



ANNUAL REPORT 2022-2023

Health Canada Contribution
Number QC3100001



Ionkwaiotatie (Our Mission)

Ionkwaiotátie ne iaiakhihnikonhrareke tánon
taiakhihswaneta ne ioianere tsi níot tsi
aiakonhnhetie. Tóka entitewatenrowe tsi
nentewatieranion ne aioiatanihrha ne KSCS tsi
nihotinikonhroten ne skén:nen,
karihwakwenniehstáhtshera akénhake, tánon í:
ionkwaterihwaién:ni ne akwé:kon skátne
aionkwaió:ten ne Kahnawà:ke katiohkwaienton.

KSCS's mission is to encourage and support a healthy lifestyle
by engaging with community through activities that strengthen
our core values of peace, respect and responsibility with the
collaboration of all organizations of Kahnawà:ke.

Ohén:ton lateiakakanere (our vision)

KSCS iehonáthre ne kawatsire'shón:'a
akwé:kon atakaritáhtshera tsi nén:kwate
ahontatha:we ne Kahnawà:ke
aioiatanirónhake tsi tawenhniserátatie.

Kahnawà:ke Shakotíia'takehnhas Community Services
strives for a strong collective future for Kahnawà:ke by
promoting and supporting a healthy family unit.

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BOARD OF DIRECTORS

Arlene Jacobs, Board Chairperson



Wa'tkwanonhwerá:ton,
Greetings, and well wishes to all,
from the Board of Directors of
KSCS. Hoping all is good in and
around you and your families.

Let me guide you through a
snapshot of the activities and
accomplishments over the past
year.

Needless to say, we are finally
emerging from the "COVID" crisis,
and we all require some assistance
coping with the aftermath of this
pandemic. Hopefully, we never
experience this again. KSCS
tackled this and other challenges
as they arose. As restrictions
continue to be lifted, at the KMHC,
Elders Lodge and KSCS Assisted
Living Services, masks will no
longer be required when visiting
long-term residents.

Good news! KSCS had received
significant dollars added to the
annual budget, which enabled us
to contribute to many existing
community-based programs,
create new ones, or enhance
others. Some of the beneficiaries
starting from the very young like,
Iakwahwatsiratatie, Karihwanonon,
Youth Center, Sports and
Recreation, Kanien'kehá:ka
Onkwawén:na Raotitióhkwá
Language and Cultural Center and
fitness and exercise programs
geared to the Elders, to name a
few. KSCS continues to grow, and,
with growth comes expansion.
From the programs to the
employees, to purchasing
additional buildings. This growth
will certainly help KSCS to
become more efficient and
effective in service delivery.

These additional
programs/services will in turn help
to maintain the mental, emotional,
physical and spirituality of our
people.

The Board of Directors has also
welcomed a few new board
members, and we have taken
specialized Board training earlier
this year. In addition, we have
completed the Board Evaluation
which helps us to determine our
strengths and weaknesses to
better our performance at that

level. We will continue to assist, in
any way, and ask the Creator for
wisdom and clarity to guide us in
making good decisions.
I cannot stress the important roles
the Executive Director, staff and
employees of KSCS play in
making this past year a successful
one, heading into the future.

Together, we will face challenges,
and together anything can be
accomplished.

Niawenhkó:wa tánon Skennen,
Arlene Kawennahawi Jacobs



KSCS
Kahnawake Shakotiiia'takehnhas
Community Services

EXECUTIVE DIRECTOR'S MESSAGE

Derek Montour, Executive Director



"Do not go where the path may lead, go instead where there is no path and leave a trail." – Ralph Waldo Emerson

What an incredible year 2022-2023 was! The biggest news as a direct result of the Human Rights complaint decision against Canada, Canada increased funding last year to all First Nations communities to address the gap in funding that has been occurring for decades in our communities. As you will note in our financial statements, our budget increased dramatically to support the wellness of children, youth and families. This has resulted in an unprecedented amount of community partnership opportunities to support programming and development for our immediate use.

I am grateful for the openness by so many to partner with KSCS to use this community funding in the best way possible. We have partnered with the Kahnawake Youth Center to provide operational funding for all their activities, support expansion and development, and even support the re-introduction of Drama programming in Kahnawake. We have partnered with the Kanien'kehá:ka Onkwawén:na Raotitióhkwa Language and Cultural Centre with programming funding to support their activities and enhance services. We have partnered with the Kateri Memorial Hospital Center to improve the Well Baby Clinic and services and supported the enhancement to their operations. We are supporting the Kahnawake Collective Impact project through direct contributions to those action teams. And we have partnered with other organizations, smaller grassroots activities, and individual community members to provide direct services to our community. We will continue to support proposals submitted to KSCS that support the improved wellness of our children, our families and our community.

This new funding has also allowed KSCS to expand its operations; we

have secured a partnership with the Mohawk Council of Kahnawake through a long-term lease of the 3rd floor of the Kahnawake Office Complex for our Operations Services. We have secured a new building for the improved services for families needing supervised visits, as well as mental health services. We have secured a building for future use for our youth population, tentatively intended as a "youth service center". We are partnering with external organizations to hopefully improve the housing situation for our young people who were in care. We will continue to identify opportunities for community investment that support our mission and objectives.

I am excited to be part of the launch for our new Community Wellness Plan! This past year gave us an opportunity to evaluate our Community Health Plan, as well as take stock of a revised Community Child and Family Services Plan. Acting on the results of the evaluation, we will be implementing the recommendations starting with an integrated Community Wellness Plan that intends to incorporate the mandates of all organizations contributing to wholistic wellness in Kahnawake; the intent is that community

EXECUTIVE DIRECTOR'S MESSAGE

Derek Montour, Executive Director

funding should be directed to where it can best meet our needs. A lot of work is ahead of us to improve the alignment of all health and social service providers in Kahnawake.

We are still hard pressed with demands for services while having difficulty with recruiting staff members, given the changes in the labour market. I am especially grateful to all of our front-line service staff members who continually faced the demands of our community, while sometimes faced with the harsh realities of the trauma that people have experienced. I ask for your continued patience and perseverance as we must respond to all of your needs

when we are able to. Creating our own law in youth protection remains one of our top priorities. We continue to await the results of the Supreme Court decision regarding Quebec's appeal of the C-92; An Act Respecting First Nations, Inuit and Metis children, youth and families.

I am excited to see what the next year will bring for KSCS and in my own personal journey as I enter my eleventh year as the KSCS Executive Director. It has been an honour to serve my team members and to serve my community. I hope that I can continue to use the gifts the Creator has given me to help improve our community and our people.

It is not an easy task to address our community's core social challenges, which have been entrenched over generations, but I am grateful that we continue to receive the cooperation, openness and trust of our community members. We look forward to continuing to support you on your journey as we walk with you a little while. **Please remember that we all have challenges in life, but all of our challenges can be overcome if we have the willingness to actually face them; we just sometimes need a helping hand. KSCS is here to be that helping hand.**



Care
Community
Collaboration

ONKWATA'KARITÁHTSHERA

Karonhiaroroks Picard, Manager of Onkwata'karitáhtshera Secretariat



Wa'kwanonhwerá:ton, Onkwata'karitáhtshera ("for all the people to be concerned in the area of good health") is the one health and social service agency that brings together community organizations and community members' input to lead the implementation of the Kahnawá:ke Community Health Plan (CHP). Onkwata'karitáhtshera membership is made up of leaders and staff of Kateri Memorial Hospital Centre (KMHC), Kahnawá:ke Shakotliá'takéhnhas Community Services (KSCS), Kahnawá:ke Fire and Ambulance Services (KFB), Mohawk Council of Kahnawá:ke (MCK) and five support staff.

Onkwata'karitáhtshera remains committed to addressing its strategic planning goals by gathering, analyzing, and communicating needs to effectively drive service planning and delivery. This year, one of our major accomplishments was evaluating the 2012-2022 CHP.

Together with our consultant Ali Shukor, we evaluated the 2012-2022 CHP activities in the summer and fall and shared the report in January 2023. To view the report online, visit our website.

The CHP evaluation described the wide range of programs, services and initiatives that have been meeting Kahnawá:ke's health needs over the last 10 years. It affirmed that health needs of Kahnawá:kehró:non are addressed across the entire lifespan, from pre-conception to the end of life. It also validated that we are transitioning towards a wholistic and traditional Kanien'kehá:ka perspective focusing on family wellness, and away from being organized around specific diseases and illnesses. This year, we will continue to implement the CHP evaluation recommendations, and take the next steps of developing a consolidated Community Wellness Plan that will guide our work in the years to come.

As part of the pandemic recovery, the Mental Wellness and Addictions Subcommittee adopted the Wellness Action Team (WAT) as a working group under its umbrella. The priorities will be renewed through the CHP development in the coming year. In addition, the release of Volume II of the "Onkwana'ta ~ Our

Community, Onkwata'karite ~ Our Health" Health Portrait is imminent.

Our community health priorities continue to guide health funding distribution throughout our community. The health priorities have been integrated into the criteria for all funding initiatives managed by Onkwata'karitáhtshera. The Kahnawá:ke Head Start initiative (KHS) and the Early Learning and Childcare Initiative continues to be managed and distributed through the Step by Step Child and Family Center. This funding stream works to support projects with a focus on educational and daycare facilities that service the 0-6 population. The Community Health Plan Initiative (CHPI) funded 15 projects this year for a total of \$726,784.57.

Onkwata'karitáhtshera and KSCS have been collaborating and exploring ways to support increased funding in the area of Kahnawá:ke Child and Family Services, and this resulted in a new unified call for proposal process for the next fiscal year (2023-2024).



Jordan's Principle

Karonhiaroroks Picard, Manager of Onkwata'karitáhtshera

Jordan's Principle works to ensure that there are no gaps in publicly funded health, social and education programs, services, and support. Over 400 calls were received, and last year we saw the most applications approved; 359 totaling \$1,913,397.33. Products and services funded for children in Kahnawake include school tuition assistance, medical equipment, laptops, assessments, art therapy, audiology, behavior technician, respite services, respite camp, tutoring services, speech therapy, orthodontics, and more.

The Health Programs Liaison also assists community members to access information for the Non-Insured Health Benefits Program for medication, vision care, dental, medical supplies and equipment. Fifty-four community members called for assistance, mainly for dental services.



Jordan's Principle

Ensuring First Nations Children Receive the Services They Need When They Need Them

What is Jordan's Principle?

Jordan's Principle is a child first principle named in memory of Jordan River Anderson, Jordan was a First Nations child from Sturgeon House Cree Nation in Manitoba. Born with complex medical needs, Jordan spent more than two years unnecessarily in hospital while the province of Manitoba and the federal government argued over who should pay for his at home care. Jordan died in the hospital at the age of five years old, never having spent a day in a family home.

Jordan's Principle ensures that First Nations children can access the services they need, when they need them. Services are provided on the basis of substantive equality, which includes providing culturally based services that take into full account the historical and contemporary disadvantage that many First Nations children live with. When services are requested, the government of first contact pays for the service and can resolve any jurisdictional or payment disputes later.

Why is Jordan's Principle important?

Payment disputes within and between federal and provincial or territorial governments over services for First Nations children are common. First Nations children are frequently left waiting for services they desperately need, or are denied services that are available to other children. This includes, but is not limited to, services in education, health, early childhood services, recreation, and culture and language. Even when there is no jurisdictional dispute, First Nations children often face a lack of culturally appropriate services that fully meet their needs. Jordan's Principle is a legal requirement that provides access to services for First Nations children in need and ensures that the government of first contact pays for the services without delay.

What did the Canadian Human Rights Tribunal say about Jordan's Principle?

The Canadian Human Rights Tribunal (Tribunal) is a legal institution whose mandate is to adjudicate cases where there has been an alleged breach of the Canadian Human Rights Act. In 2016, six years after the case was filed by the Caring Society and the Assembly of First Nations, the Tribunal found the Canadian Government (Indigenous Services Canada) to be in breach of the Act. The Tribunal ordered the Government to stop its discriminatory policies and practices, to refer the First Nations Child and Family Services program, to stop applying the narrow definition of Jordan's Principle that it had been using and "to take measures to immediately implement the full meaning and scope of Jordan's Principle" (para 68).

What else should I know?

Since the 2015 landmark finding, further procedural and non-compliance orders have been made by the Tribunal. The case is ongoing and new rulings may arise in the future.

Below is a summary of the Tribunal's orders relating to Jordan's Principle since 2016-CHRT 1. To read the full rulings and other information related to Jordan's Principle, visit caringociety.com/first-orders.

.../2

First Nations Child & Family Caring Society of Canada | 100, Cooper Street, Suite 601, Ottawa ON K2P 2G8 | caringociety.com | info@caringociety.com

Tobacco burning ceremony at the kick off event of the Onkwata'karitáhtshera Community Wellness Plan.



Independent Auditor's Report

To the Members and Board of Directors of Kahnawà:ke ShakotiaTakehnhas Community Services:

Opinion

We have audited the financial statements of Kahnawà:ke ShakotiaTakehnhas Community Services (the "Organization"), which comprise the statement of financial position as at March 31, 2023, and the statements of operations and accumulated surplus, changes in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2023, and the results of its operations, changes in its net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Montréal, Québec

July 26, 2023

MNP SENCRL, s.r.l.¹

Kahnawà:ke Shakotiiia'Takehnhas Community Services Statement of Financial Position

As at March 31, 2023

	2023	2022
Financial assets		
Cash resources (Note 3)	42,744,554	18,871,242
Contributions and accounts receivable (Note 4)	1,253,999	1,381,778
Total financial assets	43,998,553	20,253,020
Liabilities		
Accounts payable and accruals (Note 5)	3,545,066	1,849,584
Deferred revenue (Note 6)	2,797,822	3,989,674
Funds held in Trust (Note 7)	185,339	177,644
Funding advance (Note 8)	2,448,495	-
Total liabilities	8,976,722	6,016,902
Net financial assets	35,021,831	14,236,118
Contingencies (Note 9)		
Non-financial assets		
Tangible capital assets (Note 11) (Schedule 1)	5,214,951	3,256,298
Prepaid expenses	153,946	106,090
Total non-financial assets	5,368,897	3,362,388
Accumulated surplus (Note 16)	40,390,728	17,598,506

Approved on behalf of the Board

e-Signed by Brooke Rice
2023-07-14 18:28:06:06 GMT

Director

e-Signed by Arlene Jacobs
2023-07-12 14:20:59:59 GMT

Director

e-Signed by Kahsennenhawé Sky-Deer
2023-07-26 02:24:29:29 GMT

Grand Chief

Kahnawà:ke Shakotii'a'Takehnhas Community Services Statement of Operations and Accumulated Surplus

For the year ended March 31, 2023

	Schedules	2023 Budget	2023	2022
Revenue				
Government funding				
Indigenous Services Canada (Note 12)		20,940,176	48,233,655	31,948,146
Canada Revenue Agency (Note 12)		228,000	161,906	212,049
		21,168,176	48,395,561	32,160,195
First Nations Quebec and Labrador Health and Social Services Commission		-	-	246,258
Other community income		809,526	842,632	437,917
Investment income		73,300	444,295	64,940
Administration cost share revenue		1,912,253	5,972,868	2,256,241
Repayment of funding		-	(169,115)	(22,978)
Deferred revenue - prior year		-	3,989,674	495,494
Deferred revenue - current year		443,572	(2,797,822)	(3,989,674)
		24,406,827	56,678,093	31,648,393
Expenses (Schedule 2)				
Block funded health priorities	4	11,758,335	10,563,850	12,797,320
Fixed funded health priorities	5	484,785	4,393,193	899,313
Set funded health priorities	6	550,000	463,334	453,442
Flexible funded health priorities	7	58,393	250,000	159,430
Enhanced prevention focused approach	8	9,465,999	13,896,746	8,190,250
Assisted living services	9	3,991,832	3,082,975	2,774,207
Other health and social services	10	498,136	201,030	406,584
Administration	11	2,584,198	2,184,825	2,476,331
Capital	12	-	370,098	231,988
Total expenses		29,391,678	35,406,051	28,388,865
Other income				
Adjustment on acquisition of service complex		-	1,486,930	-
Gain on disposal of capital assets		-	33,250	-
		-	1,520,180	-
Surplus (deficit)		(4,984,851)	22,792,222	3,259,528
Accumulated surplus, beginning of year		17,598,506	17,598,506	14,338,978
Accumulated surplus, end of year		12,613,655	40,390,728	17,598,506

Kahnawà:ke Shakotiiia'Takehnhas Community Services

Statement of Change in Net Financial Assets

For the year ended March 31, 2023

	2023 Budget	2023	2022
Annual surplus	(4,984,851)	22,792,222	3,259,528
Purchases of tangible capital assets	(131,800)	(2,328,751)	(169,324)
Amortization of tangible capital assets	-	370,098	231,988
Acquisition of prepaid expenses	-	(47,856)	(22,713)
Increase (decrease) in net financial assets	(5,116,651)	20,785,713	3,299,479
Net financial assets, beginning of year	14,236,118	14,236,118	10,936,639
Net financial assets, end of year	9,119,467	35,021,831	14,236,118

Kahnawà:ke Shakotiiia'Takehnhas Community Services

Statement of Cash Flows

For the year ended March 31, 2023

	2023	2022
Cash provided by (used for) the following activities		
Operating activities		
Cash receipts from contributors	51,644,629	32,487,653
Cash paid to suppliers	(12,411,650)	(13,296,609)
Cash paid to employees	(13,516,879)	(12,698,266)
Interest and dividend income	444,295	64,940
	26,160,395	6,557,718
Financing activities		
Change in amounts held in trust	41,668	39,491
Capital activities		
Purchases of tangible capital assets	(2,328,751)	(169,324)
Increase in cash resources	23,873,312	6,427,885
Cash resources, beginning of year	18,871,242	12,443,357
Cash resources, end of year	42,744,554	18,871,242

Kahnawà:ke Shakotii'a Takehnhas Community Services Schedule 1 - Schedule of Tangible Capital Assets

For the year ended March 31, 2023

	Buildings and building improvements	Equipment	Furniture and fixtures	Computer hardware	Vehicles	Telephone System
Cost						
Balance, beginning of year	5,661,336	141,738	186,764	460,373	222,990	74,010
Acquisition of tangible capital assets	1,282,827	67,337	194,886	27,122	187,226	-
Adjustment on acquisition of Service Complex	478,280	1,677	-	-	-	-
Balance, end of year	7,422,443	210,752	381,650	487,495	410,216	74,010
Accumulated amortization						
Balance, beginning of year	2,684,719	100,838	128,045	331,506	181,568	84,237
Annual amortization	217,680	16,591	31,232	47,428	44,973	3,284
Balance, end of year	2,902,399	117,429	159,277	378,934	226,541	87,491
Net book value of tangible capital assets	4,520,044	93,323	222,373	108,561	183,675	6,519
2022 Net book value of tangible capital assets	2,976,617	40,900	58,719	128,867	41,432	9,773

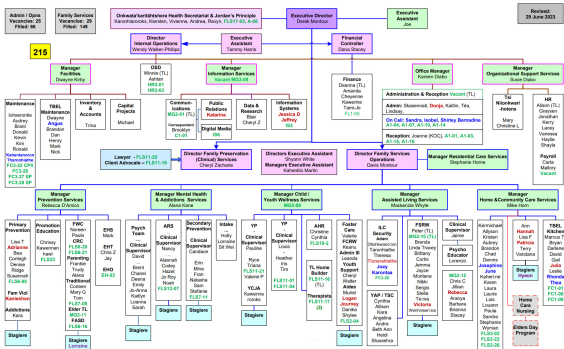
	Subtotal	Subtotal	Leasehold improvements	2023	2022
Cost					
Balance, beginning of year	6,747,211	6,747,211	-	6,747,211	6,577,887
Acquisition of tangible capital assets	1,769,398	1,769,398	89,396	1,848,794	169,324
Adjustment on acquisition of Service Complex	479,957	479,957	-	479,957	-
Balance, end of year	8,986,566	8,986,566	89,396	9,075,962	6,747,211
Accumulated amortization					
Balance, beginning of year	3,490,913	3,490,913	-	3,490,913	3,258,925
Annual amortization	361,158	361,158	8,940	370,098	231,988
Balance, end of year	3,852,071	3,852,071	8,940	3,861,011	3,490,913
Net book value of tangible capital assets	5,134,495	5,134,495	80,456	5,214,951	3,256,298
2022 Net book value of tangible capital assets	3,258,298	3,258,298	-	3,256,298	

Kahnawà:ke Shakotii'a'Takehnhas Community Services

Schedule 2 - Schedule of Expenses by Object

For the year ended March 31, 2023

	2023 <i>Budget</i>	2023	2022
Expenses by object			
Buyout of Service Complex Partners	-	-	696,167
Amortization	-	370,098	231,988
Bank charges and interest	25,200	24,728	23,815
Community health initiatives	4,081,087	6,700,949	4,788,687
Community donations	5,500	5,262	34,136
Contracted services	10,500	162,349	349
Covid-19 Costs	144,000	-	356,574
Honoraria(um)	20,000	38,858	14,029
Insurance	19,149	39,854	18,219
KMHC non-dedicated funding	984,889	825,097	689,396
KMHC dedicated funding	1,724,919	1,688,150	3,779,963
Miscellaneous	8,800	11,404	11,423
Office and administration cost share	1,945,689	5,972,868	2,196,944
Office equipment lease	18,680	15,854	14,685
Office supplies	119,305	148,330	102,671
Placement costs	75,000	38,327	15,679
Professional fees	89,000	154,855	95,051
Rent	164,136	122,593	164,137
Repairs and maintenance	1,502,955	399,787	220,615
Salaries and benefits	14,824,051	13,516,879	12,698,266
Program expense	2,737,819	4,496,019	1,923,141
Purchases	31,750	92,161	16,036
Telephone	35,604	83,124	44,138
Training	157,218	202,551	52,656
Travel	328,150	164,100	112,063
Utilities	143,277	131,854	88,037
	29,196,678	35,406,051	28,388,865



FINANCIAL SERVICES

Dana Stacey, Financial Controller



Last year, KSCS Financial Services team added a new member to the team, Administrative Assistant Tami Jo Rice. The position will allow the Finance team to continue providing services to our clients in a timely and professional manner. The team also welcomed Amanda Diabo as a replacement Finance Administrator for Kawerine Horne who welcomed a son into her family. These additions have been an asset at a time when the team provided the professional services expected of them even though conditions were not perfect due to COVID-19 Pandemic.

Indigenous Services Canada (ISC) provided extra funding for services related to mental wellness, PPE needs, staff support, emergency food basket, and emergency food services. The emergency food basket and

emergency food services are now complete but in the coming year, we will continue to provide services with the surplus COVID-19 funding for post-COVID programming.

The KSCS Finance team continues to be an important part of the KSCS family. We continue to work together as a team and to provide support to our staff, clients, and partner organizations.

This year, the KSCS Financial Services team consisted of a Financial Controller, three Financial Administrators with one more returning in April 23, and one Administrative Assistant.

The team has been busy keeping up with a growing workload due to an increase in the Jordan's Principle reimbursements and implementation of the Child & Family Services (CFS) Prevention Projects. Along with the CFS Prevention projects, KSCS has been dealing with the expansion of our services, which in turn increased our need for more operating space. All of these demands make it necessary to have an organized, reliable team working together to achieve our mission of providing accurate and timely financial information, excellent customer service, and sound financial advice that will support and assist our clients in achieving our goals.

We are looking forward to an exciting new year that will bring many new opportunities for planning, growth, and change.



ASSISTED LIVING SERVICES

Mackenzie Whyte, Manager Assisted Living



22-23 was an important year for Assisted Living Services (ALS). Just getting out of the pandemic, our clients and staff both had to learn how to deal with their new reality. Gradually as restrictions loosened, our various groups were allowed to mingle and participate in activities together again. Eventually the facility was open to the public and we were allowed to have visitors and participate in small excursions.

Our clients were nearly three years older by this point, many had decompensated due to staying secluded indoors and the isolation had intensified certain behaviours and anxieties. Many clients had changed in other ways and had to relearn how to just be around others who they have known for many years.

We had to recreate our programming to deal with everybody and their new needs. The older teens in specific, needed more stimulating programming.

The Independent Living Centre (ILC) has 11 residents. Unfortunately, in 2022 one of our ILC residents moved to an outside nursing home due to having higher needs than our facility could safely accommodate.

MEDICAL SAFETY: Early in 2023 all ALS staff (as well as a Stage Student and Resident of the ILC,) had refresher courses in CPR/FIRST AID/AED as well as training to administer EPI-PENS and NARCAN/NALOXONE.

SUMMIT: On November 23, 2023, we organized a Special Needs Service Delivery Summit. The aim of this event was to gather a cross-section of individuals who worked with individuals with Special Needs from a variety of organizations in different sectors to discover gaps in service and any overlapping programs we may share with these groups.

We discussed the commonalities we faced as service providers, learned from each other's experience, updated our knowledge of best practices and created some bonds considering many of us are new to our roles across organizations.

We had individuals represent their organizations and give presentations from the Kahnawake Education Center, the Mohawk Council of Kahnawake, Kateri Memorial Hospital Centre, Connecting Horizons, Riverside School Board (Autism Consultants), Kahnawake Shakotilia'takehnhas Community Services, Kahnawake Peacekeepers as well as the Kahnawake Fire Brigade and Ambulance Service.

Some positive initiatives stemming from this event include new programming such as the Bridge Program, the Little Critters Sports Program as well as the Kahnawake Respite Planning Committee.

Bridge Program: The Bridge Program is a new group that closes the gap in service between 18 – 40 years. We created a day program for participants who aged out of the Teen Social Club but were too young (and too active) for the Young Adults Program.

Our LifeSkills Workers have begun integrating a community volunteer component into this program to increase capacity in our participants as well as improve their level of social integration.

Animal Therapy Program
After witnessing the calming effect

two visiting chickens had on residents and staff, investigation into animal therapy began. Touch and physical affection are very important for people to thrive. Many people with special needs are only ever touched by service providers during check-ups or during personal care. Not all are lucky enough to have family that is affectionate with them or a partner.

As a first step in creating a viable program, a resident animal was donated to the ALS by a community member on December 20, 2022. The kitten was named Sgt. Fluffy Pants (Sarge,) and we like to say he is employed at ALS as a Support Counsellor / Mouser. The residents of the ILC and the clients of the Young Adults Program love having him around, as do the staff.

Sarge has had a very calming effect on the residents and many of them have reported (directly and indirectly,) an improvement in their quality of life now that they have somebody to care for and be affectionate with.

Little Critters Sports Program: A community-wide gap identified at the Summit in November was the lack of

recreational programs that exist for children aged 5 – 12 years with special needs. Funding was received from the Mohawk Council of Kahnawake through a Heritage Canada grant to help tackle this need.

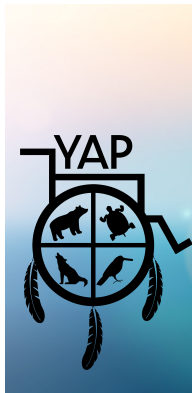
The aim of this program is to help provide physical activity and socialization to youth who are unable to participate in sports or groups. This program will help participants increase their overall physical fitness, balance and coordination through fun games and outdoor sports supervised by a certified Coach and Physical Fitness Instructor.

This program will only begin in May of 2023, but the program was born, and the groundwork was laid in 2022.

Kahnawake Respite Planning Committee: Overnight and weekend respite is an ongoing need. Parents and caregivers have been asking, begging, pleading, demanding service from us in this area for decades. At our Special Needs Service Delivery Summit in November a multi-disciplinary group of individuals volunteered to work on this Committee to make this dream a reality.

Friendraiser: Our clients deserve to have friends based on mutual interests, friends who may or may

not have a disability. With this idea we created an event whose aim was to raise friends, not funds. We hosted an evening open to all adults in the community to participate in activities like board games, beadwork, colouring, poetry, improv, singing, etc. Our event was a success as it introduced others to some of our clients and fun was had by all.



Assisted Living Services

	Male	Female	Other	Total
Caseworkers	54	36	0	90
Family Support & Resources Services	15	8	0	23
Teen Social Club	9	7	0	16
Young Adults Program	10	6	0	16
Psycho-Educator	11	8	0	19
	99	65	0	164

HOME AND COMMUNITY CARE SERVICES

Mike Horne, Manager Residential Services



were provided during the hours of 07:30-20:30, seven days a week. The range of essential services included daily Home Care ranging from medication assistance, personal and medical care, respite, palliative care, meal deliveries, and limited domestic. Our partners KMHC, provided Home Care Nursing services to community members in need. HCCS has been successful in the past year to recruit the required human resources to ensure current and future requirements for services are met.

The HCCS Case Workers and their Clinical Supervisor had to be resourceful as directives from Public Health prohibited them from doing their work duties in a usual matter. Despite these challenges they were able to meet the needs of the community and developed a support group Good Company. It is for Kahnawa'kero'non, aiming to increase mental wellness and break isolation.

Turtle Bay Elders Lodge kitchen services continued to provide residents 3 meals daily, while meeting needs of Meal on Wheels (MOW) for community members. Over the past year there has been a steady increase

in request for MOW and HCCS is strategizing on how to continue meeting this growing service area.

Although limited due to COVID safety protocols wills, living will, power of attorney, and income assistance were provided by Adult and Elders Services Councilor.

With some of the COVID 19 restrictions lifted the Activity Program began to reintegrate community members back to Turtle Bay Elders' Lodge while adhering to safe protocols. In the last months of the fiscal year HCCS worked in collaboration with Onkwata'karitáhtshera to embark on a HCCS Needs Assessment that will include consultation with staff and community stakeholders including users of our service. This will permit the program to take feedback and recommendations to ensure our program will continue to meet the ever-increasing demands for our service delivery area.

With the Pandemic and COVID-19 still being present throughout the fiscal year 2022-23, Home and Community Care Services (HCCS) was tremendously challenged meeting community needs as many of our services provided falls under "essential". As a team, HCCS worked together to develop and implement protocols and Public Health directives pertaining to service delivery. This ensured that residents and community members we service were protected from COVID-19.

Despite these challenges our delivery of these services was never discontinued and essential services to meet community needs

HOME AND COMMUNITY CARE SERVICES

Regarding demographics, there are many community members under the age of 60 that receive multiple services from the team of HCCS. There has been a steady increase in the mental health related issues that has resulted in the increase in complicated cases over the year involving a multitude of services working together to provide a continuum of care.

On behalf of HCCS we would like to express our appreciation to all staff for their relentless devotion, community members who offered their assistance, and our clients who remained patient and understanding as we had to quickly alter our manners of practice to ensure everyone's safety during these difficult times.



The garden at the elders lodge

ENVIRONMENTAL HEALTH SERVICES

Mark J Horne, Environmental Health Services, Team Leader



A healthy environment means safe drinking and swimming water, food supplies, suitably maintained housing and workplaces.

Every year, there is a need to respond, investigate and address safety concerns that are brought forward by the community. These can be reactive in nature when responding to incidents or they can be proactive and identified by planned inspections.

With COVID-19 restrictions and limited access to engage our clients, EHS pivoted at the start of 2022 and saw opportunities to modify service delivery. Instead of going into clients' homes, water samples were taken from outdoor taps and mold inspections were performed via virtual platforms in cooperation with homeowners.

Due to climate change, the EHS program's monitoring of recreational waters within the Kahnawake and the Tioweroton territory required the closing of swimming areas for a period of time. Several residential (IAQ) indoor air quality inspections were a direct result of the impact of climate change on community members homes and properties.

The program went through several staffing changes within the year and recently upgraded our water and air quality testing equipment and protocols to provide more efficient and faster service delivery for our clients.

Bryan Ip, Environmental Health Officer

Chris Zemel, Environmental Health Technician

Jay Dearhouse, Environmental Health Technician

Services/Programs:

- "Potable water" (drinking water) quality monitoring (public water system and private wells),
- Recreational water quality monitoring (swimming, etc.)
- Public building inspections
- Indoor air quality investigations
- Private building inspections (Indoor Air Quality)
- Food service facilities
- Food premises inspections
- Wastewater (sewage) disposal and solid waste disposal
- Cancer Reduction Activities and Health awareness
- Communicable disease control/awareness

Environmental Health Services

Activities	Totals
Water Quality Monitoring - Centralized System - Bacteriological	331
Water Quality Monitoring - Centralized System - Complete Chemical Analysis	123
Water Quality Monitoring - Centralized System - Trihalomethanes	28
Water Quality Monitoring - Private Water Systems - Complete Chemical Analysis	71
Water Quality Monitoring - Private Water Systems - Bacteriological	522
Recreational Water Sampling	438
Public Building Inspections	38
Food Safety	62
Food Safety Re-inspections	1
Indoor Air Quality	19
Well Disinfections	9
Radon	0
Private Building (Health & Safety)	0
Cancer Reduction Activities	0
Public Safety/Recall Announcements	1
Training Activities/Professional Development	6
Special Projects	0
Consultations	1

CHILD & FAMILY SERVICES

Davis Montour, Director of Family Services Operations

Cheryl Zacharie, Director of Family Preservation Services



The past few years have been a time of continuous challenge and change, and KSCS has done its very best to walk side-by-side with our community to provide the resources and services needed to manage and thrive on a physical, emotional, mental, and spiritual level. The Department of Child & Family Services at KSCS has expanded, adapted, and innovated in many different ways to ensure we have the capacity and resources to meet the ever-changing demand from the Kahnawake:ronon for the services we provide.

In years past, the Director of Family Services was a single position that provided leadership and oversight to several key areas of KSCS, including; Assisted Living



Services, Home and Community Care Services, Prevention Services, Child and Youth Wellness Services, and Mental Wellness and Addictions Services. Over time each of these service areas has seen expansion in the depth and variety of services provided as the needs of our community have continued to evolve, as demonstrated by the implementation of the role of Manager of Residential Services in July 2022, a newly created and necessary position held by Stephanie Horne. Given the ever-expanding scope of Child & Family Services, it was necessary to adapt and refine the leadership of the department to best serve the needs of the staff first, but also to respond to the needs of the organization and community.

As such, the Directorship of Family Services was expanded to now include two Directors going forward, each with specific areas of focus, but working in a state of continuous collaboration. One to oversee the Clinical aspects of service delivery to the community, and a second to oversee the administrative, financial, and operational components of the department.

The role of Director of Family Preservation Services (DFPS), held by Cheryl Zacharie, was officially implemented in March 2021, prior to the retirement of former Director of Family Services, Kathy Jacobs. The role of Director of Family Services Operations (DFSOP), held by Davis Montour, was later implemented in June 2022. Since that time, the roles of both Directors have been refined and clarified, allowing the DFPS to focus on the needs and development of Prevention Services, Child and Youth Wellness Services, and Mental Wellness and Addictions Services, while the DFSOP places focus on the ongoing development of our Assisted Living, Home and Community Care, and Residential Service areas.



This evolution and change in leadership has allowed for better concentration on the needs of the individual service areas, and along with the substantial increase in our operating budget as a result of the Human Rights decision against Canada, KSCS Child and Family Services has entered an exciting growth phase that has only just begun to yield results. Such as the expansion of our foster care support and post-majority care programming, collaboration with Kwe 55 in Chateauguay to provide Housing to our most vulnerable community members, as well as the addition of staff and resources to adequately meet the needs expressed by our community. KSCS has established and strengthened partnerships and agreements with multiple community organizations, groups, and entities that directly provide services and resources to the community, such as the Kateri Food Basket, Kahnawake Library, Onake Paddling Club, and several others. These collaborations will go a long way in assisting us to achieve the objectives set forth both in our renewed and reimagined KSCS Strategic Plan, as well as the newly developed Community Wellness Plan.

Change can be challenging, and growth is never a straightforward and simple process. Thanks to the passion, dedication, and outstanding performance of our staff, this past year has represented a dramatic step forward in the development of Family Services programming at KSCS. As Directors we are not only proud of the work and achievements of the Child & Family Services department this past year, we are thrilled to look to the future that lies ahead.

PREVENTION SERVICES

Alana Kane, Interim Manager of Prevention Services



Prevention Services were excited to start the new fiscal year off right with Cultural Awareness Month activities such as the popular Auntie's Ribbon Skirts workshops for youth. It was so nice to be able to offer this workshop again and the series was a huge success. Then came the Easter Family Scavenger Hunt which had families all around town looking for clues that led to Easter signs and entry into a grand prize draw for half day pontoon rides including fishing rod rental.

Next up was the Mother's Day Walk. The KSCS Parenting Team was at the walk to meet up with parents and caregivers and offer yummy snacks and giveaways. A chance to win a gift certificate for a 90-minute massage? Yes please! The Parenting Team also had a big year filming their

"What's for Lunch " segments in collaboration with KMHC's nutritionist, Chantal Haddad as well as their Round Table Talk episodes that address many important and, often, difficult issues facing community members. Two important topics addressed on the show this past year were bullying and the lingering effects of COVID-19 on teen mental health.

Summer offered a time to relax, have fun and join in on many Prevention activities and events. The Onkwanen:ra Summer Prevention Program was up and running and children had tons of summer fun while learning through hands on activities and outings. Parc Safari was on the calendar as well as Droulers – Tsiionhiakwatha, a historical/archaeological site that displays a life size reconstruction of a traditional Haudenosaunee village. A Father's Day Mini Putt tournament was organized to celebrate that special day, KSCS co-sponsored K103's Annual Community Picnic, and a baby feeding and changing station was set up at the Echoes of a Proud Nation Pow Wow. As a nice initiative for teens the Áse

Tahonatehiaróntie – summer Teen Drop-in was offered from June 27 to August 10, on Monday and Wednesday nights at the White House: great safe space to hang out. For men, the Family Wellness Center hosted an outdoor men's talking circle – Lift Up Our Minds. Something for everyone indeed!

As the season changed, and Fall rolled around, we saw the return of Trunk or Treat (a community favourite), the Áse Tahonatehiaróntie Teen Group, Onkwanen:ra After School Program, Mental Health First Aid workshops, a Mothers Offering Mothers Support group, a suicide prevention skills workshop for the community (ASIST), a community breakfast to salute our veterans, and a ton of activities during Spirit of Wellness Month which is held in November every year and encourages community members to participate in activities that support their physical, mental, emotional, and spiritual wellness. Winter was just as busy, with Pictures with Santa events, a Holiday Wrapping Party, the Winter Carnival Music Extravaganza, a Special Kids Special Parents support group, Pink Shirt Day, as well as Family March Break Activity Swag Bags.

Prevention Services

	Male	Female	Other	Total
"Teen" Group	9	13	4	26
Onkwanenra	39	57	0	96
Parenting Services (Individual)	13	63	0	76
Parenting Services (Groups)	828	1433	6761	9022
Traditional Services (Individual)	43	82	1	126
Traditional Services (Groups)	34	43	0	77
				0
				0
	966	1691	6766	9423



Staff photo at Pride Parade 2023

MENTAL WELLNESS & ADDICTIONS

Alana Kane, Manager of Mental Wellness and Addiction

Care. Collaboration. Community. Three values that are at the center of the work that we do here, at KSCS.

This year, for the Mental Wellness and Addictions Team, CARE looked like organizing safe spaces for people to connect. We were proud to offer the LGBTQ2S+ drop-in support group for adults and youth, the Good Company group for older community members to break isolation and increase wellness, the Restoring Hope group that offered support to family and friends affected by addiction and mental illness. CARE was also at the heart of The Addictions Response Services Team's support for clients needing to enter residential treatment for substance misuse. Unfortunately, our network of First Nations addiction treatment centers remains largely closed since the pandemic and/or the available spots are significantly reduced and difficult to access. Given that, KSCS continued to sponsor community members for private inpatient treatment while continuing to develop innovative ways to build and preserve relationships with clients and support them in their journey to recovery. One such way was by offering a semi-intensive outpatient program to support community members dealing

with problematic substance use as well as their families. The program ran three days a week for 4 weeks, for 8-10 participants, and included some of the following components: opening address/meditation, group addictions counselling, psycho-education workshops, relapse management skills, cultural teachings, one-on-one sessions with counsellors, an aftercare counselling group, and a family counselling group

COLLABORATION was so important this past year to be able to offer initiatives such as a community book club during Cultural Awareness Month. The book club, that read *Peaceful Relationships* by Wendy Hill was a collaboration between Mental Wellness and the KSCS Tsi Niionkwarhi:oten Team. COLLABORATION was also at the center of the community tobacco burning ceremonies, the Digging Roots concert, and our annual International Day Against Homophobia, Transphobia and Biphobia barbecue. This event was especially touching because of our collaboration with Angel Horn Photography on a community photo campaign celebrating the members of Kahnawake's LGBTQIA2S+ community

The impact on COMMUNITY was at the forefront of the housing project named KWÉ 55. The

project includes the purchase and conversion of the former Rustik motel into social housing for local marginalized people. A minimum of five former rooms have been converted into living spaces for Kahnawake community members and we are excited to welcome residents very soon. The love of COMMUNITY was also highlighted at our first ever Walk Towards Recovery event. This event sought to bring awareness about recovery from substance abuse, recovery for those struggling with their mental health (depression, anxiety, and stress), and/or recovery from loss of a loved one. The idea was to break the stigma surrounding these issues and create a safe space for the community to heal.

Hats off to the Mental Wellness and Addictions Teams for ensuring that CARE, COLLABORATION and COMMUNITY are not just values on a page but real actionable principles that we live by and guide our work. Niá:wén Teams!



Mental Health & Addictions Services

	Male	Female	Other	Total
Addictions Response Services	126	89	3	218
Brief Services	48	68	1	117
Ineligible	10	11	0	21
Psychological Services	28	404	1	433
S5 Voluntary Services	84	185	1	270
				0
				0
				0
				0
				0
	296	757	6	1059

CHILD AND YOUTH WELLNESS

Rebecca D'Amico, Manager of Child and Youth Wellness



The Manager of Child and Youth Wellness is responsible to oversee three crucial programs at Kahnawake Shaktiia'takehnhas Community Services: Youth Protection/Youth Criminal Justice, Tsi lonteksa'tanonhnha Foster Care Services / Case Aide Program and After Hours Response Services (On-call).

It has been my honour to fill the Manager of Child and Youth Wellness for the past year and am extremely proud of the work that KSCS is doing in these areas.

The Manager of Child and Youth Wellness and the Manager of Mental Wellness and Addictions work very closely to ensure that community members are receiving the highest quality of service in the most timely and professional manner possible.

The Youth Protection team's primary role is to respond to calls regarding the safety and wellbeing of youth and families. We pride ourselves in using a family preservation model and approach when offering services to youth and families. Due to the stressful nature of this role, it has been challenging to recruit new workers and the program continues to be short-staffed. Despite these challenges, our YP Team has been able to provide efficient response and follow-up to families in need. Because of our extensive support services team, our workers can offer an array of supportive and specialized services to youth and families to assist in addressing and preventing further risk.

This year, we have seen some exciting developments in the Tsi lonteksa'tanonhnha Foster Care Program. As in years past, our Foster Care team continues to work hard to support extended family members and other resources in their efforts to provide safe homes for youth who are unable to stay in their family unit. We are proud that the majority of these youth are staying with extended family members with the goal of having them return to their natural family units once the situation is resolved.

Our Case Aide program has maintained their role of providing safe transportation and supervised visit services to families. Our team recently acquired its own visit site. The new home, located on the OCR across from The Eastern Door, provides a home setting where families can cook together, play together and enjoy spending quality time together in a quiet, home-like environment. There is still much work to be done to enhance its features to include outdoor activities, but we are confident that this new setting offers families a much more natural and engaging place to enjoy their time together.

We have also been able to fully develop and continue to enhance our services to youth who have turned 18 while in the Youth Protection Program. As part of a new program through Indigenous Services Canada (Post Majority Support Services), KSCS is expanding and enriching services provided to this population and partnering with internal and external stakeholders to ensure a solid continuum of care up until the youth reaches the age of 26.

KSCS's After Hours Response Services remain a critical element in the services we offer.

Whether a community member is in crisis or just needs to talk, our after-hours response workers remain available when the KSCS offices are closed. We take pride in providing 24/7 services and continue to create strong relationships with other first responders in the community. We are grateful for the partnerships that we have made with The Kahnawake Peacekeepers and the Kahnawake Fire Brigade. In holding with our values of working with community partners, these relationships remain a priority to be able to provide the best care possible to Kahnawa'kehrónon.

Child & Youth Wellness Services

	Male	Female	Other	Total
Case Aides	22	21	0	43
Fostercare	41	61	0	102
Youth Criminal Justice Act	11	9	0	20
Youth Protection Services	162	159	2	323
Youth Support Services	18	10	0	28
				0
				0
				0
				0
				0
	254	260	2	516

Case Aides

	Totals
Transports	1076
Supervised Visits	419

INTERNAL OPERATIONS SERVICES

Wendy Walker, Director of Internal Operations



The start of the 2022-2023 fiscal year saw KSCS staff fully returned to the office for the first time since April 2020. This was a carefully coordinated, progressive return which balanced workplace safety needs with our responsibility to provide the best services to our clients, both internal and external. By utilizing a gradual return method combined with continual monitoring, we were able to mitigate concerns posed by the ongoing global health crisis.

Many projects were able to move forward with the return to in-person work, including being able to conduct focus groups, have face-to-face meetings to facilitate the development of new directives focusing on staff well-being, and an opportunity to address the needs of increasing our office space in order to accommodate our expanding and evolving workforce.

This year also saw the launch of KSCS's long-awaited rebranding campaign. From a newly designed logo and brand colors to a vision video highlighting some of the goals of our organization, we have moved forward with a refreshed purpose and commitment to Care, Collaboration, and Community

The Strategic Plan Committee diligently worked on our renewed plan with the theme "Reimagining our Journey". With the assistance of external consultants, KSCS conducted an environmental scan, held group sessions with staff, management and Board, interviewed external partners, conducted staff surveys and held a community input session. The renewed 5-year plan will be launched in 2023.

Here are some of the projects my teams and I have focused on this year:

- Communications – Internal and external brand launch (August-September 2022); ongoing communications initiatives to support our new communications strategy.
- Health and Safety – Recovery plan and return to work guidelines (March 2022).
- Health and Safety – Member certification training (December 2022 to March 2023). 2023-28
- Strategic Plan – "Reimagining our Journey" Strategic Plan Committee
- Office Space – Addressing lack of space within the organization, Operations move to the Kahnawake Office Complex location. Restructuring of Operations to better address needs.
- Telework – Steering Committee work to develop a pilot project; Focus groups held April 2022, and ongoing policy & process development.
- Financial Policies – Steering committee initiated, review and ongoing support continues.
- New Directives Focused on Mental Wellness – Team building, summer hours, etc.
- Building Positive Workplaces – Global training conducted December 2022 to February 2023 to address conflict management, prevention of workplace violence & harassment.
- KSCS Visioning video – Incorporated into KSCS branding launch, and getting staff re-engaged with our vision

INTERNAL OPERATIONS ORGANIZATIONAL STRATEGIC DEVELOPMENT

Ashlan Phillips, OSD Facilitator and Winnifed Taylor, OSD Team Leader

KSCS



During the 2022 fiscal year, Organizational Strategic Development (OSD) was able to refocus and re-engage, to a limited degree, with the projects that were being worked on prior to the Covid-19 Pandemic.

The team was also able to get involved with other work and projects as requested.

OSD refocused its energies on the KSCS Telework Project and resumed activities necessary to begin the work required to develop the two-year Telework Pilot Project. The initial process was slow to start as the return to the office was delayed due to covid outbreaks and restrictions, however the research and consultations with staff continued to be carried out. A Steering Committee was put in place to further help with the development of the program. The Board approved the Telework Pilot Project Policy and the Steering

Committee focused on the refinement of the tools. OSD worked on the implementation and evaluation plans for the pilot which is to fall under the coordination of HR. The Pilot Project is planned to be officially launched in summer of 2023.

OSD focused on resuming the update/renewal of the Strategic Plan for KSCS. Based on the results and recommendations from the Strategic plan evaluation, it was determined that the Plan be updated while certain elements would remain. The following steps have taken place thus far:

- A Strategic Plan Committee was put into place with the responsibility not only to aid in the update but to assist with implementation and annual evaluation.
- Terms of Reference for committee was developed.
- At an All-Staff meeting, information about the initiation of the Strategic Plan process was shared.
- At the KSCS Brand launch, a short video was created that shows staff from all departments sharing how they implemented the vision into their everyday work.

With a very short timeframe to work with, Dable Consulting Services was secured to conduct a Strategic Review. OSD carried out the initial focus groups with staff as well as the last consultation with the community. The Strategic Review Report contained 11 recommendations that the Board has accepted. It has been decided to take the time necessary to further engage, consult and validate with staff, Board of Directors, and community in the development of the final plan. The Update plan is planned to be released in the summer of late 2023.

OSD was also involved to a limited degree in the evaluation of the Community Health Plan. The team offered background information regarding past work done for previous Community Health Plans. The team participated in the validation workshops for the evaluation. In the new year it will be important that OSD to remain involved with the development of the new Community Wellness Plan to support and ensure alignment with the updated KSCS Strategic Plan.

INTERNAL OPERATIONS SERVICES: FACILITIES

Dwayne Kirby, Manager of Facilities



2022 was a welcomed return to normal operations. The scope of Capital Projects resumed with a heavy focus on air quality enhancements in all the facilities. Ultra-Violet lighting systems, and extensive duct cleanings were executed within our network. Upgrades were conducted to HVAC control systems and aged rooftop equipment was replaced which helped maximized the efficient operation of our HVAC network. 2023-2024 will see this work completed for the entire organization to finalize this phase of upgrades.

Enhancements to our security systems also included fire protection and alarm upgrades.

The Facilities Maintenance and Security teams were approved for expansion of team members by 3 additional workers and one Capital Projects Coordinator.

The search for additional office and programming spaces intensified throughout the summer season and results were achieved.

KSCS service expansions necessitated the acquisition of two locally owned structures which in turn, were registered to the Mohawk Council of Kahnawake as communal properties:

- 1) the former Pearl's Hill Top residence: this location will be the future Post Majority care services intended for post foster care age clients .
- 2) the former Saylor homestead on OCR: this location is in use by the foster care team and various groups for meeting space.
- 3) lease of the entire 3rd floor at the Kahnawake Office Complex located on Depot Road adjacent to the Mohawk Bridge Consortium offices:

KSCS service expansion plans necessitated the search for additional office spaces. After several attempts at seeking solutions, including consideration for temporary modular office trailers

at the Services Complex parking lot, the KOC became available. Senior management planned the separation of administrative services from client services for reasons of protecting the client confidentiality and discreetness when accessing our services. The KOC began an 8-month renovation of the floorplan and infrastructure systems in November 2022 which completed only recently in June 2023. This new office facility will be formally known as the KSCS Operations Office.



Capital Projects that were carried out at the various facilities are outlined below:

TURTLE BAY ELDERS LODGE:

- Installation of automatic sliding doors with air curtain heating at dining room entrance
- 3 Residents' Room refurbishments
- H/VAC duct cleaning
- H/VAC UVC disinfection lighting in ventilation system
- H/VAC: Home & Community Care Services offices 7.5 ton air cooler
- H/VAC: Home & Community Care Services offices controls and VAV boxes
- Additional raised bed gardens commissioned for TBEL – ISC Support Care Initiatives fund 1988-62000.
- CPR training & certification for TBEL M&S completed
- PDSB training & certification for TBEL M&S completed
- TBEL evacuation drill August 1
- TBEL Accreditation Certificate received Aug 19th

ASSISTED LIVING SERVICES:

- H/VAC duct cleaning
- H/VAC UVC lighting in ventilation system
- Engineering and conceptual plans advanced for Phase 1 & 2 of ALS/ILC expansion and renovations.

WHITE HOUSE:

- H/VAC duct cleaning
- H/VAC UVC lighting in ventilation system
- H/VAC roof top safety canopy (deferred until 2023-2024)

FAMILY & WELLNESS CENTER:

- H/VAC duct cleaning
- H/VAC UVC lighting in ventilation system



KSCS/ SERVICES COMPLEX:

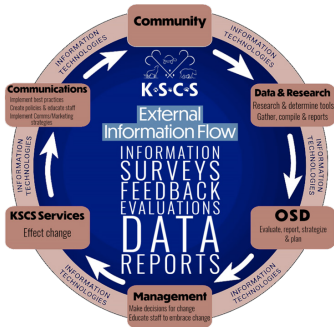
- Renovate public washrooms 1st & 2nd floors (deferred until 2023-2024)
- Paint stairwells and corridors
- Sound proof counselling rooms (deferred until 2023-2024)
- 2 Compact auto scrubbers (1st & 2nd Floors)
- Therapeutic greenspace – new gazebo adjacent to parking lot.
- H/VAC 10 ton roof top (last large rooftop unit to be replaced)
- H/VAC replace controls AC 2, 3, 4, 6 (includes all variable air volume control valves located above ceiling)
- H/VAC UVC lighting in ventilation system
- Security:
 - card reader & key pad for rear door
 - touchless door operators front/rear stairwells
 - Key FOB / card reader access for all perimeter and inner vestibule doors w/ Cloud access
 - touchless door operators at all perimeter and inner vestibule doors
- Services Complex evacuation drill August 19
- Former Canada Post space on first floor redesignated to locate Environmental Health Services and KSCS Maintenance & Security Teams. Renovations resumed.

INFORMATION SERVICES

Mark Jocks, Manager of Information Services



Technologies/Systems (IT), under one collaborative team. Each plays an important role in managing and ensuring a better coordination of data, technical systems, and communication and information. The Information Services department consists of Communications, Data and Research.



Information Technologies/System (IT)

The Information Technology group continued adding layers to enhance the overall security of the KSCS infrastructure and enhancing services with more dedicated storage. The work included modifying the system and data backup software and systems and creating a dedicated media storage area for the Communications team.

Work was started on adding capacity for newly acquired facilities and integrating them into the main KSCS network.

The IT team handled 1422 requests for assistance through our problem tracking system during the 2022-2023 fiscal year.

Communications

The Communications team have integrated KSCS branding, processing, organizational tools to track all projects and initiatives, social media accounts, and working towards bringing the department up to date, while maintaining KSCS' cultural identity. The team initiated collaborations with community organizations, and work closely with KSCS departments to bring services to Onerahtohkó:wa.

In February a new Communications Correspondent and Graphic Designer was hired to address the growing demand and create new strategies to develop and maintain KSCS online representation.

Organic Social Media Activity	2022-2023
Facebook original posts	482
Facebook Story posts	1074
Facebook Page reach	33,831 up 87.3%
Instagram original posts	76
Instagram Story posts	354
Instagram Page reach	1,480 up 100%
Paid Newspaper Ads per year	
<i>Eastern Door</i>	112
<i>Iori:wase</i>	112
Newspaper Paid Ads	
<i>Eastern Door</i>	8
<i>Iori:wase</i>	3
Radio Talk Shows	9
Radio Commercials	48 job ads
Radio PSA's	24

Data and Research

Data and Information Management continued to develop, modify and support the Penelope case management system. We fielded a total of 82 user requests related to accessing the system, ranging from adding new users (19), leave of absences (8) and departures or position changes (18), the remaining 37 requests were for stages or other types of requests.

Work was completed to incorporate the Home and Community Care Services client database into Penelope by September 2022.

Work was completed on updating the client paper file system to align with upcoming changes to Federal/Provincial retention policies relating to client information. The project was completed in June 2022.

1,659	Client paper files managed
8,102	Client electronic files managed
132	Client files purged & destroyed as per retention policies

Organizational Support Services

Susie Diabo, Manager of Organizational Support Services



Organizational Support Services' (OSS) goal is to provide high quality support services to all KSCS service areas. The services that OSS offers are: Human Resources & Payroll, Reception Administration Services, and the Tsi Niiionkwarihò:ten Program. These services aim to assist the organization in achieving our goals and objectives.

This year, each team has been focused on priority areas such as new recruitment strategies given the challenges of all aspects of recruitment, a Market &

Compensation review to ensure salary scale alignment, health & wellness, taking a team approach to programming and services through team building activities.

As a member of the Health & Safety Committee, our focus is to continue enhancing health & safety conditions in the workplace. The committee is working on new policies and procedures while educating staff on the importance of adherence to safety measures.

Sata'tenikonrà:rak
(Take care of yourself).

KSCS



HUMAN RESOURCES & PAYROLL

Alison McGregor, Team Leader of Human Resources & Payroll

Human Resources (HR) is committed to providing high quality service to all prospective and current employees in alignment with KSCS's vision and mission and cornerstones of integrity (respect, responsibility, trust and commitment) from their first inquiries about position vacancies, services and programs, to the end of their employment. HR continued to identify and respond to changing needs by providing support and guidance in the development, implementation, and equitable administration of policies and procedures, thus fostering a positive work environment.

Mission:
...to help counsel and support both managers and employees in KSCS in achieving their performance objectives and development goals consistent with the Vision, Mission and Strategic Plan of KSCS. This includes assisting to develop a highly productive, motivating, fair, safe and secure teamwork environment.



HR Generalist at the staff info fair.

HR continued to work towards achieving our strategic objectives while offering a high level of professionalism and quality services in all areas of HR management as follows:

- Employment cycle: Recruitment continuing throughout employment cycle up to and including retirement/resignations
- Staff Relations: Maintained a positive relationship with employees in an effort to support a positive and productive work environment
- Benefits management: Continued to enhance staff wellness by consistently providing benefits management and promoting the EAP program to further support a healthy balanced life
- Performance Management: Supported employee coaching for performance by offering comprehensive Performance Management training to all staff
- Compensation adjustments: ensured accuracy and fairness
- Policies & Procedures: Initiated a review of the current KSCS Personnel Policy and participated in the Telework Policy
- Payroll Administration: continued to provide payroll and benefits by processing salaries, benefits including deductions, government reporting and participated in the internal annual financial audit

There were two (2) new additions to HR, Graysen Moses and Vanessa Richards who were recruited as HR Generalists.

HR remained active members in the Kahnawake Human Resources Network (KHRN) providing support and sharing resources and tools.

Payroll & Benefits Services were provided consistently to approximately 200 KSCS employees.

Recruitment process	2021-2022	2022-2023
Positions Posted	59	79
Applications Processed/Interviews	146	163
New Hires/Orientations Conducted	24	32
Departures	8 (2 left, 3 retired, 2 contracts ended, 1 terminated)	24 (16 left, 5 retired, 1 contract ended, 2 terminated)
Summer Students	0 (due to Pandemic)	0 (due to Pandemic)
Stage Students	0 (due to Pandemic)	0 (due to Pandemic)
Total Number of Employees	200	226
Benefits management		
Total Leaves	30	37

RECEPTION AND ADMINISTRATIVE SERVICES

Kareen Diabo, Team Leader of Administrative & Reception Services



Reception/Admin Support department.

We also continue to anticipate KSCS's future administrative needs and focus on specific skill sets in our hiring process. We work hard to mentor each individual employee and build on their talents.

KSCS did receive approximately 5956 visitors to our building, and, once again, this number is reflective of external/internal groups, clients, and service providers.

The Team Leader of Administrative Services manages and administers the KSCS Services Feedback process. As identified in the Strategic Plan, efforts were focused on employee/client satisfaction.

With the COVID-19 restrictions slowly being lifted in the last year, it gave us the opportunity, once again, to continue fine tuning our service delivery. The demand for high-quality support at various levels has increased within our KSCS departments. We continue to stay focused on providing a positive atmosphere paired with efficient service delivery. Reception Services is dedicated to creating an atmosphere for staff and community to feel safe when entering our facility, while still adhering to our health & safety protocols.

We continue to be dedicated to mentoring and fostering a multi-faceted, talented team of administrative assistants consisting of 3 full-time, 1 part-time, and 3 sporadic staff that support our

Complaints2

Concerns0

Compliments.....2

Comments.....0





March Break swag-bag give away.



TSI NIIONKWARIHÒ:TEN PROGRAM

MARY KAWENNARÒ:ROKS MCCOMBER AND CHRISTINE KARENNÉNHTHA LOFT, COORDINATORS



After some particularly challenging years working with the uncertainties and re-assignments of the Covid-19 pandemic, it was a great relief to get back to mostly "normal" this fiscal year. The Tsi Niionkwarihò:ten Program Coordinators were able to refocus on the goal of improving understanding of Kanien'kehá:ka tsi niionkwarihò:ten at KSCS and to demonstrate the integration and review of tsi niionkwarihò:ten standards and principles within KSCS programs, projects and services. As an internal program, our population of interest is primarily the staff of KSCS.

Our objectives for this year included: To support continuous learning opportunities through the development and implementation of ongoing training & education as well as promotion of culture and language resources at KSCS. To foster a KSCS team approach to integrating tsi niionkwarihò:ten

programming and services through relationship, trust building, and social activities.

To gather data for continuous program improvement and conduct evaluation of program implementation.

To ensure involvement in collaborative efforts (internal and external) in order to share resources and to support integration of tsi niionkwarihò:ten in a variety of areas.

Looking back on this year, we were encouraged to see an overall increase in awareness of the importance of our culture and language to community wellness and many new initiatives taking form. Some of the direct evidence was summarized in the Evaluation of the Community Health Plan 2012-2022 that included large sections of discussion of culture, language and identity as well as recommendations for building a stronger presence of Kanien'kehá:ka traditions, principles and values around health work to meet strong community demand.

One of our continued areas of focus since entering the Covid-19 recovery phase has been staff wellness and burnout prevention. We were involved in several positive collaborations with the Staff Wellness Activities Team at KSCS, as well as Collective Impact and the Wellness Action Team at the community level.

We worked closely with the in-house KSCS Tsi Niionkwarihò:ten Committee to implement a calendar of seasonal staff wellness activities such as quarterly moon ceremonies, staff snowshoe club and winter wilderness teachings. This year we also brought back the ribbon skirt making workshop for staff and again had a great turnout, with many beginners overjoyed to learn a new cultural skill.

In the area of staff training & education, the major activity was a collaboration with the MCK Tsi Tewaháhará'n Language & Culture Training program to bring in Darrell Thompson for the Ka'nikonhraientáhtshera traditional teachings series. Topics covered in this series were the spirit of our language, connecting to our ceremonies & medicines and condolence, funerals and feasts.

The Tsi Nionkwarihò:ten coordinators have maintained their status as suicide prevention/intervention trainers offering ASIST and SafeTALK training in the community as well as suicide awareness training for Kateri Hospital Staff.

A new training opportunity was also taken advantage of this year, with one of the Tsi Nionkwarihò:ten Coordinators joining several other KSCS staff in the first Cohort of the Trauma Informed Training Team for Kahnawake (a collaboration with the WAT, organized by Suzy Goodleaf, Nancy Rother and Linda Delormier).

The highlight of 2022-2023 was the development of more land-based practices and experiences for staff.

We worked in collaboration with KSCS facilities to secure the construction of two outdoor pavilions located at the Family & Wellness Center as well as the KSCS main building, completed in the summer of 2022.

The pavilions are intended to be used as meeting space in a more natural environment and to support use of traditional medicines that can be burned in the fire pit. In the spring of 2022, we launched the staff medicine garden project focusing on the planting and harvest of oienkwa'ón:we (original tobacco) for staff and event use. We also offered self-care workshops for front line workers using our traditional medicines, and opportunities to get outside for medicine harvest and use workshops as well as a Wáhta pop up event at our staff member,

Wathahine Deer's family sugar shack. Rebuilding the connection to our land and natural resources as wellness tools is truly putting tsi nionkwarihò:ten into action.

In February 2023, we held the first "Tsitewattsenhaserón:ni – Rekindle Our Fire Session" for all KSCS staff. After lighting a fire and holding discussions outdoors about what we want to see, we continued with a meeting to gather information on what service areas/teams are doing to

integrate tsi nionkwarihò:ten in their services, what support they need and their ideas for future direction. Helpful feedback data was gathered. We hope to continue these discussions with each service delivery team. In summary, it has been an exciting year of development and we are looking forward to continuous growth to support many positive new tsi nionkwarihò:ten embedded projects get off the ground in the coming years.



TSI NIIONKWARIHÒ:TEN PROGRAM

Shakotiia'takéhnhas Tsi Niionkwarihò:ten Program Statistics

Internal Events

Events	Number of Events	Total Participants
Meetings	Meetings Total: 40	Meeting Participant Total: 48
Tsi Niionkwarihò:ten Committee	11	9
Tsi Niionkwarihò:ten structures (outdoor pavilions)	5	4
Tsi Niionkwarihò:ten Program coordinator planning	5	2
Collaborative KSCS meetings	12	13
Other meetings	8	20
Kanien'kéha requests (promotions, translations, pronunciation)	Kanien'kéha Requests: 19	Kanien'kéha Requests: 19
Requests for variety of Tsi Niionkwarihò:ten topics/resources	Requests for Tsi Niionkwarihò:ten Topics: 16	Requests for Tsi Niionkwarihò:ten Topics: 16
Requests for participation in other KSCS events (suicide prevention, talking circles, info booths, assistance with Community Health Plan):	Other Requests: 14	Other Request: 30
Tsi Niionkwarihò:ten Staff Library resources signed out	15 resources	11
Promotional Activities (What's for Lunch, medicine spray, Rock your Mocs, Traditional Dress Day, recording for Cultural Awareness Month.	6	20
KSCS staff awareness/wellness Events (tobacco planting and harvest/seed giveaway, Oienkwa'ón:we teachings presentation, moon ceremonies, tsionehskwén:rie presentation, self-care with our medicines workshop, ribbon skirt making workshops, snowshoe club, Kanien'kéha sessions, wáhta	28	115 staff participant totals at events (may be duplicates)

TSI NIIONKWARIHÒ:TEN PROGRAM

pop up, book club, Wendy Hill workshop on Peaceful Relationships & individual staff appointments)		
Tsi Niionkwarihò:ten Onboarding sessions (KSCS staff onboarding)	4	20 staff (Since 2018 we've had 14 sessions with a total of 117 staff)
Ka'nikonhraientáhtshera-traditional teachings with Darrell Shakowennáhawe Thompson	5	24 staff
Tsitewattsenhaserón:ni/Rekindle Our Flame event (Staff feedback and firepit opening event)	1	42 staff



White House team participating in Onkwéhón:we Atahkwénnia Awenhnísera (Traditional Clothing Day) for Cultural Awareness Month. Photo credit: unknown

External Events

Events	Number of Events	Total Participants
Meetings (Kahnawà:ke Collective Impact, Wellness Action Team, Kateri Memorial Health Center and KSCS Interdisciplinary Mental Health and Addictions, MCK Language and Culture Training Center, Orville Standup Memorial Food Basket)	10	20
Tsi Niionkwarihò:ten Onboarding sessions (Service providers- offered to psychological service providers and staff of addictions treatment centers)	2	26 service providers
KSCS participation in MCK Tsitewahàhara'n Language and Culture 5-year program (support of KSCS staff participants)	Yearly calendar per student.	11 KSCS staff registered at various levels (year 1 to 5)
KSCS Staff participation with Suzy Goodleaf's Trauma Informed Training (T4T) Team	4	9 staff

TSI NIIONKWARIHÒ:TEN PROGRAM

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CS



Staff participating in a medicine plant identification and harvest workshop. Photo credit: Carla Delaronde.



Family & Wellness Center team participating in Onkwehón:we Atahkwénia Awenhnisera (Traditional Clothing Day) for Cultural Awareness Month. Photo credit: unknown.



The new outdoor pavilion located at the Family & Wellness Center set up for a group meeting. Photo credit: Kevin Alfred.



Language and Cultural Month. Staff celebrating traditional dress day.



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