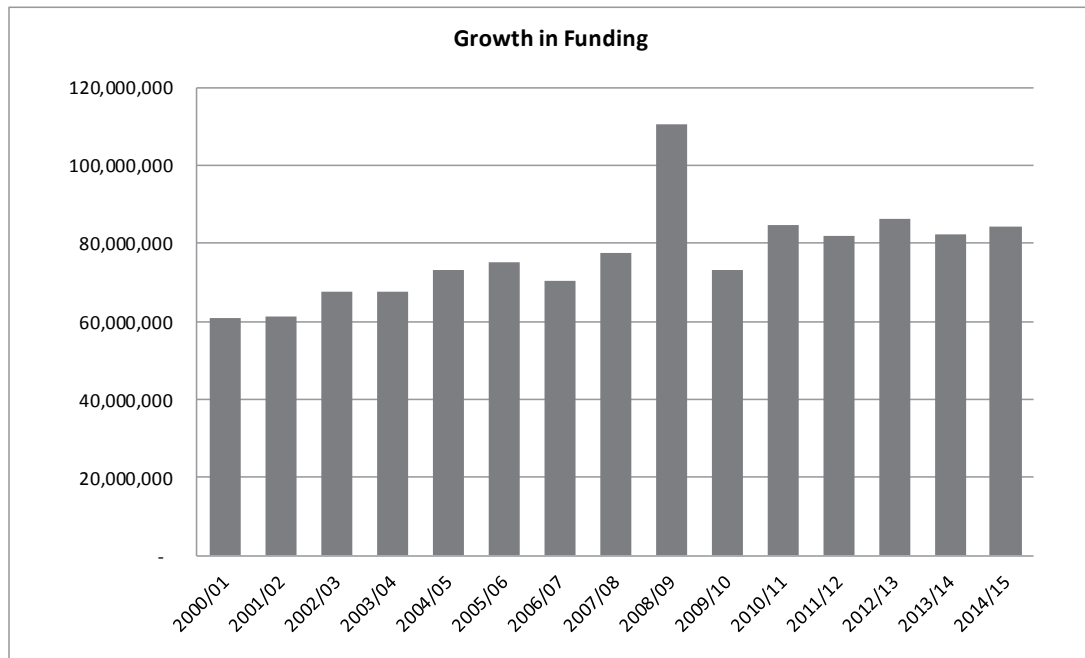
transferred to the Trust in mid- June 2015. Subsequent Event – Future Settlement of Trust. This report contains a separate schedule for the settlement funds.

We have included departmental summaries of actual costs incurred by program compared to the initial approved budget, and have provided a brief description of the primary sources of funding for each department.



# FINANCE REPORT

MOHAWK COUNCIL OF AKWESASNE  
COMPARISON OF FUNDING LEVELS  
FROM 2000/01 TO 2014/2015



Funding has grown consistently since fiscal 1994/95, with funding doubling from \$42.6 million 94/95 to \$84.3 million in 2014/15. 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.

## Summary of Easterbrook Settlement

|  |                      |
|--|----------------------|
| Settlement received October 2, 2012                          | \$ 4,448,932         |
| Transferred to Akwesasne Settlement Trust                    | (4,448,932)          |
| Investments held by MCA at March 31, 2015                    | \$ -                 |
| Interest earned and segregated to March 31, 2015             | \$ 129,521           |
| Interest Transferred to Akwesasne Settlement Trust           | (129,521)            |
| Interest income held by MCA at March 31, 2015                | \$ -                 |
| <b>Total Settlement Funds Received to Date</b>               | <b>\$ 40,172,452</b> |
| <b>Total Interest Earned on Settlement to March 31, 2015</b> | <b>\$ 4,140,402</b>  |



# FINANCE REPORT

## Mohawk Council of Akwesasne Settlement Funds Held by Council Transactions to March 31, 2015

### Summary of OPG Fund

|   |                |            |            |
|---|----------------|------------|------------|
|   |                | \$         |            |
| Total OPG settlement                      |                | 45,963,520 |            |
| OPG payments received to date:            |                |            |            |
|   | October 2008   | \$         | 20,363,520 |
|   | September 2009 |            | 2,560,000  |
|   | September 2010 |            | 2,560,000  |
|   | September 2011 |            | 2,560,000  |
|   | October 2012   |            | 2,560,000  |
|   | September 2013 |            | 2,560,000  |
|   | September 2014 |            | 2,560,000  |
| Total paid to March 31, 2015              |                | \$         | 35,723,520 |
| Transferred to Akwesasne Settlement Trust |                | -          | 24,860,270 |
| Investments held by MCA at March 31, 2015 |                | \$         | 10,863,250 |
| Balance remaining - 4 payments            |                | \$         | 10,240,000 |

OPG payments received have been segregated and invested with Nesbitt Burns. Further to Council's investment policy investments are extremely low risk, diversified and short to mid term with terms ranging from 1 to 5 years. All interest earned is reinvested and held within the OPG investment fund. Interest earned is recorded in Council's records annually.

### Interest earned and segregated to date:

|  |                          |             |           |
|--|--------------------------|-------------|-----------|
|  | Earned to March 31, 2009 | \$          | 242,585   |
|  | Earned to March 31, 2010 |             | 532,129   |
|  | Earned to March 31, 2011 |             | 502,942   |
|  | Earned to March 31, 2012 |             | 660,560   |
|  | Earned to March 31, 2013 |             | 806,520   |
|  | Earned to March 31, 2014 |             | 760,454   |
|  | Earned to March 31, 2015 |             | 505,692   |
|  |                          | \$          |           |
| Total interest earned to March 31, 2015            |                          |             | 4,010,881 |
| Interest Transferred to Akwesasne Settlement Trust |                          | (4,010,881) |           |
|  |                          | -\$         |           |
| Interest income held by MCA at March 31, 2015      |                          | 0           |           |

Investments held by MCA at March 31, 2015 were all transferred to the Akwesasne Settlement Trust in June 2015.



# FINANCE REPORT

## OLG (Casino Rama) and Federal Revenue Trust Funds (Island Revenue)

MCA continues to apply Island Revenue and a portion of Casino Rama revenue to its operations. In addition Council has reserved OLG revenue to meet current and future community needs as follows: the future generations revenue has been reserved and all of the interest generated is used for special

needs; Council continues to hold a portion of the 1 time allocation's received in previous years in reserve for future needs. OLG has separate reporting requirements and an annual audit is issued for the OLG funds. All expenditures of OLG funding are supported by either a Council Resolution or a recorded majority vote. The following schedules summarize the application of these additional dollars to MCA operations.

### **Mohawk Council of Akwesasne Schedule of Federal Revenue Trust Funds For the year ended March 31, 2015**

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

|                           | 2015       | 2014       |
|---------------------------|------------|------------|
| Income earned and applied |            |            |
| to Council programs       | \$ 546,597 | \$ 530,622 |
| Interest income earned    | \$ 124,772 | \$ 96,146  |

The interest income has been applied to global Council operations.

Please refer to Schedule 3 on page 23 of the 14/15 Annual Audited Financial Statements for a detailed listing programs and services supported by this revenue.



# FINANCE REPORT

**Mohawk Council of Akwesasne**  
**Application of OLG funds (formerly Casino Rama Funds)**  
**For the year ended March 31, 2015**

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

|  | <b>Final<br/>2015<br/>\$</b> | <b>Final<br/>2014<br/>\$</b> |
|--|------------------------------|------------------------------|
| Akwesasne Winter Carnival - annual               | 5,000                        | 5,000                        |
| Akwesasne Pow Wow Committee - annual             | 10,000                       | 10,000                       |
| Elders housing repairs - administered by housing | 93,964                       | 103,682                      |
| Community fund - distribution                    | 145,975                      | 199,572                      |
| 3 Recreation committees @ \$40,000 each          | 120,000                      | 120,000                      |
| Water distribution                               | 3,784                        | 7,593                        |
| Tri District Elders                              | 15,000                       | 15,000                       |
| Community fuel program                           | 458,477                      | 463,017                      |
| Seaway Claim                                     | 803,064                      | 621,709                      |
| Snye Homemakers                                  | 15,000                       | 15,000                       |
| Individuals -small donations                     | 84,751                       | 62,434                       |
| Ferry Feasibility                                | 92,780                       | 11,597                       |
| US Land Claim                                    | -                            | 96,599                       |
| Summer Student Program                           | 100,000                      | 252,340                      |
| Housing Rental Shortfall                         | 150,000                      | 150,000                      |
| Cornwall University Project                      | -                            | 13,629                       |
| AMBE After School Program                        | 35,000                       | 58,040                       |
| AMBE Post Secondary Program                      | -                            | 106,865                      |
| AAMBE School Bus                                 | 97,353                       |                              |
| Kawhenoke Water Line                             | (500,431)                    | 818,466                      |
| TsiSnaihne Water Line                            | 123,250                      |                              |
| Tsionhiakwatha                                   | 5,000                        | 5,000                        |
| AEDA Can 8 Language instruction                  | 144,455                      | 143,608                      |
| St. Regis Church Insurance                       | 5,590                        | 5,662                        |
| Allocated to Roads                               | 200,000                      |                              |
| Allocated to Garbage Collection                  | 200,000                      |                              |
| Allocated to Hot Lunch Program                   | 200,000                      |                              |
| Allocated to Water/Waste Water Operations        | 200,000                      |                              |
| Allocated to Arena                               | 200,000                      |                              |
| Mode Maps - Community Recreation Plan            | 8,838                        |                              |
| AAMB   | -                            | 30,000                       |
| Healthy Homes Initiative                         | -                            | 947,837                      |
| Interest Earned - Allocated to MCA Operations    | 525,057                      |                              |
| Enhancements to Council programs                 | 562,640                      | 498,205                      |
| Organizational Improvement                       | 184,377                      |                              |
| CBSA seizures                                    | (17,171)                     | 62,000                       |
| Make Work Project                                | -                            | 19,887                       |
| Parking Lot Construction St. Regis               | -                            | 2,612                        |
| Addition to Kanonhkwashteri:io                   | -                            | 34,743                       |
|  | <hr/>                        | <hr/>                        |
|  | 4,271,753                    | 4,880,097                    |
| Special Needs                                    | <hr/>                        | <hr/>                        |
|  | 103,269                      | 131,825                      |
| <b>Total OLG Expenses</b>                        | <hr/> <b>4,375,022</b> <hr/> | <hr/> <b>5,011,922</b> <hr/> |





# FINANCE REPORT

## OLG (Casino Rama) and Federal Revenue Trust Funds (Island Revenue)

The Summary of Operations forms the basis of the "Statement of Financial Activities" which is an integral part of our 2015 audited financial statements. The Summary of Operations

provides an overview of the revenues administered and expenses incurred by each department. The Statement of Financial Activities (page 5 of the audit) discloses total revenue of \$84.3 million and total expenses of \$82.1 million.

### **MOHAWK COUNCIL OF AKWESASNE SUMMARY OF REVENUE BY SOURCE FOR THE YEAR ENDED MARCH 31, 2015**

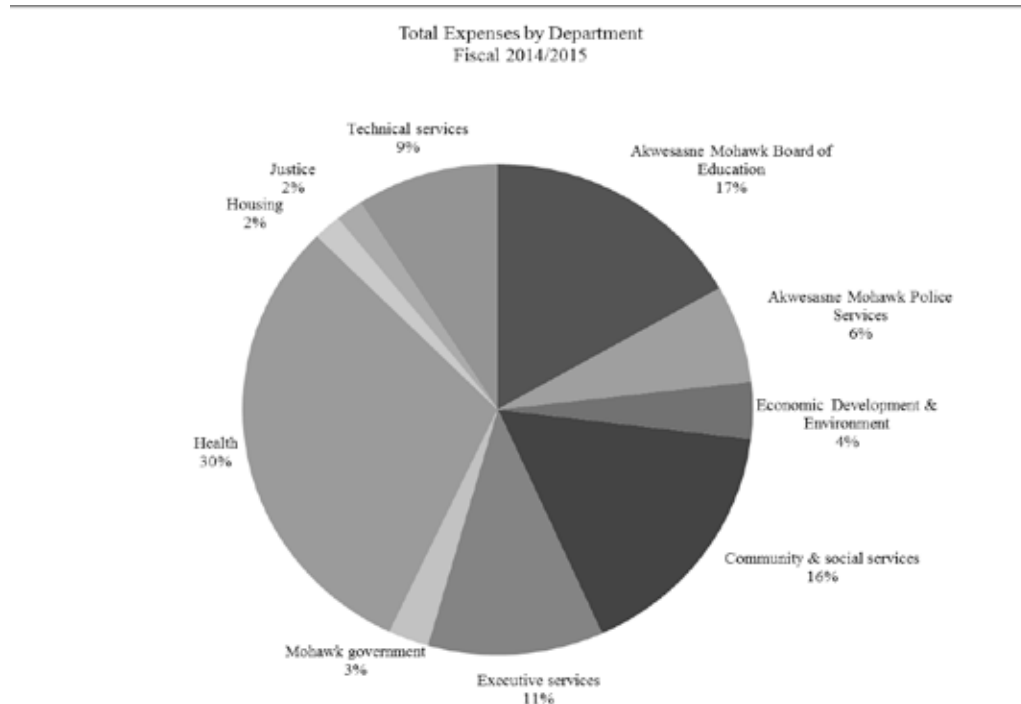
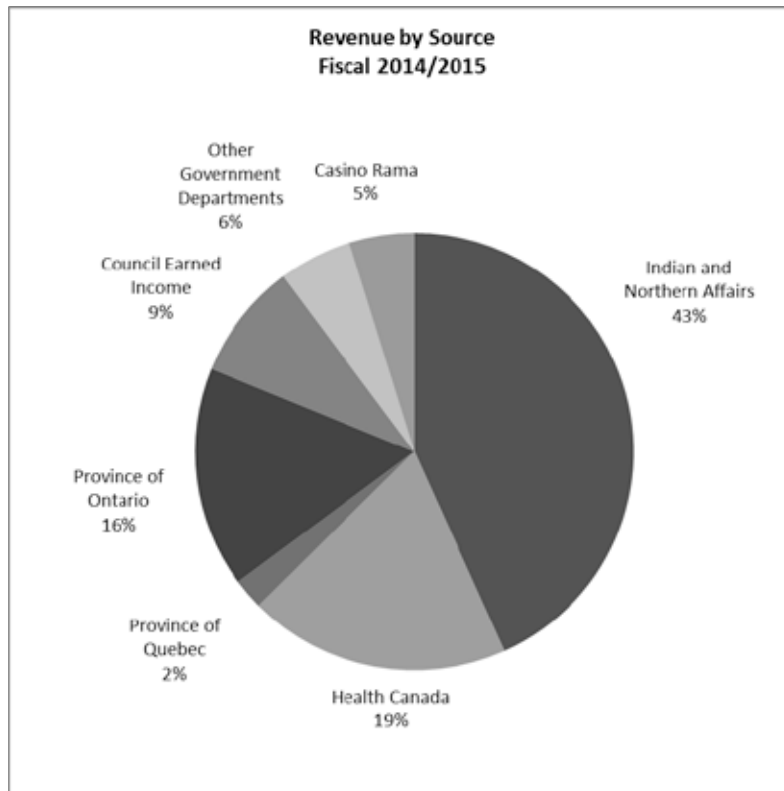
|  | <b>Fiscal 2014/2015</b>         |                               | <b>Fiscal 2013/2014</b>         |                               |
|--|---------------------------------|-------------------------------|---------------------------------|-------------------------------|
|  | <b>Total<br/>Revenue<br/>\$</b> | <b>% of Total<br/>Revenue</b> | <b>Total<br/>Revenue<br/>\$</b> | <b>% of Total<br/>Revenue</b> |
| <b>Grants and Contributions</b>                |                                 |                               |                                 |                               |
| <b>Government of Canada</b>                    |                                 |                               |                                 |                               |
| Aboriginal Affairs & Northern Development      | 36,473,164                      | 43.26                         | 34,153,968                      | 40.51                         |
| Health Canada                                  | 16,259,204                      | 19.29                         | 16,017,692                      | 19.00                         |
| Human Resources Development Canada             | 469,188                         | 0.56                          | 278,191                         | 0.33                          |
| Canada Mortgage & Housing                      | 401,565                         | 0.48                          | 526,318                         | 0.62                          |
| Canada Border Services Agency                  | 10,000                          | 0.01                          | 26,575                          | 0.03                          |
| Emergency Preparedness Canada                  | 3,085,520                       | 3.66                          | 2,957,781                       | 3.51                          |
| Other Federal                                  | 372,802                         | 0.44                          | 219,963                         | 0.26                          |
| Total Government of Canada                     | 57,071,443                      | 67.70                         | 54,180,488                      | 65.93                         |
| <b>Ontario Lottery &amp; Gaming Commission</b> | 4,049,632                       | 4.80                          | 3,944,136                       | 4.68                          |
| <b>Province of Ontario</b>                     | 13,789,999                      | 16.36                         | 13,296,351                      | 15.77                         |
| <b>Province of Quebec</b>                      | 1,924,096                       | 2.28                          | 1,987,976                       | 2.36                          |
| <b>Other</b>                                   | 193,445                         | 0.23                          | 232,921                         | 0.28                          |
|  | 19,957,172                      | 23.67                         | 19,461,384                      | 23.08                         |
| Total Grants and Contributions                 | 77,028,615                      | 91.37                         | 73,641,872                      | 89.01                         |
| <b>Council Earned Income</b>                   |                                 |                               |                                 |                               |
| Administration Fees and User Charges           | 1,015,264                       | 1.20                          | 1,095,408                       | 1.30                          |
| Land Leases                                    | 546,597                         | 0.65                          | 530,622                         | 0.63                          |
| Interest Income                                | 1,824,399                       | 2.16                          | 2,208,617                       | 2.62                          |
| Earned Income                                  | 3,218,044                       | 3.82                          | 3,757,378                       | 4.46                          |
| Rentals  | 673,021                         | 0.80                          | 947,483                         | 1.12                          |
| Total Earned Income                            | 7,277,325                       | 8.63                          | 8,539,508                       | 10.13                         |
| <b>Total Revenue</b>                           | <b>84,305,940</b>               | <b>100.00</b>                 | <b>82,181,380</b>               | <b>99.14</b>                  |



# FINANCE REPORT

The Government of Canada continues to be our major funding partner providing 65.9% of our total annual operating revenue.

This following graph provides an overview of how the Council spends its funds in the provision of community service. The next chart indicates how we have spent our funding by expense category.





# FINANCE REPORT

**Mohawk Council of Akwesasne  
Operating Expenditures by Category  
March 31, 2015**

| <b>Operating Expenditures</b>                 | <b>Amount</b>        |
|---|----------------------|
| Salaries, benefits, and honoraria             | \$ 41,659,160        |
| Travel and training                           | 1,685,074            |
| Program supplies                              | 6,827,623            |
| Office  | 883,280              |
| Facility costs                                | 2,818,671            |
| Student tuition and allowances                | 5,031,100            |
| Equipment repairs, lease, and small purchases | 1,823,562            |
| Community support                             | 5,389,166            |
| Minor Capital                                 | 3,780,078            |
| Professional Fees                             | 4,467,492            |
| Non-Insured Health Benefits                   | 7,739,458            |
|   | <hr/>                |
|   | <b>\$ 82,104,664</b> |
|   | <hr/>                |

Please refer to Note 24 on Page 19 of the audit

| <b>Fiscal 2014/2015</b> | <b>Percentage</b> | <b>Amount</b>        | <b>Fiscal 2013/2014</b> | <b>Percentage</b> |
|-------------------------|-------------------|----------------------|-------------------------|-------------------|
|                         | 50.74%            | \$ 43,351,369        |                         | 50.74%            |
|                         | 2.05%             | 1,511,211            |                         | 2.05%             |
|                         | 8.32%             | 6,448,114            |                         | 8.32%             |
|                         | 1.08%             | 767,029              |                         | 1.08%             |
|                         | 3.43%             | 2,688,971            |                         | 3.43%             |
|                         | 6.13%             | 5,572,089            |                         | 6.13%             |
|                         | 2.22%             | 1,795,986            |                         | 2.22%             |
|                         | 6.56%             | 4,886,784            |                         | 6.56%             |
|                         | 4.60%             | 3,745,715            |                         | 4.60%             |
|                         | 5.44%             | 4,825,476            |                         | 5.44%             |
|                         | 9.43%             | 7,334,248            |                         | 9.43%             |
|                         |                   | <hr/>                |                         |                   |
|                         | <b>100%</b>       | <b>\$ 82,926,992</b> |                         | <b>100%</b>       |
|                         |                   | <hr/>                |                         |                   |



# FINANCE REPORT

Our employees are our most valuable resource. Salary, benefit and honoraria account for 51% 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 \$1.8 million (\$1.4 million in 13/14); audit; consulting and professional services; and Non-Insured Health Benefits (NIHB) medical and dental professional services.

Acquisitions of tangible capital assets are not expenses and as a result these amounts are not included in the expenses summarized above. A total of \$1.8 million (\$2.4 million in 13/14) was spent on Department of Technical Services (DTS) which managed capital projects: facility renovations, infrastructure and equipment. The extension of the waterline in Kawehno:ke was the major project undertaken fiscal 14/15. An additional \$726,400 was spent on equipment: computer hardware and software, equipment, vehicles etc.

## MOHAWK COUNCIL OF AKWESASNE LISTING OF COMMUNITY ASSETS AND EQUIPMENT AS AT MARCH 31, 2015

|   | Cost of<br>Acquisition<br>\$ | Accumulated<br>amortization<br>\$ | Net<br>\$          | 2014<br>Net<br>\$  |
|---|------------------------------|-----------------------------------|--------------------|--------------------|
| Land  | 715,841                      |                                   | 715,841            | 713,505            |
| Buildings & major infrastructures             | 141,913,468                  | 44,357,445                        | 97,556,023         | 99,778,202         |
| Computer hardware & software                  | 4,095,955                    | 3,613,935                         | 482,020            | 617,365            |
| Equipment                                     | 6,456,671                    | 5,128,634                         | 1,328,037          | 1,660,049          |
| Equipment under capital lease                 | 504,822                      | 459,944                           | 44,878             | 56,097             |
| Furniture & fixtures                          | 2,021,354                    | 1,337,692                         | 683,662            | 759,626            |
| Roads   | 5,771,873                    | 3,772,835                         | 1,999,038          | 2,221,216          |
| Vehicles                                      | 7,230,555                    | 5,830,375                         | 1,400,180          | 1,334,852          |
|   | 168,710,539                  | 64,500,860                        | 104,209,679        | 107,140,912        |
| Property plant & equipment under construction | 6,601,880                    |                                   | 6,601,880          | 5,177,149          |
| <b>TOTAL COMMUNITY ASSETS</b>                 | <b>175,312,419</b>           | <b>64,500,860</b>                 | <b>110,811,559</b> | <b>112,318,061</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, 2015 is \$ 186,016,798***

*For additional detail please refer to Note 1 (d) on page 8 and Note 6 on page 12 and Note 7 on page 13 of the 13/14 Annual Audited Financial Statements.*



# FINANCE REPORT

For the most part facility construction is fully funded via government contributions. On occasion, Council has to finance the unfunded portions of these projects through mortgages or long term debt. The following schedule summarizes Councils debt position at March 31, 2015.

## **Mohawk Council of Akwesasne Long Term Debt March 31, 2015**

Council has mortgages on a number of community properties.

|                                    | <b>Balance of Mortgage<br/>at March 31, 2015</b> | <b>Balance of Mortgage<br/>at March 31, 2014</b> |
|------------------------------------|--|--|
| <b>Total Mortgages Outstanding</b> | <b>\$ 7,362,256</b>                              | <b>\$ 8,141,631</b>                              |

These mortgage loans are guaranteed by Aboriginal Affairs & Northern Development Canada (AANDC) Canada Mortgage and Housing Corporation (CMHC) provides subsidy funding for a portion of the interest and annual operating costs.

Please refer to note 16 on page 16 of the 14/15 Annual Audited Financial Statements for a detailed listing of Council's long term debt.

Canada has a requirement that salaries, honoraria and travel expenses be published for Council. Please see the Schedule posted at Akwesasne.ca. The schedule has been reviewed by our auditors and forwarded to AANDC. Please note that a review does not constitute an audit. The schedule has been

prepared by finance staff and complies with Canada's reporting requirements.

## **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, 2015. We have also provided the 2014 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.

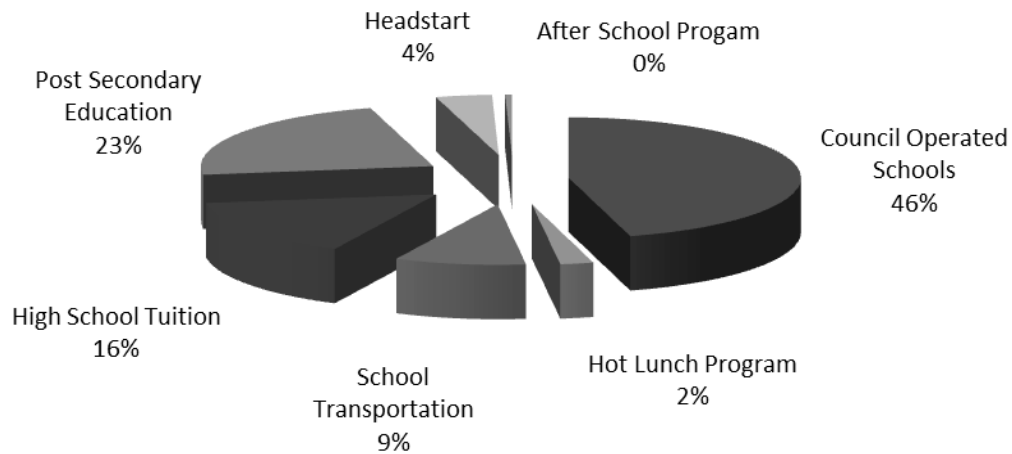
The departmental Summaries of Operations should be read in conjunction with the departmental and program service delivery reports.



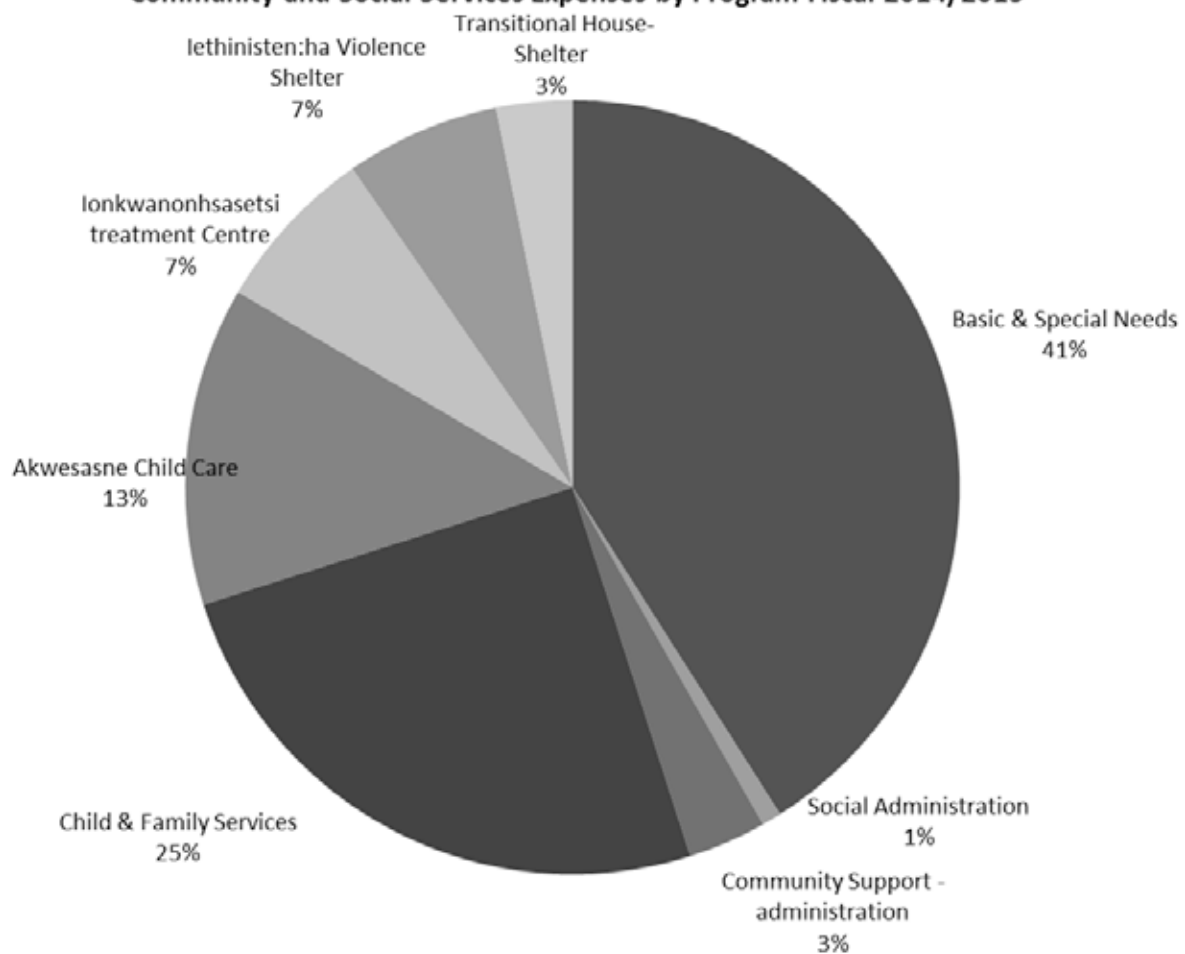


# FINANCE REPORT

**AMBE Expenses By Program  
Fiscal 2014/2015**



**Community and Social Services Expenses by Program Fiscal 2014/2015**





# FINANCE REPORT

## Department of Housing Summary of Operations For the Year Ending March 31, 2015

Rental income, CMHC subsidies and loan repayments provide revenue for ongoing housing operations. The Housing Department receives INAC funding and CMHC loans for new home construction. This type of funding results in the acquisition of assets which are not operating expenses.

The Housing Department manages capital assets/property having a recorded cost of \$17,693,745 and a net book value of \$12,657,211. (Net book value is the remaining value after the assets have been depreciated.) The construction of these assets is funded by CMHC mortgages. The outstanding mortgage balance on these properties is \$6,757,733 at March 31, 2015.

Housing programs incurred costs as follows in delivering their services:

|   | Fiscal 2014-2015    |                     | Fiscal 2013-2014    |                     |
|---|---------------------|---------------------|---------------------|---------------------|
|   | Budget              | Expenses            | Budget              | Expenses            |
| Administration  | \$ 1,090,852        | \$ 819,175          | \$ 1,114,032        | \$ 911,049          |
| Decrease in allowance for doubtful accounts                               |                     | -                   |                     | -                   |
| CMHC Council contribution to costs in excess of funding for CMHC projects |                     |                     |                     |                     |
| Hydro Quebec  | 143,580             | 140,533             |                     |                     |
| CMHC - RRAP Program   | 159,000             | 44,798              | 159,000             | 77,123              |
| Healthy Homes Project   | 1,072,835           | 309,281             | 1,202,064           | 947,837             |
| Operation of Rental Properties  |                     |                     |                     |                     |
| Council owned rental units  | 3,978               | 4,912               | 2,528               | 4,783               |
| Kawehno:ke Riverview Apartments   | 179,041             | 208,327             | 223,003             | 201,752             |
| Sweetgrass Manor  | 55,714              | 71,656              | 85,547              | 56,266              |
| CMHC Secion 95 97/98 project  | 47,495              | 78,144              | 74,394              | 63,929              |
| CMHC Secion 95 02/03 project  | 65,627              | 79,548              | 118,526             | 89,135              |
| CMHC Secion 95 03/04 project  | 46,038              | 67,417              | 56,464              | 59,054              |
| CMHC Secion 95 04/05 project  | 31,931              | 59,064              | 37,631              | 42,051              |
| CMHC Secion 95 05/06 project 9 units                                      | 67,293              | 58,678              | 71,493              | 59,891              |
| CMHC Secion 95 05/06 project 17 units                                     | 89,882              | 90,045              | 94,432              | 84,943              |
| CMHC Secion 95 05/06 project 19 units                                     | 76,186              | 99,363              | 82,291              | 88,621              |
| CMHC Secion 95 09/10 project 4 units                                      | 23,478              | 60,747              | 27,778              | 38,211              |
| CMHC Secion 95 4 units Oak Court  | 10,550              | 28,662              | 10,550              | 36,129              |
| Adjustment to allowance for bad debts                                     |                     | (673,715)           |                     | (573,807)           |
| <b>Total Expenses</b>   | <b>\$ 3,163,480</b> | <b>\$ 1,546,635</b> | <b>\$ 3,359,733</b> | <b>\$ 2,186,967</b> |
| Allocation to Fixed Assets  |                     |                     |                     |                     |
| Depreciation Expense  |                     | \$ 336,980          |                     | \$ 349,566          |
| <b>Net Operating Expenses</b>   |                     | <b>\$ 1,883,615</b> |                     | <b>\$ 2,536,533</b> |

The above budgets do not include costs related to new house construction. Funding of \$715,194 for new home construction is provided by INAC. In addition CMHC provides mortgages funding for the construction of housing units.

### The Department of Housing administers funding provided by INAC for housing construction.

|   | 2015                | 2014                |
|---|---------------------|---------------------|
| Housing loans outstanding at March 31, 2015       | \$ 10,471,488       | \$ 10,872,171       |
| Upgrading loans outstanding at March 31, 2015     | 575,149             | 536,516             |
| Total housing loans outstanding at March 31, 2015 | 11,046,637          | 11,408,687          |
| less: Allowance for bad debts housing loans       | 5,210,051           | 5,883,766           |
|   | <b>\$ 5,836,586</b> | <b>\$ 5,524,921</b> |

In addition:

|  |            |            |
|--|------------|------------|
| Cost of housing construction in each fiscal year   | \$ 95,316  | \$ 261,073 |
| Cost of upgrading construction in each fiscal year | \$ 235,844 | \$ 219,507 |
| Loan repayments made in each fiscal year           | \$ 811,099 | \$ 762,089 |



# FINANCE REPORT

## Department of Community and Social Services Summary of Operations For the Year Ending March 31, 2015

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

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

|                                      | Fiscal 2014-2015     |                      | Fiscal 2013-2014     |                      |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|
|                                      | Budget               | Expenses             | Budget               | Expenses             |
| Social Administration                | \$ 519,998           | \$ 109,453           | \$ 524,717           | \$ 58,110            |
| Community Support - administration   | 552,824              | 441,786              | 504,971              | 591,466              |
| Basic, Special Needs & Ontario Works | 4,410,469            | 5,541,886            | 3,411,954            | 4,866,902            |
| Child & Family Services              | 4,095,260            | 3,384,287            | 4,048,527            | 3,645,152            |
| Akwesasne Child Care                 | 1,774,038            | 1,798,155            | 1,737,742            | 1,705,048            |
| Ionkwanonhsassetsi Treatment Centre  | 910,004              | 941,441              | 865,249              | 946,627              |
| Iethinisten:ha Violence Shelter      | 559,491              | 873,072              | 590,007              | 832,959              |
| Transitional House-Shelter           | 383,848              | 427,766              | 390,479              | 411,556              |
| <b>Total Expenses</b>                | <b>\$ 13,205,932</b> | <b>13,517,846</b>    | <b>\$ 12,073,646</b> | <b>13,057,820</b>    |
| Allocation to Fixed Assets           |                      | (150,671)            |                      | (15,291)             |
| Depreciation Expense                 |                      | 87,715               |                      | 102,854              |
| <b>Net Operating Expenses</b>        |                      | <b>\$ 13,454,890</b> |                      | <b>\$ 13,145,383</b> |

## Tehotiennawakon Summary of Operations For the Year Ending March 31, 2015

Tehotiennawakon incurred the following costs in delivering its services.

|                                 | Fiscal 2014-2015 |                     | Fiscal 2013-2014 |                     |
|---------------------------------|------------------|---------------------|------------------|---------------------|
|                                 | Budget           | Expenses            | Budget           | Expenses            |
|                                 | \$               | \$                  | \$               | \$                  |
| Integrated Resource Management  | 448,181          | 462,427             | 332,132          | 149,856             |
| Environment                     | 602,907          | 516,712             | 554,169          | 603,736             |
| Economic Development            | 3,505,149        | 512,979             | 818,855          | 747,884             |
| Economic Development Facilities | 64,500           | 61,384              | 64,500           | 59,500              |
| Arena                           | 707,454          | 708,722             | 620,442          | 663,176             |
| Thompson Island Youth Camp      | 142,482          | 134,363             | 210,901          | 147,581             |
| Quebec Ec-Dev Fund              | 1,085,843        | 661,802             | 678,800          | 646,710             |
|                                 | \$               |                     | \$               |                     |
| <b>Total Expenses</b>           | <b>6,556,516</b> | <b>3,058,389</b>    | <b>3,279,799</b> | <b>3,018,443</b>    |
| Allocation to fixed assets      |                  | -                   |                  | (67,176)            |
| <b>Net Operating Expenses</b>   |                  | <b>\$ 3,058,389</b> |                  | <b>\$ 2,951,267</b> |



# FINANCE REPORT

## Executive Services Summary of Operations For the Year Ending March 31, 2015

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

Executive Services incurred the following costs in delivering its services:

|                                   | Fiscal 2014-2015     |                     | Fiscal 2013-2014     |                      |
|-----------------------------------|----------------------|---------------------|----------------------|----------------------|
|                                   | Budget               | Expenses            | Budget               | Expenses             |
| Executive Director's Office       | \$ 744,246           | \$ 822,605          | \$ 704,666           | \$ 877,059           |
| Core Programs                     |                      |                     |                      |                      |
| Operational Support               | 738,801              | 491,890             | 751,743              | 535,524              |
| Human Resources                   | 895,385              | 762,866             | 782,479              | 897,755              |
| Finance                           | 1,486,916            | 1,342,478           | 1,514,988            | 1,485,907            |
| Information Services              | 1,467,400            | 1,241,488           | 1,496,199            | 1,300,237            |
| Assistant Executive Director      | 1,188,096            | 959,867             | 1,457,433            | 995,988              |
| Non Core Programs                 |                      |                     |                      |                      |
| Nation Building                   | 575,092              | 695,496             | 501,904              | 564,797              |
| Office of Vital Statistics        | 352,400              | 325,381             | 347,573              | 342,809              |
| ARRO                              | 515,906              | 252,038             | 338,006              | 237,936              |
| Seaway Claim                      | 701,324              | 796,822             | 713,739              | 621,709              |
| Security Guards                   |                      | 2,306               |                      | 34,218               |
| Communication Unit                | 264,378              | 222,540             | 298,602              | 292,975              |
| Hydro Quebec                      |                      |                     | 139,879              | 141,029              |
| Iohahio                           | 1,344,241            | 1,426,602           | 1,086,077            | 1,407,103            |
| Employment Programs               |                      | 530,422             |                      | 526,052              |
| Special projects                  |                      | (96,243)            |                      | 105,367              |
| INAC funded employee benefits     | 1,070,890            | 1,073,847           | 968,548              | 1,084,171            |
| OLG Funded Projects               | 4,000,000            | 528,082             | 1,300,000            | 533,371              |
| <b>Total Expenses</b>             | <b>\$ 15,345,075</b> | <b>\$11,378,487</b> | <b>\$ 12,401,836</b> | <b>\$ 11,984,007</b> |
| Allocation to Fixed Assets        |                      | (2,339)             |                      | (167,265)            |
| Inter-segment eliminating entries |                      | (2,895,319)         |                      | (2,609,703)          |
| Depreciation Expense              |                      | 198,391             |                      | 240,267              |
| <b>Net Operating Expenses</b>     |                      | <b>8,679,220</b>    |                      | <b>9,447,306</b>     |

The Security Guards program ended in fiscal 13/14.  
Hydro Quebec was transferred to Housing in 14/15.

## Department of Justice Summary of Operations For the Year Ending March 31, 2015

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 2014-2015    |                     | Fiscal 2013-2014    |                     |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|
|                               | Budget              | Expenses            | Budget              | Expenses            |
| Administration                | \$ 564,592          | \$ 508,859          | \$ 753,667          | \$ 465,814          |
| Probation/Parole              | 75,808              | 68,890              | 76,816              | 66,939              |
| Mohawk Court                  | 226,066             | 214,764             | 206,614             | 247,372             |
| Community Justice             | 194,040             | 204,130             | 184,403             | 179,074             |
| Community & Youth Services    | 158,131             | 148,955             | 157,550             | 137,022             |
| Community Law Enforcement     | 157,823             | 173,144             | 151,707             | 140,096             |
| Inmate Liaison Program        | 33,634              | 27,714              |                     | 32,357              |
| Animal Control/Conservation   | 96,270              | 83,095              | 91,612              | 91,546              |
| <b>Total Expenses</b>         | <b>\$ 1,506,364</b> | <b>\$ 1,429,551</b> | <b>\$ 1,622,369</b> | <b>\$ 1,360,220</b> |
| Allocation to Fixed Assets    |                     |                     |                     | (1,093)             |
| Depreciation Expense          |                     | 6,250               |                     | 7,793               |
| <b>Net Operating Expenses</b> |                     | <b>\$ 1,435,801</b> |                     | <b>\$ 1,366,920</b> |



# FINANCE REPORT

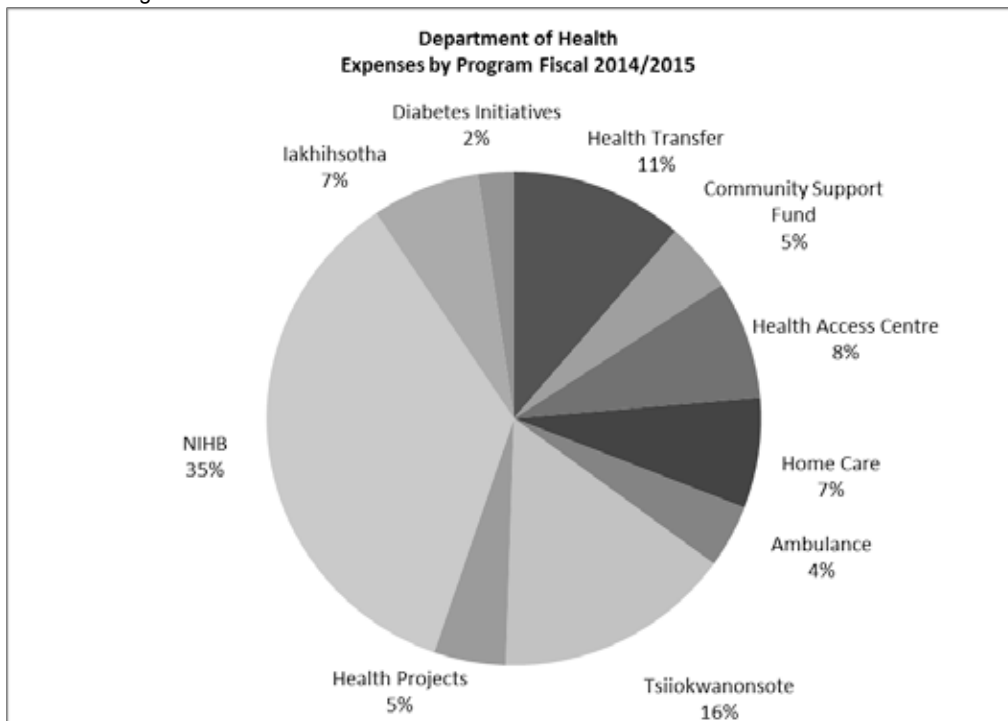
## Department of Health Summary of Operations For the Year Ending March 31, 2015

The Department of Health administered \$25.6 million in funding. Of this amount Canada provided \$17.2 million: \$15.7 million from Health Canada and \$1.5 million from INAC: \$6.8 million was provided by the Province of Ontario and \$1.6 million provided by other sources including payments made by individuals for specialized care.

Health programs incurred costs as follows in delivering their services:

|                                 | Fiscal 2014-2015     |                      | Fiscal 2013-2014     |                      |
|---------------------------------|----------------------|----------------------|----------------------|----------------------|
|                                 | Budget               | Expenses             | Budget               | Expenses             |
| Health Administration           | \$ 1,178,307         | \$ 1,023,643         | \$ 999,192           | \$ 955,375           |
| Non Insured Health Benefits     | 9,092,280            | 8,815,563            | 8,778,973            | 8,405,554            |
| Ambulance                       | 1,231,246            | 1,027,471            | 1,194,153            | 1,268,804            |
| Home & Community Care           | 1,680,931            | 1,573,999            | 1,610,125            | 1,727,416            |
| Home Care                       | 216,558              | 231,630              | 270,523              | 230,790              |
| Community Health Nurses         | 1,059,361            | 920,201              | 1,008,275            | 959,190              |
| Health Projects                 | 1,068,049            | 839,983              | 1,100,624            | 707,107              |
| Health Access Centre            | 2,036,595            | 1,931,064            | 2,122,273            | 1,894,966            |
| Child Health & Child Nutrition  | 108,851              | 110,157              | 110,000              | 115,775              |
| Healthy Babies Healthy Children | 207,197              | 225,250              | 209,794              | 196,873              |
| Diabetes Initiatives            | 358,019              | 583,223              | 332,600              | 599,225              |
| Community Support Fund          | 1,100,617            | 1,137,897            | 1,157,665            | 1,227,612            |
| Wholistic Health                | 888,890              | 882,304              | 913,508              | 858,278              |
| Tsiikwanonsote                  | 3,597,421            | 3,869,132            | 3,568,494            | 3,918,989            |
| lakhihsotha                     | 1,563,717            | 1,761,731            | 1,646,343            | 1,648,869            |
| <b>Total Expenses</b>           | <b>\$ 25,388,039</b> | <b>\$ 24,933,248</b> | <b>\$ 25,022,542</b> | <b>\$ 24,714,823</b> |
| Allocation to Fixed Assets      |                      | (106,133)            |                      | (106,180)            |
| Depreciation Expense            |                      | 206,477              |                      | 238,718              |
| <b>Net Operating Expenses</b>   |                      | <b>\$ 25,033,592</b> |                      | <b>\$ 24,847,361</b> |

Major variances within the health programming are generally the result of increased funding.







# FINANCE REPORT

## Department of Technical Services Summary of Operations For the Year Ending March 31, 2015

The Department of Technical Services and its programs are underfunded. The primary funding sources are INAC and rental income charged to Council programs that occupy Council owned facilities.

The Department manages capital assets/property having a recorded cost of \$131,814,285 and a net book value of \$87,301,560. (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 2014-2015<br>Budget | Expenses             | Fiscal 2013-2014<br>Budget | Expenses             |
|--|----------------------------|----------------------|----------------------------|----------------------|
|  | \$                         | \$                   | \$                         | \$                   |
| Administration                           | 521,013                    | 496,754              | 565,385                    | 538,237              |
| Capital Plan                             | 3,884,540                  | 1,849,236            | 6,419,076                  | 2,477,007            |
| Fire Protection                          | 237,800                    | 227,106              | 237,800                    | 227,420              |
| Roads                                    | 919,006                    | 970,729              | 932,176                    | 881,765              |
| Building & Infrastructure Administration | 360,811                    | 370,218              | 364,518                    | 345,571              |
| Garbage collection & dump fees           | 358,545                    | 352,105              | 367,098                    | 358,216              |
| Education Facilities                     | 1,452,697                  | 1,318,656            | 1,231,602                  | 1,442,298            |
| Administration Facilities                | 1,015,372                  | 1,109,124            | 881,503                    | 995,830              |
| Social & Health Facilities               | 2,180,964                  | 2,206,609            | 1,984,463                  | 2,256,687            |
| Water & Wastewater Facilities            | 1,173,611                  | 1,156,351            | 1,116,090                  | 1,171,525            |
| <b>Total Expenses</b>                    | <b>\$ 12,104,359</b>       | <b>\$ 10,056,888</b> | <b>\$ 14,099,711</b>       | <b>\$ 10,694,556</b> |
| Allocation to Fixed Assets               | (3,884,540)                | (1,706,804)          | (6,419,076)                | (2,443,711)          |
| Inter-segment eliminating entries        |                            | (3,402,620)          |                            | (3,284,635)          |
| Depreciation Expense                     |                            | 2,472,249            |                            | 2,342,269            |
| <b>Net Operating Expenses</b>            | <b>\$ 8,219,819</b>        | <b>\$ 7,419,713</b>  | <b>\$ 7,680,635</b>        | <b>\$ 7,308,479</b>  |

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

## Mohawk Government Summary of Operations For the Year Ending March 31, 2015

Mohawk Government and its programs are substantially unfunded.

INAC provides loan funding for the Dundee claims process.

The Seaway Claim costs are covered by allocating OLG revenue.

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 2014-2015    |                     | Fiscal 2013-2014  |                     |
|--|---------------------|---------------------|-------------------|---------------------|
|  | Budget              | Expenses            | Budget            | Expenses            |
| Mohawk Government                      | \$ 1,506,588        | \$ 1,619,384        | \$ 946,392        | \$ 1,130,468        |
| - less allocation of costs to programs | (708,000)           | (720,060)           | (708,000)         | (733,000)           |
| - Legal                                |                     |                     |                   | 327,891             |
| - Legal - US Claim                     | -                   | 100,990             | 5,000             | 96,599              |
| - Donations                            |                     |                     | 100,000           | 10,435              |
| Fuel assistance program -OLG           | 400,000             | 458,477             | 400,000           | 463,017             |
| Elders home repairs - OLG              |                     | 93,964              |                   | 103,683             |
| Make Work Project                      |                     |                     |                   | 19,887              |
| Ferry Feasibility _OLG                 |                     | 92,780              |                   |                     |
| IFN Programming - flow through funding |                     | 234,012             |                   |                     |
| CRE Cultural Development               |                     | 47,559              |                   |                     |
| CBSA related costs - OLG               |                     | 61,044              |                   | 62,000              |
| Emergency Measures - Kashechewan       |                     | 42,849              |                   | 16,321              |
| Other projects OLG & other sources     | 36,000              | 60,534              | 36,000            | 58,051              |
| <b>Total Expenses</b>                  | <b>\$ 1,234,588</b> | <b>\$ 2,091,533</b> | <b>\$ 779,392</b> | <b>\$ 1,555,352</b> |
| Allocation to Fixed Assets             |                     |                     |                   | (3,043)             |
| Depreciation Expense                   |                     | 9,613               |                   | 12,086              |
| <b>Net Operating Expenses</b>          |                     | <b>\$ 2,101,146</b> |                   | <b>\$ 1,564,395</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:

|   | 2015         | 2014         |
|---|--------------|--------------|
| Dundee accumulated loan funding to date | \$ 2,757,339 | \$ 2,757,339 |
| Dundee accumulated costs to date        | \$ 2,461,664 | \$ 2,458,072 |

Note: Portfolio Chiefs are allocated to the programs and departments that they serve at \$30,000 to \$60,000 per Chief. The total costs for Mohawk Government have been reduced by \$720,060 in 14/15 and by \$733,000 in 13/14 as a result to these charges to MCA programs.

Project specific funding was received for the IFN Programming, the CRE Cultural Development and the Emergency Measures (Kachechewan). These projects were not identified at the time the budgets were set.





**A Mohawk Council of Akwesasne Communications  
Unit Publication**

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