

Mohawk Council of Akwesasne

Economic Leakage Study

July 2014



MNP
LLP

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Executive Summary

To understand the extent to which income is spent outside the Akwesasne Mohawk Territory (AMT), and to support the development of strategies that may promote the growth of the economy within the AMT, the Mohawk Council of Akwesasne (MCA) commissioned MNP LLP (MNP) to carry out an economic leakage study.

The study consisted of:

- Estimation of the size of the economy within the AMT.
- Development of a general picture of the economic activity within the AMT.
- Estimation of the extent of economic leakage from the AMT to the surrounding communities.
- Investigation of the reasons for the economic leakage.
- Identification of opportunities for economic development within the AMT.
- Development of recommendations for strategies to reduce economic leakage from the AMT.

The study was limited to identifying the amount of economic leakage from only the areas of the AMT located within Canadian boundaries.

Economic Leakage

To estimate economic leakage MNP first estimated the amount of economic activity that takes place within the AMT. The amount of economic activity was defined to be the total amount of unduplicated spending by AMT households, the MCA and businesses located within the AMT.

The amount of economic leakage was then estimated by examining each component of economic activity (i.e., the spending on different categories of goods and services) and estimating the percentage of each component that would be spent outside the AMT.

Spending by AMT Households

There are approximately 1,400 households in the Canadian side of the AMT, with a total population of 11,700. These households are estimated to have annual spending of \$73.3 million. The spending by category is shown in the following table.

Expenditure Category	Expenditure	Share
Food and Beverage	\$17.3 million	23.6%
Shelter	\$16.0 million	21.8%
Transportation	\$15.6 million	21.3%
Retail Purchases	\$8.6 million	11.7%
Telecommunications	\$4.3 million	5.9%
Health Care	\$1.9 million	2.6%
Childcare	\$0.7 million	0.9%
Education	\$0.6 million	0.8%
Miscellaneous*	\$8.3 million	11.3%
Total Expenditure	\$73.3 million	100%

*includes vacations, entertainment, professional services and other expenditures not classified elsewhere

Spending by the MCA

The MCA is the largest employer within the Canadian side of the AMT and provides services that include the Mohawk Board of Education, the Akwesasne Mohawk Police Service, community and social services and housing. MCA's annual expenditures are estimated at \$83.3 million. After deducting accounting adjustments and wages and benefits paid to employees residing within the AMT, the estimated annual unduplicated spending by the MCA is \$44.7 million.

	Expenditure
Total MCA Spending	\$83.3 million
Accounting Adjustments	(\$4.5 million)
Wages and Benefits Paid to AMT Households	(\$34.1 million)
Annual Unduplicated MCA Spending	\$44.7 million

Spending by Businesses

According to the Akwesasne 2014 Business Directory there are approximately 148 businesses located in the Canadian side of the AMT (this includes community based organizations such as churches, non-profits and sports associations). Businesses located on the Canadian side of the AMT generate approximately \$43 million in revenue and employ between 500 and 600 people. Approximately \$21 million in wages and salaries are paid to residents by businesses on the Canadian side of the AMT. Consequently, the estimated annual unduplicated spending by businesses is \$22.0 million.

	Expenditure
Total Business Spending	\$43.0 million
Wages and Benefits Paid to AMT Households	(\$21.0 million)
Annual Unduplicated Business Spending	\$22.0 million

Total Economic Activity and Economic Leakage

The total annual economic activity generated by the AMT was estimated at \$140 million (i.e., the sum of \$73.3 million in household spending, \$44.7 million in MCA spending, and \$22.0 million in business spending).

Economic leakage from the AMT was estimated at \$107.1 million annually, with 30 percent (\$31.8 million) spent in Cornwall, 24 percent (\$25.4 million) spent in the US (primarily in the neighbouring counties), and nine percent (\$9.8 million) spent in wages paid to employees that do not reside on the Canadian side of the AMT. The remaining 37 percent (\$40.1 million) is spent outside the local area.

The \$57.2 million in annual economic leakage from the AMT into Cornwall and the US represents a potential opportunity to grow the business sector of the AMT economy.

Expenditures in millions	Households	MCA	Businesses	Total*
Within AMT	\$19.9	\$7.6	\$5.4	\$32.9
Canada	\$10.5	\$4.2	\$2.1	\$17.0
US	\$9.3	\$3.4	\$3.4	\$16.4
Outside AMT	\$53.4	\$37.1	\$16.6	\$107.1
Cornwall	\$18.7	\$8.6	\$4.5	\$31.8
US (including neighbouring counties)	\$19.2	\$1.8	\$4.5	\$25.4
Other	\$15.5	\$18.4	\$6.1	\$40.1
Wages and benefits paid outside AMT	\$0.0	\$8.3	\$1.5	\$9.8
Total*	\$73.3	\$44.7	\$22.0	\$140.1

Opportunities and Strategies

Improving the economic condition of Akwesasne will require either increasing the size of the total economy or reducing the economic leakage. In section 6 of our report, we introduce some goals, objectives and strategies that can be implemented to either grow the economy or reduce economic leakage. The recommended strategies are listed in summary format below:

Goal 1: Grow the Economy

- Foster - medium sized businesses. Transition small businesses to med sized.
- Create business opportunities in Akwesasne by investing in Infrastructure.
- Be strategic in which businesses are supported or encouraged. Use a Corporate Investment Plan model.
- Continue to pursue Aboriginal Rights and Title that will give more jurisdiction to Akwesasne and more opportunity to negotiate agreements that will stimulate the local economy.

Goal 2: Reduce Economic Leakage

- Communicate the findings of the study with residents and businesses. Initiate a 'shop local' campaign for goods/services that are sold in Akwesasne.
- Attract more outsiders to visit Akwesasne by hosting more events at A'nowara'ko:wa Arena and other MCA venues.
- Help AMT businesses secure more contacts with MCA government.
- Set multi-year targets for reducing economic leakage and monitor the progress each year.
- Encourage business in areas that are under-served. The leakage study identified food services, and repair and maintenance services as areas that could use more Akwesasne business growth.
- Pursue strategic partnerships with stakeholder groups that have similar concerns around economic leakage. Rather than operate in a silo environment, MCA can partner with other groups to develop regional strategies to reduce economic leakage.

1. Introduction

Background and Study Purpose

The Akwesasne Mohawk Territory (AMT) straddles the border between the United States (US) and Canada along the St Lawrence River, and includes areas of Ontario, Quebec and New York State. There are significant flows of people, goods and services between the AMT and the surrounding communities in both the US and Canada due to the AMT's close proximity to urban areas in both countries.

To understand the extent to which income is spent outside the AMT, and to support the development of strategies that may promote the growth of the economy within the AMT, the Mohawk Council of Akwesasne (MCA) commissioned MNP LLP (MNP) to carry out an economic leakage study.

The study consisted of:

- Estimation of the size of the economy within the AMT.
- Development of a general picture of the economic activity within the AMT.
- Estimation of the extent of economic leakage from the AMT to the surrounding communities.
- Investigation of the reasons for the economic leakage.
- Identification of opportunities for economic development within the AMT.
- Development of recommendations for strategies to reduce economic leakage from the AMT.

Please note that the study was limited to identifying the amount of economic leakage from only the areas of the AMT located within Canadian boundaries. Economic leakage from areas of the AMT located within USA boundaries has not been included in the study

Our Approach

In preparing this report, MNP carried out the following activities:

- Gathered relevant materials from the MCA and publicly available sources
- Developed data collection instruments including surveys and interview guides.
- Administered surveys of local businesses and residents to gather information on expenditure patterns, employment and income.
- Interviewed MCA staff to fill in gaps in data and information related to MCA income and expenditures.
- Conducted a focus group with businesses to gather information on the size and nature of businesses located within the AMT.
- Analyzed survey data and administrative data
- Developed estimates of the size of the AMT economy and the expenditure by households, businesses and government agencies within the AMT.

Organization of the Report

The remaining sections of the report are organized as follows:

- Section 2 provides a description of the methodology and data collection protocol used.
- Section 3 provides an analysis of the economic activity within the AMT
- Section 4 provides an analysis of the sources of economic leakage from the AMT and identifies the potential amount of economic activity that may be recaptured.

- Section 5 summarizes the findings of the leakage study
- Section 6 reviews opportunities and strategies for recapturing some of the economic leakage and creating employment locally.
- Section 7 summarizes the identified opportunities and strategies.

Report Limitations

This report is provided for information purposes and is intended for general guidance only. It should not be regarded as comprehensive or as a substitute for personalized, professional advice.

We have relied upon the completeness, accuracy and fair presentation of all information and data obtained from government and public sources, believed to be reliable. The accuracy and reliability of the findings and opinions expressed in the presentation are conditional upon the completeness, accuracy and fair presentation of the information underlying them. As a result, we caution readers not to rely upon any findings or opinions expressed as accurate or complete and disclaim any liability to any party who relies upon them as such.

We disclaim any liability to any party that relies upon these findings and opinions for business investment purposes. Before taking any particular course of action, readers should contact their own professional advisor to discuss matters in the context of their particular situation.

2. Methodology

To estimate economic leakage MNP first estimated the amount of economic activity that takes place within the AMT. The amount of economic activity is defined to be the total amount of unduplicated spending by AMT households, the MCA and businesses located within the AMT. This includes spending that occurs both within the AMT and spending that occurs outside the AMT.

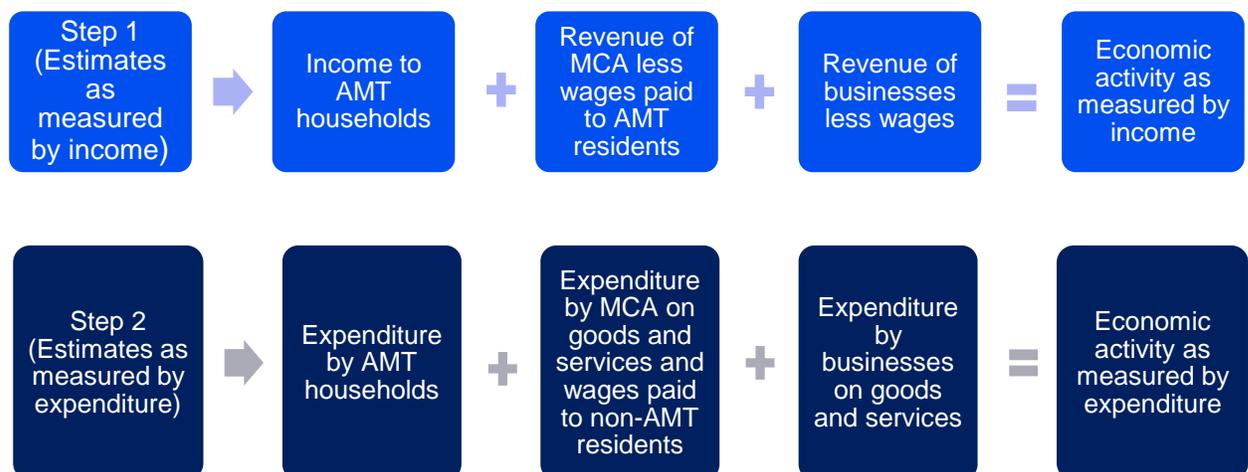
The amount of economic leakage was then estimated by examining each component of economic activity (i.e., the spending on different categories of goods and services) and estimating the percentage of each component that would be spent outside the AMT. These percentages were calculated from a combination of survey data and secondary research.

Estimation of Economic Activity

The approach for estimating economic activity within the AMT is illustrated in Figure 2-1. In brief, it consisted of three steps:

- Step 1. Estimate economic activity as measured by the combined income of AMT households, the MCA and businesses located within the AMT. This involved adding together the income that is received by AMT households, the revenues of the MCA, and the revenues of businesses located within the AMT. To avoid double counting, the wages paid to AMT households were deducted from the revenues of the MCA and businesses. The resulting total is called the economic activity as measured by income.
- Step 2. Estimate economic activity as measured by the combined expenditures of AMT households, the MCA and businesses located within the AMT. This involved adding together the expenditures by AMT households, the expenditures by the MCA, and the expenditures by businesses. The resulting total is called the economic activity as measured by expenditure.
- Step 3. Reconcile differences between the economic activity as measured by income and the economic activity as measured by expenditure using a detailed review of wage data, household expenditure data and administrative data. The result is a set of final estimates for household expenditures by AMT households, expenditures by the MCA and expenditures by businesses. The sum of these estimated expenditures is defined as the economic activity in the AMT.

Figure 2-1: Income and Expenditure Approach

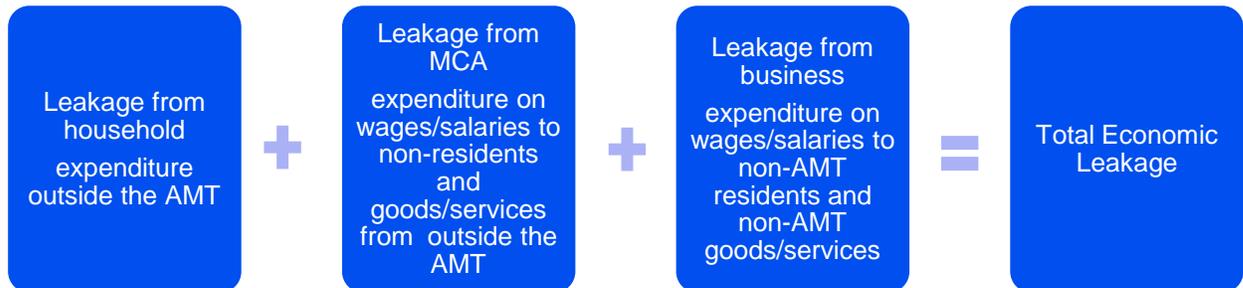




Estimation of Economic Leakage

The approach for estimating economic leakage consisted of a detailed examination of each component of estimated economic activity for AMT households, the MCA, and businesses. Using survey data and administrative data, MNP calculated the amount of each component that was spent outside of the AMT. These amounts were then summed to arrive at the economic leakage arising from AMT households, the MCA and businesses, and then added together to produce the estimate for total economic leakage.

Figure 2-2: Economic Leakage



Data

The data for the study were gathered through surveys, focus groups and from administrative sources. Data from AMT households and from businesses located within the MCA were collected through online and in-person surveys. Data on the income and expenditure of the MCA were drawn from administrative sources, including financial statements, vendor lists and payments. Data on income and wages for the Akwesasne Area Management Board came from the Board's annual reports.

To augment the survey and administrative data, MNP also gathered data from Statistics Canada and Industry Canada on income and expenditures by Ontario households, and on revenues and expenditures by Ontario businesses.

Household Survey

The survey of households was conducted between March 31, 2014 and May 2, 2014. The full questionnaire used for this survey is contained in Appendix A of this report. Survey respondents were given the option of completing the survey online or through an in-person interview conducted by one of three members of the Akwesasne community that were contracted by MNP. As inducement to participate in the survey, respondents were entered into a weekly draw for one of three CKON radio bingo packages.

Responses were received from 214 households. Of these there were 100 households that provided complete or nearly complete data on household income and expenditure. The remaining

114 households provided partial data on household income and expenditure. Of the 100 households that provided complete data, 42 percent resided in Tsi Snaihne, 19 percent resided in Kana:takon and the remaining 27 percent resided in Kawehno:ke. As shown in Table - 1 the distribution of households by district was consistent with the population distribution.

Table - 1: Sample Size of Resident Survey by District

	Survey Responses by District	Household Distribution by District*
Tsi Snaihne	42 (42%)	40%
Kana:takon	19 (19%)	19%
Kawehno:ke	37 (37%)	42%
Total	100 (100%)	100%

*Distribution based on housing data provided by the MCA

The survey respondents had a somewhat higher household earning distribution than that reported by Statistics Canada for the Cornwall area. Consequently, the sample responses were adjusted slightly so the income distribution of households matched the income distribution reported for Cornwall.

Average household expenditure from the sample after adjustment for income was consistent with average household expenditures reported by Statistics Canada. Consequently, no additional adjustments were required.

The final sample used to develop estimates of household expenditure was based on an average household size of 3.5 members and an annual income of \$55,746.

Business Survey

The business survey was administered between March 31, 2014 and May 28, 2014. The questionnaire used for this survey is contained in Appendix B of this report. Survey respondents were given the option of completing the survey online or through an in-person interview conducted by one of three members of the Akwesasne community that were contracted by MNP. As inducement to participate in the survey, respondents were entered into a weekly draw for one of three CKON radio bingo packages.

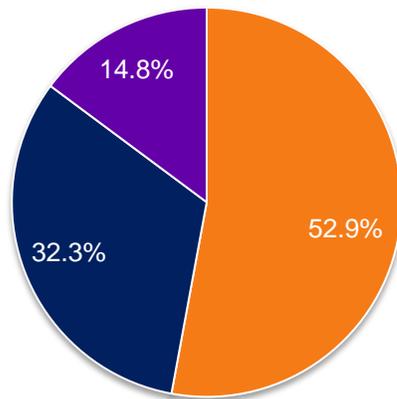
Responses were received from eight businesses, only three of which were complete. Additional data were gathered through a focus group conducted on May 23, 2014. This focus group was attended by representatives from six businesses that were involved in the construction, retail, food service and professional services industries.

The information collected through the survey and focus group was combined with information from Industry Canada's Small Business Profiles and estimated wages from employment within the AMT from the resident survey to produce estimates of revenue and expenditure by businesses located within the AMT.

3. Economic Activity

The economy activity generated by the AMT is estimated to be approximately \$140 million annually. Figure 3-1 illustrates how this expenditure is distributed across the groups that make up the AMT economy. Households account for the largest component of this expenditure followed by the MCA and businesses and organizations.

Figure 3-1: Expenditure by Group

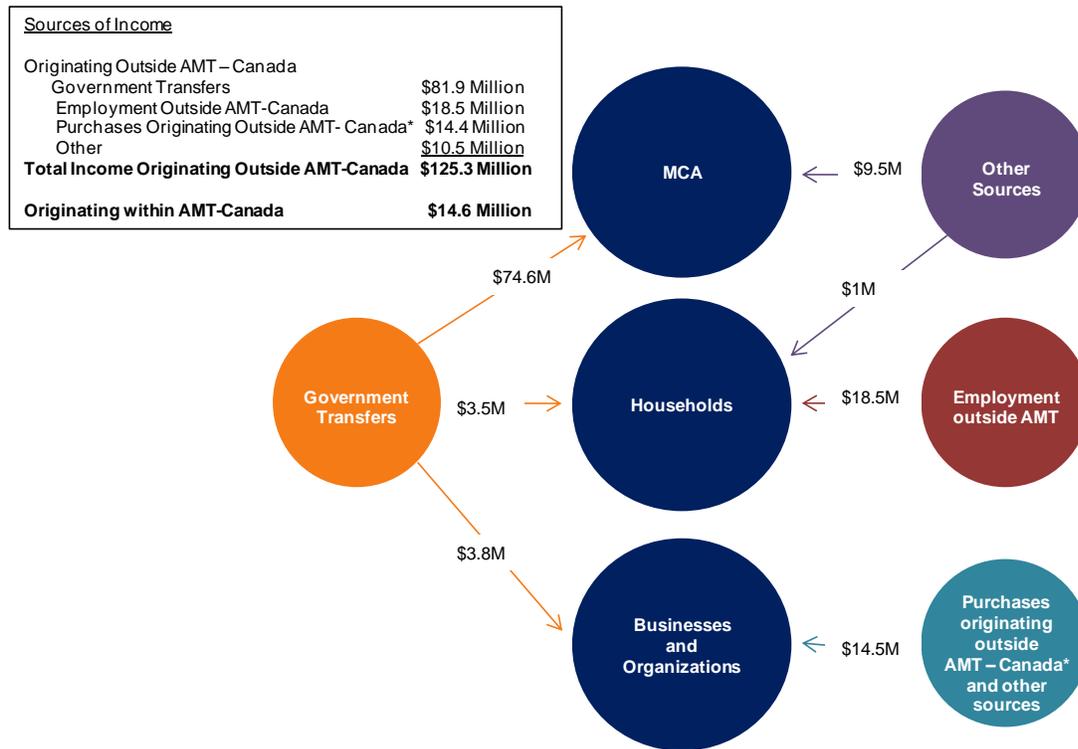


■ Household expenditure ■ MCA expenditure ■ Business expenditure

Source: MNP Estimates

As illustrated in Figure 3-2, the AMT economy is heavily dependent on income flowing from outside its boundaries. Approximately 90 percent of income originates from outside sources, with the largest component coming from government transfers. The MCA is the primary recipient of these transfers. Wages and salaries from employment outside of the Canadian side of the AMT are the next largest component followed by purchases originating outside the Canadian side of the AMT.

Figure 3-2: Income Sources



* Includes purchases originating from the US side of the AMT

Households

There are approximately 1,400 households in the Canadian side of the AMT, with a total population of 11,700. These households receive over \$70 million in annual income, and account for over half of the expenditure originating in the study area each year.

Household Income

Annual household income is estimated to be approximately \$73.3 million. As shown in Table 3-1 employment income, including that from self-employment, accounts for 94 percent of this income with government transfers, pensions and other sources accounting for the remainder.

Table 3-1: Household Income by Source

Income Source	Total
Employment income	79.3%
Self-employment income	14.9%
Government transfers	4.5%
Other income	0.7%
Pension income	0.5%

Source: Resident Survey

Approximately half of all employment income comes from the MCA. The remainder is evenly divided between employment from businesses and organizations located within the Canadian side of the AMT and from employment outside the Canadian side of the AMT.

Household Expenditure

Expenditure by households is distributed across nine categories as shown in Table 3-2. Food and beverage, shelter, and transportation are the largest expenditure categories accounting for approximately two-thirds of all household expenditure. Retail is the next largest category.

Table 3-2 : Household Expenditure by Category

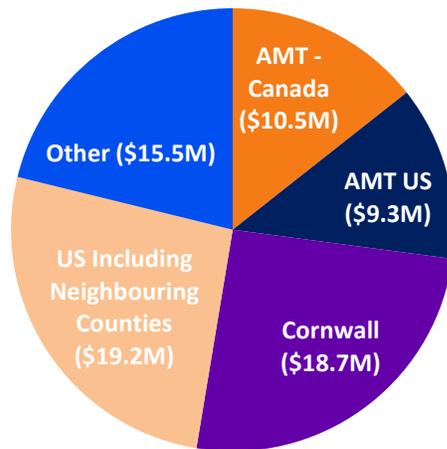
Expenditure Category	Expenditure	Share
Food and Beverage	\$17.3 million	23.6%
Shelter	\$16.0 million	21.8%
Transportation	\$15.6 million	21.3%
Retail Purchases	\$8.6 million	11.7%
Telecommunications	\$4.3 million	5.9%
Health Care	\$1.9 million	2.6%
Childcare	\$0.7 million	0.9%
Education	\$0.6 million	0.8%
Miscellaneous*	\$8.3 million	11.3%
Total Expenditure	\$73.3 million	100%

Source: Resident Survey

*includes vacations, entertainment, professional services and other expenditures not classified elsewhere

The regional distribution of expenditure is shown in Figure 3-3. Total expenditure within the AMT accounts for approximately 27 percent of total expenditure, and is roughly equally divided between the Canadian and US sides. Twenty-six percent of expenditure by households takes place in Cornwall, 26 percent takes place in the neighbouring US counties, and the remainder (48 percent) occurring outside the local area. While the shares of expenditure by region are roughly equally divided, there are significant differences in the types of expenditure that occur in each region.

Figure 3-3: Destination of Expenditure



Source: Resident Survey

Shelter

Shelter expenditures are the largest component of expenditures occurring in the Canadian side of the AMT, and account for 72 percent of the expenditures made within the area. This category includes expenditures related to rent, utilities, insurance and maintenance for both principal residences and vacation properties located within the AMT.

Table 3-3 provides estimates of the distribution of shelter expenditure by component of expenditure and region.

Table 3-3: Household Shelter Expenditure by Region (\$ millions)

	AMT		Cornwall	Neighbouring US Counties	Other	Total
	Canada	US				
Rent/mortgage, utilities and insurance	\$7.2	\$0.0	\$3.0	\$0.3	\$2.8	\$13.3
Maintenance	\$0.2	\$0.1	\$0.7	\$1.7	\$0.0	\$2.7
Total	\$7.4	\$0.2	\$3.7	\$2.0	\$2.8	\$16.0

Source: Resident Survey

Analysis of shelter expenditures found that:

- Over 80 percent of shelter expenditure is for rent, mortgage, utilities and insurance. Slightly more than half of this expenditure occurs within the Canadian side of the AMT and is related to

rent/mortgage payments and the purchase of heating fuel. The expenditure outside AMT is primarily for utilities and is paid to Cornwall Electric and Hydro Quebec.

- Maintenance expenditures, which include the purchase of hardware, building supplies, landscaping supplies and the services of contractors, account for approximately 17 percent of shelter expenditure. Expenditure on maintenance supplies is primarily done in the US counties neighbouring the AMT and to a lesser extent in Cornwall. Contractors tend to be hired within the AMT, with slightly more than half of payments to contractors being made to those located on the Canadian side of the AMT.

Food and Beverage

Food and beverage includes purchases of groceries, restaurants, convenience items, tobacco and alcohol and is one of the largest components of household expenditure. However, very little expenditure in this category occurs in the Canadian side of the AMT.

Table 3-4 provides estimates of the distribution of food and beverage expenditure by component of expenditure and region.

Table 3-4: Household Food and Beverage Expenditure by Region (\$ millions)

	AMT		Cornwall	Neighbouring US Counties	Other	Total
	Canada	US				
Groceries	\$0.0	\$0.1	\$3.6	\$7.3	\$0.5	\$11.6
Convenience	\$0.7	\$1.6	\$0.2	\$0.1	\$0.0	\$2.7
Restaurant	\$0.1	\$0.7	\$0.7	\$0.4	\$0.2	\$2.0
Tobacco and Alcohol	\$0.0	\$0.5	\$0.1	\$0.2	\$0.2	\$1.1
Total	\$0.8	\$2.9	\$4.6	\$8.1	\$0.9	\$17.3

Source: Resident Survey

Analysis of food and beverage expenditure found:

- Two-thirds of all food and beverage expenditure is on groceries. This expenditure is primarily in the neighbouring US counties with some grocery expenditure occurring in Cornwall. Over half of residents purchase groceries from grocery chains such as Walmart, Hannafords, Food Basics and BJs.
- The purchase of convenience items, tobacco and alcohol accounts for almost 25 percent of food and beverage expenditures. These expenditures are primarily made within the AMT, with 75 percent of the purchases taking place on the US side.
- Restaurant expenditures include purchase of fast food, sit down, and delivery. Approximately 35 percent of restaurant expenditures are within the AMT; however, over 90 percent are on the US side. Outside of the AMT, Cornwall receives the largest share of restaurant expenditure, particularly that related to sit down and fast food restaurants.

Transportation

Transportation expenditures include vehicle purchases/payments, insurance, fuel, maintenance and accessories. Expenditure related to transportation is the second largest category of expenditure occurring within the Canadian side of the AMT. The majority of this expenditure is related to fuel.

Table 3-5 provides estimates of the distribution of transportation expenditure by component of expenditure and region.

Table 3-5: Household Transportation Expenditure by Region (\$ millions)

	AMT		Cornwall	Neighbouring US Counties	Other	Total
	Canada	US				
Fuel	\$0.8	\$4.4	\$0.2	\$0.5	\$0.1	\$5.9
Vehicle purchase/payments	\$0.1	\$0.0	\$3.0	\$1.7	\$0.8	\$5.5
Vehicle insurance	\$0.0	\$0.0	\$2.8	\$0.0	\$0.0	\$2.8
Vehicle maintenance and accessories	\$0.0	\$0.3	\$0.4	\$0.4	\$0.1	\$1.3
Total	\$0.9	\$4.7	\$6.4	\$2.6	\$1.0	\$15.5

Source: Resident Survey

Analysis of transportation expenditures found:

- Fuel expenditure is the largest component of transportation expenditure, followed closely by vehicle purchases. Over 85 percent of fuel purchases take place within the AMT, primarily on the US side.
- Over half of all vehicle purchases are made in Cornwall. Another one-third are in the neighbouring US counties, primarily St. Lawrence County.
- Maintenance expenditure within the AMT accounts for 25 percent of vehicle maintenance expenditure and this is almost entirely on the US side. The remainder of this expenditure primarily takes place in Cornwall and neighbouring US counties.

Retail Purchases

Retail purchases include sporting goods, clothing, furniture, personal care services and other household goods such as books, pets, toys and housewares. Approximately 10 percent of retail purchases occur within the AMT; however, only 2 percent occur within the Canadian side of the AMT.

Table 3-6 provides estimates of the distribution of retail expenditure by component of expenditure and region.

Table 3-6: Household Retail Expenditure by Region (\$ millions)

	AMT		Cornwall	Neighbouring US Counties	Other	Total
	Canada	US				
Sporting Goods	\$0.1	\$0.3	\$0.2	\$1.0	\$0.5	\$2.1
Clothing	\$0.0	\$0.1	\$0.2	\$1.3	\$0.3	\$1.9
Furniture	\$0.0	\$0.0	\$0.7	\$0.9	\$0.1	\$1.7
Personal Care Services	\$0.1	\$0.2	\$0.4	\$0.5	\$0.0	\$1.2
Toys	\$0.0	\$0.0	\$0.1	\$0.5	\$0.1	\$0.7
Pets	\$0.0	\$0.0	\$0.1	\$0.2	\$0.1	\$0.4
Housewares	\$0.0	\$0.0	\$0.0	\$0.3	\$0.1	\$0.4
Books, music, stationery	\$0.0	\$0.0	\$0.1	\$0.1	\$0.1	\$0.3
Total	\$0.2	\$0.6	\$1.8	\$4.7	\$1.2	\$8.6

Source: Resident Survey

Analysis of retail expenditures found:

- Over 80 percent of retail purchases are in Cornwall and the surrounding US counties.
- Sporting goods is the largest component of retail expenditure and half of all sporting good purchases are made in the neighbouring US counties, primarily St. Lawrence County. Of Almost one fifth of sporting good purchases are made within the AMT; however, these purchases are primarily on the US side.
- Furniture and clothing are the next largest components of retail expenditure, together accounting for over 40 percent of expenditures in this category. Three-quarters of all clothing and half of all furniture is purchased from the surrounding US counties. The remaining clothing and furniture purchases are primarily from Cornwall.
- Personal care services, including harddressers, barbers, manicures, and spa treatments, are the most common retail purchase made within the AMT and the AMT accounts for about 25 per cent of expenditure on personal care services. However, like other retail goods purchased within the AMT, most expenditure is on the US side. Personal care service expenditures outside the AMT are roughly split between Cornwall and neighbouring US counties.
- Expenditures on other household goods, such as toys, housewares, and pets are largely purchased in neighbouring US counties, primarily St. Lawrence County.
- Half of books, music and stationary expenditure are in Cornwall or neighbouring US counties and one-third of expenditures in this category are made online.

Health, Education and Childcare

Health and education expenditures reported here include only those expenditures which are out-of-pocket and not reimbursed. Table 3-7 provides estimates of the distribution of health, education and childcare expenditure by component of expenditure and region.

Table 3-7: Household Health, Education and Childcare Expenditure by Region (\$ millions)

	AMT		Cornwall	Neighbouring US Counties	Other	Total
	Canada	US				
Health services	\$0.1	\$0.1	\$0.7	\$0.5	\$0.3	\$1.7
Childcare	\$0.4	\$0.2	\$0.1	\$0.0	\$0.1	\$0.7
Education	\$0.0	\$0.0	\$0.0	\$0.0	\$0.6	\$0.6
Pharmaceuticals	\$0.0	\$0.0	\$0.1	\$0.0	\$0.0	\$0.1
Total	\$0.5	\$0.3	\$0.9	\$0.5	\$1.0	\$3.2

Source: Resident Survey

Analysis of health, education and childcare expenditures found:

- Health services, including therapists, dentists, physiotherapists and other health professionals, is the largest component of expenditure in this category. About 40 percent of all health care expenditures are in Cornwall, with a further 30 percent in the neighbouring US counties. In addition, almost all pharmaceuticals are purchased in Cornwall.
- The 10 percent of health care services and pharmaceutical purchases within the AMT are roughly equal split between the Canadian and US side.
- Over 80 percent of childcare expenditures are within the AMT with two-thirds of this expenditure taking place on the Canadian side.
- Education expenditures are for tuition, books, tutors or other testing that is not reimbursed and all of this expenditure takes place outside of the AMT.

Miscellaneous

Miscellaneous expenditures include expenditure on entertainment, funerals, vacations, donations and other items not categorized elsewhere. Table 3-8 provides estimates of the distribution of miscellaneous expenditure by component of expenditure and region.

Table 3-8: Household Miscellaneous Expenditure by Region (\$ millions)

	AMT		Cornwall	Neighbouring US Counties	Other	Total
	Canada	US				
Vacations	\$0.0	\$0.1	\$0.3	\$0.1	\$2.5	\$2.8
Entertainment (including gambling)	\$0.1	\$0.5	\$0.4	\$0.3	\$0.6	\$1.9
Other	\$0.1	\$0.0	\$0.3	\$0.4	\$1.1	\$1.9
Funeral services	\$0.0	\$0.0	\$0.2	\$0.5	\$0.3	\$1.1
Donations	\$0.5	\$0.0	\$0.0	\$0.0	\$0.0	\$0.5
Total	\$0.8	\$0.6	\$1.2	\$1.3	\$4.4	\$8.3

Source: Resident Survey

Analysis of miscellaneous expenditures show:

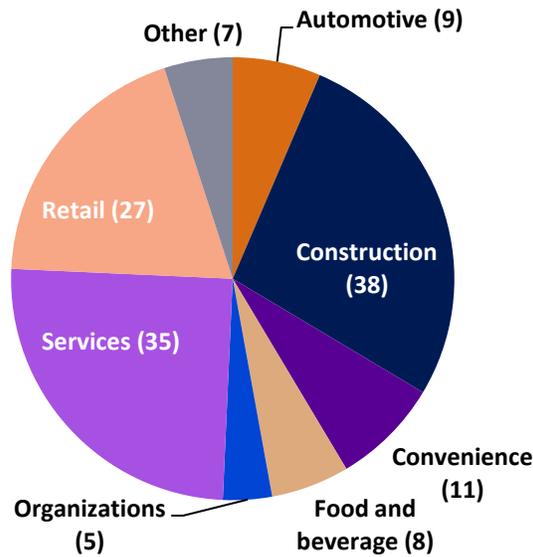
- The largest components of miscellaneous expenditures are vacations and entertainment (including gambling).
- Over 20 percent of miscellaneous expenditure is online. Online purchases were most common for entertainment and vacations.
- Over 15 percent of miscellaneous expenditures are within the AMT and these are primarily for entertainment and donations. These two components account for over 60 percent of all miscellaneous expenditures within the AMT.
- About a quarter of all miscellaneous expenditures are in the neighbouring US counties. Expenditures in the neighbouring US counties are primarily on funeral services and entertainment.

Businesses

There are approximately 148 businesses located in the Canadian side of the AMT according to the Akwesasne 2014 Business Directory. This category includes community based organizations such as churches, non-profits and sports associations. The distribution by type of business is shown in Figure 3-4.

Over half of all businesses are located in Kawehno:ke with the remainder roughly evenly divided between Tsi Snaihne and Kana:takon.

Figure 3-4: Business by Category



Source: Akwesasne 2014 Business Directory

Businesses located in Canadian side of the AMT generate approximately \$43 million in revenue and employ between 500 and 600 people. The majority of business revenue comes from outside the Canadian side of AMT. Due to data limitations it is not possible to estimate the geographic origins of business revenue that comes from outside the AMT study area.

Approximately \$20 million in wages and salaries are paid to residents by businesses on the Canadian side of the AMT.

Business Expenditure

Due to data limitations it was not possible to identify the geographic expenditure patterns by business type or category of purchase. As with households and the MCA, it is believed that most business expenditure on goods and services occurs outside of the AMT. Based on expenditure patterns of households and the MCA it is estimated that approximately 25 percent of business expenditure is occurs within the AMT and of this less than half is on the Canadian side.

MCA

The MCA is the largest employer within the Canadian side of the AMT and accounts for approximately \$36 million or 25 percent of the non-wage expenditure by the groups within the Canadian side of the AMT. The services that generate this activity include the Mohawk Board of Education, the Akwesasne Mohawk Police Service, community and social services and housing.

MCA Revenues

MCA's annual revenues are between \$80 and \$85 million each year and are generated from a number of sources as shown in Table 3-9.

Table 3-9: MCA Revenues Sources (in \$millions)

Source	Revenue	Share of Revenue
Government Transfers	\$ 74.6	87%
Casino Rama	\$ 4.0	5%
Other Income	\$ 3.1	4%
Interest	\$ 2.4	3%
Own Source Revenue	\$ 2.1	2%

Source: MCA Financial Statements

MCA Expenditure

MCA's expenditures are broken down by expenditure category in Table 3-10. MCA's largest expenditure is on wages and benefits, followed by non-insured health benefits, program supplies and student tuition and allowances. Collectively these four categories account for 76 percent of MCA expenditure.

Table 3-10: Expenditure by Category

Category	Expenditure (\$ millions)
Wages, Benefits and Honoraria	\$42.4
Program supplies	7.7
Non-insured health benefits	7.1
Student tuition and allowances	6.1
Professional fees	4.9
Minor capital	4.2
Community support	4.2
Facility costs	2.9
Travel and training	1.7
Equipment repairs/lease and small equipment purchases	1.5
Office	0.7
Total	\$83.3

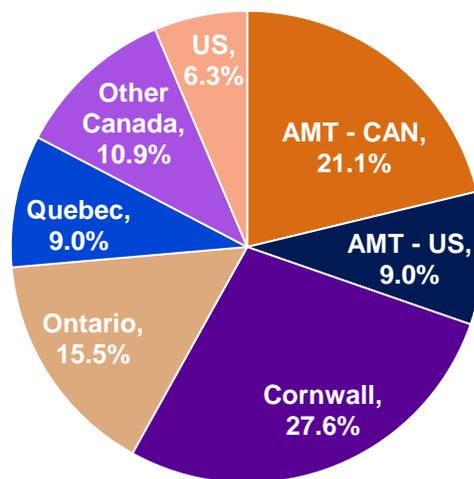
Source: MCA Income Statements

Wages and benefits paid to employees residing within the AMT are estimated to be \$34.1 million, or over 80 percent of total wages and benefits.

Analysis of payment data provided by MCA found that approximately 30 percent of its expenditures on goods and services are made within the AMT. Of this 55 percent is paid to vendors on the Canadian side and the remainder is to vendors based on the US side. The majority of payments on the Canadian side of the AMT are for medical services including pharmacy and physicians while construction expenditures accounts for the majority of payments to businesses on the US side of the AMT.

Payments to vendors in Cornwall are comparable in size to those within the AMT. The distribution of payments by region is provided in Figure 3-5.

Figure 3-5: Payments by Region



Source: MCA Vendor payments 2013-14

Analysis of what goods and services are purchased within the AMT by MCA found:

- Most medical services are provided either within the AMT or purchased in Cornwall.
- Approximately two-thirds of construction related payments are made to contractors within the AMT. However, most of this is to contractors based on the US side.
- Professional services tend to be purchased outside the local area. This includes legal, engineering, and environmental consulting. Accounting services are the exception to this and are primarily purchased in Cornwall.
- About half of all retail purchases are made in Cornwall and about one-third are made in the US. Only 10 percent are made within the AMT.
- Most purchases of repair and maintenance services take place outside the AMT. This include computer and IT support and small equipment repair.

4. Economic Leakage

Of the \$140 million in expenditure that originates from the Canadian side of the AMT, approximately three-quarters occurs outside the AMT boundaries. Table 4-1 shows the distribution of total expenditure by region.

Table 4-1: Destination of Expenditure that Originates from the Canadian AMT (in \$ millions)

	Households	MCA	Businesses	Total*
Within AMT	\$19.9	\$7.6	\$5.4	\$32.9
Canada	\$10.5	\$4.2	\$2.1	\$17.0
US	\$9.3	\$3.4	\$3.4	\$16.4
Outside AMT	\$53.4	\$37.1	\$16.6	\$107.1
Cornwall	\$18.7	\$8.6	\$4.5	\$31.8
US (including neighbouring counties)	\$19.2	\$1.8	\$4.5	\$25.4
Other	\$15.5	\$18.4	\$6.1	\$40.1
Wages and benefits paid outside AMT	\$0.0	\$8.3	\$1.5	\$9.8
Total*	\$73.3	\$44.7	\$22.0	\$140.1

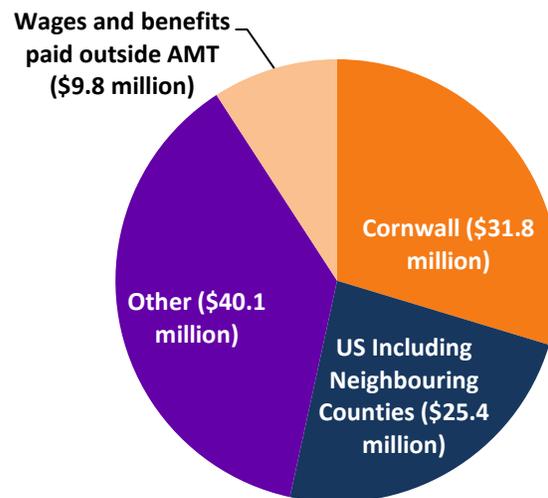
Source: MNP Estimates

*Totals may not equal the sum of sub-categories due to rounding

Expenditure within the Canadian side of the AMT is primarily related to shelter, facility operations and maintenance and medical services. Together these categories account for approximately \$13 million. Retail expenditures, including gas and convenience items, account for an additional \$2 million and the remaining \$2 million is spent on childcare, entertainment, professional services, donations to community organizations and other items.

Expenditure within the US side of the AMT is primarily on retail items (including gas, convenience items, alcohol and tobacco) construction and maintenance contractors and entertainment.

Figure 4-1: Destination of Expenditure Outside the AMT



Economic leakage from the AMT is estimated to be approximately \$106 million annually and over 60 percent of this is spent in the surrounding communities. As shown in Figure 4-1, 30 percent (\$32 million) is spent in Cornwall, 24 percent (\$25 million) is spent in the US, primarily in the neighbouring counties and \$10 million in wages is being paid to employees that do not reside on the Canadian side of the AMT. The remaining \$40 million is spent outside the local area.

Expenditure in Cornwall tends to be related to the purchase or insurance of vehicles, retail items including groceries, professional and medical services and payments to Cornwall Electric. Retail purchases account for approximately 70 percent or \$18 million of the expenditure that occurs in the neighbouring US counties. The remainder of this expenditure is on vehicles, purchases by businesses and miscellaneous expenditure by households and the MCA.

Approximately \$40 million is spent outside the surrounding communities. Households are responsible for 39 percent of the expenditure that takes place outside the immediate area, while the MCA accounts for 45 percent and businesses 15 percent. Household expenditure outside the surrounding communities includes payments to Hydro Quebec, vacations, telecommunications expenses, education and retail purchases including those made online.

MCA's expenditure outside the immediate area includes travel and training, student tuition, other education expenses and professional services, including legal, design and consulting services.

Recapture of Leakage

Not all of the expenditure that occurs outside the AMT is eligible for recapture. Expenditure on utilities, telecommunications, vacations, travel, medical services for community members living in other parts of Canada, tuition at universities, training and certain professional services are some examples of expenditures that may not be recaptured as these expenditures are for goods and services that are not currently offered within the AMT and are unlikely to be offered in the future.

Additionally, expenditures that are made outside the surrounding area may not be eligible to be recaptured as they may be for goods and services not available locally. Excluding expenditures that are not currently offered within the AMT and are unlikely to be offered in the future and excluding expenditures outside the surrounding area suggests that of the \$106 million spent outside the AMT

approximately 36 percent (\$38.8 million) may have some potential for recapture. The primary expenditures in this category are food and beverage, retail purchases, vehicle purchases and maintenance, construction and maintenance services, medical expenses and entertainment.

Table 4-2 provides estimates of the amount of food and beverage expenditure that may be eligible for recapture. Groceries account for almost 86 percent (\$10.9 million) of the food and beverage expenditure that may be recaptured. Within the AMT, there are a number of stores that sell convenience items and some basic groceries but there is no full-service grocery store. Most grocery purchases are made in Massena or Cornwall and the primary reasons given for shopping at a particular location were overall selection, attractive prices and convenience. This suggests that a full-service grocery store located within the AMT may be viable.

Food purchased at restaurants is the next largest category of food and beverage that may be eligible for recapture. There is an estimated \$1.1 million of expenditure in this category occurring in Cornwall and the neighbouring US communities. The primary reasons households gave for choosing restaurants were type of food followed by nearness to residence. This represents a potential opportunity to develop a restaurant or food service industry that may also draw non-AMT residents.

Table 4-2: Food and Beverage Expenditures Eligible for Recapture (\$ Millions)

	Expenditure Outside the AMT	
	Total	Eligible for Recapture
Groceries	\$11.4	\$10.9
Convenience Purchases	\$0.4	\$0.4
Tobacco and Alcohol	\$0.5	\$0.3
Restaurant	\$1.3	\$1.1
Total Food and Beverage	\$13.6	\$12.7

Table 4-3 provides estimates of the amount of retail expenditure that occurs outside the AMT. Clothing and furniture are the largest categories of retail expenditure and most of these expenditures occur in the US. The majority of other retail expenditures also occur in the US. Given the proximity to US retailers and the potential to purchase retail goods online it is unlikely that retail operations within the AMT would be able to compete on price on selection. As a result there is likely limited potential to recapture a significant amount of retail expenditure.

Table 4-3: Retail Expenditures Eligible for Recapture (\$ Millions)

	Expenditure Outside the AMT	
	Total	Eligible for Recapture
Clothing	\$1.8	\$1.6
Furniture	\$1.6	\$1.5
Personal Care Services	\$1.0	\$0.9
Other Retail	\$3.9	\$3.5
Total Retail	\$8.3	\$7.5

Source: MNP Estimates

Table 4-4 provides estimates of the non-retail expenditures that may be eligible for recapture. Vehicle purchases and maintenance and construction and maintenance expenditures account for over half of this group. The majority of vehicles purchased both new and used are from dealerships and the primary drivers of the choice of maintenance providers is reputation of the shop and warranty obligations. The primary opportunities in this category are likely the expansion of maintenance services offered within the AMT.

Construction and maintenance expenditures eligible for recapture include both home repair and the provision of services to the MCA. The primary reasons households gave for selecting a particular contractor were recommended by trusted source, quality of work and good past experience. This suggests that there may be an opportunity for expansion of the existing sector within the AMT through developing capacity focused on performing high quality work. This may apply to both the provision of services to maintain facilities and equipment for the MCA, households and businesses.

Table 4-4: Other Expenditures Eligible for Recapture (\$ Millions)

	Expenditure Outside the AMT	
	Total	Eligible for Recapture
Vehicle Expenditures by Households	\$7.2	\$6.3
Purchase	\$5.4	\$4.7
Fuel and Maintenance	\$1.8	\$1.6
Construction and Maintenance	\$4.0	\$4.0
Materials	\$1.8	\$1.8
Contractors	\$2.3	\$2.3
Medical Expenditure	\$2.1	\$1.5
Entertainment	\$1.3	\$0.8
Miscellaneous Expenditure by MCA	\$1.7	\$0.9
Business Expenditure	\$15.1	\$5.3
Total	\$31.4	\$18.8

Source: MNP Estimates

Medical services purchased in the surrounding communities tend to be for physicians, dental services and pharmaceuticals. The current level of expenditure is unlikely to be sufficient to support additional services within the AMT so is unlikely to generate additional employment opportunities.

5. Economic Leakage - Summary

The AMT economy is heavily dependent on government both through federal and provincial transfer payments and the operations of the MCA. Government transfers are the primary source of income flowing into the Canadian side of the AMT and these transfers support over half of employment income accruing to households within the AMT. Businesses within the AMT play a much smaller role in the AMT economy accounting for approximately 25 percent of employment income and only 16 percent of expenditure originating from within the AMT.

Within regional economy, the AMT plays a significant role through the expenditure by households, the MCA and businesses. Collectively these groups spend approximately \$57 million annually in the surrounding communities. This leakage from the AMT represents a potential opportunity to grow the business sector of the AMT economy and provide employment opportunities through the recapture of expenditure that is being exported to the surrounding communities.

While not all the expenditure that takes place outside the AMT has the potential to be recaptured, there is a significant portion that may be. The opportunities for recapture of expenditure are primarily:

- **Food and beverage.** There is currently \$12 million spent annually in the communities surrounding the AMT on groceries and restaurant meals. There is not a full-service grocery store within the AMT and this is a potential business opportunity that warrants further consideration. With respect to restaurant meals, there is potential to develop a food service industry that may draw customers from the surrounding community.
- **Repair and maintenance services.** There is currently \$6-\$10 million spent annually outside the AMT on the repair and maintenance of vehicles, equipment and homes. Construction and vehicle repair services are currently part of the AMT economy and there is an opportunity to expand these services so more of the work is done by businesses located within the AMT. Expansion within the AMT may also contribute to the development of capacity to allow businesses based in the AMT to export their services to the surrounding communities.

6. Opportunities and Strategies

Overview

One of the main goals of this study was to gain a better understanding of economic leakage in Akwesasne and to use that information to develop strategies that could promote the growth of the economy within the Akwesasne Mohawk Territory.

In addition to collecting primary research about homeowners, businesses and MCA spending, we also conducted a document scan of some of MCA's key planning documents such as the Economic Recovery Strategy, MCA's political protocol with Canada, and MCA's Strategic Plan. We also spoke with MCA's director of economic development to gain additional insight into opportunities and obstacles faced by Akwesasne.

From this research we were able to get a sense of the economic drivers that need to be considered when creating economic development strategies. The table below lists some of the key economic drivers identified:

Economic Driver	Issue and Discussion
Improved access and transportation	This relates to the issues and constraints related to the Canada/US border crossing as well as the toll booth.
MCA Spending	How and where the MCA Government spends its resources has a large impact on the local economy. Spending approaches and decisions influence the local economy.
Infrastructure Investment	MCA investment in community infrastructure, such as utilities and developable land can be direct and indirect economic stimulus to the community.
Entrepreneurial Capacity	The community's ability to retain more of the economic activity within MCA, and expand to other jurisdictions is limited to the capacity of its entrepreneurs.
Partnerships and Government Relations	Both provincial levels of government and the federal government have a great influence, both directly and indirectly on the MCA economy. Effective working relations can have a positive effect on the MCA economy.
Access to Capital	One of the largest obstacles to development of new (large) initiatives has been the lack of available investment capital to the MCA. Access to necessary, affordable capital can enable planned projects and spur new economic activity.
Planning and Development	A number of new projects require additional, more detailed planning and analysis. This will further determine viability, and guide the economic direction of the MCA.

Strategic Recommendations:

Now that the Mohawk Council of Akwesasne has an estimate of the size of its local economy and the portion that is 'economic leakage', as well as an understanding of the key economic drivers, it can start to formulate some economic development strategies. From our knowledge of best practices in Economic Development, we have drafted some strategy recommendations that will speak to the economic drivers that exist in Akwesasne.

We have organized our strategies around two economic development goals. The first goal is to increase the size of the local economy, to bring more income into the territory. The second goal is to reduce the amount of economic leakage, economic activity (expenditures) that leave the territory.

Goal 1: Increase the Size of the Local Economy

Objective 1.1 - Stimulate Business Growth in Akwesasne (existing and new businesses).

Approach:

- Foster development of new businesses
- Increase capacity of existing businesses to grow
- Develop and attract greater number of Medium-Large Businesses to region

Overview:

While there is substantial entrepreneurial activity at MCA with approximately 150 local businesses, the majority of the businesses would be categorized as small-businesses, with under 5 employees including the owner(s). These businesses focus mainly on business opportunities on-reserve only. There is an opportunity to create additional employment opportunities and retain more of the MCA economy by expanding the capacity of existing MCA entrepreneurs and developing new business leaders. This can be accomplished by;

1. Capability and Competitiveness Strategy

There are approximately 150 community-based entrepreneurs within MCA. From our discussions with a selection of them, it became clear that the typical MCA entrepreneur is relatively small (2-5 employees), operates from home, and garners most of its business within MCA. We propose a strategy to decrease economic leakage in the community is to raise the capacity and capability of existing MCA entrepreneurs, so they capture more of the local economy, grow their business and hire more employees. Initial research is recommended to garner a better understanding the current capability of existing entrepreneurs, the level of business currently being done outside of MCA, and barriers to obtaining business outside of MCA, as well as develop initiatives to increase both the capability and competitiveness of MCA entrepreneurs. This could include:

- Training and skill development
- Assistance with formal trades/skill certifications (e.g. Foodsafe certifications, licensed tradespersons)
- Financial assistance to expand businesses
- Marketing to a broader customer base outside of MCA

This initiative can also focus on building on the current 'buy-local' initiative that the MCA economic development department has developed to promote MCA 'business excellence'. This creates an environment where MCA entrepreneurs have the experience, qualifications and skill sets to compete in any business market.

2. *Business Incubators*

This approach can be a long term initiative to assist those community members who are interested in entrepreneurship and require assistance and resources to realize their business ideas. Focusing on youth entrepreneurs, MCA could consider the development of a Business Incubator Initiative that would provide resources, facilities, information and seed capital to entrepreneurs that need assistance starting out. MCA can foster the development of new entrepreneurs by providing the space, mentoring and supporting services (e.g. marketing, legal and accounting). This is a long term initiative that could increase the number of MCA entrepreneurs, and expand the industries/service sectors entrepreneurs currently participate in. This approach lowers some of the risk of business start-ups in Akwesasne, such as building an office, leasing office equipment, hiring staff and building office systems.

3. *Procurement*

There are a number of provincial, federal and Crown organizations, as well as large industry proponents that operate in the MCA territory and currently maintain a First Nations/Aboriginal Procurement policy. One example is Ontario Power Generation, which has an Aboriginal Relations Policy. Also, Transportation Canada has mandated Aboriginal participation in the deconstruction of the local bridge. Continued engagement with these groups, in partnership with the Capability and Competitiveness Initiative, can further economic participation. American Bridge, the successful firm in the bridge deconstruction project, has obligations to provide 10% Mohawk employment and contract participation. There will be requirements to obtain these opportunities, and a strategy will need to be in place to ensure maximum participation.

The MCA can continue to act as a catalyst and facilitator in this area to ensure MCA entrepreneurs have an opportunity to engage with large industry proponents, and participate in large infrastructure projects. This could involve making connections, introductions and identifying requirements for businesses to participate, and then sharing this information with businesses that may benefit from it.

Another opportunity is for Akwesasne small businesses to partner with medium-sized businesses in a local area such as Cornwall. MCA Economic Development can play a role in fostering these relationships.

4. *Business Support*

MCA's economic development department provides support for MCA entrepreneurs in a number of areas, including access to capital through the Aboriginal Economic Development fund, and recent organization of the Mohawk Entrepreneurs Chamber of Commerce.

Information from this economic leakage study can also be strategically shared with MCA entrepreneurs and can be useful to assist in the growth and expansion of existing businesses. As well, the continued collaboration amongst economic development drivers in the region (Ohwistha Capital Corporation, AAMB, St. Regis Mohawk Tribe - Economic Development) in joint business development strategies will also be of benefit to the region, economically.

Objective 1.2 - Invest in Infrastructure

Approach:

Create community investment initiatives to spur additional economic activity.

Overview:

MCA is working on the development of a new MCA-owned development corporation, which will be the vehicle for MCA to directly pursue business opportunities on behalf of the community. The MCA have identified a number of opportunities in their Economic Recovery Strategy (Oct 2012) and Strategic Plan (Feb 2013). Infrastructure initiatives identified in these plans include:

- Natural gas utility
- Hydro utility
- Fibre optic infrastructure

Our research indicates total utilities paid by MCA citizens are estimated at approximately \$4.8 million annually, which includes both natural gas and hydro electricity. This information can be incorporated into the proposed feasibility studies, to assess viability of the development of a MCA utility entity.

In regards to the Fibre optic infrastructure, our study found that households in Akwesasne spent approximately \$4.3 million per year on telecommunications. Part of these expenditures may be able to be recaptured through a fibre optic infrastructure and local telecom service.

Commercial Development

With the introduction of Akwesasne's Land Code, there will be an opportunity to establish zoning in the community and to set aside portions of the community that are geared to commercial development. One of the key benefits of having a zone geared to commercial activity is that it will minimize the impact on the rest of the community (which is primarily residential), and it will provide the opportunity for businesses to share in some of the fixed costs of running a business. These commercial zones will identify areas where medium-sized businesses could locate in the future.

With a Land Code system in place, a further potential strategy to attract medium and large-scale businesses to MCA could be the development of a commercial business park. If, for example, the CBSA does not return to the Seaway corridor site on Cornwall Island, this land may be ideal for the location of a commercial plaza or industrial park.

The City of Cornwall has increased economic activity in its region through the development and promotion of its business park. Upcoming activities to develop a MCA comprehensive community plan will provide an opportunity to assess the availability and community interest in developing a similar project. An MCA initiated-owned business park has the potential to increase community lease revenues and employment opportunities. The initial focus would be to attract outside, existing businesses, as the majority of MCA entrepreneurs are not operating at a scale that would require expanded commercial space.

Objective 1.3 – Develop a Corporate Investment Plan

Approach:

MCA’s department of economic development can be more strategic in how it supports and encourages new business ventures in Akwesasne.

Overview:

Business and Investment Planning – To assist the MCA and its new development corporation, we would recommend that one of the initial tasks be to undertake a **Corporate Investment Plan** to assess the variety of new business opportunities the MCA is considering.

Given limited access to capital, the MCA will be seeking to understand how best to allocate financial resources across existing and potential businesses, in order to maximize potential future cash flows for the MCA. This analysis would focus on understanding the required investment and potential benefits, both financial and non-financial, of these opportunities to determine what is feasible and the best short and long term fit for the MCA. The following illustrates the approach and process to prioritize and rank potential investment opportunities.



Objective 1.4 - Continue to Focus on Aboriginal Rights and Title

Approach:

Continue to exercise MCA Aboriginal Rights and Title to develop and foster economic activity.

Overview:

Self-Government/Jurisdictional Initiatives

The MCA is engaged in a number of initiatives/discussions that have the potential to directly and indirectly promote MCA economic development activity. Outstanding land claims (14 in total), as well as ongoing discussions with industry proponents provide the potential for increased economic wealth as well as business and employment opportunities. Discussions with TransCanada regarding the Energy East pipeline project are an example of how the protection of MCA Aboriginal rights is potentially connected to economic development opportunities.

Land Code Development – MCA is currently working on the establishment of a Land Code which will allow them to more independently govern and manage the use of reserve lands. For economic development initiatives that are going to be located on MCA reserve lands, this will expedite the development process and generate economic benefits in a timelier manner.

Another key issue, previously mentioned as a key economic driver, is the government-to-government relationships with Canada and the provincial bodies, Ontario and Quebec. The recent experience of the rejected joint bid by the MCA/AECON for the bridge demolition, which may have been related to non-economic issues, is an example of how this failed relationship can have direct and substantial economic implications.

Other jurisdictions in Canada are developing new approaches and understandings with First Nations to reconcile their interests in mutually beneficial ways, including the Government of BC and BC First Nations with:

- Strategic Engagement Agreements – establishes mutually agreed upon procedures and financial resources to ensure proper consultation and accommodation processes
- Economic and Community Development Agreements – provides for the sharing of revenues from mining, forestry and the clean energy sector between BC and First Nations

The MCA has recently renewed its 'Process and Schedule Agreement'. This agreement includes the opportunity to renew the relationship with Canada and establishing governance negotiations in a number of areas, including economic development, licensing of businesses, revenue raising mechanisms and gaming. These negotiations have the ability to provide the MCA greater clarity related to the governance of economic development areas, and in turn, provide for long term economic opportunities.

It appears that new approaches are necessary to deal with very important issues, such as the toll and CBSA stations, that affect the MCA directly and have negative economic consequences. On a comparative scale, the MCA business community and its economic contribution is undersized, given the location and population. This situation is directly impacting the MCA economy by negatively affecting MCA entrepreneurs, as well as acting as a barrier to new businesses interested in locating in AMT.

A long term objective for the MCA could be to expand and diversify own-source revenues, as 87% of MCA Government revenues are federal transfers. Additional revenue sharing agreements with Canada and the provinces from resource activities in AMT territory can be a potential source.

Goal 2: Reduce Economic Leakage

Objective 2.1 – Communicate the Findings of the Leakage Study

Approach:

Develop supporting initiatives that foster and promote Akwesasne economic opportunities and development. Initiate a ‘Shop Local’ campaign geared to Akwesasne residents.

Overview:

Communication

Information gathered from this initiative has the ability to inform and influence the local and regional business community. The economic clout the MCA has in the region, and an increased understanding of this, can work to shape public perception of the MCA and attract outside interests who will want to engage and perhaps partner with the MCA. This report and its findings can be the foundation for an updated communication strategy to promote the MCA and attract new business partners.

From an internal perspective, information related to community and MCA spending can be a valuable tool for existing and prospective MCA entrepreneurs. For example, useable data on how much is being spent on clothing by MCA may spur a potential entrepreneur to create their own job and business in the retail sector.

Additionally, the findings from the leakage study would reinforce the need for a ‘shop local’ marketing campaign in support of existing small businesses. More people need to realize that shopping locally creates jobs in the community as well as more choice and selection of goods and services.

Objective 2.2 – Attract More Events to Akwesasne

Approach:

Attract more outsiders to visit Akwesasne. Make Akwesasne a tourism/event destination.

Overview:

Events Strategy

Many communities and governments develop an events strategy to encourage and promote the region as a destination to hold a community or sporting event. MCA has the facilities to host continued and future business and sporting events, and can use this to increase local economic activity. A future business forum, centered on sharing this economic data and showcasing MCA entrepreneurs, can be discussed and considered.

Objective 2.3 – Help Make Akwesasne Businesses More Competitive

Approach:

Help more local businesses secure contracts with MCA government.

Overview:

Business Regulation

While most community-based economic strategies speak to reducing ‘red tape’, we would propose the MCA develop a strategy that increases business regulations for the goods and services it procures.

From our discussions with both MCA entrepreneurs and the MCA, it is evident that the lack of formal requirements associated with procuring goods and services for the MCA from community entrepreneurs,

while providing some economic benefit, has had the effect of limiting the capacity and competitiveness of MCA entrepreneurs overall.

Contracts are garnered without the requirement for certified tradespersons or businesses (e.g. Foodsafe for catering contractors). The implication of this is that MCA contractors may be ineligible to pursue opportunities off-reserve, which would include procurement opportunities with the federal or provincial governments, and perhaps industry.

Objective 2.4 – Set Goals for Reducing Economic Leakage

Approach:

Set multi-year targets around economic leakage and monitor the progress each year.

Overview:

Economic Development Planning

MCA has an economic recovery strategy which ties in with the Strategic Plan of the entire organization. One outcome from the economic leakage study is to use some of the results and findings to establish performance metrics which can be monitored every 3-5 years. For example, MCA could establish a strategic goal of increasing the number of medium-sized businesses in Akwesasne. Another performance metric is to increase the number of businesses in the construction trades industry. A third example would be to reduce overall leakage from 76% to 66% within 3 years. The findings from the 2014 study can be used as the baseline numbers.

Through the next three years, MCA will implement some economic development strategies. The success of those strategies will be assessed based on the performance metrics selected from the findings of the 2014 study.

Objective 2.5 – Encourage Businesses to Pursue Opportunities in the Under-Served Areas

Approach:

The leakage study identified a few specific areas where Akwesasne could use more businesses. MCA economic development could encourage further development in these areas.

Overview:

Potential Business Opportunities

Food Services – One new area that the MCA could consider is the development of expanded food service business(s) within MCA. Economic analysis shows that grocery expenditures exceeded \$11 million annually, with the majority (94%) purchased off-reserve, primarily on the US side. Previous work undertaken by MNP demonstrated that a First Nation owned/located grocery store was able to operate on a break-even level with annual sales at approximately \$2 million. While there are major competitive considerations to be addressed (i.e. Wal-Mart on the US side), it may be worth a further assessment to determine feasibility. This initiative may be a fit with the proposed Business Centre (health and financial services) at Tsi Snaihne.

Repair and Maintenance Services – As noted in our concluding comments, this area represents another possible new and expanded business area. Repair services to homes, vehicles and equipment is estimated at \$6-10 million, annually. It is possible that this leakage can be recaptured by a combination of

expansion of capacity of existing entrepreneurs, along with the potential development of a new, larger-scale MCA-owned enterprise.

Objective 2.6 – Pursue Strategic Partnerships to Reduce Economic Leakage

Approach:

Akwesasne would be in a stronger position to benefit from its economic development strategies if it were to approach economic leakage from a regional perspective. Strategic partnerships with other stakeholders would enable Akwesasne to maximize its desired outcomes.

Overview:

Strategic Partnerships

The MCA can expand and leverage its economic development capacity with strategic partners. Partners can mutually benefit by working with the MCA on business and economic initiatives in the region. These can include the areas described below.

Education and Training Institutions – To increase capacity and competitiveness, the MCA could consider developing strategic partnerships with local and regional training providers to develop a long term training strategy for community members who may be employees of existing MCA businesses or are interested in establishing their own businesses. Training targeted areas could include:

- Trades training (electrical, plumbing, carpentry, others)
- Food services
- Transportation
- Professional services (accounting, health)

St. Regis Mohawk Tribe – The economic leakage findings illustrate the economic strength of the MCA, and this strength and leverage can be enhanced through continued partnerships with the St Regis Tribe. Some of the larger initiatives, such as the potential utility development, may be more feasible if shared through this partnership. The recent joint settlement with St Regis related to negotiations with the NY Power Authority provides an impetus for joint project development discussions on related economic development projects, as a result of this settlement. The St. Regis Mohawk Tribe also considered joining this research project, to better understand the degree of their economic leakage. While it didn't happen at this time, when this is completed at a future date, it will provide a fuller picture of the economic potential of these closely tied communities.

Regional First Nation Groups – The MCA participates in discussions with a number of other closely aligned First Nations (i.e. Iroquois Caucus, Chiefs of Ontario). Where these discussions involve large-scale economic opportunities, such as the proposed TransCanada project, joint discussions and planning amongst the community's Economic Development Officers can work towards the development of broader, comprehensive economic strategies.

City of Cornwall – The MCA Department of Economic Development can play a key role in building relationships with the City of Cornwall that can lead to more collaboration and partnerships. The MCA economic leakage study focused on the economic leakage in just the Akwesasne Mohawk Territory. A second phase research project might look at the total leakage from both Akwesasne and Cornwall, combined. The benefit of looking at economic leakage from a regional perspective is that it helps the two communities (Akwesasne and Cornwall) identify the opportunities and solutions that could lead to greater business development.

7. Opportunities and Strategies – Summary

There are significant opportunities for the Akwesasne economy to expand and prosper. For the Canadian portion of Akwesasne, we estimate that the economic activity generated is approximately \$140 million per year. The estimate for economic leakage is \$106 million or 76%. Improving the economic condition of Akwesasne will require either increase the size of the total economy or reduce the portion that is leaving the territory/region. In section 6 of our report, we introduce some goals, objectives and strategies that can be implemented to either grow the economy or reduce economic leakage. The recommended strategies are listed in summary format below:

Goal 1: Grow the Economy

- Foster - medium sized businesses. Transition small businesses to med sized. There are several small businesses in Akwesasne. The objective for long term success is to help small businesses grow and evolve into larger organizations that are more self sustaining.
- Create business opportunities in Akwesasne by investing in Infrastructure. Infrastructure projects provide contract/employment opportunities for Akwesasne businesses. MCA is also looking at brining new businesses to Akwesasne such as Fibre Optic and Gas Line distribution.
- Be more strategic in which businesses are supported or encouraged. Use a Corporate Investment Plan model.
- Continue to pursue Aboriginal Rights and Title that will give more jurisdiction to Akwesasne and more opportunity to negotiate agreements that will stimulate the local economy.

Goal 2: Reduce Economic Leakage

- Communicate the findings of the study with residents and businesses. Initiate a 'shop local' campaign for goods/services that are sold in Akwesasne. If more households realized the impact that they could make on local employment, they would be more inclined to shop local.
- Attract more outsiders to visit Akwesasne by hosting more events at A'nowara'ko:wa Arena and other MCA venues. Hosting events raises the profile of Akwesasne as a tourism destination. The next step would be to look at the feasibility of expanding services for tourists.
- Help businesses secure more contracts with MCA government. At the same time, help them to become more competitive by raising the qualifications and experience requirements. MCA businesses have expressed a desire to increase their level of competitiveness.
- Set multi-year targets for reducing economic leakage and monitor the progress each year. For example, the target for the next 3 years may be to reduce economic leakage from 76% to 66%.
- Encourage business in areas that are under-serviced. The leakage study identified food services, and repair and maintenance services as areas that could use more Akwesasne business growth.
- Pursue strategic partnerships with stakeholder groups that have similar concerns around economic leakage. Rather than operate in a silo environment, MCA can partner with other groups to develop regional strategies to reduce economic leakage.

Appendices

Appendix A –Resident Survey

TELEPHONE/IN-PERSON SURVEY

Hello, my name is _____ I am [calling on behalf of]/[working for] MNP. We are conducting a survey of household spending for the Mohawk Council of Akwesasne. The results of this survey will be used to estimate the amount of spending that occurs within the three districts of Akwesasne and the amount of spending that is done by residents of Akwesasne outside of the three districts.

Participation in the survey is voluntary. Your cooperation is extremely important to ensure that the resulting estimates are accurate.

Everyone who completes a survey will be entered into a weekly draw for one of three **CKON radio bingo packages. The draws will take place between April 4 and May 2.**

Have you or someone in your household already completed this survey?

[YES] Thank you for your time. We can only have one survey per household. [HANG UP]

Are you the person in your household most familiar with household spending patterns?

[NO] May I speak the person who would have the most knowledge of household spending?

[REPEAT FROM START FOR NEW RESPONDENT]

[YES]

Would you like to participate in the survey?

[NO] Thank you for your time. [HANG UP]

[YES]

The survey will take approximately 45 minutes to complete. Do you have time now to answer the questions or would you like to set up another time to complete the survey?

[AT START OF INTERVIEW]

MNP is acting as an independent third party in this study. The results will be reported collectively and in aggregate with no ability to identify individual respondents or businesses. All information provided to MNP, including completed surveys, will be used only for the purpose of this study.

By completing this survey you are consenting to the collection of personal information by MNP. This information will be used only for the purposes of this study and will not be disclosed to anyone, including study partners, for any reason without your further prior consent.

Mohawk Council of Akwesasne – Survey of Residents

This survey is being conducted by MNP LLP ("MNP") on behalf of the Mohawk Council of Akwesasne as part of an Economic Leakage Study. The study's goals are to quantify economic leakage from the Akwesasne Mohawk Territory and to identify the reasons for this leakage. As part of the study, MNP is collecting data from residents of the Akwesasne Mohawk Territory (the "Territory"). Data collected from residents will be used to estimate the amount of economic activity generated within the Territory, the amount of expenditure by residents that occurs outside the territory and identify opportunities to grow the economy within the Territory.

The information we collect from the study will ultimately be used to establish performance metrics (benchmarks) to monitor how the economy of Akwesasne changes over the next five to ten years. Your participation is voluntary and all information collected will be treated as confidential. No individual responses will be reported.

All completed surveys received by MNP between March 31, 2014 and April 30, 2014, will be entered into a weekly draw for a chance to win one of three CKON radio bingo packages. The first draw will take place April 4, 2014 and the final draw will take place May 2, 2014.

Confidentiality

MNP is acting as an independent third party in this study and is collecting data on behalf of the Mohawk Council of Akwesasne. All information provided to MNP, including completed surveys, will only be used by MNP for the purpose of this study. The results will be reported collectively and in aggregate, without the identification of individual respondents or businesses.

MNP is committed to maintaining the security, confidentiality and accuracy of the personal information we collect to provide the highest level of service to our clients. Our privacy policy adheres to both the guidelines and principals underlying the Personal Information Protection and Electronic Documents Act, as well as our own commitment to ensuring that clients are comfortable providing us with personal information. The MNP Privacy Policy can be viewed at: [MNP Privacy Policy](#).

By completing this survey you are consenting to the collection of personal information by MNP as described.

About MNP

MNP is one of the largest chartered accountancy and consulting firms in Canada, providing client-focused accounting, taxation and consulting advice. National in scope and local in focus, MNP has proudly served individuals and public and private companies for more than 65 years. For more information, visit www.mnp.ca

Instructions

If you are completing the survey online, the information you input enters our database as soon as you enter it. If you need to change your response before completing the survey use the prompts (prev) to go back to the response you need to change. The survey may take up to 45 minutes to complete.

Have you or anyone in your household previously completed this survey?

- Yes
- No
- Don't Know

Contact Information

Mohawk Council of Akwesasne – Survey of Residents

Address:

District:

- Tsi Snaihne
- Kana:takon
- Kawehno:ke

The first set of questions asks for information on the people in your household. Please include everyone who usually lives in your place of residence (e.g. room-mates, children, students who return from school, or a spouse working away from home).

How many people are there in your household?

Please give us the most up to date information for ALL members of your household living in your place of residence, including any dependents.

Yourself

Currently living here full, part-time or temporarily

Gender

Age

Marital Status

Highest level of education obtained?

What is your employment status?

Mohawk Council of Akwesasne – Survey of Residents

What is your:

Occupation

Industry of employment

Location of employer

What is your annual salary or earnings from employment?

- Less than \$20,000 per year \$60,000 - \$69,999 \$110,000 - \$124,999
- \$20,000 - \$29,999 \$70,000 - \$79,999 \$125,000 - \$149,999
- \$30,000 - \$39,999 \$80,000 - \$89,999 \$150,000 or more
- \$40,000 - \$49,999 \$90,000 - \$99,999
- \$50,000 - \$59,999 \$100,000 - \$109,999

***Click "add next member" to add information for the next member of your household or click "I'm finished" if you have added information for all the members of your household.**

- Add next member
- I'm finished

Individual 2

Currently living here full, part-time or temporarily

Relationship to you

Gender

Age

For household members 15 and above please provide the following:

Marital Status

Highest level of education obtained?

Mohawk Council of Akwesasne – Survey of Residents

Employment Status:

Employment information:

Occupation

Industry of employment

Location of employer

Annual salary or earnings from employment:

- | | | |
|---|---|---|
| <input type="radio"/> Less than \$20,000 per year | <input type="radio"/> \$60,000 - \$69,999 | <input type="radio"/> \$110,000 - \$124,999 |
| <input type="radio"/> \$20,000 - \$29,999 | <input type="radio"/> \$70,000 - \$79,999 | <input type="radio"/> \$125,000 - \$149,999 |
| <input type="radio"/> \$30,000 - \$39,999 | <input type="radio"/> \$80,000 - \$89,999 | <input type="radio"/> \$150,000 or more |
| <input type="radio"/> \$40,000 - \$49,999 | <input type="radio"/> \$90,000 - \$99,999 | |
| <input type="radio"/> \$50,000 - \$59,999 | <input type="radio"/> \$100,000 - \$109,999 | |

***Click "add next member" to add information for the next member of your household or click "I'm finished" if you have added information for all the members of your household.**

- Add next member
- I'm finished

Individual 3

Currently living here full, part-time or temporarily

Relationship to you

Gender

Age

Mohawk Council of Akwesasne – Survey of Residents

For household members 15 and above please provide the following:

Marital Status

Highest level of education obtained?

Employment Status:

Employment information:

Occupation

Industry of employment

Location of employer

Annual salary or earnings from employment:

- | | | |
|---|---|---|
| <input type="radio"/> Less than \$20,000 per year | <input type="radio"/> \$60,000 - \$69,999 | <input type="radio"/> \$110,000 - \$124,999 |
| <input type="radio"/> \$20,000 - \$29,999 | <input type="radio"/> \$70,000 - \$79,999 | <input type="radio"/> \$125,000 - \$149,999 |
| <input type="radio"/> \$30,000 - \$39,999 | <input type="radio"/> \$80,000 - \$89,999 | <input type="radio"/> \$150,000 or more |
| <input type="radio"/> \$40,000 - \$49,999 | <input type="radio"/> \$90,000 - \$99,999 | |
| <input type="radio"/> \$50,000 - \$59,999 | <input type="radio"/> \$100,000 - \$109,999 | |

***Click "add next member" to add information for the next member of your household or click "I'm finished" if you have added information for all the members of your household.**

- Add next member
- I'm finished

Individual 4

Currently living here full, part-time or temporarily

Relationship to you

Mohawk Council of Akwesasne – Survey of Residents

Gender

Age

For household members 15 and above please provide the following:

Marital Status

Highest level of education obtained?

Employment Status:

Employment information:

Occupation

Industry of employment

Location of employer

Annual salary or earnings from employment:

- | | | |
|---|---|---|
| <input type="radio"/> Less than \$20,000 per year | <input type="radio"/> \$60,000 - \$69,999 | <input type="radio"/> \$110,000 - \$124,999 |
| <input type="radio"/> \$20,000 - \$29,999 | <input type="radio"/> \$70,000 - \$79,999 | <input type="radio"/> \$125,000 - \$149,999 |
| <input type="radio"/> \$30,000 - \$39,999 | <input type="radio"/> \$80,000 - \$89,999 | <input type="radio"/> \$150,000 or more |
| <input type="radio"/> \$40,000 - \$49,999 | <input type="radio"/> \$90,000 - \$99,999 | |
| <input type="radio"/> \$50,000 - \$59,999 | <input type="radio"/> \$100,000 - \$109,999 | |

***Click "add next member" to add information for the next member of your household or click "I'm finished" if you have added information for all the members of your household.**

- Add next member
- I'm finished

Mohawk Council of Akwesasne – Survey of Residents

Individual 5

Currently living here full, part-time or temporarily

Relationship to you

Gender

Age

For household members 15 and above please provide the following:

Marital Status

Highest level of education obtained?

Employment Status:

Employment information:

Occupation

Industry of employment

Location of employer

Annual salary or earnings from employment:

- | | | |
|---|---|---|
| <input type="radio"/> Less than \$20,000 per year | <input type="radio"/> \$60,000 - \$69,999 | <input type="radio"/> \$110,000 - \$124,999 |
| <input type="radio"/> \$20,000 - \$29,999 | <input type="radio"/> \$70,000 - \$79,999 | <input type="radio"/> \$125,000 - \$149,999 |
| <input type="radio"/> \$30,000 - \$39,999 | <input type="radio"/> \$80,000 - \$89,999 | <input type="radio"/> \$150,000 or more |
| <input type="radio"/> \$40,000 - \$49,999 | <input type="radio"/> \$90,000 - \$99,999 | |
| <input type="radio"/> \$50,000 - \$59,999 | <input type="radio"/> \$100,000 - \$109,999 | |

Mohawk Council of Akwesasne – Survey of Residents

***Click "add next member" to add information for the next member of your household or click "I'm finished" if you have added information for all the members of your household.**

- Add next member
- I'm finished

Individual 6

Relationship to you

Gender

Age

Currently living here full, part-time or temporarily

For household members 15 and above please provide the following:

Marital Status

Highest level of education obtained?

Employment Status:

Employment information:

Occupation	<input type="text"/>
Industry of employment	<input type="text"/>
Location of employer	<input type="text"/>

Mohawk Council of Akwesasne – Survey of Residents

Annual salary or earnings from employment:

- | | | |
|---|---|---|
| <input type="radio"/> Less than \$20,000 per year | <input type="radio"/> \$60,000 - \$69,999 | <input type="radio"/> \$110,000 - \$124,999 |
| <input type="radio"/> \$20,000 - \$29,999 | <input type="radio"/> \$70,000 - \$79,999 | <input type="radio"/> \$125,000 - \$149,999 |
| <input type="radio"/> \$30,000 - \$39,999 | <input type="radio"/> \$80,000 - \$89,999 | <input type="radio"/> \$150,000 or more |
| <input type="radio"/> \$40,000 - \$49,999 | <input type="radio"/> \$90,000 - \$99,999 | |
| <input type="radio"/> \$50,000 - \$59,999 | <input type="radio"/> \$100,000 - \$109,999 | |

***Click "add next member" to add information for the next member of your household or click "I'm finished" if you have added information for all the members of your household.**

- Add next member
- I'm finished

Individual 7

Currently living here full, part-time or temporarily

Relationship to you

Gender

Age

For household members 15 and above please provide the following:

Marital Status

Highest level of education obtained?

Employment Status:

Mohawk Council of Akwesasne – Survey of Residents

Employment information:

Occupation

Industry of employment

Location of employer

Annual salary or earnings from employment:

- Less than \$20,000 per year \$60,000 - \$69,999 \$110,000 - \$124,999
- \$20,000 - \$29,999 \$70,000 - \$79,999 \$125,000 - \$149,999
- \$30,000 - \$39,999 \$80,000 - \$89,999 \$150,000 or more
- \$40,000 - \$49,999 \$90,000 - \$99,999
- \$50,000 - \$59,999 \$100,000 - \$109,999

***Click "add next member" to add information for the next member of your household or click "I'm finished" if you have added information for all the members of your household.**

- Add next member
- I'm finished

Individual 8

Relationship to you

Gender

Age

Currently living here full, part-time or temporarily

For household members 15 and above please provide the following:

Marital Status

Mohawk Council of Akwesasne – Survey of Residents

Highest level of education obtained?

Employment Status:

Employment information:

Occupation

Industry of employment

Location of employer

Annual salary or earnings from employment:

- | | | |
|---|---|---|
| <input type="radio"/> Less than \$20,000 per year | <input type="radio"/> \$60,000 - \$69,999 | <input type="radio"/> \$110,000 - \$124,999 |
| <input type="radio"/> \$20,000 - \$29,999 | <input type="radio"/> \$70,000 - \$79,999 | <input type="radio"/> \$125,000 - \$149,999 |
| <input type="radio"/> \$30,000 - \$39,999 | <input type="radio"/> \$80,000 - \$89,999 | <input type="radio"/> \$150,000 or more |
| <input type="radio"/> \$40,000 - \$49,999 | <input type="radio"/> \$90,000 - \$99,999 | |
| <input type="radio"/> \$50,000 - \$59,999 | <input type="radio"/> \$100,000 - \$109,999 | |

***Click "add next member" to add information for the next member of your household or click "I'm finished" if you have added information for all the members of your household.**

- Add next member
- I'm finished

Individual 9

Currently living here full, part-time or temporarily

Relationship to you

Gender

Age

Mohawk Council of Akwesasne – Survey of Residents

For household members 15 and above please provide the following:

Marital Status

Highest level of education obtained?

Employment Status:

Employment information:

Occupation

Industry of employment

Location of employer

Annual salary or earnings from employment:

- | | | |
|---|---|---|
| <input type="radio"/> Less than \$20,000 per year | <input type="radio"/> \$60,000 - \$69,999 | <input type="radio"/> \$110,000 - \$124,999 |
| <input type="radio"/> \$20,000 - \$29,999 | <input type="radio"/> \$70,000 - \$79,999 | <input type="radio"/> \$125,000 - \$149,999 |
| <input type="radio"/> \$30,000 - \$39,999 | <input type="radio"/> \$80,000 - \$89,999 | <input type="radio"/> \$150,000 or more |
| <input type="radio"/> \$40,000 - \$49,999 | <input type="radio"/> \$90,000 - \$99,999 | |
| <input type="radio"/> \$50,000 - \$59,999 | <input type="radio"/> \$100,000 - \$109,999 | |

***Click "add next member" to add information for the next member of your household or click "I'm finished" if you have added information for all the members of your household.**

- Add next member
- I'm finished

This set of questions relates to your total household income.

Please estimate what the total income for your household was in the last 12 months?

Mohawk Council of Akwesasne – Survey of Residents

Please estimate your total monthly household income?

Please estimate the share of your household's total monthly income that comes from each of the following sources [total should add up to 100%]:

Employment income %

Self-employment income %

Employer pension %

Government sources
(include EI, CPP, child-tax
benefit, social security or
other government payments)

Other sources

If you selected other sources, please specify.

The next section refers to expenditures in relation to your household. Expenses are grouped by category. Please provide your most accurate estimate of total household expenditures for each category.

HOUSING EXPENDITURES

These questions refer to expenses in relation to the "principal residence" only (i.e. the home you currently reside in). Please do NOT include expenses in relation to businesses, rental properties or vacation properties.

What type of residence do you live in?

Other (please specify)

Is your place of residence...

Other (please specify)

In what year did members of your household move into this residence?

Please estimate how much is paid each month in rent/mortgage payments for the home you currently reside in?

Mohawk Council of Akwesasne – Survey of Residents

Please estimate how much is paid each month for electricity, gas and/or propane for the home you currently reside in?

Please estimate how much is paid each year for home/property insurance and legal fees (ie: title searches, property registration, real estate fees) for the home you currently reside in?

Did your household incur maintenance and/or renovation expenditures for your principal residence in the last 12 months?

- Yes
 No
 Don't Know

Please estimate how much your household spent on lawn care, landscaping, hardware or building supplies in relation to maintaining or renovating your principal residence in past 12 months?

Where does your household most often purchase hardware or building supplies related to maintaining or renovating your principal residence?

- Akwesasne, Canadian side
 Akwesasne, US side
 Cornwall, ON
 Franklin County, New York
 St Lawrence County, New York
 Clinton County (includes Plattsburgh), New York
 Online/internet (includes Kijiji/craigslist etc)
 Other (please specify)

Mohawk Council of Akwesasne – Survey of Residents

Why does your household most often purchase hardware or building supplies related to maintaining or renovating your principal residence in this location?

- Convenience
- Overall selection and quality of merchandise
- Attractive prices
- Don't have to go through the CBSA port of entry
- Other (please specify)

Where does your household typically hire contractors or tradespeople from to provide renovation and maintenance services for your principal residence?

- Akwesasne, Canadian side
- Akwesasne, US side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Other (please specify)

Why does your household typically hire contractors or tradespeople to provide renovation and maintenance services for your principal residence from this location? [Choose one]

- Quality of work
- Used in the past (thus, less likelihood of time and cost overruns)
- Used, and recommended, by a family member, friend or neighbour in the past
- Easy to work with
- Quoted the lowest price
- Provide references from recent jobs
- Other (please specify)

Mohawk Council of Akwesasne – Survey of Residents

Where does your household most often purchase lawn care and landscaping supplies for your principal residence from?

- Akwesasne, Canadian side
- Akwesasne, US side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Online/internet (includes Kijiji/craigslist etc)
- Other (please specify)

Why does your household most often purchase lawn care and landscaping supplies for your principal residence in this location? [Choose one]

- Convenience
- Overall selection and quality of merchandise
- Attractive prices
- Don't have to go through the CBSA port of entry
- Other (please specify)

Where does your household typically hire contractors from to provide lawn care and landscaping services for your principal residence?

- Akwesasne, Canadian side
- Akwesasne, US side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Do not hire contractors for this purpose
- Other (please specify)

Mohawk Council of Akwesasne – Survey of Residents

In the past 12 months, has your household purchased any appliances, furniture or household electronics for use at your principal residence?

- Yes
- No
- Don't Know

Please estimate how much your household spent on appliances, furniture or household electronics for use at your principal residence in the past 12 months?

Where does your household typically purchase furniture and appliances from?

- Akwesasne, Canadian side
- Akwesasne, US side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Online/internet (includes Kijiji/craigslist etc)
- Other (please specify)

Why does your household typically purchase furniture and appliances from this location?

[Choose One]

- Convenience
- Overall selection and quality of merchandise
- Attractive prices
- Don't have to go through the CBSA port of entry
- Other (please specify)

Mohawk Council of Akwesasne – Survey of Residents

Where does your household typically purchase household electronics (TVs, DVD, computers etc) from?

- Akwesasne, Canadian side
- Akwesasne, US side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Online/internet (includes Kijiji/craigslist etc)
- Other (please specify)

Why does your household typically purchase household electronics (TVs, DVD, computers etc) from this location? [Choose One]

- Convenience
- Overall selection and quality of merchandise
- Attractive prices
- Don't have to go through the CBSA port of entry
- Other (please specify)

Do you or members of your household own any investment property (i.e. any homes that you rent and receive rental income for) or vacation property?

- Yes
- No
- Don't Know

Mohawk Council of Akwesasne – Survey of Residents

Is this investment or vacation property located in one of the following areas?

- Akwesasne, Canadian side (including Islands in the St Lawrence)
- Akwesasne, US side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York

Yes

No

Please estimate how much is paid each month in rent/mortgage payments for this investment or vacation property?

Please estimate how much is paid each month for utilities, property insurance and legal fees (ie: title searches, property registration, real estate fees) for this investment or vacation property?

Please estimate how much you spent on lawn care, landscaping, furniture, hardware or building supplies in relation to maintaining or renovating this investment or vacation property in past 12 months?

Do you own any other investment or vacation property?

Yes

No

Please estimate how much was spent, in total, over the last 12 months maintaining and furnishing (include rent/mortgage, utilities, property insurance, repair and maintenance) this investment or vacation property?

The next group of questions is about ALL food shopping whether at the grocery store, convenience store, big box retailer, etc.

Mohawk Council of Akwesasne – Survey of Residents

How frequently does your household shop for groceries?

- 2 or 3 times a week
- Once a week
- 2 or 3 times a month
- Once a month
- Other (please specify)

Approximately how much does your household spend on groceries in a typical week?

Approximately how much does your household spend each week on fresh fruit and vegetables?

- Less than \$10
- \$10 - \$19.99
- \$20 - \$39.99
- \$40 - \$59.99
- More than \$60

Where does your household most often purchase fresh fruit and vegetables?

- Tsi Snaihne
- Kana:takon
- Kawehno:ke
- Akwesasne, US side (include Akwesasne Mini Mart)
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Other (please specify)

Mohawk Council of Akwesasne – Survey of Residents

Approximately how much does your household spend each week on fresh or frozen meat?

- Less than \$10
- \$10 - \$19.99
- \$20 - \$39.99
- \$40 - \$59.99
- \$60 - \$79.99
- More than \$80

Where does your household most often purchase fresh or frozen meat?

- Tsi Snaihne
- Kana:takon
- Kawehno:ke
- Akwesasne, US side (include Akwesasne Mini Mart)
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Other (please specify)

Where is grocery shopping for your household typically (most often) done (e.g. stores like Haniford, Price Chopper, Aldi or BJs)?

- Tsi Snaihne
- Kana:takon
- Kawehno:ke
- Akwesasne, US side (include Akwesasne Mini Mart)
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Other (please specify)

Mohawk Council of Akwesasne – Survey of Residents

For the above-mentioned location, that is the name of the store that your household typically (most often) shops for groceries?

For the above-mentioned location where grocery shopping for your household is typically done, what are the three most important factors which influence your decision to shop there?

- Convenience
- Overall selection and quality of merchandise
- Attractive prices
- Don't have to go through the CBSA port of entry
- Discounts or incentives
- Other (please specify)

Are personal care (deodorant, shampoo etc) and household cleaning products included in your estimate of grocery expenditures?

- Yes
- No
- Don't Know

How much do you spend in a typical month on personal care (deodorant, shampoo etc) and household cleaning products?

- Less than \$10
- \$10 - \$19.99
- \$20 - \$39.99
- \$40 – \$59.99
- More than \$60

Mohawk Council of Akwesasne – Survey of Residents

Where do you purchase personal care products?

- Tsi Snaihne
- Kana:takon
- Kawehno:ke
- Akwesasne, US side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Other (please specify)

Where do you purchase household cleaning products?

- Tsi Snaihne
- Kana:takon
- Kawehno:ke
- Akwesasne, US side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Other (please specify)

Mohawk Council of Akwesasne – Survey of Residents

How often does someone in your household make an occasional, SMALL convenience purchase (i.e. milk, bread, soda etc.)...?

- Daily
- 2 or 3 times a week
- Once a week
- 2 or 3 times each month
- Once a month
- Other (please specify)

Where are small convenience purchases typically made?

- Tsi Snaihne
- Kana:takon
- Kawehno:ke
- Akwesasne, US side (includes Akwesasne Mini Mart)
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Other (please specify)

Why are small convenience purchases typically made in this location?

- Convenience
- Overall selection and quality of merchandise
- Attractive prices
- Type of food
- Do not have to go through CBSA port of entry
- Other (please specify)

Mohawk Council of Akwesasne – Survey of Residents

How much is typically spent when a small convenience purchase is made?

- Less than \$5
- \$5 - \$9.99
- \$10 - \$19.99
- \$20 - \$39.99
- \$40 – \$59.99
- More than \$60

Approximately how much does your household spend on restaurant meals in a typical month (include fast food, sit down, take out, coffee)?

- \$49 or less
- \$50 – 74
- \$75 - 99
- \$100 – 124
- \$125 – 149
- \$150 – 174
- \$175 – 199
- \$200 – 224
- \$225 – 249
- \$250 or more

How often does your household purchase fast food?

- Daily
- 2 or 3 times a week
- Once a week
- 2 or 3 times each month
- Once a month

Mohawk Council of Akwesasne – Survey of Residents

Where is the fast food restaurant you go to most often located?

- Tsi Snaihne
- Kana:takon
- Kawehno:ke
- Akwesasne, US side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Other (please specify)

Why do you go to this fast food restaurant most often?

- Nearness to place of residence
- Nearness to place of employment
- Good customer service
- Type of food
- Attractive prices
- Other (please specify)

How much is typically spent on a visit to this fast food restaurant?

How frequently do you go to this fast food restaurant?

Mohawk Council of Akwesasne – Survey of Residents

How often does your household purchase delivery from a restaurant (ie: pizza, wings etc)?

- Daily
- 2 or 3 times a week
- Once a week
- 2 or 3 times each month
- Once a month
- Other (Please specify)

Where is the restaurant you most often get delivery from located?

- Tsi Snaihne
- Kana:takon
- Kawehno:ke
- Akwesasne, US side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Other (please specify)

Why do you purchase delivery from this restaurant most often?

- Nearness to place of residence
- Nearness to place of employment
- Good customer service
- Type of food
- Attractive prices
- Only place that delivers to area
- Other (please specify)

How much is typically spent when you order delivery?

Mohawk Council of Akwesasne – Survey of Residents

How frequently do you order delivery from this restaurant?

How often does your household go to a sit-down restaurant?

- Daily
- 2 or 3 times a week
- Once a week
- 2 or 3 times each month
- Once a month
- Other (please specify)

Where is the sit-down restaurant you go to most often located?

- Tsi Snaihne
- Kana:takon
- Kawehno:ke
- Akwesasne, US side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Other (please specify)

Why do you go to this sit-down restaurant most often?

- Nearness to place of residence
- Nearness to place of employment
- Good customer service
- Type of food
- Attractive prices
- Other (please specify)

How much is typically spent on a visit to this restaurant?

Mohawk Council of Akwesasne – Survey of Residents

How frequently do you go to this restaurant?

This set of questions relates to household expenses in relation to telecommunications.

Please provide an estimate of total monthly household expenditure on satellite TV, satellite radio, telephone, cell phone and/or internet service.

Is your household a customer of Flint Communications or Wideband Networks?

- Yes
- No
- Don't Know

How much does your household spend in a typical month on tobacco?

- Do not purchase tobacco
- \$49 or less
- \$50 – 74
- \$75 - 99
- \$100 – 124
- \$125 – 149
- \$150 – 174
- \$175 – 199
- \$200 – 224
- \$225 – 249
- \$250 or more

Mohawk Council of Akwesasne – Survey of Residents

Where are tobacco purchases typically made?

- Tsi Snaihne
- Kana:takon
- Kawehno:ke
- Akwesasne, US side
- Cornwall, ON
- Ammex Duty Free
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Other (please specify)

How much does your household spend in a typical month on alcohol (includes alcohol purchased at bars or restaurants)?

- Do not purchase alcohol
- \$49 or less
- \$50 – 74
- \$75 - 99
- \$100 – 124
- \$125 – 149
- \$150 – 174
- \$175 – 199
- \$200 – 224
- \$225 – 249
- \$250 or more

Mohawk Council of Akwesasne – Survey of Residents

Where are alcohol purchases typically made?

- Akwesasne, US side
- Cornwall, ON
- Ammex Duty Free
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Other (please specify)

How much does your household spend in a typical month on clothing and footwear?

Where are clothing and footwear purchases typically made?

- Tsi Snaihne
- Kana:takon
- Kawehno:ke
- Akwesasne, US side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Online/internet
- Other (please specify)

How much does your household spend in a typical year on sporting goods (e.g. golf clubs, fishing gear, skates etc,)...

Mohawk Council of Akwesasne – Survey of Residents

Where are sporting good purchases typically made?

- Tsi Snaihne
- Kana:takon
- Kawehno:ke
- Akwesasne, US side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Online/internet (includes Kijiji/craigslist etc)
- Other (please specify)

How much does your household spend in a typical month on personal care services (ie: hairdressers, barbers, manicures, spa treatments, etc)?

Where are personal care service purchases typically made?

- Tsi Snaihne
- Kana:takon
- Kawehno:ke
- Akwesasne, US side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Other (please specify)

The next group of questions is about your household expenditures on dental and health care that was NOT covered by the Non-insured Health Benefits Program. Please include purchases by everyone in the household. Please do not include pharmaceutical expenditures.

Mohawk Council of Akwesasne – Survey of Residents

In the past 12 months did you or someone in your household pay for dental or health care that was not covered by the Non-insured Health Benefits Program (includes traditional, chiropractic care, dieticians, homeopaths, reflexology etc.) ...

- Yes
- No/Don't Know

Think about the last time you or someone in your home paid for dental and health care that was not covered by the Non-insured Health Benefits Program (includes traditional, chiropractic care, dieticians, homeopaths, reflexology etc.) ...

What type of dental and health care services did you or members of your household (including you) purchase over the past year? Please check all that apply.

- Orthodontist
- Dentists
- Dental hygienist
- Denturist
- Nurses (please specify whether at hospital or a nursing/home care facility, etc.)
- Physiotherapists
- Therapists
- Chiropractors
- Dieticians
- Homeopaths
- Podiatrists
- Osteopaths
- Acupuncturists
- Naturopaths
- Specialist Physicians
- Hospitalists
- Other (please specify)

Where (in what town(s)) did you receive dental and health services?

Mohawk Council of Akwesasne – Survey of Residents

How much does your household typically spend on dental and health care services in a year?

How often are dental and health care services purchased (weekly, monthly, seasonally, annually etc.)?

The next group of questions is about your household expenditures on transportation.

Where do members of your household typically go to purchase passenger vehicles?

- Tsi Snaihne
- Kana:takon
- Kawehno:ke
- Akwesasne, US side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Online/internet (includes Kijiji/craigslist etc)
- Other (please specify)

How many passenger vehicles are owned by members of your household?

How many of the passenger vehicles owned by your household were purchased pre-owned or used?

- None
- Specify number of veichles:

Mohawk Council of Akwesasne – Survey of Residents

When purchasing a pre-owned or used vehicle where do you most often purchase it from?

- Private sale
- Dealer
- Auction
- Other

How much are your household's monthly lease or loan payments for the above specified vehicles?

CAD or

USD

How much are your household's payments for insurance premiums for the above specified vehicles? Please answer either a monthly or annually amount.

Monthly (CAD)

Monthly (USD)

Annually (CAD)

Annually (USD)

How much does your household spend on gas in a typical month?

Where do members of your household typically go to purchase gas?

- Tsi Snaihne
- Kana:takon
- Kawehno:ke
- Akwesasne, US side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Other (please specify)

Mohawk Council of Akwesasne – Survey of Residents

**What factors does your household consider when deciding where to go to purchase gas?
[Select all that apply]?**

- Discounts or other incentives
- Nearness to other types of stores (such as in a mall)
- Good customer service
- Attractive prices
- Nearness to place of residence
- Nearness to place of employment
- Located on the main route from work to home
- Other (please specify)

How much does your household spend on vehicle accessories (such as alarm systems, car starters, radios including satellite, CD players, block and other heaters, seat covers) in a typical year?

How much does your household spend on vehicle repairs and maintenance in a typical year?

Where do members of your household typically go for vehicle maintenance and repair services?

- Tsi Snaihne
- Kana:takon
- Kawehno:ke
- Akwesasne, US side
- Cornwall, ON
- Franklin County, New York
- St. Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Other (please specify)

Mohawk Council of Akwesasne – Survey of Residents

What factors does your household consider when deciding where to go for vehicle maintenance and repair services?

- Warranty obligations
- Nearness to other types of stores (such as in a mall)
- Good customer service
- Reputation of provider
- Attractive prices
- Familiarity with the shop
- Nearness to place of residence
- Nearness to place of employment
- Located on the main route from work to home
- Other (please specify)

Does your household own any recreational vehicles such as boats, RVs, ATVs etc.?

- Yes
- No
- Don't Know

What types of recreational vehicles does your household own [Choose all that apply]?

- Boat
- RV
- Snowmobile or All Terrain Vehicle (ATV)
- Other (please specify)

How much does your household spend on maintenance, licensing, storage and payments for your recreational vehicle in a typical year?

Mohawk Council of Akwesasne – Survey of Residents

Where does your household purchase gas for your recreational vehicle?

- Tsi Snaihne
- Kana:takon
- Kawehno:ke
- Akwesasne, US side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Other (please specify)

Approximately how much does your household spend each month on gas for your recreational vehicle?

How many of the recreational vehicles owned by your household were purchased pre-owned or used?

- None
- Please specify number.

98. When purchasing a pre-owned or used recreational vehicle where do you most often purchase it from?

- Private sale
- Dealer
- Auction
- Other

How much does your household spend on other forms of transportation (ie: travel by airplane, train, taxi or inter-city bus) not related to vacations in a typical year?

Mohawk Council of Akwesasne – Survey of Residents

The next group of questions is about your household expenditures on education.

Is anyone in your household currently enrolled in an education program for which they pay tuition, books, tutors or for testing that is not reimbursed by the Board of Education, Area Management Board or other agency?

- Yes
 No
 Don't Know

What type of education program is the household member(s) enrolled in?

- Private elementary or secondary school
 Upgrading
 Vocational School (hairdressing, culinary arts, etc)
 Post-secondary (college, university, CGEP)
 Other (please specify)

How much out of pocket expenditure is incurred on these education programs in a year? (Only include expenditures that are NOT reimbursed by the Board of Education, Area Management Board or other agency)?

The next group of questions is about your household expenditures on child care.

Do you incur childcare expenses?

- Yes
 No

Please indicate how much, per month, your household spends on childcare in a typical month?

Mohawk Council of Akwesasne – Survey of Residents

Where is your household's child care provider located?

- Tsi Snaihne
- Kana:takon
- Kawehno:ke
- Akwesasne, US side
- Cornwall, ON
- Other (please specify)

The next section refers to your household expenditures for various, miscellaneous things.

In the last 12 months, how much did your household spend on the following:

Entertainment (shows, concerts sporting events, hobbies, recreation activities)

Amount spent in the last 12 months

Where do you typically purchase these items?

- Tsi Snaihne
- Kana:takon
- Kawehno:ke
- Akwesasne, US side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Online
- Other (please specify)

Lottery, bingo and gambling

Amount spent in the last 12 months

Mohawk Council of Akwesasne – Survey of Residents

Where do you typically purchase these items?

- Tsi Snaihne
- Kana:takon
- Kawehno:ke
- Akwesasne, US side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Online
- Other (please specify)

Funeral Services (not including catering)

Amount spent in the last 12 months

Where do you typically purchase these items?

- Tsi Snaihne
- Kana:takon
- Kawehno:ke
- Akwesasne, US side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Online
- Other (please specify)

Books, Music and Stationery Items

Amount spent in the last 12 months

Mohawk Council of Akwesasne – Survey of Residents

Where do you typically purchase these items?

- Tsi Snaihne
- Kana:takon
- Kawehno:ke
- Akwesasne, US side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Online
- Other (please specify)

Professional services (e.g. accounting, legal etc.)

Amount spent in the last 12 months

Where do you typically purchase these items?

- Tsi Snaihne
- Kana:takon
- Kawehno:ke
- Akwesasne, US side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Online
- Other (please specify)

Pet related services (e.g. grooming, vet bills, pet food etc.)

Amount spent in the last 12 months

Mohawk Council of Akwesasne – Survey of Residents

Where do you typically purchase these items?

- Tsi Snaihne
- Kana:takon
- Kawehno:ke
- Akwesasne, US side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Online
- Other (please specify)

Toys

Amount spent in the last 12 months

Where do you typically purchase these items?

- Tsi Snaihne
- Kana:takon
- Kawehno:ke
- Akwesasne, US side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Online
- Other (please specify)

Housewares (e.g. dishes, sheets, towels etc.)

Amount spent in the last 12 months

Mohawk Council of Akwesasne – Survey of Residents

Where do you typically purchase these items?

- Tsi Snaihne
- Kana:takon
- Kawehno:ke
- Akwesasne, US side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Online
- Other (please specify)

Pharmaceuticals (not covered under the Non-insured Health Benefits Program)

Amount spent in the last 12 months

Where do you typically purchase these items?

- Tsi Snaihne
- Kana:takon
- Kawehno:ke
- Akwesasne, US side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Online
- Other (please specify)

Drycleaning

Amount spent in the last 12 months

Mohawk Council of Akwesasne – Survey of Residents

Where do you typically purchase these items?

- Tsi Snaihne
- Kana:takon
- Kawehno:ke
- Akwesasne, US side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Online
- Other (please specify)

Vacations

Amount spent in the last 12 months

Where do you typically purchase packages or tickets related to vacations?

- Tsi Snaihne
- Kana:takon
- Kawehno:ke
- Akwesasne, US side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County (includes Plattsburgh), New York
- Online
- Other (please specify)

Donations (fundraising, local raffles)

Amount spent in the last 12 months

Support payments (child care, alimony etc)

Amount spent in the last 12 months

Mohawk Council of Akwesasne – Survey of Residents

Other (please specify)

Please describe the expenditure

Amount spent in the last 12 months

How frequently does your household make purchases over the internet?

- Every week
- At least once a month
- 4 to 8 times per year
- 1 or 3 times per year
- Never
- Don't Know

As part of this project, the Mohawk council of Akwesasne is interested in identifying opportunities to provide additional entertainment opportunities in the Territory. The next set of questions relate to the types of entertainment activities that your household has attended or participated in over the past 12 months.

Have you or anyone else in your household attended or sporting events in the last 12 months?

- Yes
- No

Think about the last time you or someone from your household paid for sporting events...

What type of sporting event was attended?

Where? (Please specify the location)

Why did you choose this event?

Approximately how much was spent on the event?

How much, on average, is spent by your household on sporting events each year?

Mohawk Council of Akwesasne – Survey of Residents

Think about the last time you or someone from your household paid for sporting events...

What type of sporting event was attended?

Where? (Please specify the location)

Why did you choose this event?

Approximately how much was spent on the event?

How much, on average, is spent by your household on sporting events each year?

Have you or anyone else in your household attended a concert in the last 12 months?

- Yes
- No

Think about the last time you or someone from your household paid for concerts...

What type of concert was attended?

Where? (Please specify the location)

Why did you choose this event?

Approximately how much was spent on the concert?

How much, on average, is spent by your household on concerts each year?

Have you or anyone else in your household attended or visited a casino or bingo hall in the last 12 months?

- Yes
- No

Mohawk Council of Akwesasne – Survey of Residents

Think about the last time you or someone from your household paid for gambling at the casino or for bingo...

Where was the purchase made? (Please specify the location)

Why did you choose this location?

Approximately how much was spent on the activities?

How much, on average, is spent by your household on gambling and/or bingo each month?

Please specify which activities you paid for:

Bingo at a casino or bingo hall

CKON Bingo

Gambling

Have you or anyone else in your household attended theatre (i.e. movie or live theatre) in the last 12 months?

Yes

No

Think about the last time you or someone from your household paid for going to the theatre (movie or live theatre)...

Type of theatre (movie, playhouse etc)

Where? (Please specify the location)

Why did you choose this location?

Approximately how much was spent on the theatre?

How much, on average, is spent by your household on theatre each year?

Have you or anyone else in your household participated recreational and/or athletic activities (e.g. hockey, karate, fitness etc.) in the last 12 months?

Yes

No

Mohawk Council of Akwesasne – Survey of Residents

Think about the last time you or someone from your household paid for hobbies such as recreational fees and athletic activities (i.e. club/league membership, hockey registration, karate, fitness etc.)...

Please specify the type of hobbies or recreational/athletic activities paid for over the past month.

Where was the activity? (Please specify the location)

Why did you choose this location?

Approximately how much was spent on the hobbies and recreational/athletic activities specified above over the past month?

How much, on average, is spent by your household on recreational/athletic activities each year?

Can you think of any opportunities to broaden entertainment options within the Territory?

Please specify.

Please provide any additional comments and feedback you may have.

Appendix B – Business Survey

ABOUT THE SURVEY – TELEPHONE OR IN PERSON

Hello, may I speak to the owner of [INSERT NAME OF BUSINESS].

My name is _____ and I am [calling on behalf of]/[working for] MNP. We are conducting a survey of business spending for the Mohawk Council of Akwesasne. The results of this survey will be used to estimate the amount of spending that occurs within the three districts of Akwesasne and the amount of spending that is done by residents of Akwesasne outside of the three districts. In addition the impact on local businesses of the 2009 relocation of the toll booth will be estimated.

Participation in the survey is voluntary. However, your cooperation is extremely important to ensure that the resulting estimates are accurate.

Everyone who completes a survey will be entered into a weekly draw for one of three CKON radio bingo packages. The draws will take place between April 4 and May 2, 2014.

Has your business already participated in this survey?

[YES] Thank you for your time. We can only have one survey per business. [HANG UP]

[NO] Would you like your business to participate in the survey?

NO] Thank you for your time. [HANG UP]

[YES] Are you the person in your household most familiar with the businesses revenues and expenditures?

[NO] May I speak the person who would have the most knowledge of business revenues and expenditures?

[REPEAT FROM START FOR NEW RESPONDENT]

[YES]

The survey will take approximately 30 minutes to complete. Do you have time now to answer the questions or would you like to set up another time to complete the survey?

[AT START OF INTERVIEW]

MNP is acting as an independent third party in this study. The results will be reported collectively and in aggregate with no ability to identify individual respondents or businesses. All information provided to MNP, including completed surveys, will be used only for the purpose of this study.

By completing this survey you are consenting to the collection of information about your business by MNP. This information will be used only for the purposes of this study and will not be disclosed to anyone, including study partners, for any reason without your further prior consent.

Mohawk Council of Akwesasne – Survey of Businesses

Introduction

This survey is being conducted by MNP LLP ("MNP") on behalf of the Mohawk Council of Akwesasne as part of an Economic Leakage Study. The study's goals are to quantify economic leakage from the Akwesasne Mohawk Territory and to identify the reasons for this leakage.

As part of the study, MNP is collecting data from businesses located on Akwesasne Mohawk Territory (the "Territory"). Data collected from businesses will be used to estimate the amount of economic activity generated by businesses in the Territory and to estimate the amount paid to suppliers both within and outside to the Territory. The data will also provide insight into the impact of the 2009 relocation of the CBSA port of entry on businesses.

The information we collect from the study will ultimately be used to establish performance metrics (benchmarks) to monitor how the economy of Akwesasne changes over the next five to ten years. Your participation is voluntary and all information collected will be treated as confidential. No individual responses will be reported.

* This Economic Leakage study seeks to quantify the level and type of spending that occurs outside the geographic boundaries of the Akwesasne Mohawk Territory by its residents.

Confidentiality

MNP is acting as an independent third party in this study and is collecting data on behalf of the Mohawk Council of Akwesasne. All information provided to MNP, including completed surveys, will only be used by MNP for the purpose of this study. The results will be reported collectively and in aggregate, without the identification of individual respondents or businesses.

MNP is committed to maintaining the security, confidentiality and accuracy of the personal information we collect to provide the highest level of service to our clients. Our privacy policy adheres to both the guidelines and principals underlying the Personal Information Protection and Electronic Documents Act, as well as our own commitment to ensuring that clients are comfortable providing us with personal information. The MNP Privacy Policy can be viewed at: [MNP Privacy Policy](#).

By completing this survey you are consenting to the collection of personal information by MNP as described.

About MNP

MNP is one of the largest chartered accountancy and consulting firms in Canada, providing client-focused accounting, taxation and consulting advice. National in scope and local in focus, MNP has proudly served individuals and public and private companies for more than 65 years. For more information, visit www.mnp.ca

Instructions

If you are completing the survey online, the information you input enters our database as soon as you enter it. If you need to change your response before completing the survey use the prompts (prev) to go back to the response you need to change. The survey should take approximately 20-30 minutes to complete.

You may find it easier to complete the survey if you have your most recent annual financial statements for your business in front of you.

Mohawk Council of Akwesasne – Survey of Businesses

Has a survey already been completed for your business?

- Yes
- No
- Don't Know

Contact Information

Business name:

Business location:

- Tsi Snaihne
- Kana:takon
- Kawehno:ke

Mohawk Council of Akwesasne – Survey of Businesses

What type of business do you operate?

- Arts/Crafts/Culture
- Automotive repair or sales
- Communications
- Construction/Home Repair/Renovations
- Convenience/Fuel
- Retail Tobacco Sales
- Entertainment
- Grocery
- Health/Beauty/Wellness
- Marina
- Organization/Association
- Professional Services (Accounting, Consulting, Legal, Financial Services)
- Real Estate
- Restaurants/Bars/Food/Beverage
- Retail (Sporting Goods, Clothing etc)
- Recreation/Fitness
- Tobacco manufacturing
- Transportation
- Travel
- Other (please specify)

What are the main products or services your business provides?

Mohawk Council of Akwesasne – Survey of Businesses

In what district does your business primarily operate?

- Tsi Snaihne
- Kana:takon
- Kawehno:ke

How many locations does your business have (including this location)?

Where is your business headquartered?

Does your business sell products or services outside of the Territory of Akwesasne?

- Yes
- No

What geographic area(s) does it cover? (Select all that apply)

- Akwesasne, Canadian Side
- Akwesasne, US Side
- Cornwall, Ontario
- Franklin County, New York
- St Lawrence County, New York
- Clinton County, New York
- Other (please specify)

Mohawk Council of Akwesasne – Survey of Businesses

Which of the following describes your type of organization ownership?

- Unincorporated partnership
- Sole proprietorship
- Cooperative
- Franchise
- Community-owned business
- Don't know/no response
- Other (please specify)

What are your plans for your business in the next 12 months?

Do you plan to expand the business?

- Yes
- No
- Not applicable

If yes, please explain if you plan on hiring additional employees or expanding business locations.

Do you plan to change the nature of the business?

- Yes
- No
- Not applicable

If yes, please explain how you plan to change the nature of the business.

Mohawk Council of Akwesasne – Survey of Businesses

Do you plan on closing down the business?

- Yes
- No
- Not applicable

If yes, please indicate the reasons for planned business closure.

Do you plan on selling the business?

- Yes
- No
- Not applicable

If yes, please indicate the reasons for wanting to sell the business.

If you have plans to change your business in the next 12 months that are not listed above, please describe what changes you have planned?

Using your financial statement, please estimate the following financial information based on your most recent year of operation.

Over the last 12 months, approximately what were the gross revenues for your business?

- Less than \$49,999
- \$50,000 - \$99,999
- \$100,000 - \$149,999
- \$150,000 - \$199,999
- \$200,000 - \$299,999
- \$300,000 - \$499,999
- \$500,000 - \$999,999
- More than \$1,000,000

Mohawk Council of Akwesasne – Survey of Businesses

Approximately what percentage of your business revenues come from customers residing within the Territory versus customers residing outside Territory? (total should equal 100%)

% from off-reserve business customers

% from on-reserve business customers

Which of the following best describes your expectation for your business revenues over the next 12 months?

- Revenues will decrease significantly
- Revenues will decrease moderately
- Revenues will be similar to the previous 12 months
- Revenues will increase moderately
- Revenues will increase significantly
- Not applicable

Please explain why you made this selection.

Please estimate your total business operating expenses based on your most recent year of operation.

Wages and Salaries (for all staff employed over the last year including wages paid to the business owner)

Estimated total \$

Staff Benefits

Estimated total \$

Mohawk Council of Akwesasne – Survey of Businesses

Operating Expenses (ie: travel, training, equipment maintenance and repair, vehicle expenses)

Estimated total \$

Utilities

Estimated Total \$

Insurance

Estimated Total \$

Location of broker

Bank Charges (including loan/overdraft interest)

Estimated Total \$

Lease/Rent

Estimated Total \$

For the following expenses, please estimate your total business operating expenses based on your most recent year of operation and indicate approximately what share of the expenditure is made to suppliers located in the specified regions.

Inventory or materials

Estimated Total \$

Please indicate approximately what share of the expenditure is made to suppliers located in the following areas (total should add to 100 percent):

Akwesasne, Canadian Side

Akwesasne, US Side

Cornwall, ON

Franklin County, New York

St Lawrence County, New York

Clinton County, New York

Other

Office Supplies

Estimated Total \$

Mohawk Council of Akwesasne – Survey of Businesses

Please indicate approximately what share of the expenditure is made to suppliers located in the following areas (total should add to 100 percent):

Akwesasne, Canadian Side	<input type="text"/>
Akwesasne, US Side	<input type="text"/>
Cornwall, ON	<input type="text"/>
Franklin County, New York	<input type="text"/>
St Lawrence County, New York	<input type="text"/>
Clinton County, New York	<input type="text"/>
Other	<input type="text"/>

Advertising (e.g. website, radio, newspaper, flyers etc.)

Estimated Total \$

Please indicate approximately what share of the expenditure is made to suppliers located in the following areas (total should add to 100 percent):

Akwesasne, Canadian Side	<input type="text"/>
Akwesasne, US Side	<input type="text"/>
Cornwall, ON	<input type="text"/>
Franklin County, New York	<input type="text"/>
St Lawrence County, New York	<input type="text"/>
Clinton County, New York	<input type="text"/>
Other	<input type="text"/>

Professional Services (e.g. business consulting, bookkeeping etc.)

Estimate Total \$

Please indicate approximately what share of the expenditure is made to suppliers located in the following areas (total should add to 100 percent):

Akwesasne, Canadian Side	<input type="text"/>
Akwesasne, US Side	<input type="text"/>
Cornwall, ON	<input type="text"/>
Franklin County, New York	<input type="text"/>
St Lawrence County, New York	<input type="text"/>
Clinton County, New York	<input type="text"/>
Other	<input type="text"/>

Property Maintenance

Estimated Total \$

Mohawk Council of Akwesasne – Survey of Businesses

Please indicate approximately what share of the expenditure is made to suppliers located in the following areas (total should add to 100 percent):

Akwesasne, Canadian Side	<input type="text"/>
Akwesasne, US Side	<input type="text"/>
Cornwall, ON	<input type="text"/>
Franklin County, New York	<input type="text"/>
St Lawrence County, New York	<input type="text"/>
Clinton County, New York	<input type="text"/>
Other	<input type="text"/>

Delivery/Shipping/Warehousing

Estimated Total \$

Please indicate approximately what share of the expenditure is made to suppliers located in the following areas (total should add to 100 percent):

Akwesasne, Canadian Side	<input type="text"/>
Akwesasne, US Side	<input type="text"/>
Cornwall, ON	<input type="text"/>
Franklin County, New York	<input type="text"/>
St Lawrence County, New York	<input type="text"/>
Clinton County, New York	<input type="text"/>
Other	<input type="text"/>

Donations to Community Organizations

Estimated Total \$

Please indicate approximately what share of the expenditure is made to suppliers located in the following areas (total should add to 100 percent):

Akwesasne, Canadian Side	<input type="text"/>
Akwesasne, US Side	<input type="text"/>
Cornwall, ON	<input type="text"/>
Franklin County, New York	<input type="text"/>
St Lawrence County, New York	<input type="text"/>
Clinton County, New York	<input type="text"/>
Other	<input type="text"/>

Mohawk Council of Akwesasne – Survey of Businesses

Other - please specify

Expense Type

Estimated Total \$

Please indicate approximately what share of the expenditure is made to suppliers located in the following areas (total should add to 100 percent):

Akwesasne, Canadian Side

Akwesasne, US Side

Cornwall, ON

Franklin County, New York

St Lawrence County, New York

Clinton County, New York

Other

Please complete the following sections for the four suppliers that account for most of your non-wage expenditures.

Supplier 1

What types of goods do you purchase from this supplier?

Where is this supplier located?

- Akwesasne, Canadian Side
- Akwesasne, US Side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County, New York
- Other (please specify)

Mohawk Council of Akwesasne – Survey of Businesses

How frequently do you make purchases from this supplier?

- At least once a week
- 2 or 3 times per month
- Once a month
- 5 to 8 times per year
- Less than 5 times per year
- Other (please specify)

Approximately how much do you pay to this supplier each year?

Supplier 2

What types of goods do you purchase from this supplier?

Where is this supplier located?

- Akwesasne, Canadian Side
- Akwesasne, US Side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County, New York
- Other (please specify)

How frequently do you make purchases from this supplier?

- At least once a week
- 2 or 3 times per month
- Once a month
- 5 to 8 times per year
- Less than 5 times per year
- Other (please specify)

Mohawk Council of Akwesasne – Survey of Businesses

Approximately how much do you pay to this supplier each year?

Supplier 3

What types of goods do you purchase from this supplier?

Where is this supplier located?

- Akwesasne, Canadian Side
- Akwesasne, US Side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County, New York
- Other (please specify)

How frequently do you make purchases from this supplier?

- At least once a week
- 2 or 3 times per month
- Once a month
- 5 to 8 times per year
- Less than 5 times per year
- Other (please specify)

Approximately how much do you pay to this supplier each year?

Supplier 4

What types of goods do you purchase from this supplier?

Mohawk Council of Akwesasne – Survey of Businesses

Where is this supplier located?

- Akwesasne, Canadian Side
- Akwesasne, US Side
- Cornwall, ON
- Franklin County, New York
- St Lawrence County, New York
- Clinton County, New York
- Other (please specify)

How frequently do you make purchases from this supplier?

- At least once a week
- 2 or 3 times per month
- Once a month
- 5 to 8 times per year
- Less than 5 times per year
- Other (please specify)

Approximately how much do you pay to this supplier each year?

How many people (including yourself) are currently employed in your business?

How many of your staff (including yourself) currently reside within the districts of Tsi Snaihne, Kana:takon Kawehno:ke and the US side of Akwesasne?

Mohawk Council of Akwesasne – Survey of Businesses

What specific benefits/incentives, if any, does your business provide to your employees?

Please check all that apply.

- Do not offer benefits
- Life insurance
- Bonuses
- Discounts
- Pension fund
- Employment Insurance
- Workers' Compensation
- Other, please specify

If you offer bonuses, please specify what type of bonus you offer.

If you offer discounts, please specify what type of discount you offer.

The next section of the survey collects information on the impact the location of the toll booth on businesses in Akwesasne.

How is your business impacted by the location of the toll booth (Please select all that apply)?

- Customers are not willing to come from Cornwall, ON
- Suppliers charge higher rates for deliveries
- Suppliers will not deliver because of the time it takes to go through the toll booth
- Other (please specify)

Mohawk Council of Akwesasne – Survey of Businesses

When was your business established?

- Before 2009
- 2009
- 2010
- 2011
- 2012
- 2013
- Don't Know

Has the size of your business changed since 2009?

- Yes
- No
- Don't Know

How has the size of your business changed since 2009?

Have you expanded the business by opening new location(s)?

- Yes
- No

If yes, please specify the number of new locations and the district they are located in.

Have you expanded the business by hiring additional employees?

- Yes
- No

If yes, please specify how many new employees were hired and what positions were filled

Mohawk Council of Akwesasne – Survey of Businesses

Have you downsized the business by closing a location?

- Yes
 No

If yes, please specify what location was closed and the reasons(s) for closure?

Have you downsized the business by reducing the number of employees?

- Yes
 No

If yes, please specify how many employees were let go, laid off, or left the company voluntarily and the reasons for such downsize.

If your business has changed in a way that is not listed above, please describe how it has changed.

Has the Seaway International Bridge Corporation's decision to relocate the CBSA port of entry to the City of Cornwall impacted your business in any way?

- Yes
 No
 Don't Know

Please specify the way(s) in which your business was impacted by the relocation of the CBSA port of entry (e.g. posed challenges for the delivery of goods and services etc.).

Mohawk Council of Akwesasne – Survey of Businesses

As part of this study the Mohawk Council of Akwesasne would like to develop a database of employment within the Territory. The next few questions ask about the types of positions in your business and the wages for each of these positions. Do not include business owner as a position but do include positions which are currently vacant but are being temporarily filled by the business owner or a member of the business owner's family.

A position refers to the type of job or the job title. For example, a business with 4 employees in total who all work as cashiers would have 1 position. If the four employees are divided between cashiers and stock clerks then the business would have two positions. How many different types of positions do you have in your business?

What is the job title for the [first, second, third ...] position?

Please fill in the applicable categories. Answer average monthly earnings OR average hourly rate, depending on how each position is compensated.

Hourly wage

Annual salary

FT positions (more than 30 hours per week)

PT positions (less than 30 hours per week)

Seasonal positions (only employed at specific times of the year)

What is the job title for the [first, second, third ...] position?

Please fill in the applicable categories. Answer average monthly earnings OR average hourly rate, depending on how each position is compensated.

Hourly wage

Annual salary

FT positions (more than 30 hours per week)

PT positions (less than 30 hours per week)

Seasonal positions (only employed at specific times of the year)

Mohawk Council of Akwesasne – Survey of Businesses

What is the job title for the [first, second, third ...] position?

Please fill in the applicable categories. Answer average monthly earnings OR average hourly rate, depending on how each position is compensated.

Hourly wage	<input type="text"/>
Annual salary	<input type="text"/>
# FT positions (more than 30 hours per week)	<input type="text"/>
# PT positions (less than 30 hours per week)	<input type="text"/>
# Seasonal positions (pnly employed at specific times of the year)	<input type="text"/>

What is the job title for the [first, second, third ...] position?

Please fill in the applicable categories. Answer average monthly earnings OR average hourly rate, depending on how each position is compensated.

Hourly wage	<input type="text"/>
Annual salary	<input type="text"/>
# FT positions (more than 30 hours per week)	<input type="text"/>
# PT positions (less than 30 hours per week)	<input type="text"/>
# Seasonal positions (pnly employed at specific times of the year)	<input type="text"/>

What is the job title for the [first, second, third ...] position?

Mohawk Council of Akwesasne – Survey of Businesses

Please fill in the applicable categories. Answer average monthly earnings OR average hourly rate, depending on how each position is compensated.

Hourly wage	<input type="text"/>
Annual salary	<input type="text"/>
# FT positions (more than 30 hours per week)	<input type="text"/>
# PT positions (less than 30 hours per week)	<input type="text"/>
# Seasonal positions (pnly employed at specific times of the year)	<input type="text"/>

What is the job title for the [first, second, third ...] position?

Please fill in the applicable categories. Answer average monthly earnings OR average hourly rate, depending on how each position is compensated.

Hourly wage	<input type="text"/>
Annual salary	<input type="text"/>
# FT positions (more than 30 hours per week)	<input type="text"/>
# PT positions (less than 30 hours per week)	<input type="text"/>
# Seasonal positions (pnly employed at specific times of the year)	<input type="text"/>

What is the job title for the [first, second, third ...] position?

Please fill in the applicable categories. Answer average monthly earnings OR average hourly rate, depending on how each position is compensated.

Hourly wage	<input type="text"/>
Annual salary	<input type="text"/>
# FT positions (more than 30 hours per week)	<input type="text"/>
# PT positions (less than 30 hours per week)	<input type="text"/>
# Seasonal positions (pnly employed at specific times of the year)	<input type="text"/>

Mohawk Council of Akwesasne – Survey of Businesses

What is the job title for the [first, second, third ...] position?

Please fill in the applicable categories. Answer average monthly earnings OR average hourly rate, depending on how each position is compensated.

Hourly wage	<input type="text"/>
Annual salary	<input type="text"/>
# FT positions (more than 30 hours per week)	<input type="text"/>
# PT positions (less than 30 hours per week)	<input type="text"/>
# Seasonal positions (pnly employed at specific times of the year)	<input type="text"/>

What is the job title for the [first, second, third ...] position?

Please fill in the applicable categories. Answer average monthly earnings OR average hourly rate, depending on how each position is compensated.

Hourly wage	<input type="text"/>
Annual salary	<input type="text"/>
# FT positions (more than 30 hours per week)	<input type="text"/>
# PT positions (less than 30 hours per week)	<input type="text"/>
# Seasonal positions (pnly employed at specific times of the year)	<input type="text"/>

What is the job title for the [first, second, third ...] position?

Mohawk Council of Akwesasne – Survey of Businesses

Please fill in the applicable categories. Answer average monthly earnings OR average hourly rate, depending on how each position is compensated.

Hourly wage	<input type="text"/>
Annual salary	<input type="text"/>
# FT positions (more than 30 hours per week)	<input type="text"/>
# PT positions (less than 30 hours per week)	<input type="text"/>
# Seasonal positions (pnly employed at specific times of the year)	<input type="text"/>

What is the job title for the [first, second, third ...] position?

Please fill in the applicable categories. Answer average monthly earnings OR average hourly rate, depending on how each position is compensated.

Hourly wage	<input type="text"/>
Annual salary	<input type="text"/>
# FT positions (more than 30 hours per week)	<input type="text"/>
# PT positions (less than 30 hours per week)	<input type="text"/>
# Seasonal positions (pnly employed at specific times of the year)	<input type="text"/>

What is the job title for the [first, second, third ...] position?

Please fill in the applicable categories. Answer average monthly earnings OR average hourly rate, depending on how each position is compensated.

Hourly wage	<input type="text"/>
Annual salary	<input type="text"/>
# FT positions (more than 30 hours per week)	<input type="text"/>
# PT positions (less than 30 hours per week)	<input type="text"/>
# Seasonal positions (pnly employed at specific times of the year)	<input type="text"/>

Mohawk Council of Akwesasne – Survey of Businesses

What is the job title for the [first, second, third ...] position?

Please fill in the applicable categories. Answer average monthly earnings OR average hourly rate, depending on how each position is compensated.

Hourly wage

Annual salary

FT positions (more than 30 hours per week)

PT positions (less than 30 hours per week)

Seasonal positions (only employed at specific times of the year)

What is the job title for the [first, second, third ...] position?

Please fill in the applicable categories. Answer average monthly earnings OR average hourly rate, depending on how each position is compensated.

Hourly wage

Annual salary

FT positions (more than 30 hours per week)

PT positions (less than 30 hours per week)

Seasonal positions (only employed at specific times of the year)

What is the job title for the [first, second, third ...] position?

Mohawk Council of Akwesasne – Survey of Businesses

Please fill in the applicable categories. Answer average monthly earnings OR average hourly rate, depending on how each position is compensated.

Hourly wage	<input type="text"/>
Annual salary	<input type="text"/>
# FT positions (more than 30 hours per week)	<input type="text"/>
# PT positions (less than 30 hours per week)	<input type="text"/>
# Seasonal positions (only employed at specific times of the year)	<input type="text"/>

Please provide any additional comments and feedback you may have on spending patterns by businesses or customers in the Akwesasne Territory.

Appendix C – About MNP

MNP is the fastest growing major chartered accountancy and management consulting firm in Canada. Founded in 1945, MNP has grown from a single office in Manitoba to more than 70 offices and nearly 3,000 team members across Canada.

MNP is a member of Praxity AISBL, a global alliance of independent firms, which enables us to access a broad range of industry specific expertise worldwide.

At MNP, our professionals are the driving force behind our success. They continue to demonstrate our culture and values which is integral to the way we conduct business, both internally and externally. As such, MNP is proud to be recognized for the fourth year in a row as one of the *50 Best Employers in*



Canada by *Report On Business* magazine.

MNP's economics and research practice provides analysis and research services that encompass a wide range of statistical, economic and program evaluation applications. Our work helps clients make strategic decisions, evaluate programs and business alternatives, determine economic and financial contributions and develop public policy. Our team of economists, statisticians and business professionals has served clients from across Canada and the United States. Our expertise includes:

Economic Impact Studies

Statistical and Econometric Forecast Models

Industry Analysis

Cost Benefit Analysis

Negotiation Support

Overhead Studies

Program Evaluation

Market Analysis