



**Annual Report  
to the Community**  
April 1, 2020 - March 31, 2021





Wa'tkwanonhwera:ton! It is our pleasure to present Kahnawa'kehró:non with this year's Annual Report. As always, the Mohawk Council of Kahnawà:ke strives to provide political and operational services in an efficient, responsible and transparent manner.

This report focuses on the fiscal year 2020-2021, which has been a period like no other in our lifetime. Niawenhkó:wa to the employees of the organization, who have performed at the highest level possible despite the incredible challenges brought forth by COVID-19. While the pandemic affected the entire world, the MCK, in its role, had the obligation to continue to provide the services necessary for us to cope collectively. Like others in essential services throughout the community, the staff has earned our utmost respect and thanks.

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# Executive Director – Onerahtókha Karlie Marquis

The pandemic has created uncertainty throughout the world, and especially here in Kahnawà:ke. It has become more important than ever to maintain a steady course in achieving our community's goals. I would like to acknowledge all of our MCK employees and community members for their ongoing dedication, flexibility and resolve as we continue to move past an unprecedented and challenging year of transition and reallocation of community resources. We have and will keep on striving to ensure that organizational disruption is kept to a minimum as we move out of the pandemic and back towards a more normal way of working.

Ensuring prudent fiscal management in this past year required constant reprioritization and adaptation as the economy recovered through the various restrictions, directives and phases brought about from the pandemic. We continuously monitored and evaluated our revenue and expenditures to maintain our strong financial stability. Our efforts of the past year have generated meaningful and visible results within the organization and the community.

Together we continue to navigate the complexities of the new way of working and I look forward to leading the organization in a strategic and fiscally responsible way. As the MCK now evolves and moves into this new direction, I am confident that we will accomplish great feats through the shared vision of our community.

To all community members and employees of the MCK: We are strong, we are proud, and when we work as a collective, we can accomplish anything.

Niawenhkó:wa



# Ohén:ton Í:iente ne Ratitsénhaienhs Kahsennenhawe Sky-Deer

2021 has seen great change. In July, the community elected several first-time Ratitsénhaienhs and myself as the first woman Grand Chief or Ohén:ton Í:iente ne Ratitsénhaienhs. If we are to succeed moving ahead, we must continue to face our challenges together as a collective, with the elected representatives and the community. We must remember to utilize our principles as Onkwehón:we and Kanien'kehá:ka People as we work towards the realization of the 2009 Shared Community Vision Statement.

At this time I would like to take a moment to acknowledge the late Grand Chief Joseph Tokwiro Norton, who since 1978, played such a key role in the community's development. His influence will be felt for many years to come. I sincerely appreciate the time he took to take me under his wing and to share his knowledge and vision for Kahnawà:ke.

Finally, I wish to acknowledge the on-going efforts to promote and enhance our Language and Culture. These are the foundation of our identity and Nationhood upon which we will continue to build a strong and vibrant future together.

On behalf of the Mohawk Council of Kahnawà:ke I wish each and every one of you peace, good health and happiness!



## Portfolios:

**Lead:** External Government Relations; and MCK Governance

**Secondary:** Education

Kahsennenhawe Sky-Deer was first elected to Council in 2009 and is now serving her first term as Ohén:ton Í:iente ne Ratitsénhaienhs (Grand Chief). She is a Kanien'kéha speaker, having graduated from Karonhianónhnha School, and remains a strong and passionate advocate for language and culture. Among her earlier feats, she was a professional football quarterback for the Daytona Beach Barracudas, and continues to golf and play softball when time permits. While in Florida, she earned a Bachelor of Arts degree in psychology from the University of Central Florida.



## Ratsénhaienhs Arnold Boyer

### Portfolios:

**Lead:** Infrastructure, Transport & Operations

**Secondary:** Public Safety; Health; and Community Social Affairs

Arnold Boyer only recently retired from a long career in the federal public service before deciding to put his efforts directly in his community. An extremely organized gentleman, Arnold has taken the lead on the Infrastructure, Transport & Operations portfolio. He also holds responsibilities on the Public Safety, Health and Community Social Affairs portfolios. He is very dedicated to his new role and holds a special interest in improving access for community members with disabilities, which is an area he specialized in during his time in the public service.



## Ratsénhaienhs Michael Delisle, Jr.

### Portfolios:

**Lead:** Economic Development

**Secondary:** Indigenous Rights & Research; External Government Relations; Regulatory Boards/Commissions & Labor; and Community Social Affairs

Michael Delisle, Jr. is the longest-serving Council member, being first elected in 1998. He became Grand Chief in 2004 and served in that capacity until 2015, and returned to office in 2018. He remains committed to work towards building relationships between the MCK and Tewaohni'saktha, and firmly supports private/public partnerships as the lead on the Economic Development portfolio. His expertise as former Grand Chief has been invaluable in helping address today's issues on several important portfolios, including the work to reestablish and to prioritize the Seigneurie file.





## Ratsénhaienhs Cody Diabo

### Portfolios:

**Lead:** Lands & Territories

**Secondary:** Environment; External Government Relations; Economic Development; Infrastructure, Transport & Operations; and Regulatory Boards/Commissions & Labor

Cody Diabo is a former Kahnawà:ke Peacekeeper who has shown great enthusiasm for taking on the challenges that come with the position of Ratsénhaienhs. Notably, he took on and continues to hold the lead role in addressing the issue of asbestos-containing materials. He is a strong supporter of sustainable energy projects and the environment, and he continues to advocate in those areas. He is the lead on the Lands & Territories portfolio, and a member of the External Government Relations, Environment and Economic Development portfolios.



## Ratsénhaienhs Bart Goodleaf

### Portfolios:

**Lead:** Health

**Secondary:** Lands & Territories; Indigenous Rights & Research; Economic Development; and Public Safety

A well-known successful businessperson, Barton Goodleaf surprised some when he entered the political arena. A former lacrosse player, in recent years he had become very active in philanthropical work in Kahnawà:ke and beyond. He continues to advocate for the business community and sits, as expected, as a member of the Economic Development portfolio. Additionally, Bart is a member of the Lands & Territories and Indigenous Rights & Research portfolios, and has been assigned the lead on the Health portfolio.

# Ietsénhaienhs Tonya Perron

## Portfolios:

**Lead:** Legislation; and Justice

**Secondary:** Administrative Affairs; MCK Governance; and Regulatory Boards/Commissions & Labor

Tonya Perron owned and operated a successful law practice prior to entering politics. From early on, her experience provided her with an excellent foundation to handle the Justice portfolio. She has also taken on the challenging Cannabis file, while working on the Finance, Operations & Administration, Governance, Legislation, and Administrative Affairs portfolios. She has often served as the chairperson of weekly Council meetings and, for that reason, works closely with Kabsennenhawe Sky-Deer to assist in her responsibilities as Ohén:ton Í:iente ne Ratitsénhaienhs.



# Ietsénhaienhs Jessica Lazare

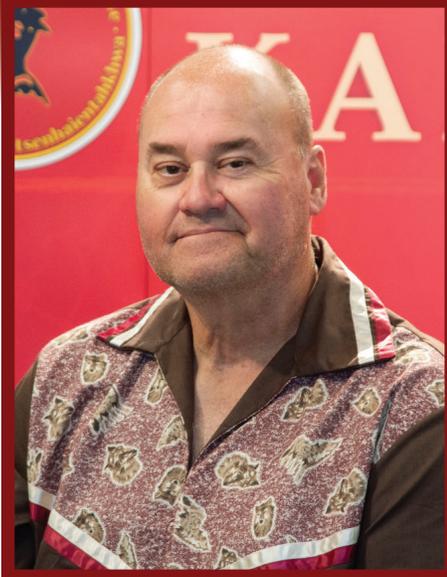
## Portfolios:

**Lead:** Heritage

**Secondary:** MCK Governance; Legislation; Indigenous Rights & Research; and Justice

Jessica Lazare is a newly-elected Ietsénhaienhs, having been elected in July 2021. She is a strong advocate of the Kanien'kéha revitalization and, as a result, has been assigned the lead in the Heritage portfolio. Her background in community engagement has placed her in a good position to use her skills in the Legislation, Justice, Governance and Indigenous Rights & Research portfolios. Despite her relatively young age, she is well known for her hard work in the community and was recognized with the Lori Nioi:ren Jacobs Memorial Recognition Award for volunteerism in 2018.





## Ratsénhaienhs Lindsay LeBorgne

### Portfolios:

**Lead:** Administrative Affairs

**Secondary:** Infrastructure, Transport & Operations; and Health

Veteran Ratsénhaienhs Lindsay LeBorgne was first elected to Council in 1992 and served seven straight terms until 2006, at which time he returned to ironworking. Upon his retirement, he returned to politics to utilize his skills as a communicator and community advocate. He leads the important Administrative Affairs portfolio, and the Finance, Administration & Operations Committee. He also sits on the Health, Infrastructure and Heritage portfolios. Lindsay is also a U.S. Navy veteran and former Peacekeeper.



## Ratsénhaienhs Ross Montour

### Portfolios:

**Lead:** Indigenous Rights & Research; and Environment

**Secondary:** Lands & Territories; External Government Relations; Economic Development; and Education

Ross Montour has had a diverse career in a variety of sectors. He has most recently worked as a journalist with the Eastern Door and is a very talented artist. He has been passionate and articulate in his role advocating for our rights and taking governments to task on their responsibilities. He was first elected in 2018 after serving as the K1037 talkshow host for several years. He currently is the lead on the Environment and Indigenous Rights & Research portfolios. He also takes a very active role in External Government Relations.

## Ratsénhaienhs Ryan Montour

### Portfolios:

**Lead:** Public Safety; and Regulatory Boards/Commissions & Labor

**Secondary:** Infrastructure, Transport & Operations; and Community Social Affairs

A U.S. military veteran, Ryan Montour is a newly-elected Ratsénhaienhs whose father, Johnny Montour, was also a Council member for seven terms between 1984 and 2011. A community organizer and volunteer, Ryan is a hard worker who has dedicated his time to helping others work towards sobriety and healing. He has taken on the challenging role as the lead on the Public Safety and Regulatory Boards/Commissions & Labor portfolios. He also has roles on the Community Social Affairs and Infrastructure, Transport & Operations portfolios.



## Ratsénhaienhs Alan John Rice

### Portfolios:

**Lead:** Community Social Affairs

**Secondary:** Environment; Indigenous Rights & Research; and Administrative Affairs

Alan John Rice is a newly-elected Ratsénhaienhs whose father, Davis, also served on Council for 14 years. Up until the election he held the position of General Manager for the Office of the Kahnawà:ke Kanien'kehá:ka Registry. He is an intelligent and thoughtful individual who has proven to be a strong administrator. These traits resulted in his being assigned a role on the Finance, Administration & Operations Committee. He is the lead on the Community Social Affairs portfolio and also sits on the Environment, and Indigenous Rights & Research portfolios.



## Ratsénhaienhs Harry Rice



### Portfolios:

**Lead:** Education

**Secondary:** Heritage; Lands & Territories; Regulatory Boards/  
Commissions & Labor; and Community Social Affairs

Harry Rice was a political novice when elected to office in 2018. He is the lead on the Education portfolio, where his passion has seen him engage at every level to work toward continuing improvement in this most important sector. He has also been a strong advocate in the Heritage portfolio. Harry is well known locally for his lifelong participation in sports from his time as a lacrosse player (“Breakaway Harry”) to his very successful coaching accomplishments in girls soccer and, thus, is well-suited to the lead on the Sports & Recreation file.

# Audited Report & Projected Budget for 2020-2021

Program Description

Audited Expenses  
2020-2021

Projected Budget  
2021-2022

## CLIENT-BASED SERVICES - Alexis Shackleton, Director

Kanienkeha Training	\$	309,316	\$	320,425
Membership Administration	\$	342,775	\$	457,992
Social Assistance - Basic Needs	\$	6,225,632	\$	6,139,451
Social Assistance - Employment	\$	22,303	\$	97,200
Social Assistance - Special Needs	\$	34,390	\$	42,528
Social Assistance - Miscellaneous	\$	34,416	\$	50,880
Social Assistance - SA Disability Subsidy	\$	3,010	\$	4,062
Social Assistance Covid-19	\$	11,161,026	\$	2,280,000
Social Assistance - Administration	\$	214,163	\$	292,136
Social Development Unit	\$	270,746	\$	442,494
Recreation Transfers	\$	89,442	\$	300,000
Elderly and Disabled Snow Removal Program	\$	44,284	\$	51,147
<b>UNIT TOTAL</b>	<b>\$</b>	<b>18,751,503</b>	<b>\$</b>	<b>10,478,315</b>

## HOUSING - Areti Malliarou, Director

CMHC Section 95 - Project #6	\$	3,890	\$	6,613
CMHC Section 95 - Project #5	\$	80,313	\$	22,862
CMHC Section 95 - Project #4	\$	50,986	\$	23,934
CMHC Section 95 - Project #3	\$	26,340	\$	16,844
CMHC Section 95 - Project #2	\$	40,754	\$	25,608
Social Housing Facility	\$	3,819	\$	16,117
CMHC Section 95 - Project #8	\$	-	\$	2,913
HOPE Home Ownership Program	\$	10,471	\$	10,221
MCK RTE Semi-Detached Housing	\$	42,516	\$	24,421
Community Housing New Construction	\$	43,098	\$	1,647,704
Community Housing Renovations	\$	100,630	\$	166,155
Housing Repairs	\$	34,873	\$	2,609
Housing Asset Improvements	\$	68,832	\$	1,487,544
Housing Management and Support	\$	589,582	\$	608,676
Multi-Dwelling Phase 1	\$	54,469	\$	88,779
<b>UNIT TOTAL</b>	<b>\$</b>	<b>1,150,573</b>	<b>\$</b>	<b>4,151,000</b>

# Audited Report & Projected Budget for 2020-2021

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## PUBLIC WORKS - Brendan Montour, Director

Organization Fuel Depot	\$	238,891	\$	335,532
Community Equipment Rentals	\$	95,716	\$	437,638
Town Garage	\$	151,915	\$	212,319
Solid Waste Management - Environment	\$	255,184	\$	61,540
Transfer Depot Relocation	\$	23,392	\$	-
Redevance - Waste Management	\$	22,231	\$	223,787
Recycling	\$	361,953	\$	424,818
Solid Waste MNGT Infrastructure	\$	172,053	\$	184,596
School Bus Daily Transportation	\$	1,146,062	\$	1,529,116
Maintenance Management Systems	\$	152,966	\$	158,435
Roads, Bridges Maintenance and Electrification	\$	958,040	\$	1,084,135
Filtration and Sewer System	\$	1,635,272	\$	1,966,963
Solid Waste Disposal	\$	561,192	\$	520,210
MCK Transport	\$	804,451	\$	855,669
Water & Waste Water - Add't O&M	\$	-	\$	-
Community Building Repairs	\$	153,467	\$	131,654
Water Treatment Plant - Membranes	\$	12,495	\$	-
<b>UNIT TOTAL</b>		<b>6,745,280</b>		<b>8,126,411</b>

## CAPITAL - Thomas Sky, Director

Uncommitted Funds	\$	-	\$	100,000
Water Network Flow Monitoring	\$	56,887	\$	50,000
Jacobs Hardware Area	\$	-	\$	960,231
Capital Administration	\$	255,964	\$	236,000
Rural Roads	\$	51,617	\$	30,000
207 Culvert Replacement	\$	144,834	\$	2,220,032
Water Network Study	\$	88,439	\$	-
Infrastructure Extension	\$	-	\$	102,000
Rabaska Road	\$	1	\$	-
Lot 106 - Phase II	\$	27,510	\$	1,100,000
Rural Roads - Semi Urban Upgrade	\$	-	\$	-
Remedial Measures	\$	-	\$	177,000
Plans and Specs	\$	103,470	\$	111,000
Section 95 Housing	\$	-	\$	931,111
Basin 10 River Road	\$	-	\$	950,000
Sewage Station Upgrade	\$	-	\$	-
Creek Rehab	\$	27,206	\$	12,500
Recreation Path	\$	-	\$	-
Bluecollar Park	\$	33,937	\$	155,000
External Engineering	\$	12,594	\$	-
War Eagle Road Paving	\$	-	\$	370,000
<b>UNIT TOTAL</b>	<b>\$</b>	<b>802,459</b>	<b>\$</b>	<b>7,504,874</b>

# Audited Report & Projected Budget for 2020-2021

Program Description	Audited Expenses 2020-2021	Projected Budget 2021-2022
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## LANDS UNIT - Martin Stacey, Director

Tiowero:ton	\$ 398,337	\$ 470,250
Land Management	\$ 192,291	\$ 273,511
Regional Lands Administration Program	\$ 285,452	\$ 285,451
Land Directorate	\$ 222,517	\$ 233,003
Land Use Planning	\$ 1,473	\$ 17,000
Tioweroton Road and Bridge Repair	\$ 30,373	\$ 44,905
Tioweroton Building	\$ -	\$ 18,128
<b>UNIT TOTAL</b>	<b>\$ 1,130,443</b>	<b>\$ 1,342,248</b>

## KAHNAWÀ:KE ENVIRONMENT PROTECTION OFFICE - Lynn Jacobs, Director

Environment	\$ 411,950	\$ 630,323
Climate Change	\$ -	\$ -
Environment Site Assessment Kahnawà:ke Golf Group	\$ 94,491	\$ -
Env Consultations and Project Admin	\$ 77,576	\$ -
IHPP Aquatic Monitoring Program	\$ 23,464	\$ -
Dump Site Classification	\$ 12,500	\$ -
Recreation Bay - Detailed Design	\$ 157,430	\$ 329,466
Enhanced Maritime Situational Awareness	\$ 114,403	\$ -
<b>UNIT TOTAL</b>	<b>\$ 891,814</b>	<b>\$ 959,789</b>

## FINANCE & ADMINISTRATION - Erica Delisle, Director of Financial Services

Development of MCK Asset Management	\$ 40,000	\$ -
MCK Property	\$ 1,088,685	\$ 1,019,073
Covid 19	\$ 1,985,190	\$ 270,000
Financial Administration	\$ 406,725	\$ 466,755
Office Administration	\$ 341,410	\$ 557,544
Community Support	\$ 853,323	\$ (1,807,925)
Employee Pension Plan	\$ 3,422,833	\$ 3,120,819
Employee Benefits - Medical	\$ 627,600	\$ 616,906
Administration	\$ 127,422	\$ 312,991
Finance	\$ 794,465	\$ 1,097,931
Finance & Lease Costs	\$ 61,935	\$ 41,882
Summer Student Program	\$ 74,627	\$ 74,322
KOC Building	\$ 142,504	\$ 549,124
Amortization	\$ 4,537,390	\$ -
<b>UNIT TOTAL</b>	<b>\$ 14,504,109</b>	<b>\$ 6,319,422</b>

# Audited Report & Projected Budget for 2020-2021

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## EXECUTIVE DIRECTOR - Onerahtókha Marquis, Executive Director

Information Systems	\$	920,234	\$	1,217,851
MCK Computers	\$	154,930	\$	75,900
Wastewater management Software	\$	33,403	\$	-
KLO Liason Officer	\$	-	\$	80,400
Kahnawà:ke Labour Office Administration	\$	811,910	\$	864,636
Kahnawà:ke Labour Office Insurance	\$	1,364,610	\$	1,306,499
Elections	\$	-	\$	50,995
Legal Services	\$	999,113	\$	981,611
Community Planning	\$	46,351	\$	59,073
Community Inittatives Fund	\$	681,270	\$	177,391
Public Relations and Communications	\$	626,971	\$	542,108
Finance, Administration, Operations (FAO) Committee	\$	16,549	\$	18,000
Executive Director's Office	\$	517,239	\$	658,582
Purchasing Agent	\$	157,899	\$	142,831
Strategic Organizational Development	\$	425,317	\$	529,401
Executive Director's Committee	\$	1,799	\$	8,920
Management Development and Training	\$	8,691	\$	100,000
Succession Planning	\$	-	\$	368,066
Human Resources	\$	927,386	\$	1,068,019
Human Resources Database Program	\$	44,815	\$	-
MCK Organizational Health Checkup	\$	26,368	\$	-
Business and Economic Development	\$	328,688	\$	593,239
<b>UNIT TOTAL</b>	<b>\$</b>	<b>8,093,543</b>	<b>\$</b>	<b>8,843,522</b>

## JUSTICE SERVICES - Kevin Fleischer, Commissioner

Court Program	\$	544,065	\$	664,351
Restorative Justice	\$	118,971	\$	133,152
Victims of Crime Week	\$	21,639	\$	49,692
<b>UNIT TOTAL</b>	<b>\$</b>	<b>684,675</b>	<b>\$</b>	<b>847,195</b>

# Audited Report & Projected Budget for 2020-2021

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## PUBLIC SAFETY - Lloyd Phillips - Commissioner

Occupational Health and Safety	\$	72,331	\$	263,774
Covid 19 Task Force	\$	304,744	\$	50,979
Emergency Preparedness	\$	67,260	\$	160,965
Kahnawà:ke Search and Rescue Team	\$	7,794	\$	30,400
EPP External Contracts	\$	437	\$	-
Community Protection	\$	239,935	\$	450,059
St. Leonards Probation Contract	\$	87,769	\$	90,590
Lot 106 Remediation	\$	1,131,304	\$	-
Animal Protection	\$	133,585	\$	218,430
Conservation	\$	852	\$	23,400
Council Landfill	\$	122,786	\$	127,106
<b>UNIT TOTAL</b>	<b>\$</b>	<b>2,168,797</b>	<b>\$</b>	<b>1,415,703</b>

## PUBLIC SECURITY - Lloyd Phillips, Commissioner

Policing Organized Crime	\$	707,799	\$	760,951
Kah. Peacekeeper's Impound Yard	\$	9,120	\$	11,993
Public Security	\$	(160)	\$	-
Peacekeepers	\$	5,325,300	\$	5,446,192
Public Safety Commission	\$	272,287	\$	262,523
<b>UNIT TOTAL</b>	<b>\$</b>	<b>6,314,346</b>	<b>\$</b>	<b>6,481,659</b>

## SPORTS & RECREATION - Mackenzie Whyte, Interim Director

Kahnawake Sports Complex	\$	525,009	\$	679,793
Rediscover Winter	\$	56,707	\$	-
Traditional Sports & Support	\$	34,284	\$	-
Recreation Splashpad Project	\$	18,972	\$	-
Sports Complex Snack Bar	\$	20,579	\$	52,798
Recreation	\$	11,769	\$	8,460
Parks and Fields Maintenance	\$	24,318	\$	66,531
<b>UNIT TOTAL</b>	<b>\$</b>	<b>691,638</b>	<b>\$</b>	<b>807,582</b>

# Audited Report & Projected Budget for 2020-2021

Program Description

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## ADVISORY SERVICES - Dwaine White, General Manager

Consultation Support	\$	10,465	\$	-
Alcohol Beverage Control Board	\$	31,914	\$	32,677
Transport Canada (PAIR)	\$	-	\$	-
SSSL Specific Claims - Seigneurie Research	\$	25,000	\$	50,000
Re-orientation of Self Government	\$	65,769	\$	144,166
KLCC	\$	161,365	\$	162,793
SSSL	\$	48,099	\$	377,877
Gaming Commission Office	\$	736,310	\$	1,061,538
Tiohtia:ke Research Project	\$	111,105	\$	139,250
Digital Registry - Indigenous Ceramics	\$	18,574	\$	-
St. Catherine Wharf	\$	-	\$	-
Port of Quebec - WHARF Program	\$	12,054	\$	-
Indian Day School Settlement	\$	39,705	\$	50,577
Contrecoeur Prot Terminal	\$	32,402	\$	-
OCC Operations	\$	961,037	\$	1,063,862
Multi-Purpose Building	\$	27,750	\$	-
Highway 35 Extension Projection	\$	-	\$	-
Indigenous Knowledge	\$	4,822	\$	-
ILCEPC	\$	11,410	\$	-
<b>UNIT TOTAL</b>	<b>\$</b>	<b>2,297,781</b>	<b>\$</b>	<b>3,082,740</b>

## OFFICE OF COUNCIL OF CHIEFS - Dwaine White, General Manager

Council Secretariat	\$	983,890	\$	1,185,342
Mohawk Governance Project	\$	85,952	\$	26,800
Cannabis Control Board	\$	64,792	\$	237,193
Aquaponic Farm Project	\$	84,625	\$	-
<b>UNIT TOTAL</b>	<b>\$</b>	<b>1,219,259</b>	<b>\$</b>	<b>1,449,335</b>

Total Audited Expenses  
2020-2021  
**\$ 65,446,220**

## GRAND TOTAL

Projected Budget  
2021-2022  
**\$ 61,809,796**



**NIAWENHKÓ:WA KAHNAWA'KEHRÓ:NON**

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