



KAHNAWÀ:KE SHAKOTIIA'TAKEHNHAS
COMMUNITY SERVICES

Annual Report 2020-2021

Health Canada Contribution Number QC 1300001

KAHWA:TSIRE



COMMUNITY



SEPARATE
BUT
TOGETHER



CREDITS

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Credits 2019–2020 Annual Report Production Team: Lisa Lahache, Tyson Phillips, and Marie David

Proofreaders: Lisa Lahache and Winnie Taylor

Author: Derek Montour

Team Leader of Communications: Lisa Lahache

Editing, Layout and Graphics: Marie David

Word Cloud on Page 35: Wendy Walker Phillips

Cover Design: Kim Delormier

Printers: Impression Expo

A note about the cover: In 2019, Jessica Hernandez (owner of Nicia's Accessories) posted a community isolation beading challenge on her Facebook page as Kahnawà:ke was entering into a month-long lockdown. Jessica recognized the toll the pandemic was having on our collective mental health and wellbeing and thought that the challenge would help keep people occupied in a creative way. She made her design available to everyone who signed up for the challenge and the response from both inside and outside the community was more than she could hope for. Nicia's Accessories received more than 100 submissions, including several from KSCS staff members. We are featuring the staff submissions on the cover and throughout this report with the kind permission of Jessica and our staff. Below are the names of the staff:

- Alana Atwin
- Trudy Jacobs
- Lisa Lahache
- Taryn Lahache
- Valerie Lahache
- Hazel Mayo
- Karina Peterson
- Tami-Jo Rice
- Candace Snook



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Trudy Jacobs



KSCS BOARD OF DIRECTORS



Mary-Lee Armstrong



Janice Beauvais



John D. Delormier

Shé:kon Kahnawà:ke, greetings from the Board of Directors. What a year we have had! With a global pandemic having been declared in March 2020 and a state of emergency declared in Kahnawà:ke in April 2020, KSCS shifted its focus to essential and emergency services only. For the duration of the COVID-19 pandemic, our employees have worked tirelessly to ensure that our community was not left without support. From emergency food and shelter, to ensuring the health and safety of our residences, to continuing our essential support services, KSCS rose to the challenge.

Changes in directives were the only constant throughout the pandemic, with new or revised directives from the Institut national de santé publique du Québec (INSPQ) and the Kahnawà:ke COVID-19 Task Force, announced on a daily or even hourly basis. The organization rolled up its sleeves and made sure all directives and recommendations were followed, for the safety of staff and clients alike.

The Kahnawà:ke Emergency Preparedness and Planning department identified KSCS as the organization responsible for food and shelter in an emergency. In the past year, this has meant mobilizing an emergency COVID-19 isolation shelter, as well as finding a new location for our emergency heat shelter (Turtle Bay Elders' Lodge is normally the heat shelter location but was unavailable due to the pandemic). The emergency food service was mobilized for both hot meals and food baskets, with an army of staff, volunteers, and delivery drivers. In these tasks we were successful, ensuring that our community was safe and with food on the table.

KSCS has the responsibility for two long-term residences, the Turtle Bay Elders Lodge and the Independent Living Center. Keeping our clients safe within these facilities was of utmost concern. Throughout the evolution of all the directives and safety





Rhonda Kirby



Jessica Lazare



Derek Montour

precautions for long-term residences that were mandated by INSPQ, KSCS adjusted our practices accordingly. In so doing, we were successful in keeping our residents safe from the virus altogether. Although there were two outbreaks declared in our residences, none of our clients contracted the virus since the beginning of the pandemic.

Finally, throughout this time our dedicated staff have worked hard to ensure that our Support Services clients remained in the forefront. Health and social services was designated as an essential service in the context of the pandemic, and with good reason. We have advocated to keep mental health on the forefront, even during this time where physical health was so highly prioritized.

Now that we are entering into the 2021-2022 fiscal year, we are seeing some of the restrictions being lifted. We hope to begin to gradually reintroduce our in-person programming, and eventually we will switch back to a strategic mindset. But for now, we remain grateful for all that we have overcome, and what we have been able to accomplish in supporting our community during these trying times.

Our Board of Directors for 2020-21 are: Michael Ahrírhon Delisle Jr., Rhonda Kirby, Vernon Goodleaf, Jessica Lazare, Valerie Diabo, Mary Lee Armstrong, Janice Beauvais, Thomas Sky, John D. Delormier, Brandon Montour.

Not pictured: Michael Ahrírhon Delisle Jr., Vernon Goodleaf, Valerie Diabo, Thomas Sky, and Brandon Montour.



Lisa Lahache



Taryn Lahache



Derek Montour

EXECUTIVE DIRECTOR'S COMMENTS

Derek Montour, Executive Director

“Hope is important because it can make the present moment less difficult to bear. If we believe that tomorrow will be better, we can bear a hardship today.”

~ Thich Nhat Hanh

What an incredible year that has occurred in 2020-2021.

COVID-19 has taken center stage of all our efforts at work, and center stage on how it has impacted our everyday lives. We have met challenges in getting enough food for our families and paying our bills when the economy was forced to shut down. We have met challenges with anxiety and stress as we tried to make sense of the changing situations. We have met the challenge of grief and sorrow as we saw so many people across the world impacted by this deadly virus. We have met with fear and perhaps a bit of panic when the virus found its way into our community, our families, and our operations. And yet we persevered, my family and friends. We have a high vaccination rate; we have a good support plan in place for those who have chosen not to accept the vaccine and we have a good individual ownership of continued application of the infection prevention and control measures.

I want to acknowledge and thank all our community members who have faced and experienced these challenges together, as a community. I thank you for giving your support to the Kahnawà:ke COVID-19 Task Force, despite the frustrations, and even anger, you may have felt at the measures being forced upon us all.

KSCS operations have changed quite dramatically over the last year, despite doing some activities that were similar; how we did them changed. KSCS' responsibilities in an emergency include registration, shelter, food, clothing, and psycho-social support. Our team quickly mobilized at the beginning of the pandemic

to implement an emergency food service. We partnered with the Kateri Food Basket to begin delivering food baskets to needy families. We also partnered with our local restaurants, The Rail, Two O Seven Steak and Seafood, and Mirela's, to provide prepared meals to both community members and to emergency service workers. I want to also acknowledge the Mohawk Council of Kahnawà:ke, who have continually provided financial support to keep these operations going. It will be important for all of us to transition this service once the pandemic has ended, as we will continue to have community members who need a helping hand.

We also implemented an emergency isolation shelter that provided community members in need of a place to isolate or quarantine if they could not safely do so at home. I want to acknowledge the partners who stepped up to assist us in this important task.

Our mental health services and other intervention services have been working in overdrive to meet the huge increase in demand for these types of services. I want to acknowledge what a tremendous job our intervention teams have accomplished. Bravo to my brothers and sisters. This has taken a significant toll on our staff as we grappled with both our own individual challenges with the COVID-19 response while supporting community members through their challenges as well. I also want to acknowledge the great work that the Prevention team accomplished by shifting their duties and adapting to the needs of the organization; thank you!

I would also like to acknowledge and thank both the Home and Community Care Services team and the Assisted Living Services team. Both service areas were under tremendous pressure since the very beginning of the pandemic to ensure the safety of our most vulnerable community members, whether in our two residences or in the community members' homes. Keeping our elders and community members with special needs safe would not have been possible without your efforts. We also want to acknowledge and thank our partner organization, the Kateri Memorial Hospital Centre, for the tremendous amount of work their staff accomplished throughout the pandemic and for stepping in to assist our organization when an outbreak occurred in both of our facilities.

Many of our planned activities had to be pushed aside while we dealt with this pandemic, and no one could have imagined that it would last so long. Waiting lists grew. Planned activities were cancelled. Staff was unavailable. I believe we are all grateful to finally see some light ahead. Although we are not completely out of the woods, the loosening of measures is a strong indication of positive change. Once we are safely able to, we will resume the critical duties we hoped to accomplish, with the collaboration of our community. Creating our own law in youth protection is one of our top priorities, and our new Director of Family Preservation (Clinical) Services is motivated and ready to help bring this critical milestone in our community's history to fruition. Although her work encompasses the improvement of clinical care in all our service

areas, a key aspect of her role is to oversee youth protection cases. We have been working towards a temporary agreement with Quebec for having our own Director of Youth Protection but are treading carefully as legislation is changing and new opportunities are presenting themselves.

We are also excited to launch our new Communication Strategy and we have a new Team Leader of Communications to help get this activity moving; we bid a fond farewell to our friend Doug Lahache as he stepped into retirement. Please stay tuned for these exciting activities in the coming year. I want to acknowledge the great work our IT department accomplished to get us quickly transitioned to operate in a remote work environment.

A key activity in the upcoming year will be a renewal of our community health plan; we look forward to re-engaging our health priority sub-communities by working with all our partners, improving how we do things together and hopefully mend any bridges in communication so that we all are able to work for the best interests of the community. This includes continued participation in the great work that the Kahnawà:ke Collective Impact team is doing.

I am excited to see what the next year will bring for KSCS and in my own personal journey as I enter my tenth 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 continue to have this opportunity the Creator has asked of me. 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 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.





Oal Lahache





*Karonhiaroroks
Picard*

ONKWATA'KARITÁHTSHERA

Karonhiaroroks Picard, Team Leader

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 Kahnawà:ke Community Health Plan (CHP). Onkwata'karitáhtshera membership consists of leaders and staff of Kateri Memorial Hospital Centre (KMHC), Kahnawà:ke Shakotiiá'takéhnhas Community Services (KSCS), Kahnawà:ke Fire and Ambulance Services (KFB), Mohawk Council of Kahnawà:ke (MCK) and three support staff.

Onkwata'karitáhtshera continues to address its strategic planning goals by gathering, analyzing, and communicating needs to effectively drive service planning to align with the following community health priorities:

- substance abuse/addictions
- mental wellness
- diabetes
- cardiovascular disease/hypertension/obesity
- learning/developmental disabilities
- cancer

Over the past year, the community had to adjust to these unprecedented times and Onkwata'karitáhtshera was no exception. The ongoing pandemic continues to challenge our daily lives both personally and professionally and certainly has forced us all to make adjustments that may ultimately become our new norm. The Secretariat team participated in multiple reassignments to support the COVID-19 pandemic response, in addition to most of its annual activities.

Vivienne Walz joined the Onkwata'karitáhtshera Secretariat team in the role of Community Health Plan Liaison on May 25, 2020. Vivienne's main objective is to support the Onkwata'karitáhtshera subcommittees in implementing the CHP activities linked to our health priorities.

Meetings have been paused due to the pandemic, but our team saw an opportunity to reflect on the subcommittees. Vivienne has been busy learning about the subcommittees and reflecting on how to resume working together post-pandemic. Vivienne interviewed chairpersons and several members to understand their perspectives and experiences. We expect this reflection process to continue this year.

Vivienne is in the early stages of planning several needs assessment/evaluation projects on community health and participating in an inter-organizational food security and sovereignty working group. Vivienne has been a great addition to our team; her vast knowledge, experience, and expertise have served our team well throughout this challenging year.

Onkwata'karitáhtshera decided to delay the release of Volume II of the Onkwana'ta ~ Our Community, Onkwata'karí:te ~ Our Health" Health Portrait. Emergency reassignment during the pandemic took precedence over many of our day-to-day tasks, as a result, Volume II is planned to be released in 2021.

Onkwata'karitáhtshera's health programs liaison assists community members in accessing Jordan's Principle, available to all children in

Kahnawà:ke ages 0–18. This initiative works to ensure that there are no gaps in services and includes support for publicly funded health, social, and education programs.

Our community health priorities guide funding distribution throughout our community and are integrated into the criteria for all funding initiatives managed by Onkwata'karitáhtshera. The Kahnawà:ke Head Start initiative (KHS), is available to projects with a focus on educational and daycare facilities that service the 0–6 population. In 2020, Onkwata'karitáhtshera made the decision to entrust Kahnawà:ke Head Start funding management and distribution to the Step by Step Child and Family Center (Step by Step). Step by Step is at the forefront of early childhood education in Kahnawà:ke. Onkwata'karitáhtshera agreed that proceeding in this way will ensure continued support for community children and provide quality early childhood programs and services.

In 2020, community projects that received funding through the Community Health Plan Initiative (CHPI) faced overwhelming challenges. Projects were forced to adapt their activities to ever-changing COVID–19 restrictions. Despite this, many found creative ways of adapting and, against all odds, programming continued with 15 projects receiving funding in 2020–2021.

Despite the pandemic, inquiries increased from 115 last year to 150 this year. Eighty-nine applications were submitted, 84 were approved for funding totaling \$477,266.55. Five applications for orthodontics were reviewed at

the national level and were refused. Products and services that have been funded for children in Kahnawà:ke include medical equipment, laptops, assessments and screenings, art therapy, audiology testing, behaviour technicians, respite services, respite camp, tutoring services, speech therapy, orthodontics, and transportation. Some families were also reimbursed for services that would have been covered under Jordan's Principle after 2007.

The Health Programs liaison assists community members in accessing information for the Non-Insured Health Benefits (NIHB) Program for medication, vision care, dental, medical supplies, and equipment. Mental health counselling is under the authority of KSCS and the medical transportation is managed by Kahnawà:ke Medical Transport/KFB. Fifty-eight community members called for assistance, mainly for dental services.

This year, despite all the challenges the pandemic presented, Onkwata'karitáhtshera managed to allow many of its annual activities to continue, although some adjustments were needed to accommodate Task Force recommendations and guidelines.





Hazel Mayo

Independent Auditor's Report

To the Members and Board of Directors of Kahnawà:ke Shakotiaa'Takehnhas Community Services:

Opinion

We have audited the financial statements of Kahnawà:ke Shakotiaa'Takehnhas Community Services (the "Organization"), which comprise the statement of financial position as at March 31, 2021, 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, 2021, 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 23, 2021

MNP¹ SENCRL, SC

¹ CPA auditor, CA, public accountancy permit no. A124849

Kahnawà:ke Shakotia'Takehnhas Community Services

Statement of Financial Position

As at March 31, 2021

	2021	2020
Financial assets		
Cash resources (Note 4)	12,443,357	10,106,878
Contributions and accounts receivable (Note 5)	1,037,611	1,379,799
Total financial assets	13,480,968	11,486,677
Liabilities		
Accounts payable and accruals (Note 6)	1,910,682	1,785,994
Deferred revenue (Note 7)	495,494	287,659
Amounts held in trust (Note 8)	138,153	96,485
Total liabilities	2,544,329	2,170,138
Net financial assets	10,936,639	9,316,539
Contingencies (Note 9)		
Non-financial assets		
Tangible capital assets (Note 11) (Schedule 1)	3,318,962	3,437,236
Prepaid expenses	83,377	180,734
Total non-financial assets	3,402,339	3,617,970
Accumulated surplus (Note 16)	14,338,978	12,934,509
Approved on behalf of the Board		
<u>E-SIGNED by Mike Delisle</u>	Director	<u>E-SIGNED by Jessica Lazare</u> Director
<u>E-SIGNED by Kahsennenhawe Sky-Deer</u>	Grand Chief	

The accompanying notes are an integral part of these financial statements

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

For the year ended March 31, 2021

	Schedules	2021 Budget	2021	2020
Revenue				
Indigenous Services Canada		19,051,703	25,438,136	22,124,399
Canada Revenue Agency		156,000	252,931	233,171
Rental income		306,350	245,916	273,654
Other revenue		193,155	817,134	342,812
Investment income		89,300	56,958	92,710
Deferred revenue – prior year		–	287,659	204,142
Deferred revenue – current year		–	(495,494)	(287,659)
Repayment of government funding		–	–	(29,933)
		19,796,508	26,603,240	22,953,296
Expenses				
Block funded health priorities	4	10,884,406	11,774,660	10,637,551
Fixed funded health priorities	5	–	621,066	242,505
Set funded health priorities	6	–	187,882	76,904
Flexible funded health priorities	7	–	582,596	321,222
Enhanced prevention focused approach	8	8,546,957	8,396,608	7,539,908
Assisted living services	9	3,074,080	2,813,306	2,747,451
Other health and social services	10	187,502	980,926	267,625
Administration	11	106,283	(411,406)	(310,369)
Capital	12	–	253,133	231,214
Total expenses (Schedule 2)		22,799,228	25,198,771	21,754,011
Surplus		(3,002,720)	1,404,469	1,199,285
Accumulated surplus, beginning of year		11,735,224	12,934,509	11,735,224
Accumulated surplus, end of year		8,732,504	14,338,978	12,934,509

Kahnawà:ke Shakotii'a Takehnhas Community Services Statement of Change in Net Financial Assets

For the year ended March 31, 2021

	2021 Budget	2021	2020
Annual surplus	607,414	1,404,469	1,199,285
Purchases of tangible capital assets	(131,800)	(134,859)	(439,251)
Amortization of tangible capital assets	–	253,133	231,214
Acquisition of prepaid expenses	–	–	(104,276)
Use of prepaid expenses	–	97,357	–
Increase in net financial assets	475,614	1,620,100	886,972
Net financial assets, beginning of year	8,429,567	9,316,539	8,429,567
Net financial assets, end of year	8,905,181	10,936,639	9,316,539

The accompanying notes are an integral part of these financial statements

Kahnawà:ke Shakotii'a'Takehnhas Community Services
Statement of Cash Flows
For the year ended March 31, 2021

	2021	2020
Cash provided by (used for) the following activities		
Operating activities		
Cash receipts from contributors	27,104,664	23,543,597
Cash paid to suppliers	(11,958,268)	(8,722,564)
Cash paid to employees	(12,765,325)	(12,463,642)
Interest Income	48,599	82,683
	2,429,670	2,440,074
Financing activities		
Change in amounts held in trust	41,668	9,139
Capital activities		
Purchases of tangible capital assets	(134,859)	(439,251)
Increase in cash resources	2,336,479	2,009,962
Cash resources, beginning of year	10,106,878	8,096,916
Cash resources, end of year	12,443,357	10,106,878

	Buildings and building improvements	Equipment
Cost		
Balance, beginning of year	5,480,481	130,809
Acquisition of tangible capital assets	26,001	10,929
Balance, end of year	5,506,482	141,738
Accumulated amortization		
Balance, beginning of year	2,441,855	79,196
Annual amortization	122,065	11,416
Balance, end of year	2,563,920	90,612
Net book value of tangible capital assets	2,942,562	51,126
2020 Net book value of tangible capital assets		

	Schedule :	ISC Revenue
Segment schedules		
Block Funded Health Priorities	4	12,971,0
Fixed Funded Health Priorities	5	822,880
Set Funded Health Priorities	6	186,166
Flexible Funded Health Priorities	7	754,829
Enhanced Prevention Focused Approach	8	8,189,985
Assisted Living Services	9	2,513,203
Other Health and Social Service Activities	10	-
Administration	11	-
Capital	12	-
Internally Restricted Fund	13	-
Surplus		25,438,136

Kahnawà:ke Shakotii'a'Takehnhas Community Services
Schedule 1 –Schedule of Tangible Capital Assets
For the year ended March 31, 2021

Furniture and fixtures	Computer hardware	Vehicles	Subtotal	Telephone System	2021	2020
186,764	347,974	222,990	6,369,018	74,010	6,443,028	6,003,777
-	97,929	-	134,859	-	134,859	439,251
186,764	445,903	222,990	6,503,877	74,010	6,577,887	6,443,028
95,015	207,796	129,884	2,953,746	52,046	3,005,792	2,774,578
18,350	62,985	31,004	245,820	7,313	253,133	231,214
113,365	270,781	160,888	3,199,566	59,359	3,258,925	3,005,792
73,399	175,122	62,102	3,304,311	14,651	3,318,962	3,437,236
91,749	140,178	93,106	3,415,272	21,964	3,437,236	

Kahnawà:ke Shakotii'a'Takehnhas Community Services
Schedule 3 –Schedule of Revenue and Expenses
For the year ended March 31, 2021

Other Revenue	Deferred Revenue	Total Revenue	Total Expenses	Adjustments/ Transfers From (To)	Current Surplus (Deficit)	Prior Year Surplus (Deficit)
23,525	-	12,994,598	11,774,660	(115,996)	1,103,942	287,998
-	(9,870)	813,010	621,066	(191,944)	-	-
-	1,716	187,882	187,882	-	-	-
-	(172,233)	582,596	582,596	-	-	-
252,931	-	8,442,916	8,396,608	-	46,308	709,264
216,386	(36,984)	2,692,605	2,813,306	120,701	-	(123,702)
799,159	9,536	808,695	980,926	176,610	4,379	6,777
80,938	-	80,938	(411,406)	(374,230)	118,114	(352,865)
-	-	-	253,133	134,859	(118,274)	208,038
-	-	-	-	250,000	250,000	463,775
1,372,939	(207,835)	26,603,240	25,198,771	-	1,404,469	1,199,285

Kahnawà:ke Shakotiia'Takehnhas Community Services

Schedule 2 - Schedule of Expenses by Object

For the year ended March 31, 2021

	<i>2021 Budget</i>	<i>2021</i>	<i>2020</i>
Expenses by object			
Amortization	-	253,133	231,214
Bank charges and interest	25,200	23,785	24,414
Client reimbursable costs	-	-	17,569
Clinical care	192,641	192,641	192,641
Contracted services	-	5,798	14,074
Early learning and child care initiative	-	1,432,947	759,721
Food and beverage	147,432	337,731	152,496
Foster care	1,216,725	1,188,352	1,257,375
Furniture and equipment	29,832	15,429	46,200
Group home costs	-	514,407	54,649
Headstart	-	-	296,809
Health management	101,500	1,700	9,294
Honoraria(um)	30,000	8,206	26,693
Institutional care	1,088,004	1,182,113	1,084,922
Insurance	12,149	13,296	12,875
KMHC non-dedicated funding	914,961	988,665	188,708
KMHC dedicated funding	1,490,984	1,698,193	1,529,086
Library	-	-	58,789
Miscellaneous	7,800	116,401	16,688
Office and administration cost share	(14,645)	(74,553)	(65,270)
Office equipment lease	18,660	18,655	20,422
Office supplies and expenses	49,440	67,967	51,711
Placement costs	75,000	(49,025)	68,900
Professional fees	85,000	136,545	115,530
Renovation materials	15,270	15,257	15,270
Rent	189,224	145,530	151,380
Repairs and maintenance	829,500	180,492	224,421
Salaries and benefits	13,485,624	12,765,325	12,463,642
Service delivery costs	2,256,013	3,736,076	2,294,134
Telephone	37,332	59,288	36,487
Training	177,540	39,070	79,228
Transportation	49,707	46,753	54,117
Travel	201,117	59,757	186,014
Utilities	87,217	78,837	83,808
	22,799,227	25,198,771	21,754,011



Dana Stacey

FINANCIAL SERVICES

Dana Stacey, Financial Controller

The KSCS Financial Services team is committed to upholding the highest level of professional, ethical, and customer service standards, and as a team we capitalize on the strengths of each team member. For this reason, we have maintained our services by having two to three Finance staff in the office throughout this past year. In a pandemic, there is still a need to maintain financial duties, while keeping each other safe.

Adapting our procedures to a working at home/in office rotational basis has been challenging at times but it has strengthened our team by having to rely on each other's communication skills in order to continually improve our processes and customer service practices.

This year KSCS has had to adapt their programming due to COVID-19. The challenge Finance faced was aligning all the COVID-19 budgets, sources of revenue and extra expenses due to the effects on community health and wellness.

Overall, we have upheld our commitment to adhere to KSCS policies and procedures, generally accepted accounting principles, and rules established by the authoritative governing bodies, while being accurate in our accounts and accountable to our community.



Karina Peterson



Kathy Jacobs

FAMILY SERVICES

Kathy Jacobs, Director

Throughout the 2020–2021-year, KSCS and the Family Services management team implemented the recommendations of the 2018 operational review on seven key areas, one of them being the organizational structure of our programs and services. Further details about the structural changes to Family Services are included in the narrative of Cheryl Zacharie, KSCS's new Director of Family Preservation. We continued our commitment for a strong collective future for Kahnawà:ke by promoting and supporting a healthy family unit by "Being fully client-centered and client-driven."

Unfortunately, the COVID–19 pandemic has affected our usual way of providing services to the community. On a more positive note, it allowed KSCS the opportunity to be creative and think outside of the box when meeting the needs of our community.

At times, the way we provide client services required modifications in order to follow COVID–19 health measures to mitigate the spread of the virus. Virtual platforms were implemented with the assistance of our management teams and our IT services. It was also necessary to redirect our efforts to assist in the health and safety of Kahnawà:ke by providing essential services that are mandated to KSCS during a state of emergency.

In a state of an emergency, KSCS is mandated to provide

- emergency food services.
- psychosocial services.
- emergency shelter.

To achieve KSCS' strategic objectives, our primary focus is on the empowerment and success of our clients. Each of the organizational objectives are overseen by the KSCS Executive Director and specific objectives are assigned to individual directors

and managers to oversee, with the agreement that ultimately each service area is responsible to incorporate the objectives into their plans. A few of the objectives are:

Enhance Community Engagement and Community Based Partnerships. In 2020–2021, the KSCS Family Services management team was immersed in the collective agreement to ensure the health and safety of our community, including clients and staff. Building a yeam culture to work for families of Kahnawà:ke, became challenging due to the shifting of prioritized changes— at times daily — due to the worldwide health situation. We had the opportunity to foster and provide advocacy of all services at KSCS and— most importantly— include our partners in the battle against COVID–19. Keeping a cooperative, collaborative, and collective community mindset with our stakeholders and external partners remained a priority, to solidify our understandings of the evolving pandemic and for building better relationships in the future.

Child and Family Services Enhanced Prevention Plan 2020–2025 was renewed and endorsed and will be carried out over the next few years. These plans are directly in line with Kahnawà:ke's realities and new trends, that were researched through data analysis and community engagement activities. We are eagerly waiting for a COVID–19 free—or a new normal— to allow

us to fully pursue action plans that were delayed due to the pandemic.

Within the 2020–2021 year, each of the program areas within Family Services are drafting post-pandemic recovery plans for our community and will be ready to implement relevant programming aligned with the Community Health Plan priorities and the Child and Family Services five-year action plan.

September 30, 2021, will be the completion of my tenure of KSCS's Director of Family Services. I am appreciative of the hard work and dedication of the KSCS staff, directors and management team. Team building, collaborating between services, building clear understandings of each service area's functions, client services and programming, and the continuous fostering of internal partnerships was key for the team's successes in providing Family Services.





Donald Gilbert

ENVIRONMENTAL HEALTH SERVICES

Donald Gilbert, Team Leader

The mandatory components of environmental health and safety in Kahnawà:ke are carried out under Environmental Health Services (EHS) of KSCS. EHS has the benefit of its own Environmental Health Officer (EHO) with a Certificate in Public Health Inspection (Canada), who is responsible for upholding the standards we follow in accordance with all inspecting, testing and sampling.

Services/Programs

- Potable water quality monitoring (public water system and private wells)
- Recreational water quality monitoring (swimming, etc.)
- Public building inspections (recreational and institutional)
- Kahnawà:ke COVID-19 Task Force inspections
- Emergency Food Bank
- Indoor air quality investigations
- Private building inspections (quality of living conditions)
- Food service facilities
- Food premises inspections
- Wastewater (sewage) disposal and solid waste disposal
- Cancer reduction activities and health awareness



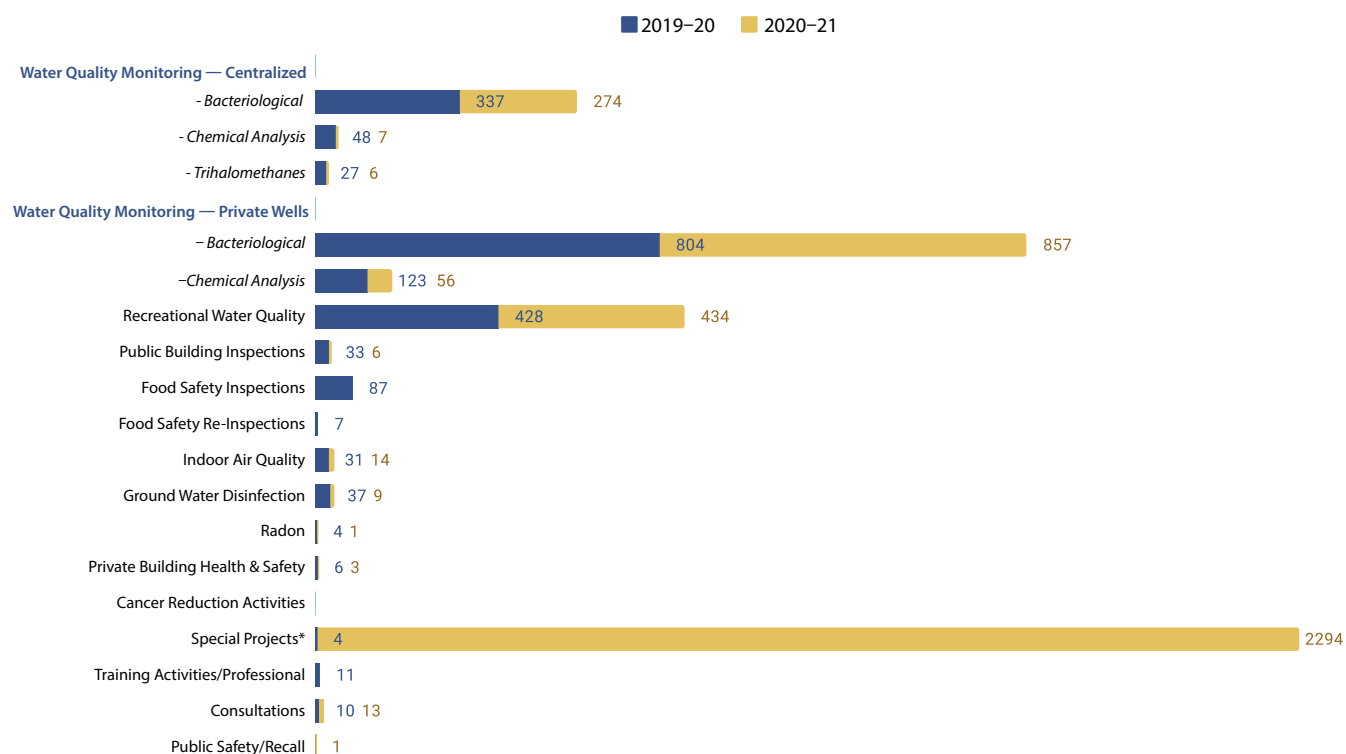
- Communicable disease control/awareness
- Special projects

The declaration by the World Health Organization of the COVID-19 pandemic in March 2020 interfered with the normal operations of EHS.

Residential bacterial water sampling, basic chemical analysis and on-site indoor air quality investigations had to be suspended due to isolation precautions. Once the COVID-19 restrictions are lifted, we will resume normal operations.

The following mandatory activities were completed during 2019–2020 fiscal year.

EHS 2019–20 and 2020–21



* The number for 2020-21 represents the number of inspections of community restaurants and businesses conducted by EHS as part of the COVID-19 pandemic response in collaboration with the Kahnawà:ke Task Force.





Vickie Coury-Jocks

ASSISTED LIVING SERVICES

Vickie Coury-Jocks, Manager

Our department provides services within two primary areas: individuals living with special needs and those living with a severe and persistent mental health diagnosis.

For our special needs clientele, each individual and their caregiver have access to a multi-disciplinary team of case workers, life skills support workers, and psycho-educators. Each client receives a service plan developed to address their individual needs and personal goals. Based on these service plans, clients have access to a range of services that may include individual-focused support with a life skills support worker, the Young Adults Program (YAP) or the Teen Social Club (TSC).

The YAP program is for individuals 19 years and older and runs Monday to Friday and includes occasional weekend or overnight activities.

The TSC is for youth ages 12–19 and operates as an after-school program from September to June and as a day-program during the summer months and on school PED days.

Assisted Living Services (ALS) also operates the Independent Living Center (ILC), a twelve-unit residential facility for adults living with a severe and persistent mental health diagnosis. Within this setting, residents receive structure and support through a multi-disciplinary team of case workers, life skills support workers, and activity coordinators and — where necessary — includes access to services from a mental health nurse, doctor, and psychiatrist.

This year, ALS shared with the world the frustrations and challenges presented by the global pandemic. With the declaration of the state of emergency, regular programming was brought to a sudden and swift halt and staff were immediately called upon





to regroup and refocus our efforts to maintain essential services in accordance with the health directives of the moment to safely support our clients whose needs could not be put on hold.

Experience and creativity were put to the test and the staff of ALS certainly rose to the occasion, as they quickly mobilized and moved as many activities as possible into the virtual realm using programs like Zoom to keep the clients and residents of ILC as active and connected to one another as possible.

Throughout the year, activities have included weekly art classes and cooking classes. Supplies for these online activities were delivered by staff to each home the morning of the activity so all participants were ready to go at the start of each session. There have been monthly exercise classes and on-line bingo activities in the evenings.

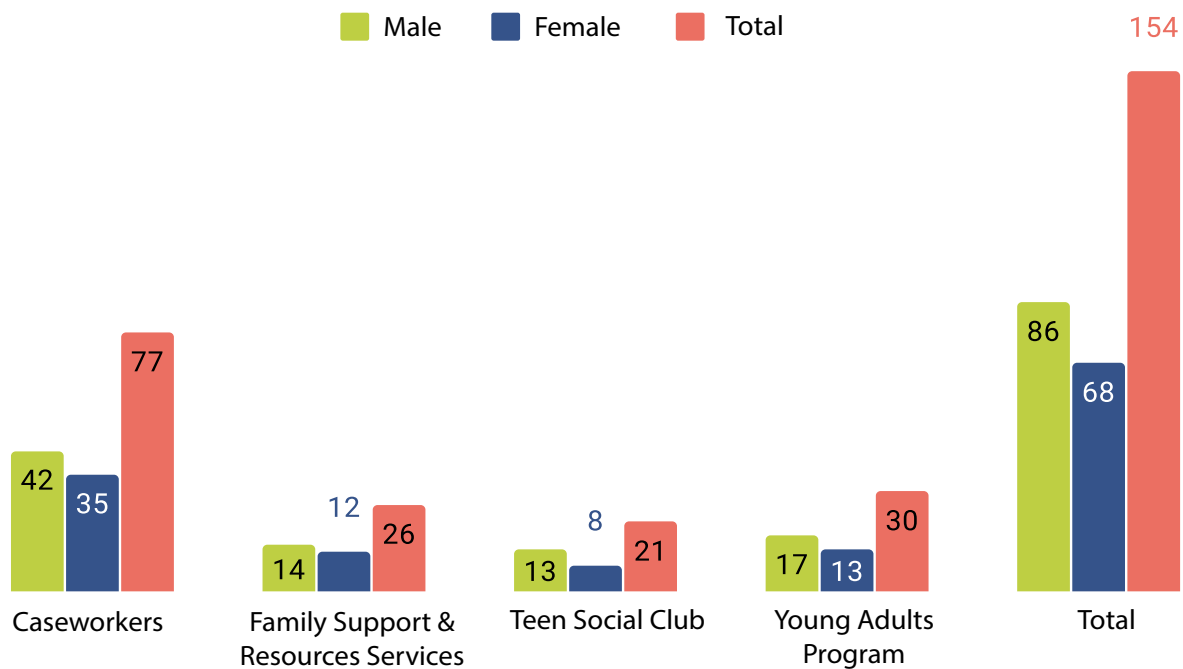
Staff also led educational presentations on the mind, body, and environment, as well as cultural activities tied to our traditional festivals. On the recreational end, staff held remote holiday parties for Halloween, Christmas and Valentine's Day with remote pumpkin carving contests and Christmas stocking decorating contests, just to name a few. In addition, each client/caregiver received an individual call from staff every other day to do a mental health check to determine if additional support was needed.

The sudden and protracted period of isolation over this past year has had a noted impact on people the world over and presented particular risk factors to an already vulnerable population and while the public health directives targeted the threat from COVID-19 to a person's individual health, ALS staff have worked tirelessly to mitigate the impact on our client's mental health as well. To this end they have all done an incredible job for which I express my appreciation and gratitude.

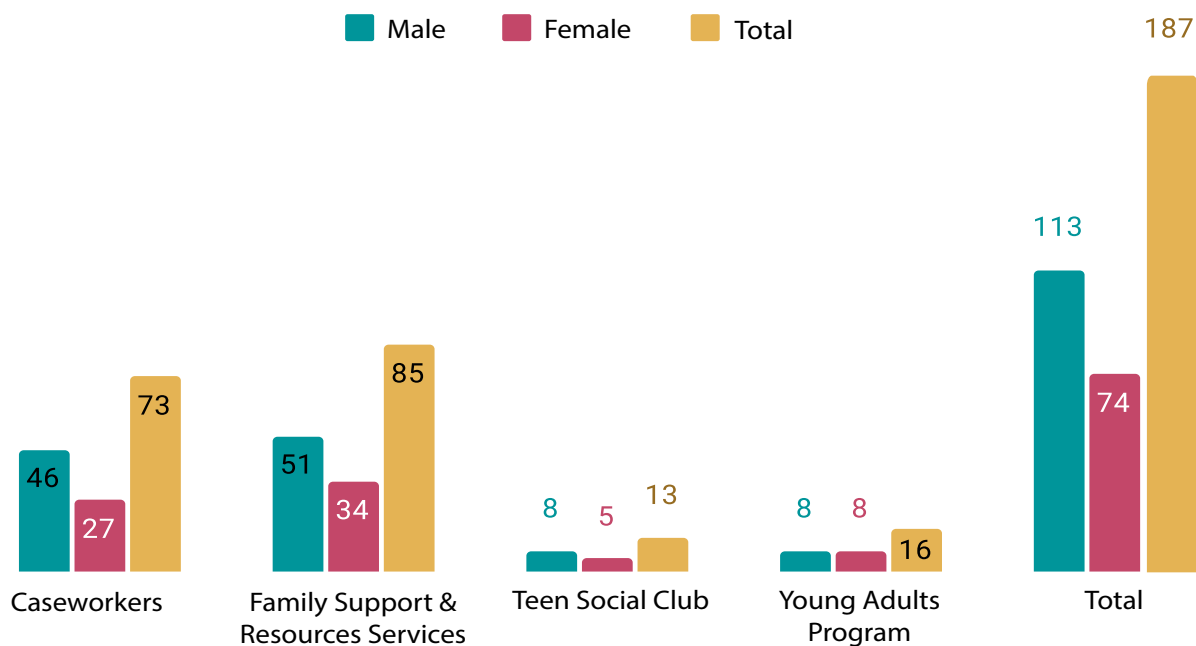




ALS 2019–20



ALS 2020–21





Tami-Go Rice





Mike Horne

HOME AND COMMUNITY CARE SERVICES

Mike Horne, Manager

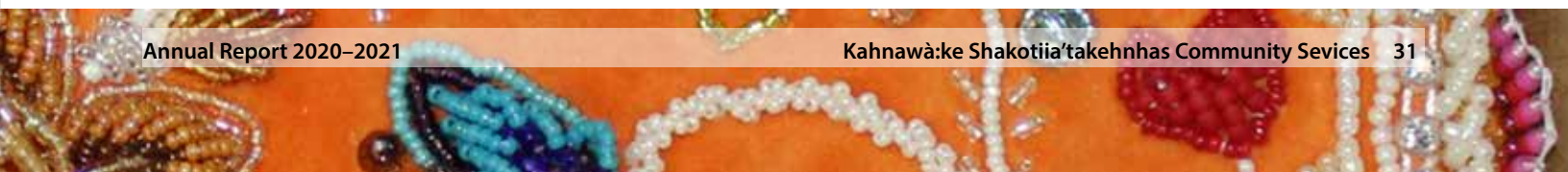
It is without exception that the community of Kahnawà:ke struggled during this past year due to the COVID-19 pandemic. Home and Community Care Services (HCCS) was exceptionally challenged as most of the services we provide are essential.

To the credit of our dedicated staff, delivery of essential services to meet the needs of HCCS and the Turtle Bay Elders Lodge (TBEL) remained uninterrupted throughout the year.

The array of essential services included daily home care ranging from medication assistance, personal and medical care, respite, palliative care, meal deliveries, and limited domestic services. Our partners, the Kateri Memorial Hospital Centre, provided home care nursing services and daily activities for our residents of TBEL.

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 the usual matter. Despite these challenges they were able to meet the needs of the community. Turtle Bay Elders Lodge kitchen services continued to provide residents three meals daily, while also meeting the needs of the Meals on Wheels program until the service was transferred to KSCS emergency services. The adult and elder's services counsellor provided limited services, until they were reassigned to KSCS Emergency Food Services.

It is with pride that we can say that HCCS continued to meet essential needs of the community, while having to alter our manners of practice to adhere to directives. This encompassed certain staff having to work remotely, and having front-line staff comply with all



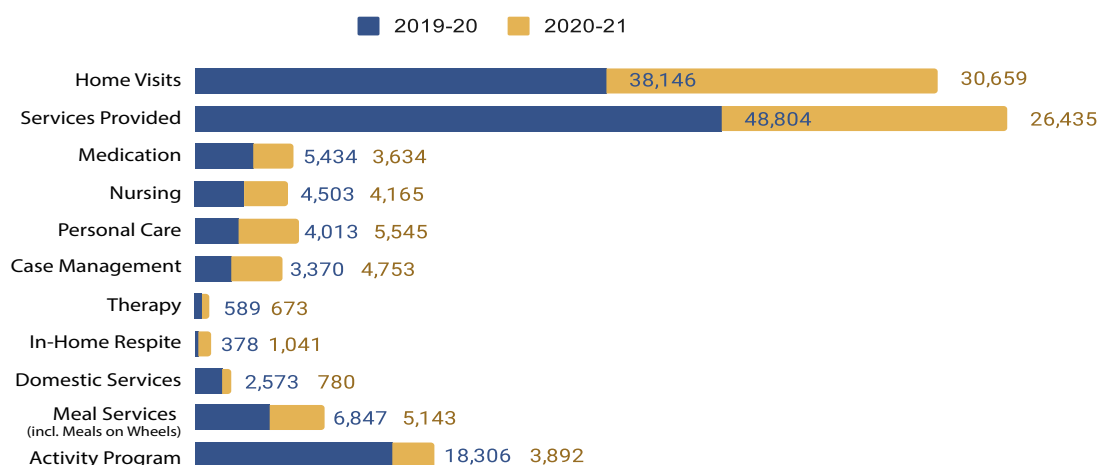


infection, prevention, and control measures. Our clientele fall into the identified vulnerable COVID-19 population and, to the credit of all staff involved, no clients receiving services from HCCS tested positive for COVID-19.

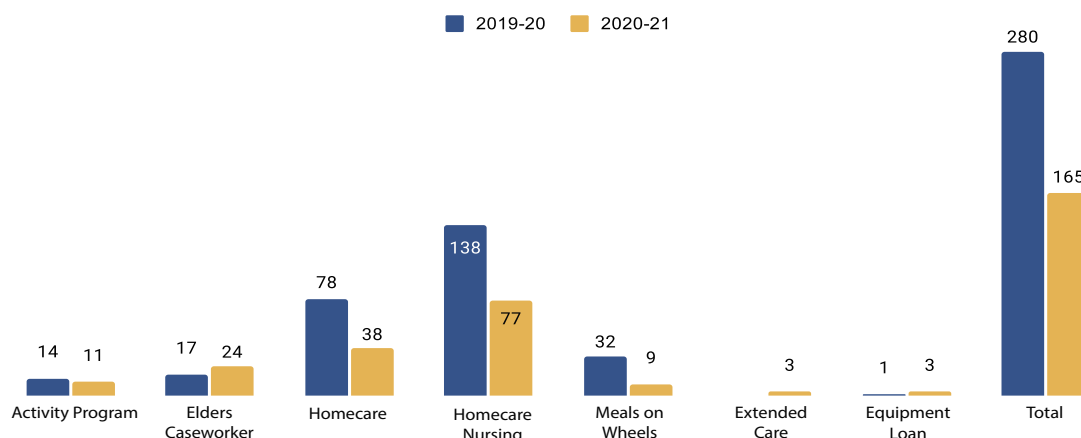
As a team we worked together to develop and implement protocols and Public Health directives for TBEL. This ensured that residents were protected from COVID-19.

On behalf of HCCS we would like to express our gratitude to all staff for their relentless dedication, 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.

HCCS Service Hours

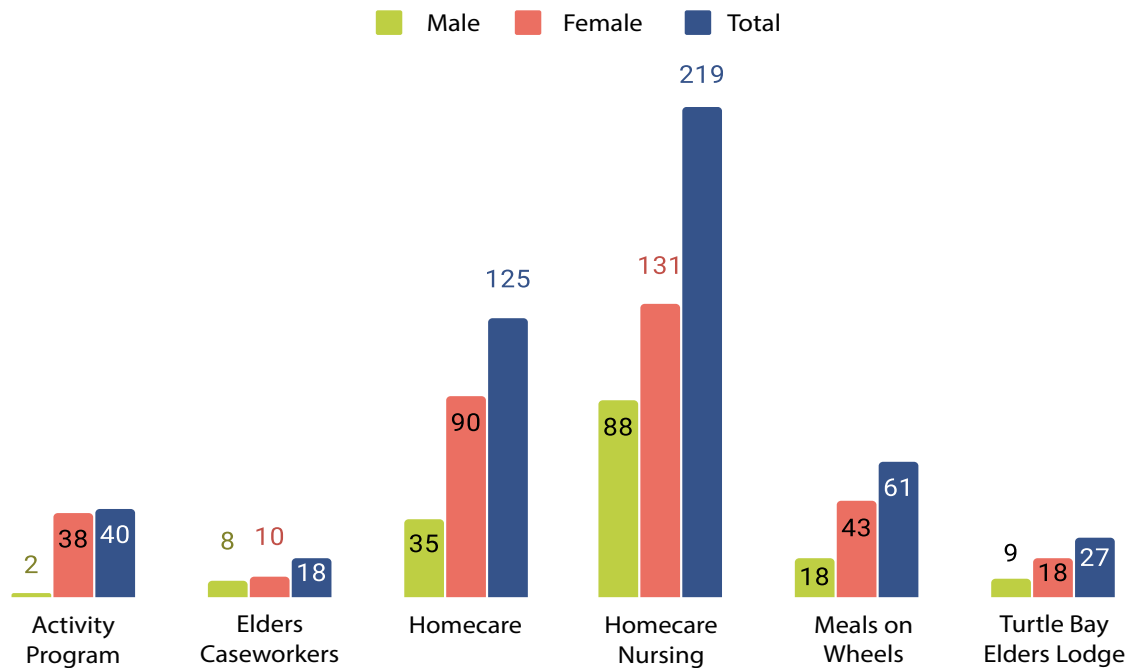


HCCS Intake

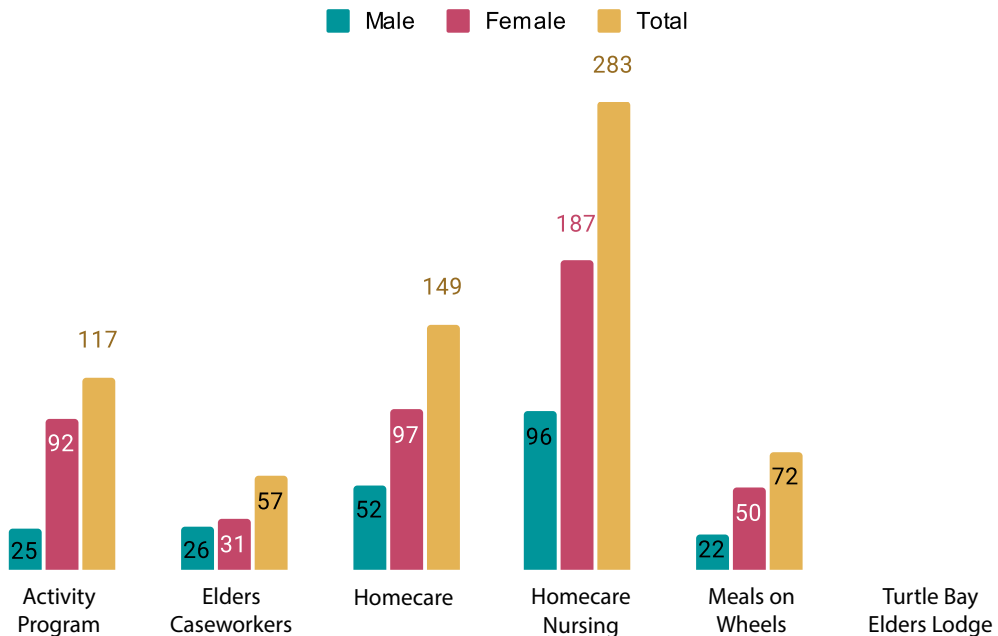




HCCS Total Clients 2019–20



HCCS Total Clients 2020–21





Candace Snook



Stephanie Horne

PREVENTION SERVICES

Stephanie Horne, Manager

The Prevention team never lost focus of the priorities outlined in the KSCS Child and Family Services 5-year plan and the Community Health Plan and our role in servicing the needs of the community. It is amazing how quickly the team adapted to working on projects in a virtual environment amid constant change. We offered cultural and traditional support groups, cooking, crafting/art sessions and exercise programs to name a few.



In an emergency, part of KSCS' role includes providing emergency shelter and food services for the community. Many Prevention staff were reassigned to work at the emergency food bank and the hot meals program. I must say the team adapted quickly to the reassignment schedules.

Within the first weeks of the pandemic, Prevention services provided the community with various up-to-date and relevant psycho-social messages on topics such as substance abuse and addiction, family violence, mental health, and parenting messages.

The summer of 2020 saw a rich and eventful calendar of 60 Prevention activities that were open to the community and provided entertaining, educational, and safe activities for families.

The Parenting team continued to meet their clients for individual support and guidance — many of the parenting clients have

child(ren) who have neuro-behavioural differences and developmental delays. The service never ceased operations during the pandemic to ensure that the mental health of the family was supported. The team also started a series of roundtable Facebook Live weekly sessions on topics that included mental health, suicide, addictions and trauma, and What's for Lunch, a healthy cooking activity for the whole family, as well as the popular family bingo.

Traditional Services were invaluable as the community experienced tragedies. Connecting (or reconnecting) with our culture and providing options for counselling that included a traditional component. The Family and Wellness Center (FWC) offered the traditional healing support of Geraldine Standup and Mike Standup.

In response to the many losses experienced by the community, the FWC team developed the Ase:sasatonhet: Starting a New Life Grief Support Group, which we are excited to say will now become an integrated program within the FWC.

One of the most profound prevention initiatives this year was the work that started on the Kahnawà:ke Sexual Assault Plan. This was in response to a Twitter account that broke through the denial of how sexual violence is, unfortunately, an issue in our community. The work entailed developing a multi-disciplinary sexual assault committee and terms of reference that acknowledges all those affected by sexual violence.

The Prevention team conducted research and online mini-training sessions on the topic of the Creation Story, suicide, mental wellness, addictions, and family violence to address the current social problems throughout the fiscal year, from a prevention perspective.

As the Manager of Prevention Services, I can firmly say that the Prevention team made a valiant effort to bring families— although separate— together this past year.



Prevention Services 2019-20

Male Female Other Total

Á:se Tahontatehiahron:tie
Teen Group 10 9 19

Onkwanèn:ra Our Gang 69 66 1 136

Parenting Services
(Individual) 6 18 24

Parenting Services
(Group) 794 1237 2067

Traditional Services
(Individual) 45 92 1 138

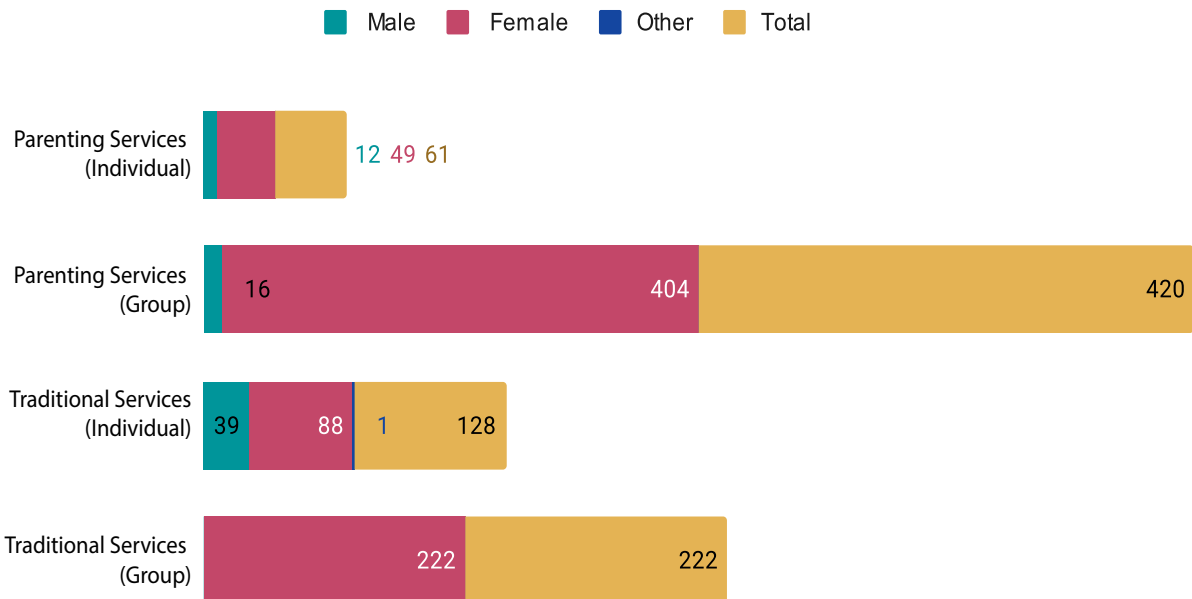
Traditional Services
(Group) 300 300

Where the Creek Runs
Clearer Group 9 25 34

Photographs of Prevention activities: Page 36 and this page: Bicycle Parade, held July 2020, Page 38: Posters of virtual activities hosted by Prevention Services.



Prevention Services 2020–21



Due to COVID-19 restrictions, many activities took place virtually either through Facebook Live or Zoom. There were a total of 6381 attendees. Another 72 represent attendees via Facebook or Zoom for Traditional Services virtual events. It was not possible to determine gender, therefore total numbers are listed with no breakdown for gender.





Parenting talk show with lawyer Sophie Fortin (Nov. 2020)



KMHC nutritionist Chantal Haddad and Frankie Massicotte, parenting worker, host What's for Lunch



Participant provided photo for What's for Lunch?



Parenting Talk Show via Zoom with psychotherapist David Archer.



Left and Right: Participant provided photos of the Glamping family activity.





The caring people behind Let's Talk Kahnawà:ke Tewakaratónnion posted messages of encouragement to community members on its Facebook page (June, 2020).





Cheryl Zacharie

SUPPORT SERVICES

Cheryl Zacharie, Director of Family Preservation (Clinical) Services

Beginning in 2015–2016 and continuing into 2020–2021, plans were put into motion by reviewing the goals and objectives of the KSCS Strategic Plan, working towards improvement of services, and building more collaborative relationships with stakeholders. The last year proved to be a difficult and challenging one given the added uncertainty and the need for constant change and realignment within services, brought about by the COVID-19 pandemic. With the assistance of a hardworking and dedicated staff, KSCS was able to stay true to the mandate of providing essential services to our community and maintaining the important role of providing psychosocial services for our clientele and the community.

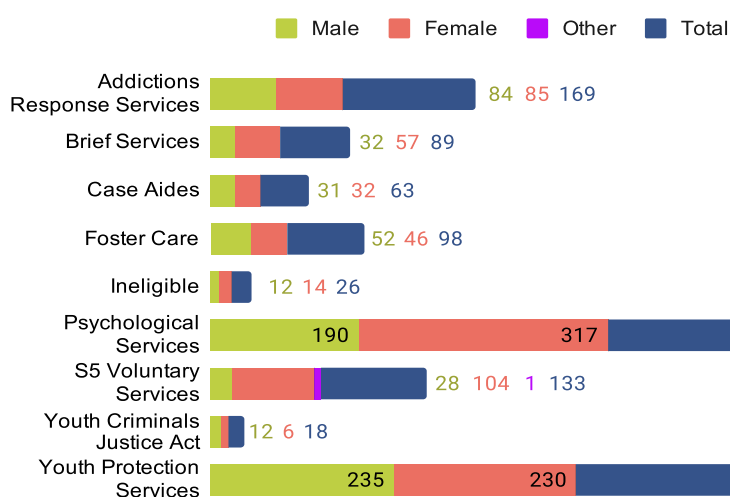
Over the course of the last year, KSCS underwent internal restructuring which saw the addition of a new position, Director of Family Preservation (Clinical) Services. I began my new role in March 2021, transitioning from my previous role of Manager of Support Services. One of the main objectives of this new senior leadership position is to assist KSCS in evolving and developing its programs and services to better serve the community, focusing on a client centered approach to service delivery across the organization.

As part of the creation of this position, the role of Manager of Support Services was split into two with the intent of ensuring a more direct focus on the needs within key service areas. Alana Kane assumed the role of Manager of Mental Health and Addictions, while Davis Montour took on the role of Manager of Child and Youth Wellness.

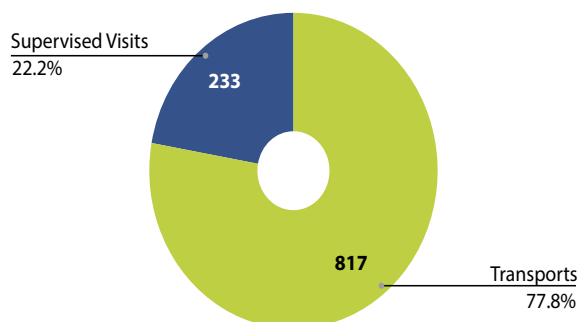
As we move into the new fiscal year, the goal will be to become acquainted with my new role, the various service areas and to explore ways of improving our collaborative relationships to continue to meet the needs of the community.



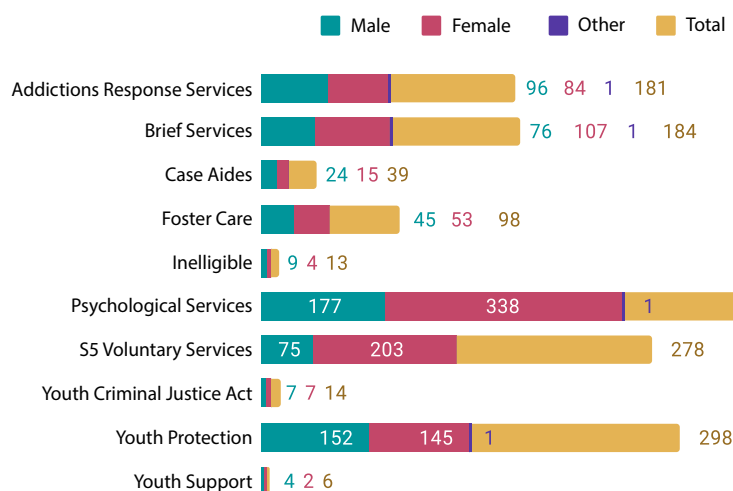
Support Services 2019-20



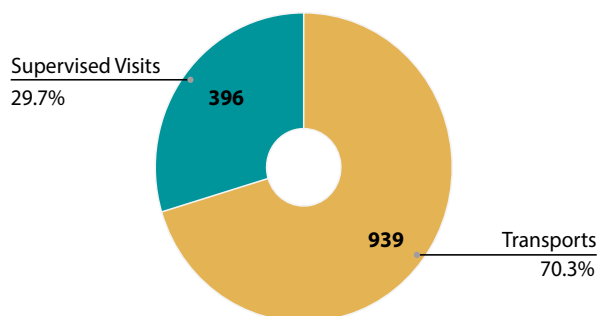
Case Aides 2019-20



Support Services 2020-21



Case Aides 2020-21





Davis Montour

CHILD AND YOUTH WELLNESS

Davis Montour, Manager

The Manager of Child and Youth Wellness will play a key role in achieving the objectives outlined in the KSCS strategic plan and continue the progress of operating from a family preservation model of practice. The manager is responsible to oversee and manage Youth Protection, After Hours Response, and the Tsi Ionteksa'tanonha (Foster Care/Kindship) programs and services. This role, along with the Manager of Mental Health and Addictions, provides management of the clinical supervisors that make up the Support Services aspect of Family Services.

The KSCS Youth Protection program receives intakes from various sources and holds the mandate to investigate allegations of the potential risk to youth. Risk is defined by a situation that compromises the safety, security and/or development of a child and support services are offered to assist in resolving the situation. Service plans are developed to meet the needs of each child and family. These plans are reviewed and modified over time, based on the progress of the file and the changing needs of the client.

The primary goal is always the preservation of the family unit—regardless of its structure—and maintaining the child within their family system. When that's not an option, it's common for extended family to step forward to care for the child(ren). However, staying with family isn't always possible and foster care homes or group homes are there to meet the needs while the service plan is carried out.

The Youth Support worker provides individual support for youth aged 15–25 who have been or are a part of the foster care/group home systems. The program prioritizes placements with family members and has successfully assessed and transitioned all kinship homes to become kinship Foster Homes. Kahnawa'kehró:non provide the majority of our foster homes. There are an average of 32



children in approximately 22 Tsi Ionteksa'tanonhnha homes (regular foster homes, kinship foster homes, and kinship care) each month.

The COVID-19 pandemic challenged us to think creatively in the ways we provide support. We provided information packages, art/activitiy packages, laptops/iPads for children in care, created an online Zoom support group for Tsi Ionteksa'tanonhnha parents and continued to provide our Case Aide services for supervised visits and transportation, to maintain the connection for children and their natural parents as much as possible. Although the pandemic forced the shut down of Case Aide services for two months, we used the opportunity to develop safety processes and protocols, secure a location for supervised visits, and install safety equipment — such as plexiglass — for vehicles and buildings. This year, Case Aides provided 396 supervised visits and 939 transportation services for our families.

The COVID-19 pandemic has been an extraordinary challenge, and the KSCS front-line staff have been available to provide 24/7 service throughout that time. The pandemic heightened the existing issues our clients have faced and added new challenges to overcome. Throughout that time, KSCS front-line staff have carried out their work with passion, dedication, and commitment to the well-being of the youth and families of our community, regularly going above and beyond to offer services and support through this challenging time. They have truly acted as an essential service.





Alana Kane

MENTAL WELLNESS AND ADDICTIONS

Alana Kane, Manager

KSCS envisions a strong collective future for Kahnawà:ke by promoting and supporting a healthy family unit. To achieve that vision, one of our guiding objectives is to be fully client-centered and client-driven and re-focus on Kahnawà'kehró:non and their families as the single most important stakeholder. This past year presented challenges caused by the ongoing COVID-19 pandemic. Keeping those guiding objectives in mind allowed the Mental Wellness and Addictions teams to adapt and find alternative and creative ways to connect with our clients and the community to ensure the continuation of service delivery.

Our mental health counselling teams, Psychological Services and Secondary Prevention, experienced an increased workload as the pandemic continued and requests for services made mention of COVID-19 as a significant contributing factor to psychological distress. Supporting community members through this transition to tele-health was a priority and our dedicated teams made the process almost seamless. Our services needed to adapt to the new normal of seeing clients remotely and dealing with the frustrations associated with technological hiccups, such as varying internet signal strength and random disconnections from video conferencing platforms.

However, remote-counselling is not a one-size-fits-all solution and we realized we needed a solution to accommodate community members who required in-person sessions. Our counselling rooms were modified and equipped with the necessary infection prevention and control measures. The teams provided updates and relevant mental health information within the context of the pandemic, notably through the Kahnawà:ke 911* Facebook Live broadcasts.





While the COVID-19 pandemic has certainly affected everyone, it has deeply impacted those dealing with substance abuse. The Addictions Response Services (ARS) team was concerned about how clients would manage the isolation measures put in place early in the pandemic and strategized on the best way to connect clients with the appropriate resources and continue to meet the requests for services.

The team worked closely with the Addiction Response Services and Prevention workers to create a dedicated Facebook page called Ensa'nikonhriiôhake (your mind will be good/well) to share timely information about the services offered by ARS, harm reduction, recovery tips, and prevention initiatives.

The team offered virtual recovery support groups and worked closely with our partners at the Centre hospitalier de l'Université de Montréal, Centre intégré de santé et de services sociaux (CISSS) de la Montérégie-Ouest, and the Kateri Memorial Hospital Centre in the critical area of opioid overdose prevention and awareness.

The ARS team's greatest challenge has been providing support for clients needing to enter residential treatment as our network of Indigenous addiction treatment centers remained closed since the onset of the pandemic. Given that, we continue to advocate for better access to services for our most vulnerable community members.

This past year has been challenging in ways we never could have expected and has demanded constant readjusting and realigning of our program delivery and safety measures. Despite it all, the teams have demonstrated an immeasurable and unwavering strength through teamwork, dedication, and resilience. A true demonstration of community service.

** Kahnawa:ke 911 is a collaboration between the Public Safety Division of the Mohawk Council of Kahnawà:ke, Kahnawà:ke Mohawk Peacekeepers and Kahnawà:ke Fire Brigade.*



Wendy Walker-
Phillips

INTERNAL OPERATIONS

Wendy Walker-Phillips, Director of Internal Operations

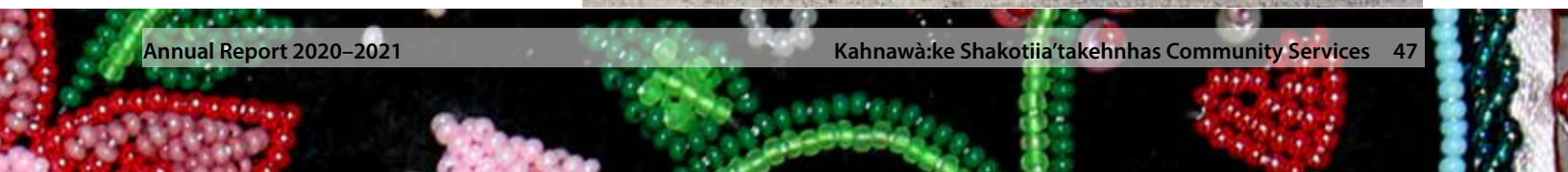
“Separate but together”

Providing support to staff and services on the frontline presented us with several challenges, as we had to find new ways to perform our functions safely. Many of our staff were teleworking or reassigned to essential emergency services. Overall, our organization is pleased with how well remote working has gone. This gave us an opportunity to develop a formal telework project that can be used in the future.

Many of our services are essential to the functioning of KSCS and could not be suspended. Our resourcefulness and willingness to help others forced us to use creative out-of-the-box thinking to respond to the situation. A Health and Safety Committee was created to ensure the safety of our employees and clients from the COVID-19 virus. Team members from across the organization were reassigned to focus on implementing and enforcing safe infection, prevention, and control measures in collaboration with local public health authorities.



*The Health and Safety Committee.
Photo by Tyson Phillips*





While we may have been physically separated, we were together in spirit. Internal Operations rose to the challenges presented by the pandemic and managed to carry out many projects

ORGANIZATIONAL STRATEGIC DEVELOPMENT (OSD)

Winnie Taylor, OSD Facilitator

With the close of the 2020 fiscal year, OSD primarily focused on supporting the organization and the community during the COVID-19 pandemic. All projects that were being worked on prior to the declaration of the emergency were put on hold. With regular project work on hold, OSD was available to support, assist, or oversee any new projects/work arising because of COVID -19. The following is a snapshot of the work performed this last fiscal year.

Beginning of KSCS Emergency Services

- OSD was delegated as the KSCS coordinator of staff reassignments. All KSCS staff whose position was identified as non-essential were contacted and reassigned accordingly to either the Emergency Food Services or emergency shelter when required. OSD assisted in the development of the emergency reassignment coordinator's role and in the development of schedules and recording of various emergency service roles and responsibilities. Coordinating and contacting staff for reassignments offered OSD the opportunity to do a mental wellness check-in with staff and ensure staff were well. The reassignment coordinator's role was transferred to Human Resources, who continued to assist in the refinement and streamlining of the reassignment processes so that we could maximize the benefit to our staff, volunteers, and the community.

OSD continued to provide in-house consulting services, in particular a telework project:



- An internal survey was conducted with all KSCS staff regarding the telework situation brought upon by the pandemic. OSD took the lead on the final development, implementation, and analysis of results of the KSCS telework survey, working closely with the Communications Team Leader and the Director of Operations on this project. The survey was conducted in June, approximately four months after the emergency was declared. The pandemic provided an opportunity to review this situation as a pilot of sorts, since KSCS had been exploring the idea of telework/telecommuting for a while as a possible option for staff. The survey results provided a baseline as well validation for previous internal research. A full report was provided to KSCS management in October, and it was agreed that a program be developed that can be implemented when the pandemic subsides and a sense of normalcy resumes. This next phase was delegated to OSD.

Technical advice and assistance were sought out for the following project:

In mid to late summer, an evaluation of the KSCS Emergency Food Services (both emergency food baskets and emergency prepared meals) was conducted. OSD had an opportunity to work on a team made up of staff from various departments, including a summer student. Each brought skills and experience recently gained through the COVID-19 reassignments. OSD assisted in editing the final report and PowerPoint that was to be shared with the Kahnawà:ke COVID-19 Task Force. As a result, KSCS's role and partners in emergency food services were improved, further streamlined, and made more efficient, which ultimately led to better services for the community.

Regarding training and capacity building, OSD took the opportunity to enhance their own skills and attended several webinars, conferences, and opportunities such as, but not limited to:

- Statistics training: Survey results analysis using excel spreadsheets



- Elders annual gathering; understanding prophecies
- Regional comprehensive community planning conference
- Continuation and attendance of Mohawk language classes on-line
- Reassignment as receptionist at the KSCS Family and Wellness Center

Although COVID-19 restrictions dictated that work be done from home and separate from others, a team approach method was applied. Together, we kept each other well, involved, and informed to provide the best services/programming possible.





Dwayne Kirby

FACILITIES

Dwayne Kirby, Manager of Facilities

April 2020 began in a state of emergency, placing our team in emergency service mode for the duration of the pandemic. The state of emergency suspended all Capital Plans and normal operations as the community locked down to non-residents through the end of May 2020.

For the period of June through September 2020, the community opened for commerce with restrictions, although KSCS operations remained essential services only.

The major focus of our team was redirected to strict infection, prevention, and control measures for our all KSCS facilities. Work was scheduled on rotation during the first wave to reduce the amount of people in the office.

Emergency Food Services was mobilized using assistance from the Facilities team in areas such as: obtaining bulk food supplies, securing a refrigerated trailer, purchase and installation of miscellaneous equipment, and rotating scheduled food deliveries.

The Turtle Bay Elders Lodge went into full lockdown with restrictions in place to allow basic day-to-day activities to keep our elders safe from the virus. We spent a good part of the summer developing safety protocols to deliver services such as:

- in-room visitation
- residents' bingo
- dining room access
- restaurant takeout delivery
- activity protocols



- unsupervised outings
- after-hours dining room and activity room access
- in-room visitation after hours
- personal care appointments

COVID-19 placed KSCS in emergency services mode only for the majority of 2020; no capital projects were undertaken except for emergency repairs. Of our capital plan for 2020–2021, we managed to accomplish the following tasks:

- Assisted Living Services and Family and Wellness Center: LED lighting upgrade to replace the exterior lighting around the perimeter of the facility.
- Work on renovations to the first floor Service Complex, previously occupied by Canada Post, will provide new office spaces for senior management of KSCS.
- Renovation plans for the first floor Services Complex washrooms to include hands-free technologies, providing safe access to the use of the facilities.
- Redesign of the second floor washrooms of the Services Complex as a gender neutral facility, to recognize the needs of our clients and community members. Hands-free technologies are also incorporated into the redesign.





Mark Jocks

INFORMATION SERVICES

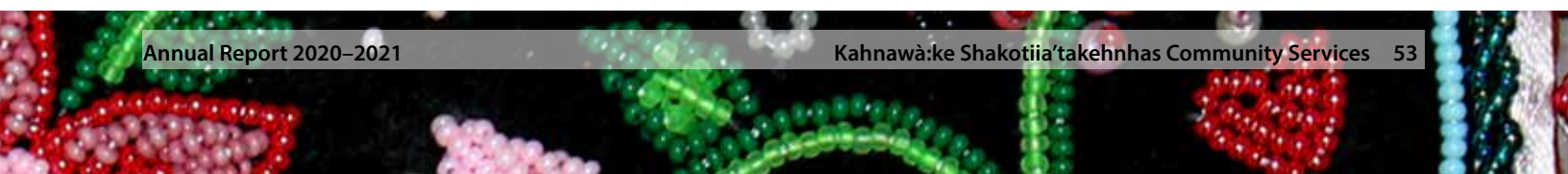
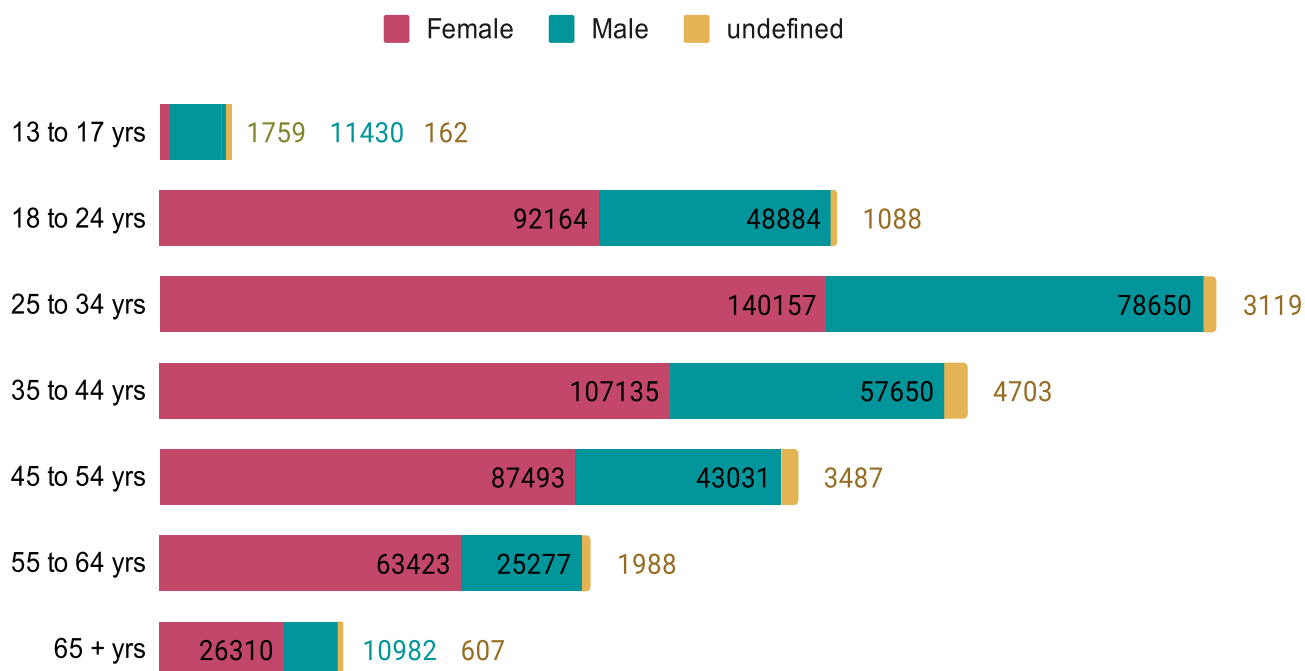
Mark Jocks, Manager of Information Services

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

To say that 2020–2021 was a challenge would be understating the obvious in the Information Services department.

The IT team followed up on an assessment of the organization's technical infrastructure which took place in February 2020. We implemented new hardware and software systems which upgraded

KSCS Facebook Visits by Age and Gender 2020-21





the organization's capabilities in many areas including backup and recovery, distributed replication, internal and external security systems and, especially this year, much-needed work from home capability for the majority of KSCS staff.

With restrictions on the number of staff members allowed to gather in meeting rooms and with staff working from home, all KSCS facilities received technical upgrades. Staff now have the extra mobility required to meet using teleconferencing software, while respecting social distancing rules and meeting room capacity guidelines. Staff also used the teleconferencing capability to meet safely and securely with clients to assist them with a variety of services offered throughout the organization.

Staff training continued throughout the year on the efficient and secure use of collaborative software from within the office and for those primarily working from home. As of March 31, 2021, 85 per cent of all KSCS employees have received training or had previous skills using Microsoft Teams. All remaining staff will receive relevant training early in the coming year depending on the need of their level of adoption.

IT activities included:

- Organization-wide network infrastructure upgrades.
- Enhanced work from home capabilities for staff.
- Rollout of collaborative tools with training for all staff.
- 30 additional laptops were acquired to assist staff in providing services to clients.
- Preparations began for workstation security upgrades in the upcoming fiscal year.
- Dedicated stand-alone workstations for teleconferencing were provisioned throughout the organization in existing meeting rooms.

COMMUNICATIONS

With the retirement of longtime KSCS Communications lead, Doug Lahache, combined with the conditions imposed by the COVID-19 pandemic, the department put much of the new Communications strategy implementation on hold while a new team leader could be recruited and hired. This process proved to be a challenge for the organization as there were several periods of hiring freezes put in place because of the pandemic. The Communications department was finally able to complete the hiring process in March 2021 with the selection of a new Team Leader of Communications, who will begin implementing the Communications strategy for 2021–2022.

Statistics for 2020–2021			
Activity	2019–2020	2020–2021	<p>*6 publications with 78 articles covering the following health issues: Addictions 10, Violence 6, Mental Health 22, Parenting 15, Teen Issues 16, Physical Health and Diabetes 9, Environment 0</p> <p>** 6 publications with 91 articles covering the following health issues: Addictions 6, Violence 9, Mental Health 32, Parenting 12, Teen issues 15, Physical Health and Diabetes 12, Environment 5</p>
TV Awareness Commercials	23	0	
Facebook Posts/Updates	557	637	
Workshops Recorded for Lending Library	14	10	
Newspaper Ads	100	87	
Newspaper Community Notes	10	8	
Radio Talk Shows	23	13	
Radio Commercials	9	7	
Radio PSA's	52	53	
Website Updates	314	386	
Weekly Bulletins	50	50	
Requests for Assistance	309	286	
Aionkwatakari:teke Issues	*6	**6	
KSCS Insiders	23	22	



DATA/INFORMATION MANAGEMENT

Data and Information Management continued to develop, modify, and support the case management system (CMS). We fielded a total of 37 user requests regarding accessing the system, ranging from adding new users (9), leave of absences (7), and departures or position changes (6), the remaining requests were for stagiaire students or other types of requests.

We have completed transitioning Home and Community Care Services' client database into the Penelope CMS and should be fully operational in the 2021–2022 fiscal year.

Other new services were added to the Penelope CMS including the youth support worker, Indian Day School claims and the transfer of worker's caseload summaries from paper to electronic format.

Data/Information Management Stats

Client paper files managed	1,527
Client electronic files managed	7,446
Client files purged & destroyed as per retention policy	140





Susie Diabo

ORGANIZATIONAL SUPPORT SERVICES (OSS)

Susie Diabo, Manager of Organizational Support Services

It's been an unprecedented and challenging year for our organization as KSCS continued responding to the COVID-19 pandemic. The Organizational Support Services (OSS) department set aside several major projects and developed new processes/procedures, such as creating a COVID-19 policy and modifying several existing procedures to ensure continued and efficient guidance and support to staff.

OSS staff not only maintained their workload but they also took on reassignment within KSCS with the Emergency Food Services and assisting other Executive Director's Committee organizations.

OSS plays an integral role on the newly created KSCS Health and Safety Committee. This organizational committee is working in a cooperative spirit to identify, resolve and eliminate dangers to the health, safety, and well-being of workers.

As this pandemic continues and we have become more accustomed and educated with the safety measures put in place, OSS is looking forward to resuming normalcy and anticipates restarting projects that were delayed from last year.

Although it was a challenging year, we can continue to make it through this pandemic if we work together as an organization and community. Sata'tenikonrà:rak (Take care of yourself).

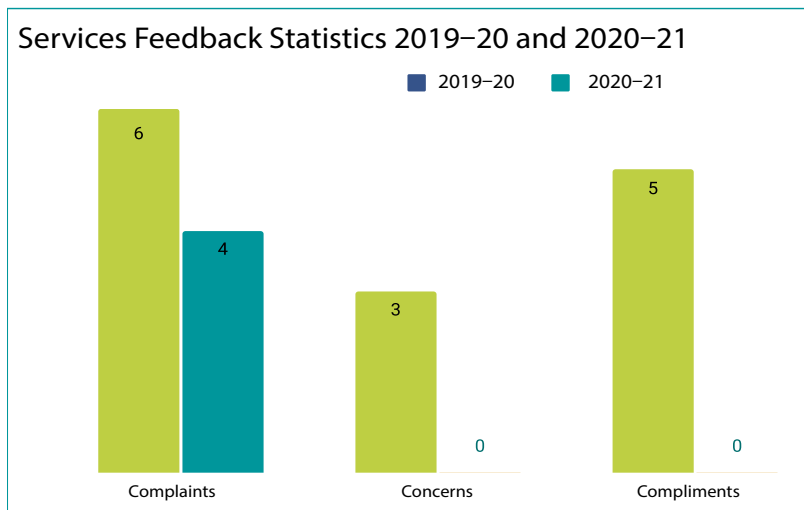
ADMINISTRATIVE SERVICES

Kareen Diabo, Team Leader of Administrative Services

Administrative Services is responsible to provide various levels of support to all KSCS departments. The team is comprised of five full-time, one part-time, and three sporadic employees.

The team has changed its direction in the last few months. It has intensified its focus on providing solid professional service with regards to COVID-19 protocols internally, through structured staff scheduling to ensure there were no gaps in services. Recruitment has also changed direction. We are identifying specific administrative skill sets in the hiring process in anticipation of KSCS's future needs.

The Team Leader of Administrative Services administers and manages the services feedback process, which allows community members to provide feedback on services received by KSCS. This process focuses on ways to improve employee/client satisfaction as identified within the Strategic Plan.



RECEPTION SERVICES

Reception Services focuses on providing the best experience for our clientele, whether they are community members, colleagues, or stakeholders.

For Reception Services, it was the year for reinvention, but we remained efficient and continued to provide quality service. We faced

COVID-19 challenges head-on. We modified the reception area and implemented stringent protocols for the safety of our clients and staff. Reception Services had to transform service delivery to meet the guidelines put in place by Quebec and Kahnawà:ke Public Health. Our focus shifted to bridging the divides created by social distancing.

In the past year, KSCS received approximately 6,063 visitors into our building. This number decreased due to COVID-19 restrictions, but our services never ceased operating. This tally includes external/internal groups, clients, and service providers.

HUMAN RESOURCES

Alison McGregor, Team Leader of Human Resources

2020-2021 was a challenging year due to the COVID-19 pandemic, which required modifications to Human Resources (HR) services including policies and standard operating procedures (SOP) to maintain the high-quality HR support during the pandemic. As a result, the following was created and implemented:

- Interim recruitment process: HR maintained recruitment for essential positions only; this required revisions to the current HR recruitment process to encompass the virtual aspects of recruitment.
- KSCS COVID-19 Policy: encompasses the health and safety procedures for all KSCS employees and representatives and governs the response to the COVID-19 pandemic.
- HR Screening and Reassignment Standard Operating Procedures: provides guidance on how HR will process screenings and reassignments for employees, stagiaires, secondments, and summer students who are subject to directives from the Kahnawà:ke COVID-19 Task Force.
- Participate within the Kahnawà:ke Human Resources Network for alignment of COVID-19 policies and processes.

Despite the pandemic, HR services were maintained including employment cycle, staff relations, benefits, performance management, compensation, policies and procedures, training and development, and payroll administration. In addition, HR assumed responsibility to coordinate reassignments of staff to the KSCS Emergency Food Services and emergency hot meal deliveries.

This past year, HR successfully completed: compensation adjustments in alignment with the Compensation Policy and

Performance Management Process upon approval from the Board of Directors.

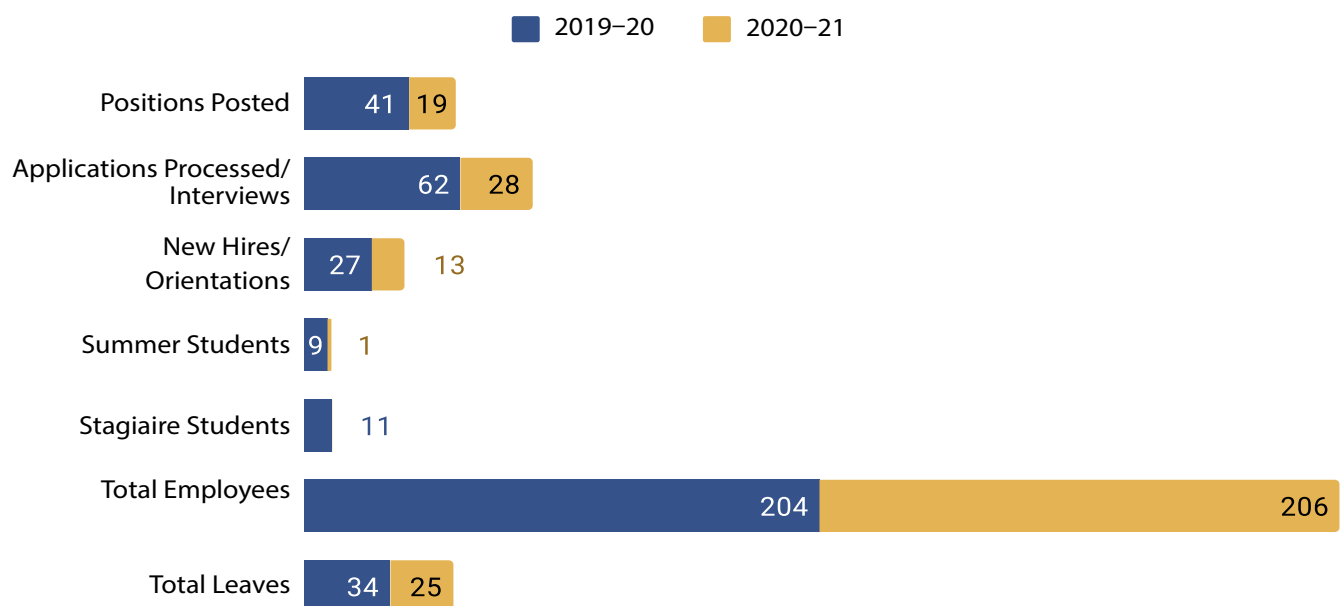
Human Resources continued to provide services aligned with KSCS's cornerstones of integrity, respect, responsibility, trust, and commitment while managing our most valuable asset: our human capital. HR continues to promote excellent comprehensive human resource management while respecting legislative compliance. In addition, HR continued to work towards achieving our strategic objectives ensuring a high level of professionalism and quality services in all areas of HR management.

Due to the pandemic, HR paused researching a human resource information software system to focus on the emerging HR needs. As this project is extremely comprehensive, it will resume when time permits.

HR is committed to strengthening partnerships with organizations of the Executive Director's Committee (EDC) and provided continued support by:

- Participating in the Kahnawà:ke Human Resources Network, and regularly supporting and sharing resources and tools.

Recruitment Process 2019–20 and 2020–21



Departures 2019-20: 11 (3 left position, 3 retirement, 2 end of contract, 3 Terminations). **Departures 2020-21:** 17 (10 left, 1 retired, 5 contracts ended, 1 deceased).

- Providing human resource technical support to smaller organizations who do not have HR departments.

Payroll and benefits were provided consistently to approximately 200 KSCS employees.

TSI NIIONKWARIHÒ: TEN PROGRAM

Coordinators, Mary Kawennarò:roks McComber and Christine Karennénhtha Loft

Like many around the world, Kahnawà:ke Shakotia'takéhnhas Community Services (KSCS) has been impacted by the COVID-19 Pandemic. Staff at KSCS have worked diligently to respond to community needs while continuing our responsibilities required in our jobs. The Tsi Niionkwarihò:ten Program coordinators were re-assigned to work at the Emergency Food Services food bank for the duration of the pandemic.

For the time being, the pandemic has had an impact on the regular work of the Tsi Niionkwarihò:ten Program. Much of what we do involves face-to-face discussions and sharing. This has been a challenge for many who work in the human service area, but we have done our best to maintain contact with each other so that the work may continue. The pandemic has re-confirmed the value of tsi niionkwarihò:ten (our ways) as working together and sharing resources has proven to be integral to supporting each other during this time.

One of the main roles of the Tsi Niionkwarihò:ten coordinators is to educate KSCS staff on topics surrounding Kanien'kehá:ka ways and language. This is to ensure staff understand tsi niionkwarihò:ten (our ways) and provide inspiration for enhancing KSCS programs and services with Kanien'kehá:ka traditions, principles, and values at its core. This is important because Kahnawa'kehró:non inform us, through surveys and discussions, that they want to access services that support and encourage our ways.

Research tells us that cultural practices act as a buffer to social and health issues. For this reason, we thought it important to continue to offer education and wellness activities to KSCS staff this year. We continue to maintain contact with the KSCS Tsi Niionkwarihò:ten Committee and community networks such as, the

Tewahará:tat Tsi Niionkwarihò:ten Language and Culture Network to ensure that people are aware of the value that our traditions can provide in tough times.

In July 2020, we worked with the Tewahará:tat Tsi Niionkwarihò:ten Language and Culture Network to participate in a drive-in movie event to mark the anniversary of the 1990 siege in Kanehsatà:ke. As well, we offered the community traditional wellness video viewing via cable television of past wellness events presented by Mike and Geraldine Standup. KSCS staff were also presented with a virtual traditional wellness forum, Kanien'kéha sessions, a Midwinter information session and traditional teachings on addictions and violence.

It was a challenging year and we may be faced with more to come. However, together we can make it through, stronger and more resilient.

Staff feedback was requested and here is what one coworker shared when asked, "How has the Tsi Niionkwarihò:ten Program and coordinators helped you to gain more awareness of tsi niionkwarihò:ten and how have you demonstrated the use of tsi niionkwarihò:ten in your program or service?"

"The Tsi Niionkwarihò:ten Program and Coordinators have reintroduced me to language and culture that I have lost touch with throughout the years. The program has supported me by offering Kanien'kéha sessions, singing groups, workshops with guest speakers, ex: introduction to the Great Law, the Creation Story, and much more that are ongoing throughout the year. Tsi Niionkwarihò:ten has been implemented into the Young Adults Program and Teen Social Club in many ways by our dedicated staff. Many of the participants have the knowledge and enjoy demonstrating what their strengths are. Our programming has been promoting awareness by incorporating the Ohén:ton Karihwatéhkwen, festivals, music/singing and by using Kanien'kéha, our language, every day. We encourage our participants and staff to continue practicing tsi niionkwarihò:ten."

~ Cynthia McGregor, YAP/TSC Team Leader

Tsi Niionkwarihò:ten Program Events and Activities 2020–2021

COVID-19 pandemic: Tsi Niionkwarihò:ten Coordinators, Mary McComber and Christine Loft were reassigned to the Emergency Food Bank Services from March 2020–March 2021. (KSCS Emergency Food Bank collaboration with Orville Standup Memorial Kateri Food Basket).

Events/Activities

Most, if not all, events listed were via Zoom or Microsoft Teams.

Tsi Niionkwarihò:ten Program Events and Activities 2020–2021 Internal to KSCS

- | | |
|---|--|
| <ul style="list-style-type: none"> • Kanien'kéha Sessions (5) <ul style="list-style-type: none"> » 7 KSCS staff • Midwinter/Shá'tekohséhron Session <ul style="list-style-type: none"> » 7 KSCS staff • Traditional Wellness Videos Forum: Mike and Geraldine Standup recordings <ul style="list-style-type: none"> » 8 KSCS staff participated in discussion (27 signed up to view videos) • All Staff Onboarding Session (1) <ul style="list-style-type: none"> » 2 interns this year due to COVID protocols • Committee Meetings <ul style="list-style-type: none"> » 10 meetings with 8 KSCS staff | <ul style="list-style-type: none"> • Requests from Staff <ul style="list-style-type: none"> » 26 (12 were for translations/ spelling, others were for training information, teachings, resources, videos, promotional items or requests for program assistance ex. Sexual Assault Working Group and Suicide Prevention Training) • Pink Shirt Day/Wahsén:rate Niwatia'tawi'tsherò:ten Awenhnísera Promotion <ul style="list-style-type: none"> » 11 staff participants (5 prizes) • Dr. Dawn Martin Hill-Video promotions (science and Indigenous knowledge) <ul style="list-style-type: none"> » 4 staff responded (2 provided feedback) |
|---|--|



Tsi Niionkwarihò:ten Program Events and Activities 2020–2021

External to KSCS or in Collaboration with other Organizations

- Kanien'kehá:ka Growth and Empowerment Tool
 - » 4 KSCS staff participating in Advisory Group meetings with McGill and Douglas Research Center and community members (21 total KSCS staff participated in two online training sessions)
- MCK Kanien'kéha Language & Culture Training Program (Tsi Niionkwarihò:ten Tsitewaháhara'n Center)
 - » 6 KSCS Staff participants
- Sexual Assault Working Group-Traditional Teachings with Fran Kaherishon Beauvais and Rakwirenthia Diabo (5 sessions)
 - » 29 participants (Approx. 7 KSCS staff and others from community organizations)
- Tewahará:tat Tsi Niionkwarihò:ten Community Network meetings (4) (Events as a result-July 11, 2020 Drive in Movie- Oka Crisis; Spirit of Wellness-Traditional Wellness Videos (Mike and Geraldine Standup) via community cable channel; Decolonizing Cooking promotion via Food Bank
 - » 2 KSCS staff participants (4 meetings)





Emergency Food Services Food Bank at the Knights of Columbus (Cory Rice, Christine Loft, Takaribwaienhne McComber, Mary McComber and Ashlan Phillips). Photo by Doug Labache.



Kanien'kehá:ka Onkwawén:na Raotitíóhkwa resources purchased and shared with KSCS staff. Photo credit: Mary McComber



Cycle of Ceremonies

Kaié:ri Niiori:wake - Four Sacred Rituals/Ceremonies were given to us by Creator:

- (1) Ostowa'kó:wa - Great Feather Dance
- (2) Atón:wa - Men's Personal Chant
- (3) Kanehó:ron - Drum Dance
- (4) Kaientowá:nen - Bowl Game

PowerPoint slide from the Midwinter/ Sha'tekohséhrhon presentation December 7, 2020



KSCS Kanien'kéha Session participant Cynthia McGregor during her final language presentation February 3, 2021



KSCS Kanien'kéha Session 1 of 5, October 21, 2020 (Kanontienentha Brass, Mary McComber, Beatrice Taylor and Kiersten Two-Axe Myiow. Missing from picture-Adrienne Zachary, Kara Diabo, Cynthia McGregor, Allyson Phillips and Lois Deer)



KSCS Tsi Niionkwaribò:ten Committee Meeting-February 9, 2021 (KSCS staff: Mary McComber, Kiersten Two-Axe Myiow, Codey Martin. Missing from picture- Christine Loft, Tom Dearhouse, Allyson Phillips, Beatrice Taylor, and Patricia Zachary)



Alana Alwin

OUR VISION

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

MISSION STATEMENT

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.

KAHNAWÀ:KE SHAKOTIIA'TAKEHNHAS COMMUNITY SERVICES

P.O. Box 1440
Kahnawà:ke Mohawk Territory
via Quebec, J0L 1B0
Tel: 450-632-6880
Fax: 450-632-5116
Web: www.kscs.ca
Facebook: [KSCSKahnawake](https://www.facebook.com/KSCSKahnawake)

