



2024-2025 ANNUAL REPORT





PILLAR 5 Cultural Awareness, Communications and Outreach Annual Report – Councillor Erma Ferrell

PURPOSE

In furtherance of our people's inherent and inalienable right of self-determination it is essential that our government strengthen our capacity to heighten cultural awareness and enhance our communications and outreach.

The Pillar 5 Members consists of A. Mark LaForme, Darin Wybenga, Adam LaForme and myself. In the past few years we had the late Ward P. LaForme (1964-2021) and Caitlin Laforme. Darin has always taken the writing lead, Ward was supportive in providing the photography portion required for our Wampum Booklet and Caitlin was very helpful with Cultural Traditions and working with staff from Toronto Heritage for our Plaque locations. A. Mark LaForme brings knowledge in the Duty of Consolation and Accommodation, (DOCA) Mark has been the Director of the DOCA department since January 2015. We welcomed Adam in 2024 who brings his knowledge in Artifacts.

Financial Sub-Committee

Councillor Jesse Herkimer and I were appointed to the MCFN Financial Sub-Committee in December 2023. Our role is to meet with the Finance Director monthly and ask questions on our financial statements, and then bring the MCFN Council up to date if there are concerns.

We have had changes in our Financial Staff during 2024 and this has put us behind on our 2023-2025 Audit. We have brought in temporary financial support staff and also have had the assistance of our Auditors.

Our current goal is to increase the staff in our Finance Department, as our employee staff has grown, and additional sub-departments have been created.

Committees

- MCFN Financial Sub-Committee
- Artifacts Committee
- Golf Canada Events
- Liaison for the Annual Recognition Awards Committee
- Hydro One Niagara Reinforcement Line
- Credit Valley Conservation Trail Committee
- Liaison for Massey College
- PAMA – Peel Art Gallery Museum and Artifacts Committee (Brampton)
- Culture Days Steering Committee (Oakville)
- Anti-Black Racism Committee – Massey College
- Sheridan College – rep for the Indigenous Engagement Education Office

I continue to work with various Municipalities, Education Institutions and other organizations who request information on the History of the Mississaugas of the Credit First Nation.



Mississaugas of the Credit First Nation
2789 Mississauga Road, Hagersville, Ontario N0A 1H0



Phone: (905) 768-1133
Fax: (905) 768-1225



Annual Report from Councillor Jesse Herkimer
Pillar 1: Economic Development, Job Creation & Inclusive Prosperity
Fiscal Year 2024–2025 (April 1, 2024 – March 31, 2025)

Aanii,

My name is Jesse Herkimer, elected to Council in December 2023. I proudly accepted the responsibility of leading **Pillar 1: Economic Development, Job Creation, and Inclusive Prosperity** in January 2024, and I also serve on the **Board of Directors for the Mississaugas of the Credit Business Corporation (MCBC)**.

This year has been a strong step forward for the Mississaugas of the Credit First Nation as we continue to affirm our rightful place as Treaty Holders and stewards of our lands and resources. The progress we've made across both community-led and business-driven initiatives reflects our commitment to self-determination, long-term prosperity, and meaningful partnerships.

Advancing Economic Sovereignty

Across our traditional and treaty territory, we've made significant gains. Through the work of both **DOCA** and **MCBC**, we continue to build a sustainable economy rooted in our values, creating employment, generating revenue, and establishing a stronger presence in key sectors.

One of the most transformative milestones this year was the **purchase of 308 acres of land** adjacent to our reserve in **December 2024**. This property includes:

- Two Dwellings
- Grain operation
- A 2,000-head hog finishing barn
- 250+ acres of workable farmland
- Multiple outbuildings

This strategic acquisition is already producing revenue and will soon support **community-based programming** focused on food security, skills development, and cultural resurgence.

We also invested in key infrastructure upgrades at **New Credit Gas & Variety**, with **new fuel pumps installed in February 2025**, ensuring continued reliable service and increasing long-term sustainability for this community-owned asset.

Upholding our Treaty rights, we signed our **first aggregate revenue agreement** in 2024. This agreement ensures the Nation receives a **per-ton royalty** on materials extracted from our territory, setting a precedent for responsible engagement with industry and recognizing our inherent jurisdiction over the land.

Strategic Relationships & Nation-to-Nation Engagements

This year, we strengthened our Nation's presence at critical tables, ensuring MCFN voices are heard in large-scale regional developments. We are actively engaged with key proponents and partners, including:

- Canada Lands Corporation (CLC)
- Waterfront Toronto
- Therme Group
- Enbridge
- Hydro One (including the Niagara Reinforcement Line)
- NorthCrest
- Ontario Stone, Sand & Gravel Association (OSSGA)
- Red Jar Energy Partners

These relationships support our long-term goal of ensuring First Nations interests are embedded in projects across our territory—from environmental stewardship to employment and procurement opportunities.

Advocacy & Relationship Building

Throughout the year, I have actively attended events across the region every week, building relationships with municipalities and partners throughout our treaty lands. These engagements are about more than diplomacy, they are grounded in responsibility. I take every opportunity to speak at public events, meetings, and forums to assert a foundational truth: **our Treaties were signed to share the land, not to surrender, sell, or exploit it.**

It is deeply important to me that our history is known and understood. Educating others, correcting misconceptions, and standing firm in our identity as Treaty Peoples are essential to advancing reconciliation and protecting our future. These conversations remind governments, developers, and the public that we are still here, and that our voices—and our rights—must be respected.

Growth & Governance at MCBC

The Mississaugas of the Credit Business Corporation has made exceptional strides in 2024–2025. With a mandate to build wealth for future generations, MCBC is now better equipped than ever to lead major developments on behalf of our Nation.

Leadership Expansion:

- **Director of Business Development** (appointed February 20, 2024)
- **Director of Operations** (appointed April 1, 2024)
- **Chief Investment Officer** (appointed November 11, 2024)

Board Composition:

- 4 Voting Directors
- 3 Non-Voting Directors
- 1 Voting Director position currently vacant
- **The majority of Board seats are held by MCFN members**

MCBC currently holds **13 signed partnerships**, ranging from joint ventures to profit-sharing agreements. These partnerships span key sectors including **environmental services, electricity supply, construction development and materials, security services, and traffic control**. Each of these agreements helps build capacity, leverage opportunities, and generate long-term revenue for the Nation.

MCBC is now actively leading **large-scale development projects** across our treaty territory, many of which involve the key partners listed earlier. By the time this report is distributed, at least one of these projects will be publicly announced.

Looking Ahead

None of this progress would be possible without the tireless efforts of our people. From the dedicated staff at New Credit Gas & Variety, to our Economic Development and DOCA teams, to the growing leadership within MCBC—we are building something bold together. Each step we take is grounded in our rights, guided by our ancestors, and driven by our shared vision for a prosperous and self-determined future.

I look forward to continuing this important work in collaboration with our community, Council, and Nation members.

If you have any questions, please don't hesitate to reach out.

**Chi-miigwech,
Jesse Herkimer**

Councillor Leslie Maracle – Pillar 2

2023-2025

Aanii Community,

It has been a new experience representing our First Nations. It has been hard work but I am determined to do the best I can for our community.

Most people believe Council attends a weekly meeting and gets paid. This is far from the truth. This being my first time in a political position has been eye-opening.

The first few months of the term were spent familiarizing myself with expectations, protocols and committees I was to be a part of.

The primary focus of Pillar 2 is to ensure all members are safe and healthy. I understand we all walk different paths and we all need different supports. We are all unique and need to be supported in a non-judgemental, non-bias way. The goal is to help everyone enjoy their best lives with a holistic approach, reaching people physically, mentally, emotionally and socially. Decisions sometimes must be made as to what will best benefit the majority of the membership.

I am involved in 3 internal sub committees and working groups:

Pillar 2 Sub-committee:

Peacekeepers (ongoing)

Four Pillars Working Group (reforming)

CWJI Working Group (newly formed)

Health and Wellness Working Group (dissolved)

Fall Harvest

Orange Shirt Day

Employment and Training Chair

I also sit on 10 different boards of directors and subcommittee/working groups:

Native Horizons Treatment Centre Board of Directors – quarterly meetings

ALFDC – Aboriginal Labour Force Development Circle – quarterly meetings

CFSGE - Child & Family Services of Grand Erie Board of Directors

(monthly) and Indigenous Relations Committee (quarterly at the moment)

Haldimand-Norfolk United Way (monthly)

H-N Victim Services (monthly)
Haldimand OPP Detachment Board (monthly)
WHGH/NGH – West Haldimand General Hospital/Norfolk General Hospital
Working Group (monthly)
BCHS – Brant Community Healthcare System (Reimagine and Indigenous
Advisory Committee) as needed

As part of the role of the Nation's Wellbeing & Wellness Lead, I have also attended various conferences and speaking engagements on behalf of our nation over the last year including:

Diabetes Action Canada in May 2024
WHGH/NGH Flag Raising for Orange Shirt Day in September 2024
Residential School Survivors Speech in September 2024
Indigenous Service Canada – Ontario Joint Gathering in November 2024
AIAI Health Transformation in February 2025
Health Forum in February 2025

The above list is where I delivered opening remarks. The below list is conferences and political assemblies I attended to represent MCFN and gather information.

COO – Chiefs of Ontario First Nations Community Wellness Conference – March 2024
NATOA Conference – April 2024
International Gathering of Elders Meeting with Visit Mississauga – April 2024
Hamilton YMCA – May 2024
COO – Annual Chiefs Assembly and Regional Chief Election – June 2024
Mississauga Pride Flag Raising – June 2024
AFN - Assembly of First Nations Annual General Assembly – July 2024
CLC – Canada Lands Corporation Meeting – July 2024
Hamilton Health Sciences – August 2024
Maori Greetings at MCFN – September 2024
Mino Biimaadziwin Reveal at CNE – October 2024
AFN – Long Term Reform of the First Nations Child and Family Services Program Final Agreement – October 2024
Indigenous Healing and Wellness Strategy – October 2024
Indigenous Services Canada – Ontario Joint Gathering – November 2024
Chiefs of Ontario Mental Wellness and Substance Use Conference – January 2025

This term has proven to be challenging with much change in the leadership roles. Trying not to overstep boundaries but ensure programs run and community needs were being met without capacity is something I diligently worked at and continue to do so.

I offered drop in events to encourage unity within the community. Drop in and just be. There was one during March break in 2024, May 2024, June 2024 and September 2024.

I assisted with planning or emceeing many events within our community throughout this term and will continue to support our events when available.

I strive to respond to community members when asked a question, even if it is as simple as I am unsure but will look into it, within a timely manner. I have assisted many members in various ways (advocating, listening, navigating and directing them to the proper channels).

I am currently working on an Emergency Fund Policy, an Employment and Training Policy and updating some MOUs. I continue to attend meetings to inform members of Long Term Reform of the First Nations Child and Family Services Program Final Agreement Progress and the newly settled First Nations Child and Family Services and Jordan's Principle Class Action. If you require information on the First Nations Child and Family Services please reach out. We will be planning in-person community sessions for questions and assistance in completing applications in the near future.

My pillar title is Nation Wellbeing and Wellness, to me that means collaboration with the other pillars to hold the community up. A pillar is a column of strength that supports structures. The seven pillars together can uphold our membership. With this in mind, I strive to work with the other pillars and show my support where necessary. Nation Wellbeing and Wellness strives includes many aspects of basic needs. I believe in order to meet many of these needs the pillars need to come together, possibly starting with infrastructure in order to provide more buildings for services, more residences to accommodate more families and lessen homelessness, greenhouses and others to provide food security, peacekeepers to increase safety and the list goes on. We also need to have our political voice and ensure our lands are protected. Although we may not receive instant gratification, we must remember that we are striving for a better tomorrow,

Baamaapii

Aaniin nanaboozhoo, mno gizheb kina wiyaa

(Hello greetings, good morning everyone)

Benoniik N'dizhnikaas Anishnaabe Kwe Gimma

My name is Veronica King-Jamieson Councillor (Leader) for Mississaugas of Credit

Chi Nibi Michi Saagiig n'doonjibaa

Mississaugas of Credit is where I am from, and we are the people of the Great Lakes.

Makwa dodem Miigiz dodem niin da'aw

I am a bear clan on my mom's side which means for protection / medicine and eagle clan on my dad's side which means for leadership.

Council is involved of all aspects that has an impact on our community through our Council Strategy which involves the seven pillars:

- Pillar 1 – Wealth Creation & employment/training
- Pillar 2 – Nation Wellbeing & Wellness
- Pillar 3 – Environment, Sustainability and Stewardship
- Pillar 4 – Lifelong Learning & Education Awareness
- Pillar 5 – Cultural Awareness, Communications and Outreach
- Pillar 6 – Infrastructure and Community Development
- Pillar 7 – Governance and inclusive leadership

I have taken on the Lead Council role for Pillar 4 to fulfil the priorities set out by the members as it is essential that our government ensures a strong educational and awareness foundation and enhanced educational opportunities.

As you can see, it takes a community to ensure we are on the right path when it comes to our lifelong learning & education awareness as our objective is to facilitate and accelerate understanding of and appreciation for the importance of our history, language, culture, beliefs, traditional knowledge, values. about who we are, our stories, our identity and so much more.

Per Mississaugas of Credit Council Strategic Plan is to identify and respond to the needs of the members in Culture, Economic Development, Social, Lifelong Learning Education, Governance, Government, Health Well-being, Research, Advocacy, Inherent Rights & Environment, etc.

Priorities include:

- Mississaugas of Credit Board of Lifelong Learning meetings.
- Strategic planning for Lifelong Learning.
- Education curriculums / lesson plans involving MCFN history.

- Michi Saagiig Language programs
- Educational Youth ambassador projects & Youth Council / Exchange, Camps- Archeology, Videography, Blue Jays Rookie Baseball, drumming, etc



2024 Mississaugas of Credit – Videography Camp at Sheridan College



2024 Mississaugas of Credit Archeology Youth Camp – Mississauga City



2024 MN Blue Jays Rookie Baseball League



- Engagement with Community and hosted various groups such as Māori New Zealand



CNE 2025 Toronto MCFN history, culture



- I have taken the lead on the Mississaugas Credit Historical Gatherings, which includes working with Councillor Erma Ferrell Pillar 5 Outreach



- Across the Mississaugas of Credit territory, I have been engaged with school boards, educational institutions and other external organizations through advocating / lobbying for resources in creating space for Mississaugas of Credit.



Accepted Award from UTM and with my family with their love and support



- Engagement with governments and organizations to provide job opportunities for Members.

- First Nation With School Collective (FNWSC) is a group of eight First Nations in Ontario working to achieve full and unfettered control of our lifelong-learning education systems including schools on reserve. Each nation maintains its own autonomy and control over local education system decisions. We are working together in a united approach to intergovernmental relations with the Federal government on realizing education jurisdiction and funding parity "plus."

- Committee member on various political working groups in discussion with Truth and Reconciliation Canada "Call To Action" / United Declaration Rights of Indigenous Peoples Action Plan on each "Articles"

- Proposal Writer for various funding opportunities. • Research on Technology Data Management System (storing, retrieving, and maintenance) including Ownership, Control, Access, Possession OCAP)

- To plan and set long-term goals and objectives based on the needs and "Vision" of the community. To ensure that these objectives form the basis of the operations plans for the various organizations reporting to Council, including the Administration;

- To maintain and support an effective Administration, and other staff as required from time to time, to deliver the programs and services approved by Council to meet the needs of the community. To monitor the delivery and progress of these programs against the operations plans approved by Council;

- To demonstrate credible and consistent leadership by:

- a) Setting clear standards and policies to be respected by all employees and members of Council;

- b) Making critical decisions on a timely basis;

- c) Setting a consistent example as "role models" for the community, both internally and externally;

- d) To represent the best interest of the community in all external dealings and relationships.

- e) To ensure that all members are treated in a fair and just manner regarding Anishinaabe laws, regulations and policies; and

- f) To avoid any conflict of interest.

In closing, you can call or text (905) 869 - 5753, send messages, keep up to date on various social media platforms, through email: veronicak@mncfn.ca

We give thanks for another day as we open our eyes, to be with our families, friends, community and all our relations. That is who we are, this is what we do, we are born, we live, we learn from our environment, live off the land, and learn technics to survive in this world in every thing we do, in everything that exist around us with all our relations. Chi miigwech for your time, wishing you all the best today and everyday.

Baamaapii minwaa kawaabmin

Councillor Fawn Sault Pillar #3

Annual Report (Includes 2023-2025)



Introduction

Aaniin,

I am the granddaughter of Wesley and Sylvia Sault and daughter of Roger and Debbie Sault. I am the second oldest of five children. I was born and raised in Detroit, Michigan and I spent most of the first 30 years of my life in Detroit. I came home frequently and lived here a few times with relatives prior to finally moving home after my son was born over 18 years ago.

My educational background: Graduated Environmental Tech Program from Mohawk College, Graduated Adult Indigenous Education from Brock University, Graduated Horticulture Diploma Program from Guelph University. I have taken some Landscaping courses towards a diploma and will continue to do so. I have a growing interest in a floristry program as well.

I have worked for the First Nation for over 15 years. First in Community Health on contracts as the Environmental Technician, then with Lands, Research and Membership, under Margaret Sault and Carolyn King, as the Geotech Assistant (Consultation and Accommodation). Council recognized the need for Consultation to have its own Department and created the Department for Consultation and Accommodation (DOCA). I accepted the position as the Consultation Manager in January of 2015 when it opened. I worked at DOCA until December of 2021 when I accepted a seat on Council. This is my

second term on Council. I love my community wholeheartedly and I want to see us heal, grow and succeed on every level.

Committees: (Some of the committees I sit on. I may have missed a few.)

- ☒ Regular and Special Council Meetings (Chair 3rd Tuesday a month)
- ☒ Pillar #3 Environment, Sustainability and Stewardship (Chair)
- ☒ Negotiation Committee (Land claims)
- ☒ Powwow and Cultural Committee
- ☒ Etobicoke Creek Watershed Planning
- ☒ Rouge River Watershed Planning
- ☒ Niagara Climate Change Action Network (addresses climate change in the Niagara Region)
- ☒ Lake Erie Region Source Protection Board (focuses on protecting and monitoring Lake Erie and water sources)
- ☒ Northshore Resilience (Working on creating a more resilient shoreline against erosion)

Projects, Workshops & Events

- ☒ Planting of phase 1 of the Food Forest – Phase 2 will be fall of 2025.
- ☒ Two years of running the Coop (chicken and ducks) and education program. (50 members participating in the program)
- ☒ Community Farm and Greenhouses – (sustainable food and medicines)
- ☒ Seed bank
- ☒ Provided elevated garden beds to Social and Health services for community and programming. (Food and medicines)
- ☒ Chicken and Duck workshop, Medicine Walk Workshop, Climate Change Workshop, TRCA Event, Bat & Bird Workshop, Garden Workshop, Seed Workshop
- ☒ Fall Harvest, Every Child Matters, July 1st Event, Powwow (Green Team), Environmental Education Workshop (outdoor event for children), Trunk or Treat with Social Services, Caring Together Week
- ☒ I work with several Conservation Authorities, Nature Canada, Nature Conservancy of Canada and others. Creating wetlands, harvest and hunting access,
- ☒ I work with Department of Consultation and Accommodation and Lands, Membership and Research staff when they need for any projects they're working on or just to extra hands.

Goals

- ☒ Food sustainability projects – Community Farm and Greenhouse (this goal is a group effort with Pillars 1, 2, & 6)
- ☒ Tree giveaway for members
- ☒ Phase 2 of Food Forest
- ☒ 2nd year of Chicken and duck coop program

I will continue to work on the Goals and Responsibilities under Pillar #3 and work with other Pillars under the guidance of the membership. I would be more than happy to speak with members about any questions, concerns or ideas you may have. I am available via phone, email, text, messenger or we can meet for a coffee or tea if you're not too far away.

Contact: Fawns@mncfn.ca or

289-680-8562



March 2024 - Chief Claire Sault and I met with the Mayor of Burlington, Marianne Meed Ward to discuss reconciliation and Treaty matters.



April 2024 - I helped ensure MCFN was front and centre at the Regional office of Indigenous Service Canada in Toronto.



April 2024 - meeting with the Jay Treaty Border Alliance, including Chiefs/Tribal leaders, Federal Ministers and US border officials.



Mississaugas of the Credit First Nation
2789 Mississauga Road, Hagersville, Ontario N0A 1H0



Phone: (905) 768-1133
Fax: (905) 768-1225





April 2024 - Welcome land acknowledgement with Premier Doug Ford at new health facilities in Etobicoke.



May 2024 - Chief Claire Sault, Councillors Erma Ferrell, Jesse Herkimer and myself attended Queens Park where Chiefs of Ontario filed a lawsuit against the Province of Ontario and the Government of Canada for inadequate funding and enforcement in First Nations.



Mississaugas of the Credit First Nation
2789 Mississauga Road, Hagersville, Ontario N0A 1H0



Phone: (905) 768-1133
Fax: (905) 768-1225





May 2024 - Protecting our jurisdiction against Métis Nation of Ontario asserting land rights in MCFN homelands (Bill C-53)



May 2024 - Unveiling new artwork by Philip Cote at St. Michael's in Toronto.



July 2024 - Jagmeet Singh, leader of the NDP and Pierre Poilievre, Leader of the Conservative Party of Canada present to the Assembly of First Nations in Ottawa.



Mississaugas of the Credit First Nation
2789 Mississauga Road, Hagersville, Ontario N0A 1H0



Phone: (905) 768-1133
Fax: (905) 768-1225





July 2024 - Chief, Councillors Erma, Veronica, Jesse, Leslie and myself met with Canada Lands Corporation, owners of the CN Tower.



August 2024 - Chief Mark McCoy and myself discussed Batchewana's per capita distribution from the \$10 billion settlement at AIAI in Hiawatha First Nation.



September 2024 - Presenting MCFN's position on Reconciliation to the Toronto Raptors.



Mississaugas of the Credit First Nation
2789 Mississauga Road, Hagersville, Ontario N0A 1H0



Phone: (905) 768-1133
Fax: (905) 768-1225

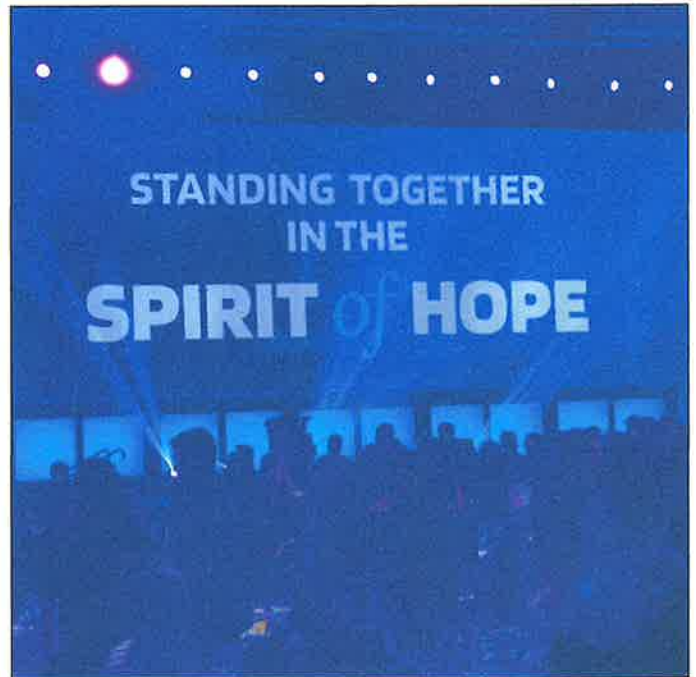




September 2024 - Chief Claire Sault and I involved in the subject of Inherent Jurisdiction hosted by Folger Rubinoff Law Firm.



Opening Toronto Argonauts Game against Montreal.



November 2024 - Justice Harry LaForme, MCFN Member was honoured at this prestigious dinner event in Toronto.

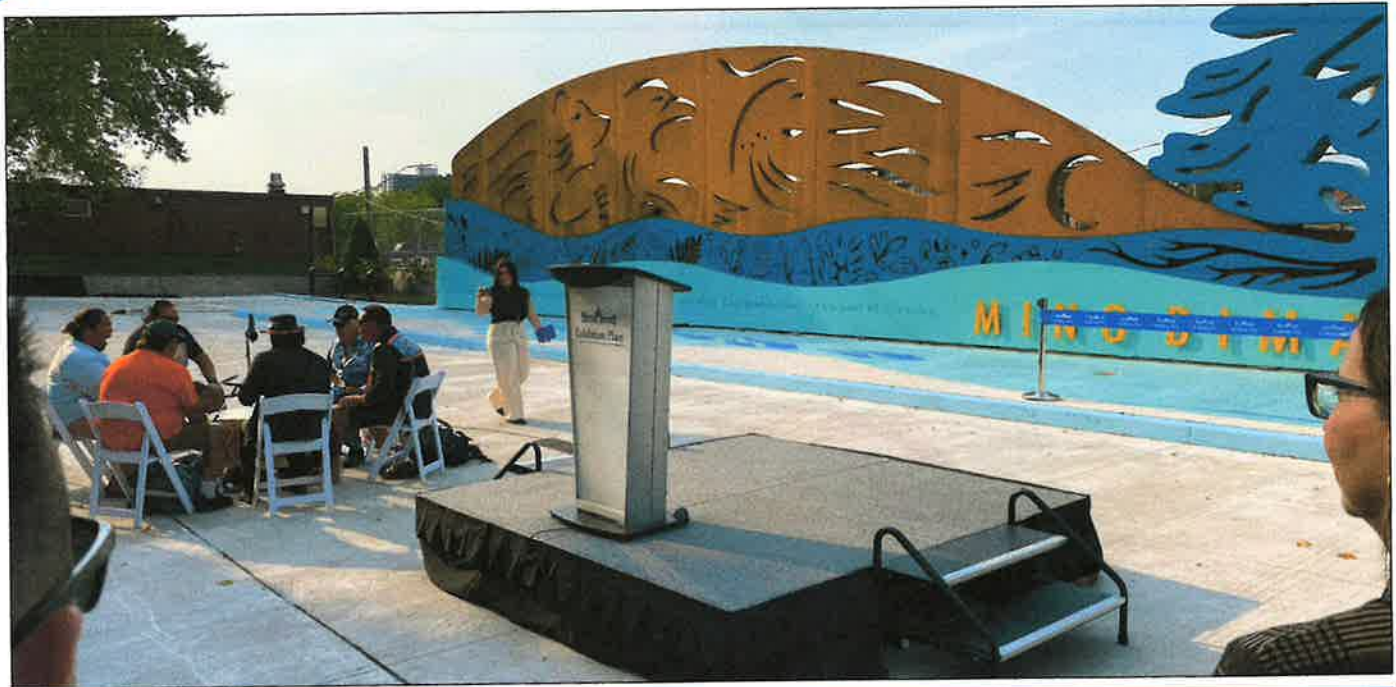


Mississaugas of the Credit First Nation
2789 Mississauga Road, Hagersville, Ontario N0A 1H0



Phone: (905) 768-1133
Fax: (905) 768-1225





October 2024 - Unveiling of this beautiful artwork at the CNE recognizing MCFN.



October 2024 - Meeting with Minister Greg Rickford on a Saturday morning to officially recognize Ontario's role in settling the Rouge Valley Claim



Mississaugas of the Credit First Nation
2789 Mississauga Road, Hagersville, Ontario N0A 1H0

In closing, this past year has been one of meaningful engagement and active representation under the Pillar 7 – Governance and Inclusive Leadership. Through numerous meetings, gatherings, and collaborative efforts, I have worked to ensure that the voices of our community are heard and that inclusive, transparent governance remains a priority. While the photos included in this report offer just a glimpse into the many conversations and connections made, they reflect a continued commitment to building strong relationships and advocating for the needs of the MCFN. I look forward to continuing this work in the year ahead with the same dedication and accountability. For information email me at: Larrys@mncfn.ca
Miigwech!



Phone: (905) 768-1133
Fax: (905) 768-1225



ADMINISTRATION 2024-2025

Financial Planning and Fiscal Oversight Council

Pillar 7 Lead: Councillor Jesse Herkimer 2023-2025
Pillar 5 Lead: Councillor Erma Ferrell 2022-2025

Staff

Chief Operating Officer Tracy Brant Sept. 2024-Feb. 2025
Chief Operating Officer Eddy Robinson Feb.2025-April 2025

Executive Director of Operations Warren Sault April 2024-Sept 2024
Executive Director of Operations Drew Denton Dec.2024- until March 2025

Chief Financial Officer: (Not Filled)
Director Finance: Alisha Anderson 2023- until August 2024
Sergey Hovasapyan2024-until Jan.2025

Accounts Payable Manager: Desiree Schram
Accounts Payable Asst. Chantelle LaForme
Accounting Controller Trudy Porter until Nov.2024
Accounts Receivable: Kelly Greene
Payroll Manager: Cindy Skye

Council Coordinator: Julia Johnson maternity leave June 2024
Lana Terek

Admin Clerk: Marlene Morton

Culture & Events Coordinator: Caitlin LaForme off July 2024

Human Resource Manager: Sonya Morningstar 2024-until Feb.2025
Human Resource Assistant: Shantel Sault 2024-2025
Catherine Green Jan. 2025

Records Manager: Not Filled

Receptionist: Carolyn Brant off Feb.2023
A/Receptionist Brianna LaForme 2024-2025

Council Recorder: Charlotte Smith

Activities

The function of administration is to provide overall direction, monitoring, guidance and support to the departments of Council, as well as support required by Council. Support provided includes

- Prepare weekly Council meeting packages and follow up with minutes, motions and directions.
- Compiled annual budgets and work plans for Council review and approval.
- Preparation and delivery of new Council orientation processes.
- Plan and participate in Council/Administration Night of Caring Together Week.
- Planning and participation in the Truth and Reconciliation Day event
- Planning and participation in Remembrance Day Service
- Planning and participation in Staff Christmas Brunch
- Assist with the administration of the Employee Christmas Fund.
- Impact analysis and recommendations to Council regarding Federal/Provincial initiatives.
- Toronto Purchase Settlement and Trust Agreements.
- Community meetings as per the Trust requirement (ie 3-4 annually regarding funds received, receive input regarding planned expenditures, and funds expended) and account for funds received by the Trust (ie. Community Wellness, Estate Policy, Minors Capital);
- Implementation of the MCFN Chief and Council Strategic Plan and Governance Pillar system.

Human Resource Unit

The primary purpose of the Human Resource Unit is to assist in the administration of effective, efficient and responsible human resource plans and procedures if the MCFN by ensuring the plans and procedures are consistent with the vision, mission, management philosophy, standards and organizational/program policies established by the MCFN Council.

Responsibilities included:

- Continual review and updating of MCFN job descriptions and new descriptions as required
- Posting, recruiting, and onboarding new and existing positions within the organization
- Ongoing monitoring to ensure staff performance appraisals are completed as per policy

- Organizational training in Safe Food Handling, WHMIS, health, and safety
- Workplace Health and Safety Committee responsibilities and general workplace inspections
- Review and grading of all new positions within the organization
- Submission of Annual Reports to Pension Carrier and CRA
- Liaison between staff and the Health & Pension carriers
- Organization of various employee sessions – one on ones, retirement sessions, financial awareness sessions, etc.
- Coordinated and participated in the process of reviewing established policies as required, such as revisions to the Employment Policy
- Processed benefit (health) claims as required
- Ensured Human Resources practices were in place as required by various departments throughout the hiring process. Vacancies were created due to resignations, maternity leave, and sick leave

Finance

MCFN operates under a centralized finance system where in summary the unit undertakes accounts payable, accounts receivable, payroll and provides monthly financial statements to Council and departments.

Responsibilities included:

- Assisting departments with budget completion and variances follow up
- Ongoing Electronic Funds Transfer for Post-Secondary students, bank to bank automated transfers as per program requirements
- Completed the transition from cash and cheques deposit to bill payments online
- Insurance cost allocations;
- ACCPAC accounting system upgrades;
- Update Capital Assets Files and Policy as per INAC requirement (ongoing);
- Monitoring cash flow with regards to long term investments, bank account and reserves;
- Fiscal funding arrangements ensure monies are received and distributed accordingly and expended in a timely manner in accordance with arrangements and GAPP (Generally Accepted Accounting Principles);
- Assist departments in meeting their reporting requirements, deferred revenues and address variances;

- Ensure the Yearly Audit of the MCFN operation is complete and submitted by deadline and working with auditors to ensure MCFN accounting issues are resolved (e.g. Management Letter follow up);
- Departmental archiving;
- Community Trust grants review and financial reporting;
- Gaming Share Agreement monitoring of revenues, funded projects and audit reporting requirements;
- Finance policies update – as required;
- Monitoring Toronto Purchase Investments and pay outs for Community Wellness and Estate policies disbursements and audit reporting requirements;
- Provided general assistance related to Finance to the various departments as required.

Note: The Amended and Restated 2020-2021 Audit Summary is attached as Appendix A. The full 2020-2021 MCFN Council Audit is available for review by MCFN membership at the Council Administration Building. The full 2021-2022 MCFN Council Audit will be available for review by MCFN membership at the Council Administration Building and on the MCFN website in the near future.

•

2024-2025

HEALTH SERVICES

Reports to Nation Wellbeing and Wellness Council Pillar 2

Staff:

Director of Health Services: Margaret Copeland RN

Community Health Supervisor: Margaret Copeland RN

Community Health Nurse (CHN): Tanya Thomas (medical leave)

Community Health Representative (CHR): Laura-Lee Kelly

Community Health Clerk: Janice Mt. Pleasant

Healthy Babies/Healthy Children: Elizabeth King

RN/Home Care Coordinator/Home and Community Care Supervisor: Amanda Snow RN

Registered Practical Nurse (RPN): Kalista Rodinsky (Vacant)

Personal Support Worker (PSW): Stacey Morton

Personal Support Worker (PSW): Melissa McGee

Personal Support Worker (PSW): Tara White

Contract Homemaker Lukas Geyeny

Home and Community Care Cook Harvena King

Health Services has had a busy and productive year. With the joining of Association of Iroquois and Allied Indians (AIAI) in June 2024. Fran Martin retired, and Fran continues to provide Foot Care and Reflexology. Hired a Kalista Rodnisky RPN and she resigned to return to school to complete her RN. RPN position remained vacant. Hired a Summer Student. Community Health Nurse went on medical leave, position remains vacant. Hired a Contract Homemaker to assist Home and Community Care programs. Hired a Health Liaison Officer to the end of 2026.

Programming attendances have increased since the World Health Organization declared COVID19 is no longer a pandemic, it is now considered to be endemic.

Community Health Unit

Community Health Unit has no Community Health Nurse. The Health Director has been full filling the Immunization Role, Community Health Representative, Healthy Babies Healthy Children Coordinator, and Community Health Clerk.

Community Health Nurse

The role of the Community Health Nurse (CHN) has been performed by the Health Director providing regular Immunizations, catch-up clinics and Flu Shots.

Additional CHN duties carried out:

- Supervision of Community Health Representative, Community Health Clerk, Healthy, Babies/Healthy Children Program Coordinator and the Pandemic Nurse.
- Supervises Diabetes-related programming ADI/OADS funding, World Diabetes Day, Foot Reflexology, FASD programming golfing family passes, Canadian Tobacco Strategy.
- Other communicable disease management Hep-C, STBBI, Dog Bites (rabies)
- Member of the MCFN Joint Health & Safety Committee. Member of the Reclaim Wellbeing, a regional cancer strategy committee. Health consultant for MCFN Education (LSK & ECC)
- Completed the Safe Food Handling Certificate.

Community Health Representative:

Water Collection: weekly bacteriological testing and free chlorine parameter reading of water samples collected from five band-owned buildings/sites on the water distribution line.

West Nile Virus Surveillance: July – October 2024 four adult mosquito traps set up in different locations of the MCFN Community on a weekly basis by the CHR. Mosquitos are collected sent to a lab for species identification and viral testing the next day. Zero positive pools of adult mosquitoes reported this season. Zero reports or submissions of

avian specimens (dead or sick birds) for testing of West Nile Virus. Social media awareness/prevention materials posted in summer months.

Lyme disease Surveillance. Social media awareness/prevention materials posted in March when ticks are active.

Rabies Surveillance: Dog bite reporting and follow-up.

Annual Spring Pet Wellness: May 2024. Dogs and cats were able to receive their up-to-date rabies vaccine and other important public health vaccines along with preventative care for fleas and ticks. Annual Spay/Neuter Clinics: October 2024. Dogs and cat surgeries and wellness took place.

Canadian Tobacco Strategy programming: virtual smoking cessation series, yoga, and book club Information from CAMH STOP Program free NRT (Nicotine Replacement Therapy)

Cancer screening and prevention/awareness: CHR helped organize the Cancer Screening Coach bus visits, social media information on screening/cancer prevention, attended Reclaiming your Wellbeing Cancer Committee meetings virtually.

Chronic disease prevention programming/activities: World Diabetes Day Information Kit Giveaway, Nutrition Bingo, FASD (Fetal Alcohol Spectrum Disorder) Family golf tournament planning and preparation August 2024, coordinated Shelter Hep C Point of Care testing clinics for HepC and HIV,

Annual March Health & Wellness Fair, First Aid & CPR Courses and Hand hygiene information

CHR does referrals/consulting with the Environmental Public Health Officer (Indigenous Services Canada) to offer Safe Food Handling Certificate Courses. Inspections; home, well and septic, pests etc.

NIHB (Non-Insured Health Benefits Program) inquiries: followed up with members inquiring about services covered or reimbursed through the NIHB program.

MCFN Healthy Babies Healthy Children (HBHC) 2024 - 2025

The primary focus of the HBHC program is early intervention and education for expecting and new families. There were 11 births and 48 clients accessing HBHC services in 2024-2025. HBHC program assisted prenatal, new mothers, fathers and their babies through various services offered. Monthly visits scheduled to monitor growth and development by utilizing the Looksee Developmental Screen for infants which offers activity suggestions to enhance optimal development. Fetal Alcohol Spectrum Disorder (FASD) education offered to MCFN families to raise awareness, and prevention.

In addition, HBHC offered and/or assisted with:

- Infant Massage sessions
- Breastfeeding Support Group
- Breakfast with Santa
- FASD Awareness Family Golf Fun Day: alcohol free family fun
- Nutrition packages: Fruit Baskets
- Bedtime Bundles for HBHC families: shampoo, blanket, night light and book
- Family Swim passes & Gym passes.
- Mother's Day Family Photos
- Father's Day Dinner
- Strawberry Voucher Giveaway
- A Walk to Remember – remembering our Loved ones we have lost.
- Advance Care Planning

Professional Development:

- FASD webinars, Pregnancy and Infant Loss webinars, and Prenatal Education.

The Community Health Clerk supports the Community Health program by:

- Booking immunization appointments Pfizer, Regular mandatory Public Health vaccines, Flu shots for public and in-home community members
- Maintain community/client immunization records to be current, supply copy of record to client as requested.
- Maintain PPE supplies and inventory. Monitor the vaccine fridge. Front reception as needed.
- Schedule Reflexology appointments for community members as hosted at our facility.
- Work at various community events that are hosted by the various Community Health programs. for example: Supported Pet Wellness, Fathers' Day, Mothers' Day, FASD Golf tourney, Caring Together Day event and many more throughout the year.

Home and Community Care Program

In 2024/25: The Home & Community Care (HCC) Program consisted of a Home & Community Care Coordinator/Supervisor (Registered Nurse), a Registered Practical Nurse vacant, three (3) full-time Personal Support Workers, 1 contract Homemaker, and a full-time Cook for Meals on Wheels program. There are over 85 + clients who receive home care services utilizing a variety of programming. Meals on Wheels, serving 50+ community members each day Monday to Friday.

Foot care is provided monthly in clinics. Assessments and re-assessments were completed by the RN as required. These assessments required 1.0-2.0 hours per client depending on the health and care needs of the individual client. All Home and Community Care services are based on assessed need and voluntarily.

Personal care was provided, serving 5 clients or more/day. Craft Day included a variety of activities every second Tuesday of the month. Monthly Socials were on the last Tuesday of each month which included a prepared lunch, and a variety of activities including bingo and euchre.

Transportation for Christmas shopping in November and December, with 6 clients utilizing this service in total. The Women's All-Day shop served 6 customers. Men's All-Day Shop served 4. Transportation was accommodated for a variety of appointments, serving 5 clients.

Laundry services were provided serving 4 clients (in-home and laundromat). Light housekeeping served 8 clients.

Training for the unit consisted of: Mental Health, Mental Health & Addictions, Self-care, Palliative Care, Supporting Caregivers, Grief & Loss, Skin and Wound Care, Foot Care, Ageless Grace, Diabetes, Safe Food Handling, Falls Prevention, Motivational Interviewing, Trauma-Informed Care, Healing, Food Insecurity & Disorders, Compassion & Wellness in the Workplace, Addressing Elder Abuse, Dementia, Managing Stress, Communication, and Mindfulness & Well-being.

Mississaugas of the Credit Peacekeepers Program.

Overview

A First Nation should have full jurisdiction to establish and maintain peace and good order, as a practical measure and actual application of treaties between First Nations and the Crown, that were intended to respect and obey the laws of both the Crown and First Nation and recognize First Nations right to self-government. First Nations people have the right to develop a system of justice that is consistent with its heritage.

The traditional system of indigenous justice serves the needs of its society based on the objectives of healing, reconciliation, and re-establishment of the balance, or improvement, of the community in situations where the peace and harmony of the community was disrupted. With the mainstream, Canadian justice system in place, the MCFN, is now looking at how its own traditional system of justice can relate, and possibly integrate, with the mainstream system.

MCFN has identified an immediate need to have a community-based safety program in place, to address and assist with the administration of justice, enforcement gaps, and community concerns regarding police.

The MCFN wants to start small utilizing a phased approach that would start with an enhanced "neighborhood watch" program, supporting and building trust within the community. The next phase would include MCFN bylaw and law enforcement, and evolve from there to include conservation authority (guardians of water and land), and the ability to provide contractual services for security, and conservation officers (Peacekeeping). A model or approach as such could assist other communities with support that may be needed and also funnel revenue back to the First Nation.

The objective of the first phase of the Peacekeepers Program is to enhance community safety by providing measures of support, proactive crime prevention, education, and community involvement, utilizing a preventative and non-enforcement approach.

The role of the peacekeepers is to be aware of issues in the community and to act as a mediator, reducing misunderstandings, and assist with resolving problems before they escalate, as well as to become familiar with and eventually enforce MCFN bylaws and laws.

MCFN would also like to have a Peacekeepers curriculum developed that could be a diploma or certificate program in Peacekeeping. The Peacekeepers program/ curriculum would include the Seven Grandfather Teachings and the Anishinaabe way of being, as well as history on Indigenous people that would provide perspective of Indigenous peoples views of policing and government systems, and approaches to Peacekeeping with the Seven Grandfather Teachings being the foundation of how to conduct Peacekeeping. Further, MCFN has completed research and identified relevant trainings for Peacekeeping and would like for the trainings to be included in the curriculum as well.

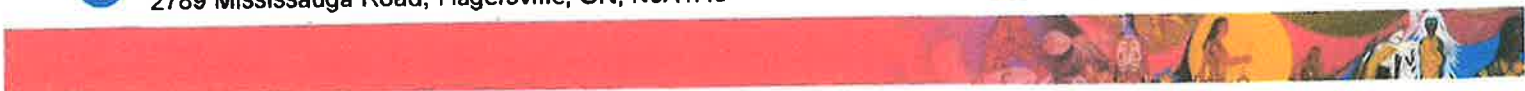
One of the long-term goals of the Unit is to provide a quality sustainable program that is responsive to the MCFN community and that fulfills the MCFN's inherent jurisdiction over its lands and people through the implementation of its own justice system, as it relates to its own laws, courts, and law enforcement.



Mississaugas of the Credit First Nation
2789 Mississauga Road, Hagersville, ON, N0A1H0



Phone: 905-768-1133
Fax: 905-768-1225



2023-2025

- At the end of 2023 Peacekeepers Program goals were to find a building that would suit the needs of this program. We worked with the Public Works department. By the end of 2024 we were able to secure the red building at 2789 Mississauga Rd. which was the Communication Building, but they moved over to the Governance building.
- Peacekeepers along with Councillor Leslie Miracle, and the new Senior Director of Intergovernmental Affairs Mark LaForme helped us to set the offices up. We purchased computers, printers, desks, chairs, file cabinets etc.
- We develop the policies and procedures for the program.
- We then create job descriptions for Program Director, program Supervisor, and 4 Community liaison Officers. We were able to hire these positions.
- We obtained funding from the Pathways Safe Indigenous Communities Initiative. With this funding we were able to obtain equipment and uniforms the the Community Liaison staff. We purchased vest, radios, cell phones, flashlights first aid kits, gloves and clothing/uniforms.
- We then purchased 2 vehicles.
- The staff were sent on different training for the programs such as Basic Security Guard Training, Crisis Response Training, Mental Health First Aid, Search and Rescue Training to name just a few.
- as of March 31, 2025

Krissa Staats- Peacekeepers Supervisor
Josh Sault - Community Liaison
Ricki Miller- Community Liaison
Kaleb Herkimer - Community Liaison
Tara Dawn- Community Liaison



Annual Report 2024 - 2025

SUSTAINABLE ECONOMIC DEVELOPMENT

Sustainable Economic Development

Pillar Lead: Councillor Jesse Herkimer

Staff:

Administration:

Director of Sustainable Economic Development – October 2024 – Amanda Braun

A/Director of Sustainable Economic Development - June 2020 – August 2024 – Aimee Sault

Sustainable Economic Development Assistant: Aimee Sault until August 2024. The position was not filled for the remainder of the fiscal year

New Credit Variety & Gas Bar

Working Manager NCVGB – Andrea M. Sault

Senior Cashier – Brenda Woods

Cashier – Ariyonna Norton

Cashier – Kayla Norton

Gas Attendant – Tyrus Sandy-Winnie

Gas Attendant – Aaron Wobbs

Gas Attendant – Colby Martin

Gas Attendant – Eric Martin

Gas Attendant – Tylon Thompson

Gas Attendant – Donatiled (Donna) Saudade

Gas Attendant – Shane Bronze

Gas Attendant – Zachariah Coaster

Gas Attendant – Lauren Hill





Programs and/or Services Offered:

1) Managing Community Properties such as leasing and maintenance of the MCFN Commercial Plaza, Industrial Building & Kuiper Property and the recently purchased 4136 Hwy 6 property. The Green Willow property is under Sustainable Economic Development control until the Chief and Council determine its future use. The Kuiper Property is still being utilized by the Department of Consultation and Accommodation (DOCA) for office space with talks of expansion, and the Department of Lands, Membership, and Research continue to hold office space at the Industrial Building.

2) The Armbruster Estate in Mississauga, Ontario is serviced by a Property Manager who has undertaken the vetting of applicants. The Armbruster Estate currently has a tenant.

3) Administered the operations of the New Credit Variety and Gas Bar;

a. Monitored accounts payables, marketing techniques/opportunities, and customer service;

b. Provided general guidance/direction where required based on the New Credit Variety and Gas Bar Personnel Handbook together with the MCFN Policy;

c. Oversaw capital improvements and financial management.

4) Business Development

a. Continue exploring potential partnerships and joint venture as opportunities present themselves;

b. Meet with and perform all due diligence contracts, from feasibility to planning;

c. Where possible, complete in-house business plans for ventures undertaken by Council

d. Coordinate capital infrastructure projects;

e. Develop assessment tools and criteria.





5) Business Grants – business grants program with funding provided by Chief and Council on a fiscal basis.

6) Community Services

- a. Advise community members on issues which may impact them through community economic entrepreneurial development
- b. Inform community members as they visit or call regarding business planning, coordinating of funding

Main Issues and/or Initiatives: (current or upcoming)

Leasing of Commercial Plaza – all newly proposed tenants are approved by the Sustainable Economic Development Department.

Highway 6 Property (Kuiper Property) – the Department of Consultation and Accommodation have plans of expanding to include more office space.

Purchased 4136 Hwy 6 property – seeking partnership with Victim Services of Haldimand – Norfolk – New Credit for expanded programming

New Business Opportunities – performing on-going project reviews, including proposed partnerships, joint ventures and investment requests for required approval by Chief and Council. Examples of business developments include;

- Renewable Energy Development (8392962 Canada Inc.)
- Development of Business Corporation to maximize business development opportunities
- Joint venture research
- Improvements to existing assets



INTERGOVERNMENTAL AFFAIRS

Pillar 7 – Inclusive Leadership & Governance

- Peacekeepers
- Restorative Justice
- Governance
- Communications
- Department of Consultation and Accommodation (DOCA)
- Lands & Membership

LEAD STAFF:

Mark LaForme – Executive Director of Intergovernmental Affairs (Dec. 2024)

Lands & Membership, Delainie King, Director

Communications, Victoria Gray, Manager

Archaeology (DOCA), Adam LaForme, Manager

Consultations (DOCA), Megan DeVries, Manager

Environment (DOCA), Lindsay Wong, Manager

Culture (DOCA), Darin Wybenga, A/Manager

Peacekeepers Coordinator (currently vacant)

Restorative Justice, Angie Hill, Coordinator

Governance Coordinator, (VACANT)

Governance Policy Analyst, Cindy Agius

Governance Legal Counsel, Caitlin Beresford

In 2024, both Culture and Major Projects were integrated into the Department of Consultation and Accommodation (DOCA) following a departmental reorganization initiated by the then Senior Director of Intergovernmental Affairs. Governance activities related to the signed Memorandum of Understanding on the Recognition of MCFN's Indigenous Rights and Self-Determination remain ongoing.

In December 2024, a new Senior Director of Intergovernmental Affairs was appointed.

The Governance Department continues to foster collaborative relationships with other MCFN departments and supports their governance-related initiatives. It also remains committed to advancing projects that promote MCFN self-government.

Individual departments reports follow.

Mississaugas of the Credit (MCFN) – Recognition of Indigenous Rights and Self-Determination Negotiation Process 2024/2025 Progress Report

OBJECTIVES	DELIVERABLES	FORECASTED COMPLETION TIMELINES (if applicable)	PROGRESS ON WORKPLAN ACTIVITIES IN % OR COMPLETED	COMMENTS/NOTES DETAILS ON THE PROGRESS OR STATUS UPDATE
Governance Discussions	<ul style="list-style-type: none"> MCFN presentation followed by ongoing meetings and discussions which may lead to mandate co-development for negotiating agreements; 6-8 meetings with Canada officials in MCFN, Ottawa, or Toronto (in person or virtual), some of which may be combined with other meetings Key points identified and agreed upon. May include an agreement(s) that establish a process whereby the parties develop a renewed nation-to-nation and government-to-government relationship; reaching understandings on shared concepts of governance; and innovative approaches to implementing the MCFN's rights in modern and evolving ways through the continued drafting of Term Sheets with Canada; Obtain any necessary approvals to initial the Term Sheets, as completed; Ongoing discussions with Canada on how the MCFN and Canada can develop a strategy for participating in discussions with Ontario/municipalities around the MCFN's rights and recognition of the MCFN as a distinct order of government, etc. 	April 1, 2024-March 31, 2025 (and continuing into 2025-2026)	Meetings with Canada – 30%	<p>Meetings centred around technical aspects, such as progressing the Term Sheets. Discussions will continue into 2025/2026 around a presentation and strategy for progressing discussions forward</p> <p>Chief has had over 100 political and corporate speaking engagements in MCFN territory. These range from political, corporate, educational institutions, not for profits, First Nation relations etc</p> <p>Councillor Sault has spoken at the Rural Ontario Municipal Association (government-to-government) meetings, as well as MCFN meetings with individual Municipalities wanting to understand the issues of reconciliation. Addressing all the Mayors in Ontario, MCFN has addressed economic reconciliation, equity partnerships, regulatory processes (inclusion) and Urban Reserves.</p>
	<ul style="list-style-type: none"> Minimum 35 internal MCFN Team / Committee preparation meetings; 10 MCFN Chief and Council briefings and updates 	April 1, 2024 – March 31, 2025	25%	<p>Meetings focused on legislative and policy drafting.</p> <p>Due to competing priorities, regular meetings did not take place. Will continue into 2025/2026</p>
Advancing MCFN Governance through information sharing with other First Nations	<ul style="list-style-type: none"> Virtual meetings and/or teleconferences or email correspondence as may be required; 1 in person meeting; 	April 1, 2024 – March 31, 2025 (continuing beyond 2025)	50%	MN liaison provides updates on the MN activities and joint initiatives to Governance Committee regularly.

OBJECTIVES	DELIVERABLES	FORECASTED COMPLETION TIMELINES (if applicable)	PROGRESS ON WORKPLAN ACTIVITIES IN % OR COMPLETED	COMMENTS/NOTES DETAILS ON THE PROGRESS OR STATUS UPDATE
	<p>Ongoing discussions around the possibility of entering into trilateral agreements with the MCFN, Canada, and other First Nations; or bilateral agreements between the MCFN and other First Nations</p> <ul style="list-style-type: none"> Core Laws identified and developmental work established: Child Welfare Law, financial administration law, emergency management law, as well as any accompanying policies/rules and procedures, etc; Core Laws identified and drafting work continuing: Election Law, Approval Law, Cannabis Law, acquisition of lands policy/law, as well as any accompanying policies/rules and procedures, etc; Updated MCFN Strategic Plan; Updated bylaws; Draft land use zoning law, as part of comprehensive community plan; Completion of comprehensive community plan; Draft model and policies for Administrative Tribunal; Finalize model and policies of peacekeepers program; Research models and policies of a data sovereignty process; Research and analyze operational and governance needs of MCFN; Research and analyze options around enforcement of laws and bylaws 	<p>April 1, 2024 – March 31, 2025 (continuing beyond 2025)</p>	<p>90% Election Law 95% Approval Law 30% acquisition of lands policy/law 10% strategic plan work 50% land use zoning law 90% comprehensive community plan 25% Peacekeeper – 95% Data Sov- 5%</p>	<p>Pillar lead Councillor attended MN meetings</p> <p>Election Law and Approval Law are almost complete. Council to approve Approval Law in early 2025/2026. Plan to have ratification vote on Election Law in summer 2025.</p> <ul style="list-style-type: none"> CCP – Final report being reviewed with Council - amendments Appeal Body – proposal provided in 2025/2026 – law to be drafted in early 2025/2026 for approval by Council Data Sov- Working with Community Partner U of G to develop this process for C&C continuing

OBJECTIVES	DELIVERABLES	FORECASTED COMPLETION TIMELINES (if applicable)	PROGRESS ON WORKPLAN ACTIVITIES IN % OR COMPLETED	COMMENTS/NOTES DETAILS ON THE PROGRESS OR STATUS UPDATE
	<p>include an evaluation and accountability plan to ensure accountability of both parties in the treaty implementation process; leading to an agreement on same</p>			
	<ul style="list-style-type: none"> Ongoing meetings and discussions which may lead to mandate co-development for negotiating agreements. Key points identified and agreed upon, including around harvesting rights, stewardship, and/or co-management of Territory; <ul style="list-style-type: none"> Ongoing discussions with Canada on how the MCFN and Canada can develop a strategy for participating in discussions with Ontario/ municipalities around harvesting rights, recognition of the MCFN as a distinct order of government, etc; Research and analyze conservation practices 	<p>April 1, 2024 – March 31, 2025 (continuing beyond 2025)</p>	<p>5%</p>	<p>Work continuing into 2025/2026</p> <p>We have had meetings with Parks Canada (Rouge) to discuss harvesting rights, co-management, economic reconciliation inclusion etc.</p>
	<ul style="list-style-type: none"> 2 MCFN community meetings planned to be undertaken; Information and materials prepared about the MCFN's treaties, treaty rights, history, etc. to share with the members and/or the public; Expanding the MCFN Treaty Booklet; Development of tools and supports to facilitate outreach and collect feedback from the community (i.e. videos, surveys, YouTube Channel, etc.); Improve technology and supports for outreach to members, through better connectivity, use of different/available tools 	<p>April 1, 2024 – March 31, 2025</p>	<p>25%</p>	<p>Work continuing into 2025/2026</p>
Renewed Fiscal Relationship	<ul style="list-style-type: none"> Initial meetings and discussions which may lead to mandate co-development for negotiating agreements. Key points identified and agreed upon; <ul style="list-style-type: none"> Ongoing discussions with Canada on how the MCFN and Canada can develop a 	<p>April 1, 2024 – March 31, 2025 (continuing beyond 2025)</p>	<p>15%</p>	<p>Further meetings with FMB in 2025/2026</p>

OBJECTIVES	DELIVERABLES	FORECASTED COMPLETION TIMELINES (if applicable)	PROGRESS ON WORKPLAN ACTIVITIES IN % OR COMPLETED	COMMENTS/NOTES DETAILS ON THE PROGRESS OR STATUS UPDATE
Resolving MCFN's Claims, including Aboriginal Title Claims	strategy for participating in discussions with Ontario/municipalities regarding renewed fiscal relationships, and participating in those discussions with Ontario/municipalities			Ongoing discussions with Municipalities and Ontario
	<ul style="list-style-type: none"> 12 Land Claim Committee meetings; Discussion with Canada around MCFN's water rights and title that allows for MCFN's inherent rights to be honoured and respected by Canada and the public's continued access/use 	April 1, 2024 – March 31, 2025 (continuing beyond 2025)	75%	In relation to Rouge River Valley Tract and Treaty 22/23
	<ul style="list-style-type: none"> 2-4 MCFN community meetings planned to be undertaken; Information and materials prepared about the MCFN's treaties, treaty rights, history, etc. to share with the members and/or the public Development of tools and supports to facilitate outreach and collect feedback from the community (i.e. videos, surveys, YouTube Channel, etc.); Improve technology and supports for outreach to members, through better connectivity, use of different/available tools 	April 1, 2024 – March 31, 2025	COMPLETED	
	<ul style="list-style-type: none"> Ongoing meetings and discussions leading to drafting of a mandate(s) for negotiating agreements. Key points identified and agreed upon with Canada external to, and in contemplation of, other tables or processes where claims resolution may be undertaken; Acquisition of land policy/law drafted; Ongoing discussions with Canada on how the MCFN and Canada can develop a strategy for participating in discussions with Ontario/municipalities around harvesting rights in the territory, among other subject matters, and the development of agreements; 	April 1, 2024 – March 31, 2025 (continuing beyond 2025)	40%	Work continuing into 2025/2026

OBJECTIVES	DELIVERABLES	FORECASTED COMPLETION TIMELINES (if applicable)	PROGRESS ON WORKPLAN ACTIVITIES IN % OR COMPLETED	COMMENTS/NOTES DETAILS ON THE PROGRESS OR STATUS UPDATE
	<ul style="list-style-type: none"> Discussion with Canada on a claims resolution process 			

SOCIAL SERVICES ANNUAL REPORT 2024-2025

Staff:

Director of Social Services: Yvonne Bomberly
Administrative Assistant: Shelda Martin (shared position with Health Services)
Financial Assistant: Vicki Martin (shared position with Health Services)
Receptionist: Annette Hottinger (shared position with Health Services)

Family Support Unit

Supervisor of Family Support: Lissa Lavallee (began January 2025)
Family Support Worker: Dawn Greer
Family Support Worker: Patricia Jamieson
Family Support Worker: Chaley Martin-contract
Community Resource Coordinator: Lyndsay Thomas-began May 2024

Mental Health Unit

Supervisor of Mental Health, Adult Mental Health Worker: Faith Rivers
Children's Mental Health Worker: Desiree Bertrand-left August 2024
School Mental Health Worker: Chris Myke-on leave May 2024
Addictions Worker: Donna Henry (new position began December 2024)

Community Support Unit

Community Support Supervisor/Worker: Shelly King
Community Wellness Worker: Hayli Sault-left December 2024
Community Wellness Worker: Micheal Peters-began February 2025
Community Wellness Worker: Angela Sault-left September 2024
Fitness Coordinator: Zack Rose

Family Support Unit

The Family Support Unit now has a Supervisor to oversee day to day operations and supervise staff. This role was previously performed by the Director of Social Services. There are three Family Support Workers and a Community Resource Coordinator in the Unit. The Family Support Workers provide support for MCFN families on and off the Reserve, who are involved with child welfare services. The workers attend home visits with child protection workers and on their own.

Their case lists averages around 20 cases each. With additional funding, the workers are able to offer grocery cards for families that are struggling.

Some area Courts continues to be held virtually over zoom and workers are able to attend on-line. Other courts require in person attendance. We had a short period where we operated with no cases before the courts, which is a major accomplishment.

The Community Resource Coordinator oversees the men's group, the youth summer program and develops other programs and events throughout the year. This position continues to be a contract as the employee is on political leave as Councillor.

Future plans, include adding the position of Post Majority Care Worker to deal with the youth who are aging out of the child welfare system.

Mental Health Unit

The Mental Health Unit has a Supervisor who is also the Adult Mental Health Worker, an Addictions Worker, a Children's Mental Health Worker and a School Mental Health Worker.

The School Mental Health Worker has been on medical leave since May 2024. The contract position has been advertised numerous times on different websites without success.

The Children's Mental Health Worker position has been vacant since August 2024. The position has been advertised numerous times on different websites without success. We are looking at a purchase of service contract for a psychotherapist to assist the children in the community. We have an agreement with McMaster-Hamilton Health Science to a visiting Child Psychiatrist.

The Supervisor/Adult Mental Health Worker oversees the unit. She continues to run groups in the community and carry a small caseload. The Adult Mental Health Worker is able to connect community members with Hamilton Health Sciences, Adult Psychiatric services.

The Unit now has an Addictions Worker. The worker began in this role in December 2024. She facilitates a Caregivers Support Group for families of members experiencing addictions. The Addictions Worker has planned and delivered different events in the community and will be hosting a Harm Reduction Evening in the community in June.

Community Support Program

The Community Support Unit has a Supervisor who also has the role of a worker, plus two more Community Support Workers. This program has been short staffed since September 2024. We have had different community members fill in for short contracts. The program operated for a short period with only the Supervisor and therefore did not run some of the programs such as the youth groups and curriculum to the LSK students.

The focus of this program is on prevention and education, as well as community awareness. The majority of the activities and services are prevention-focused, related to social skills development, and strengthening the family and community unit. Community Support facilitates the annual summer day camp program which accommodates thirty (30) children. Some of the other events that are facilitated by the Unit are: the Family Archery Program, the Afterschool Program, the Community Halloween Party, the Community Christmas Party, the Community Easter Party, the School Hockey Tournament and the March Break Camp. This unit also facilitates the

annual Community Picnic with the assistance of other Social Services and Health Services Staff.

The gym operates at full capacity. There is only one staff member, which makes it difficult if they are off sick or needing time off. The Supervisor usually covers for absences. There are also some contract staff that can cover in emergencies but are also sometimes not available. We would benefit from having two gym staff as opposed to one.

PUBLIC WORKS DEPARTMENT 2024/25

INFRASTRUCTURE & COMMUNITY DEVELOPMENT COUNCIL

Chair: Pillar Lead – William LaForme/Ashley Sault

STAFF:

Public Works Director – Arland LaForme

Public Works Assistant - Brandy Vinnai

Infrastructure Maintenance Worker (B) – Jeremy Tapper

Infrastructure Maintenance Worker (R) – Leo LaForme

Infrastructure Maintenance Worker (G) – Jeremy Sardine

Infrastructure Maintenance Worker – Support – Doug (Mike) Lasher

Community Centre Caretaker – Terrence Jones/Drew Kennedy

Infrastructure Manager – Brandon Hill

Infrastructure Manager Assistant – Matthew Sault

LSK Caretaker/Maintenance - Trenton Hill / Lucas Smith

LSK Caretaker – Christopher Sault

LSK Caretaker – Summer Joseph

CUSTODIANS:

maamwi gnawending (Social & Health Service) – Nathaniel Sault

Rumpus Hall/Adm Bldg 1 - Lorraine Sault

agimaw gamig administration 1 – Tim Sandy

Ekwaamjigenang Children's Centre – Jerry Martin

INFRASTRUCTURE

Roads – Routine roadside maintenance (grass cutting), hardtop maintenance (patching), loose top maintenance (grading), winter control (snow plowing and removal) and maintaining road signs was performed on an ongoing basis throughout the year.

Buildings/Grounds – Routine maintenance of grounds/parking lots that included grass cutting and snow removal performed on an ongoing as required basis.

Maintenance to the band-owned buildings was performed on a regular basis with numerous repairs completed throughout each building.

Annual fire extinguisher services were performed on all band-owned buildings.

A number of Health & Safety items were also included in the regular duties of maintenance to ensure the buildings are safe for all occupants and visitors.

Projects included:

- Agimaw Gamig Administration Building – Main Entry upgrades, keyless entry system & modifications, annual fire extinguisher and emergency lighting inspections.

Routine maintenance on back-up generator completed.

- Rumpus Hall / Governance Building – High level warning light electrical installation completed, environmental cleaning as required. Installed exterior outlets, roof repairs

Buildings/Grounds – Contracted the removal of expired paints / liquids from garages/shops.

- Admin. Building 2 – Annual fire extinguisher inspections

- Roads Garage – Routine Maintenance performed on an as required basis for this asset

- Council House – Renovation completed

- Recreation Complex – Replaced rooftop unit & service ladder installed. Annual fire extinguisher inspections

- Enterprise Building – Upgraded interior lighting to light emitting diode (LED) fixture upgrades. Annual fire extinguisher inspections
- Community Centre – Purchased new floor scrubber. Updated alarm system with keyless entry. Annual fire alarm/sprinkler inspection and maintenance completed, HVAC unit annual maintenance, generator maintenance.
- Lloyd S King Elementary School – Expansion complete, occupants in building. Mechanical and Plumbing equipment maintenance/replacements completed. Classroom (2) HVAC units replaced. Wildlife removal maintenance. Annual fire alarm/sprinkler inspection and maintenance completed. Annual back-up generator inspection and maintenance completed, Replaced ballasts and upgraded to light emitting diode (LED) fixture upgrades
- LSK Portable – Window replacement completed, wall panels and floor tiles repaired
- Portable –Construction of new Building complete; occupied by Peacekeepers.
 - Splashpad – picnic tables restrained & canopy moved from old daycare & erected
- Truckfill – Minor maintenance as required
- Ekwaamjigenang Children's Centre – Minor maintenance as required, generator maintenance
- Maamwi Gnaawending –Keyless entry system installed, Installed hepa filters, repaired & repainted support beam canopies

Equipment – Regular safety inspections, oil changes and general maintenance completed on band owned equipment, backhoe, trucks, sander, tractor, lawn maintenance equipment.

Roads – All line markings were completed, Purchased concrete barriers

Piped Water - Routine maintenance of flushing fire hydrants (approximate 240), exercising auxiliary hydrant valves (approximately 240), water main valves (approximately 91), & 13 Manual Air Release Valves. 1 Automatic Air Release Valve & 1 Blow off, (approximately 6 sample stations) performed free total chlorine residual, ph and turbidity readings throughout the year totaling approximately 390 readings to ensure that the water in the distribution lines meet the regulations and standards for safe drinking water. Monthly water usage readings undertaken for approximately 250 customers & 23 band-owned buildings.

- Routine lawn maintenance at truck-fill station
- Watermain valve repair at corner of Mississauga Rd & New Credit Rd
- Fire Hydrant valve repair on New Credit Road
- Fire Hydrant replaced & valve repaired on Industrial Rd #2
- Decommission leaking air release valve on watermain Rd # 125

Piped Wastewater - Routine maintenance on the lagoon, E1 systems & lift stations performed throughout the year. Testing for ammonia, BOD, TSS, total phosphorus, TOC, nitrate/nitrite & E-Coli were sent to the lab for approval prior to discharging the lagoon.

Fire - Public Works Department oversees the Fire Agreement between Haldimand County & Mississaugas of the Credit First Nation. For the purpose of this agreement, fire protection means and includes fire prevention and public education, fire suppression and life rescue from fire, life rescue from incidents or accidents other than from fire,

basic first aid medical assistance at emergency sites, basic response for the suppression or containment of hazardous materials. 41 Occurrences detailed as follows: Open air 2, Medical 18, Structure Fire 3, Emergency Assistance 3, Motor Vehicle Collision 5, Remote Alarm 7, Vehicle Fires 1, Burn Complaints 2

Solid Waste – April 2024 to March 2025, Emterra Environmental has collected 220.95 tonnes of garbage

Recycling Program - April 2024 to March 2025, Emterra Environmental has collected 59.34 tonnes of recyclables and delivered to the Burlington Material Recovery Facility
Community Clean Up Events – April & October 2024

Tom Howe Landfill Site (THLFS)

Director of Public Works & Infrastructure Manager along with a contracted hydro-geologist continues to monitor the landfill site to ensure that the landfill is operated in accordance to the agreement between Haldimand County & Mississaugas of the New Credit First Nation.

- Leachate is any liquid that, in the course of passing through matter, extracts soluble or suspended solids, or any other component of the material through which it has passed. Leachate is a widely used term in the environmental sciences where it has the specific meaning of a liquid that has dissolved or entrained environmentally harmful substances that may then enter the environment. It is most commonly used in the context of land-filling of putrescible or industrial waste.

9-1-1 Signs - Public Works takes requests & installs the initial 9-1-1 signs as well as maintaining an up-to-date 9-1-1 listing. PWD replaced/repared approximately twenty (20) 9-1-1 signs. Property owners are responsible to maintain and ensure that their 9-1-1 sign is visible for emergency services

Mississauga Road Drainage Project – FNESL/Valdor working on drainage plan to address 3 areas Council has received complaints about

Bridge #19 Project – Design complete, awaiting ISC approval of funding

Wastewater Expansion – submitted an MCA for full amount to compete entire project as per the original request of ISC; awaiting a response

Cultural Centre – Budget approved; require geotechnical & hydrological consultants approvals to proceed

REPORTING REQUIREMENTS - Completed and submitted all required reports to Indigenous Services Canada (ISC), MTO & WDO:

- Integrated Capital Management System Reporting (ICMS)-Community Infrastructure and Housing Annual Report & ACRS Project Annual Reports
- First Nation Infrastructure Investment Plan Annual Update (FNIIP)
- Certificate of Completion for Capital Projects
- Ministry of Transportation (MTO) Final Submissions for Road Subsidy
- Waste Diversion Ontario (WDO) DataCall

Restorative Justice Activity Report

Prepared by: Angie Hill

Position: Restorative Justice Worker

Organization: Mississaugas of the Credit First Nation

Reporting Period: April 1, 2023 – March 31, 2025

Date Submitted: May 21, 2025

1. Introduction

This report provides an overview of restorative justice programming and activities delivered over the past two fiscal years. The goal of this work is to support healing, reduce harm, and foster accountability and community safety within MCFN and surrounding areas.

2. Program Activities by Fiscal Year

2023–2024

Circles, Workshops, and Group Sessions

- 2 Healing Circles facilitated
- 2 Community education sessions, conflict resolution
- 1 School-based or youth-focused sessions

Individual and Family Supports

- 2 Youth/families supported through one-on-one restorative approaches
 - Services included: conflict coaching, diversion support, safety planning, referrals
-

2024–2025

Circles, Workshops, and Group Sessions

- 2 Healing Circles facilitated
- 1 Community education sessions, conflict resolution
- Assisted with education for March break camp. Trauma awareness and
- 2 School-based or youth-focused sessions

Individual and Family Supports

- 2 Youth/families supported through one-on-one restorative approaches
- Focus areas: 2 community reintegration sessions

3. Partnerships and Collaborations

- **Native Horizons Treatment Centre**- can refer to this program, inpatient and outpatient
 - **Banyan's SURE Program** – youth programming
 - **BRISC**- programming for cultural awareness and sensitivity
 - **HRIC**- programming for cultural awareness and sensitivity
 - **OPP**- referral agency
 - **Crown Attorney's office**- referral agency
 - **Victim Services**- stand on for harmed in a circle and referral source
 - **Six Nations Justice**- referral agency
 - **HN Reach**- referral agency and programming available for families and youth
-

4. Community Engagement

- Participated in 5 community events (e.g., expos, open houses, awareness campaigns)
 - Engaged with Elders and Knowledge Keepers for 15 sessions or guidance circles
 - Supported cultural programming alongside victim services and Culture and Events Staff
-

5. Training and Professional Development

June 2023	ASIST Training	Victim Services	16
June 2023	MHFA	Victim Services	16
October 2023	Restorative Justice Training for Schools	Six Nations Justice	40
October 2023	Naloxone Training	Six Nations MCRRT	2
November 2023	Restorative Justice Training	Peacebuilders Mediation	28
January 2024	CPR First Aid	OSTTC	16
February 2024	Justice Conference	Aboriginal Legal Services	24

June 2023	ASIST Training	Victim Services	16
April 2024	IPV Training	Justice 4 Women	2
June 2024	VTRA Training Level 1	Centre for Trauma Informed Practice	16
June 2024	Intake Workshop/ Program Overview	Native Horizons Treatment Centre	24
June 2024	Intake Workshop	RAAM clinic	2
August 2024	Grief Workshop	MCFN Social and Health	16
October 2024	Indigenous Justice Conference	Osgoode Hall Law School	8
November 2024	Restorative Justice Policy	RJ working group	2
December 2024	VTRA Training Level 2	Centre for Trauma Informed Practice	16
March 2025	Peacekeepers Training	ISN Maskawa	90

6. Challenges and Lessons Learned

- **Transportation barriers** impacting access to in-person sessions
- **Virtual delivery** had mixed engagement; learned to adapt formats
- Ongoing need for **parent/caregiver supports** alongside youth programming

7. Statistical Summary

Activity	2023–2024	2024–2025
Circles Facilitated	2	2
One-on-One Supports	2	3
Group Sessions Delivered	2	1
Community Events Participated In	2	3

Activity	2023–2024	2024–2025
Training/Professional Development Hours	142	176

9. Conclusion and Reflections

Over the past two years, restorative justice efforts have continued to grow in reach and impact. Through direct support, community engagement, and partnerships, we've worked toward creating safer, more connected spaces rooted in accountability and healing. Looking ahead, there is strong potential to expand preventative programming and deepen collaborative efforts across agencies.

MCFN ANNUAL REPORT

LANDS & MEMBERSHIP

FISCAL YEAR: 2024 – 2025

STAFF

NAME	POSITION
Delainie King	Director Lands & Membership
Vacant as of July 2024	Community Consultation/Lands & Membership Officer
Marie Sault	LMR Clerk

PROGRAMS & SERVICES

#	Program / Service	# Transactions	Comments
1	MEMBERSHIP <ul style="list-style-type: none"> Event reporting of Births, Deaths, Marriages, Divorces, Amendments, Miscellaneous Certificates of Indian Status Cards Membership Transfers (Other First Nations) Blood Quantum Letters/Family Tree Research..... Residency/Identification Confirmations Registered member end of March 2025 	35 481 3 5 20 2863	Monthly event reports sent to ISC. Transfers closed via council motion #13 Jan 28, 2025
3	LANDS <ul style="list-style-type: none"> Leases/Permits Transfers/Allotments/Surviving JT Surveys 	3 30 2	
4	COMMUNITY WELLNESS <ul style="list-style-type: none"> 1st distribution applications processed 2nd distribution applications processed 	2610 2568	
5	DONATION POLICY <ul style="list-style-type: none"> Applications for Reimbursement of Registration/Lesson fees Applications for Event Funding 	84 43	
6	ESTATE POLICY <ul style="list-style-type: none"> Applications received Applications approved Applications Rejected/Pending 	17 17	

Department of Consultation and Accommodation

Annual Report 2023-2024 and 2024-2025

Office Staff

Director*	Mark LaForme*
*Position eliminated.	<i>*Until November 2024.</i>
Financial Assistant	Nicole LaForme-Hess
Administrative Support	Heather Jamieson
Manager of Archaeology	Adam LaForme
Site Supervisor	Matthew LaForme
Archaeologist	Adrian Blake
Archaeologist	Erika Johannsen
Field Coordinator	Joelle Williams
Manager of Consultations	Megan DeVries
Consultation Specialist	Vacant
Consultation Coordinator	Abby (LaForme) Lee
Consultation Assistant	Payton Mitchell
Manager of Culture (Acting)	Darin Wybenga
Cultural Design Specialist	Craig King
Cultural Outreach Coordinator	Vacant
Cultural Outreach Assistant	Vacant
Manager of Environment	Lindsay Wong
Environmental Coordinator	Vacant
Environmental Officer	Vacant

Office History

The Department of Consultation and Accommodation (DOCA) became operational in January 2015 to address the Crown's (Federal and Provincial Government) "Duty to Consult". This is in response to Supreme Court of Canada decisions relating to the Crown's "Duty to Consult" aboriginal communities regarding proposed developments when their treaty and traditional lands are or may be impacted. DOCA was established to be the department for consultation with MCFN for projects involving the federal and provincial crowns and proponents (developers), in land use development within the Mississaugas of the Credit First Nation Treaty and Traditional Territory.

Mandate

As approved by the MCFN Chief and Council in 2014, the mandate of DOCA is to engage in consultation processes with external governments and private sector proponents on land and resource matters and developments that may impact the rights and interests of the MCFN. The 4 million acres of MCFN treaty and traditional territory has been, and continues to be, affected by numerous and various developments which impact our treaty and

aboriginal rights, our territory, our way of life, and the sustainability of MCFN. While MCFN is not opposed to development, we do want to ensure that environmentally sustainable practices are being implemented in response to any MCFN concerns about the land, water, air, species-at-risk, and the health of its people. MCFN must be engaged on projects to ensure that responsible practices are being implemented to protect the rights, interests, cultural heritage and archaeology of our First Nation.

DOCA is responsible for protecting MCFN interests, treaty rights and heritage, by increasing public awareness and by being directly engaged in all currently planned and future development within MCFN's treaty and territory. DOCA will assess projects and work to alleviate impacts on our rights, land claims, and way of life by building relationships, and where possible develop partnerships with external governments and private sector proponents through consultation and engagement in the spirit of peace, respect, and friendship.

DOCA in 2023-2024 and 2024-2025

In the 2023-2024 year, DOCA continued its standard operations. There were no major changes of note during this period.

In the 2024-2025 year, it was decided that the former Major Projects Unit would be reintegrated into DOCA. To accommodate this reintegration and to address increasing consultation requests from external actors, DOCA was divided into four uniquely functioning but cooperative units, each led by a Manager. These Managers now comprise a "DOCA Management Team", who jointly manage operations at DOCA and report to the new Senior Director of Intergovernmental Affairs, Mark LaForme. Additionally, several new staff positions were approved to add capacity to the new units and are in the process of being filled.

Archaeology Unit

The Archaeology Unit continues to play a critical role in safeguarding the cultural heritage of the Mississaugas of the Credit First Nation (MCFN) through active participation in archaeological monitoring, report review, and burial site investigations.

General

In the 2023–2024 field season, the unit employed 43 Field Liaison Representatives (FLRs)—all MCFN Band members certified in archaeological monitoring. These representatives participated in 300 distinct projects, providing on-the-ground oversight to ensure that development activities respected MCFN's cultural and archaeological interests.

Building on this momentum, the 2024–2025 field season saw continued engagement, with FLRs participating in 326 separate projects. Several projects initiated in 2023–2024 carried

over into the new fiscal year, and new agreements were executed to support ongoing monitoring and compliance.

To meet the demands of this increased workload, the unit introduced a Site Supervisor role. This position provides direct support to FLRs in the field and allows the Archaeologists to focus more fully on technical assessments and report reviews.

Report Reviews

The Archaeology Unit maintained a strong capacity for technical review, with 250 archaeological report review agreements executed in 2023–2024 and 257 agreements in 2024–2025. These reviews not only ensure that archaeological assessments meet professional and cultural standards but also generate additional revenue for DOCA beyond field monitoring activities.

Training and Capacity Building

The Archaeology Unit continued its collaboration with the University of Toronto, Mississauga Campus for the second consecutive year, offering advanced training to FLRs. Topics included the identification of human remains, chert typologies, and ceramic analysis. Orientation sessions also featured group discussions on complex and sensitive issues frequently encountered in the field, fostering a deeper understanding and preparedness among participants.

Burial Site Investigations

The unit participated in 10 burial site investigations during the reporting period. These investigations were conducted in close collaboration with the Office of the Chief Coroner and the Registrar of Burial Sites within the Ministry of Public and Business Service Delivery. Through sustained relationship-building, DOCA has strengthened its role in ensuring that MCFN is promptly informed of any burial discoveries and is actively involved in determining appropriate responses. The unit continues to advocate for MCFN-led stewardship and meaningful engagement with archaeologists, proponents, and provincial ministries to uphold the dignity and cultural significance of burial sites.

Consultation Unit

The Consultation Unit acts as the first point of contact for consultation requests and employs a triage system to intake and respond to such requests. The Consultation Unit categorizes incoming projects by type and manner of response needed, with a new process that was introduced on a trial basis in 2024-2025. The Consultation Unit, and DOCA more broadly, records project-based consultations using Inloox in order to track engagement activities and correspondence. Furthermore, as of 2024-2025, the Consultation Unit has begun using a Master Project Tracker in order to determine at a glance project consultation statuses.

Consultation Project Categories

Crown – Federal

Crown – Provincial
Energy – Non-Crown
Resource Management
Organizations and Events
Municipal Zoning Orders
Conservation Authorities
Municipal – Capital Works
Municipal – Development Applications
Municipal – Policies and Plans
Private Development

In the 2023-2024 fiscal year, the Consultation Unit received and reviewed 998 notifications for projects within MCFN treaty territory. In the 2024-2025 fiscal year, the Consultation Unit received and reviewed 2,463 notifications for projects within MCFN treaty territory.

To handle the increasing number of consultation requests and the need for sustained, ongoing, relationship building with external proponents, the Consultation Unit has grown from one Consultation Coordinator to four new Consultation positions, one of which is currently vacant but is intended to be filled next fiscal year.

With the 2024-2025 expansion, the Consultation Unit now formally coordinates with the three other DOCA Units as needed to facilitate their review and solicit feedback on projects according to their areas of technical expertise. We monitor timelines to ensure comments are provided promptly and are acted on by proponents as they continue with their project design and development. The Consultation Unit also provides instruction and guidance to proponents wanting to work with DOCA and MCFN on requirements, expectations, and protocols.

With the new structure and capacity of the Consultation Unit coming online in late 2024 and early 2025, our team is in the process of onboarding with major proponents and their large projects. We look forward to developing a better understanding of areas requiring high level consultations and providing updates back to MCFN.

Culture Unit

Prior to the 2024-2025 fiscal year, “Culture” as a committee, department, and/or unit was not housed within DOCA. With the 2024-2025 expansion, Culture was added as one of the four units operating with the department.

The Cultural Unit at DOCA is tasked with presenting the history and culture of the Mississaugas of the Credit First Nation to outside entities in a positive, culturally appropriate, and historically accurate manner. Currently, the Unit has four positions to fulfill its purpose: the Heritage Interpreter, the Cultural Design Specialist, a Cultural Outreach Coordinator and a Cultural Outreach Assistant.

The Heritage Interpreter has been working within DOCA for the past 9 years and continues to educate project proponents and other interested parties about the history, treaties, and the people of the First Nation. Historical talks are provided by the Heritage Interpreter to municipalities, museums, businesses, and other entities. Numerous organizations are also assisted throughout MCFN treaty lands and territory to create historically and geographically accurate land acknowledgement that recognize MCFN as the sole treaty holding Nation at the western end of Lake Ontario. Organizations that seek to disclose some aspects of MCFN history consult regularly with the Heritage Interpreter to ensure the history of the First Nation is accurately presented in exhibits, signage, books, newspaper articles, etc.

The Cultural Design Specialist seeks to integrate MCFN culture with various built projects within MCFN treaty lands and territory. Project proponents seeking MCFN input when designing parks, trail systems, buildings, etc. meet with the Cultural Design Specialist to ensure that MCFN has a voice when such projects are planned, but also that the First Nation's culture is integrated in a sensitive and respectful way. Projects in the past year include the South Niagara Hospital, Rouge National Park's Welcome Centre, and the revitalization of Ontario Place.

The Cultural Outreach Coordinator and the Cultural Outreach assistant are responsible for responding to requests for an MCFN cultural presence at events located in the First Nation's treaty lands and territory. Such events will include public consultation meetings, official openings, cultural events, local festivals and larger events such as the CNE and the Indigenous Arts Festival. Entities requesting historical and cultural knowledge will be linked to appropriate knowledge holders and elders from within the MCFN membership.

Although a new in the Department of Consultation and Accommodation, the unit will strive to ensure the timeless history and the culture of the First Nation is accurately and sensitively portrayed.

Environment Unit

DOCA lacked significant capacity environmental expertise for several years. This area was therefore identified for growth as part of DOCA's restructuring in 2024. During the 2023-2024 period, there were no roles in environment specialty at DOCA.

In December 2024, DOCA brought on a Manager of Environment, with two additional positions reporting to the manager created and in the process of being filled. This growth will allow DOCA to provide more comments on environmental assessments, studies and reports relating to development applications and infrastructure projects on the treaty territories. The Environment Unit will work to ensure that the most significant developments are completed with more environmental considerations. They are striving to build positive relationships with developers, industry, municipalities as well as the provincial and federal governments. They are also developing an environmental field

monitoring program to participate in environmental restoration and monitoring on the treaty territory.



To: OMT
From: Victoria Gray, Manager of Communications and Engagement
Date: May 2025
Re: Communications Unit 2024-2025 update

Staff & Unit Updates:

Victoria Gray – Manager Communications and Engagement

Victoria.gray@mncfn.ca

Chantelle Tinney – Communications Coordinator

Chantelle.tinney@mncfn.ca

Shantel Sault – Communications Associate

Shantel.sault@mncfn.ca

Jeanette Cossaro – Communications Admin. Assistant

mcassistant@mncfn.ca

Location: Core Area Governance Building Lower Level

Phone: 905-768-7469

Background

The Media and Communications Unit was created in 2015 after input from the community requesting improved communication between Chief and Council and the community. The Unit currently consists of four staff: a manager, a media and communications coordinator, a communications associate and a media and communications assistant.

Mission Statement

To provide cohesive, respectful, and clear communications to all members of the MCFN, the general public, government bodies, MCFN partners, media, Chief, Council and MCFN staff in alignment with the Seven Grandfather Teachings and MCFN's Seven Generations Plan.

Vision Statement




Mississaugas of the Credit First Nation
2789 Mississauga Road, Hagersville, Ontario N0A 1H0



Phone: (905) 768-1133
Fax: (905) 768-1225





The Mississaugas of the Credit First Nation look to our Anishinaabe roots to guide our vision for the future as a strong, caring, connected community who respects the earth's gifts and protects the environment for future generations. Our identity includes our history, language, culture, beliefs and traditions which we strive to incorporate into our communication with members and the general public.

Department Updates and Highlights:

This past year marked a period of significant growth and progress for the Media and Communications Unit, as the team expanded, improved digital infrastructure, and deepened community engagement through new initiatives and stronger interdepartmental support.

In May, Shantel Sault joined the Communications Department as a Communications Associate to support the Digital Timeline project and assist with daily operations. Chantelle Tinney joined as Communications Coordinator in late February and can be contacted at chantelle.tinney@mncfn.ca for social media posts or event posters.

The Members Portal on the website has been repaired. Members are required to re-register; if unsuccessful, they should contact communications@mncfn.ca to have their previous profiles removed. The MCFN App is live across all platforms. Feedback is being received directly via the app, and departments are encouraged to submit forms or documents they'd like uploaded.

The newsletter deadline remains the third Friday of each month. Departments anticipating delays should notify Communications and indicate how much space to hold in the publication (e.g., half a page, one page, or two pages). The 2025–2026 work plan and budget have been submitted to Finance, including initiatives for merchandise orders, updated signage, and enhanced community engagement.

The Communications Unit continues to collaborate with external partners including Therme, Metrolinx, Debwewin and many others to develop and execute strategic communications for ongoing projects.


The department continues to provide support to all MCFN departments that require event flyers, graphic design elements, website support, videography, merchandise orders, photography for events and other needs. The unit provides support for communication strategies to the Chief, council, and all other departments as necessary.

The department has enjoyed much more livestreaming success thanks to the Public Works department's investment in infrastructure at the community centre. Miigwech to their dedication and accommodation!

Shantel Sault joined the Communications Department as the Communications Associate in May to help with the digital timeline project as well as daily department functions.

A Communications Coordinator, Chantelle Tinney joined the department at the end of February, and she can be reached at chantelle.tinney@mncfn.ca for posting to social media or creating posters for events and information.





We have fixed the members portal on the website. Members are required to re-register and if they are unable, they will need to contact communications@mncfn.ca to have their previous user profile deleted.

The App is live on all platforms and feedback has been going directly from the app to my email. If you would like any department related forms or documents uploaded, please let me know.

Newsletter deadline remains the same – **3rd Friday of the month**. if you cannot meet deadline, please let us know how much we should hold for you (1/2, 1, 2 pg/s)

25/26 workplan and budget have been completed and sent to finance: merchandise orders, new signage, community engagement.

Governance: Communications continue to meet with external organizations to form communications strategies for ongoing projects including, Therme, Metrolinx, Debwewin and more.

The department held an online engagement session with Metrolinx regarding the Go Bus stop. There have been more than 1.8k views on the engagement session.

We continue to run a monthly language contest and have received great feedback and engagement. We plan to continue this initiative with TFC tickets and more.

The annual Debwewin poetry contest has closed, and winners have been chosen. We will announce shortly.

The department is working with Audcomp, Finance and Administration and Government Frameworks to complete a records management project to digitize the organizations form submission process.

Communications is working toward the creation of a digital timeline of the nation's history. This project is in its infancy and requires many approvals to go forward, but we are working toward a framework for success to present to senior management.

Communications is engaged with the Golf Canada sub-committee and have created signage, press releases, messaging and speeches for the event as well as coordinated with the school for class trips and the First Tee program at Mont Hill.

Continued work on Rouge Valley Land Claim, Treaty 22/23 Land Claim, Election Law, Approval Law – exploring Cannabis Law. We continue to seek more creative ways to engage the community.

Continued work with National to a media plan for Chief and Council as well as MCBC Working with MCBC.

The first draft of comprehensive Communications policy is complete and has been reviewed by Cindy Agius, the policy analyst. It has gone forward to senior management for review.



Media Engagement:

MCFN has received more than 300 news, magazines and other articles appearing in the media over the last fiscal.

Social Media

The 2024–2025 fiscal year was one of growth and engagement for MCFN's digital communications. Key achievements include the launch of the MCFN app, increased traffic to the Members Portal, improved digital accessibility, and enhanced engagement on social platforms. The Communications team also supported major events and initiatives through strategic messaging and multimedia content.

We have initiated many social media campaigns in the fiscal, including assets for holidays, days of significance.

The department has created videos for an annual Treaty anniversary campaign, language contests, Chief's welcomes and Elder messages.

The Membership group continues to grow, we've had many requests to join since the announcement of land claim settlements.

Social Media Overview

Platform	Followers (Start of FY)	Followers (End of FY)	% Growth	Avg Engagement Rate
Facebook	7,970	8,520	17.1%	5.21%
Instagram	2,759	3,334	20.8%	5.96%
Twitter/X	3,600	3,679	2.19%	1.2%
YouTube	901	954	5.88%	5.6% (Historical Gathering)

Highlights:

Facebook remained the most active platform with 40% of total engagement.

Instagram saw significant growth among younger demographics, especially during cultural and community-focused campaigns.

Twitter/X was used primarily for sharing partner posts coverage.

YouTube supported event livestreams and archival content.





Website & Portal Activity

Top Visited Pages: Homepage, Events Calendar, Member Portal Login

Members Portal: Relaunched in 2024; members required to re-register. Notable increase in sign-ups following launch.

Common Issues: Password recovery, profile reset—addressed by dedicated communications support.

Challenges & Opportunities

Challenges:

Algorithm changes affecting organic reach, Misinformation or unverified community posts and limited staff capacity for real-time social monitoring.

Opportunities:

Leverage the app and Members Portal for push notifications and continue visual storytelling (video, photo, language content).

Goals for 2025–2026:

Increase cross-platform engagement by 20%, launch Phase 1 of the Digital Timeline project, improve newsletter open rate and web traffic by 15%, strengthen internal response time for social media comments and messages, finalize and implement the Communications Policy.



Housing Staff

Lorraine LaForme, Housing Director
Raymond Hill-Johnson, Technical Resource Manager
Colette Webb, Housing Financial Assistant
Ryan Thomas, Technical Resource Support Worker
Amanda Laforme, Housing Assistant

Housing New Program

The Housing New On-Reserve Program provided financial loan assistance for the construction of two (2) family homes that will provide adequate housing for a total of 9 (nine) individuals.

Housing/Repair/Renovations/Sanitation (HRRS) Program

The On-Reserve HRRS Program for Existing Homes provides financial loan assistance to individuals pertaining to health, safety and structural items to prolong the life of the occupant's home for approximately 15 years.

Twelve (12) Homes received funding of the fifteen (15) applicants – eleven (11) were senior and/or disabled funding.

CMHC On-Reserve Residential Rehabilitation Assistance Program (RRAP) & Emergency Repairs Program (ERP)

Two funding allotments were approved at the end of the 2023/24 fiscal year to utilize in 2024/25 that assisted with major and minor repairs/renovations of ten (10) individuals to prolong the life of the home for approximately 15 years.

An allotment was received at the end of the 2024/25 fiscal year for three (3) individuals to utilize in 2025/26 to complete repairs/renovations to enhance the life of their homes.

ISC First Nation Child & Family Services Funding (FNCFS); now known as First Nation Children's Housing Fund (FNCHF)

The funding for the First Nation Children's Housing Fund (FNCHF) is a commitment in the Agreement-in-Principle on Long-Term Reform of the First Nation Child & Family Services (FNCFS) Program and Jordan's Principle. MCFN received a funding allocation in February 2023, intended to support the First Nation in purchasing, constructing and/or renovating housing units to meet the needs of children, youth, and families living on-reserve. The funding received in the 2023/24 fiscal year was carried forward and completely utilized to assist five (5) families and their children with adequate housing. At the end of the 2024/25 fiscal year, another allocation was received to utilize in 2025/26 to assist with approximately five (5) to six (6) families and their housing needs.

ISC Housing Management Subsidy (HMS)

This is the second year Housing has received this funding allocation that has allowed the Housing Department to take trainings, host workshops, acquire programming software, revise policies and agreements, and develop a housing portfolio of blueprints.

ISC On-Reserve Housing – Renovations – Strategic Approach

Housing's application was approved in 2024/25 to complete major repairs that address MCFN owned housing units to meet health and safety standards for 10+ units. Landscaping & fencing are still currently underway.

CMHC National Housing Co-Investment Fund (now known as Affordable Housing Fund)

This funding is to allow major repairs and renovations to a minimum of five MCFN owned rental units to address all health, safety and structural items. Projects to be completed by February 2027.

Technical Resource Manager (TRM) & Technical Resource Support (TRS)

MCFN HRRS Program –

- Twelve (12) initial HRRS inspections for existing homes resulted in 12 Specification Reports with numerous follow-up inspections completed, with the accompaniment of the Housing Assistant, TRS or OFNTSC inspector.
- The OFNTSC (Ontario First Nation Technical Services Corporation) Inspector is mandated to complete the Housing New & CMHC RRAP inspections that the TRM attends with him, the OFNTSC Inspector has agreed to assist the TRM with the HRRS Program based on a Council motion that was passed. So, both the MCFN TRM & the OFNTSC Inspector complete all necessary inspections for the MCFN Housing Department.
- The MCFN TRS & TRM Conducts Mandatory rental Move-in/Move-out inspections when required, as well as Conditional Assessments of the rental units. The Housing Assistant will accompany the TRS or TRM as required.

North Subdivision (Eagle Lane Estates)

18 Lots are serviced for communal water and have been surveyed by the Lands & Membership office to identify lots. Waiting on communal sewer line, and/or roadway/sidewalks to be completed so Housing may proceed with constructing houses either for sale or allowing individuals to purchase the lot and construct with their own funds or under the Housing Program. Land would have to be assessed to determine the cost to purchase if allowing members to purchase land to construct.

Housing Staff Meetings

Recently Housing has been meeting weekly due to the volume of work.

Housing Committee Meetings

Pillar Lead 6 has been meeting with Housing staff when required.

Townline Estates Rental Units – 42 Units Total

5-Plex 2-Storey (MCFN Owned)

5 Plex, Phase II (MCFN Owned) – 2 vacant; under major repairs/renovation

8 Plex – Heating system change out & Hot Water replacement, on-going repairs

5 Plex, Phase III (MCFN owned)– fully occupied, on-going repairs

RHI Rental Units

15 new rental units -1 vacant but offered out upon final move-out cleaning/ repairs

Senior Home Rental Units

4 senior homes – fully occupied

Two (2) of the senior homes are FN owned and two (2) were newly constructed under the CMHC Section 95 Program.

Townline Estates 2 year Grass Cutting Contract

Lawn Maintenance Contract between May/24 to October/25. This contract was agreed upon for 2 years and will be tendering out for another two year contract for the 2026/27 to 2027/28 fiscal years.

Heating Maintenance Servicing year to year

The heating maintenance servicing is being conducted on an as needed basis through a local Contractor. The MCFN Housing Department is on the preferred client list and are being serviced 24/7.

Townline Estates Playground/park area year to year

Playground/park area – Located at 28 New Credit Road is under review and receiving estimates to have the items maintained and remove any items that require disposal due to rotting that may pose a safety risk.

ASAP Maintenance software

Building Maintenance software (Ferrus Computers - ASAP) has been downloaded to 2 Computers.

Training:

- Webinars – buildings, construction methods, Health & Safety etc. on going
- TRM completed Building Code Workshop hosted by OFNTSC
- Housing Financial Assistant & Housing Assistant completed a Project Management Professional Course and received 35 units towards writing PMP Certificate Examination. They are working on completing the remaining 35 units.

Revisions to Agreements

On-going, with minor changes made to Agreements proceed with programming offered, such as the area that speaks about the number of homes constructed each year, etc. Agreements and policies under thorough review with legal counsel.

Housing 911 map update

Housing Assistant updating Mapping for MCFN and in contact with Google Maps, OPP, Haldimand Fire to ensure Townline Estates addresses are correctly on the map.

Land transfers Allocated back to MCFN Member & Proof of Insurance Records
On-going

Reporting requirements

- 2023/24 – ISC On-Reserve First Nations Child & Family Services Program (now known as First Nation Children's Housing Fund) – Dollars allotted, report to be completed by June 30, 2025
- 2024/25 – ISC First Nation Children's Housing Fund (FNCHF) – Dollars allotted, FNCHF Spending Plan report to be completed by June 30, 2025
- 2024/25– ISC Housing Management Subsidy - Dollars allotted, report to be completed by July 25, 2025
- 2024/25 – ISC On-Reserve – Housing – Renovations-Strategic Approach – Dollars allotted, report to be completed by July 25, 2025
- 2022/23 CMHC Section 95 – Senior Housing Phase II – Final Capital Costs Worksheet to be completed by August 1, 2025
- 2023/24 – CMHC Emergency Repair Program (ERP) – Dollars allotted, progress reports on-going, final report and construction to be completed by June 30, 2025
- 2024/25 – CMHC On-Reserve Residential Rehabilitation Assistance Program (RRAP) – Dollars allotted, construction and report to be completed by February 18, 2026
- 2022/23 - CMHC National Housing Co-Investment Fund (now known as Affordable Housing Fund) – Dollars allotted, construction and report to be completed by February 2027
- COMPLETE - 2022/23 CMHC Section 95 – Senior Housing Phase II – Dollars allotted and fully expended, report for final construction by December 3, 2024
- COMPLETE - First Nations Infrastructure Investment Plans (FNIIP) Capital Project Proposal Form pertaining to the following INAC Environmental Review (number of houses, minor, major, or adequate) – Due SEPTEMBER 2024.
Assist Director of PW with the Housing part of this Report.