



APRIL 1, 2021 - MARCH 31, 2022

# ANNUAL REPORT

Akwé:kon ne Kahnawa'kehró:non aionkwató:kenhse tsi nahò:ten  
í:wes ne tsóhsera tkarihwíneken



# EXECUTIVE DIRECTOR ONERAHTÓKHA KARLIE MARQUIS

*In April of 2022, I completed my first year as MCK's newest Executive Director. From the onset, it has been my goal to lead this organization in a strategic and fiscally responsible way, which I am proud to say, we have accomplished.*

The COVID-19 pandemic was still ongoing during the 2021-2022 fiscal year. The first challenging year of the pandemic taught us how to better equip ourselves to work as safely and responsibly as possible as we returned to a state of normalcy. The return to the office and non-essential work meant we were able to resume the important work that was on hold and re-enable our ability to provide services as effectively and efficiently as possible.

During this fiscal year, there was an expansion to our executive team that enabled the organization to more effectively address the needs of both the organization and the community. Between October and November, two new Executive Officers joined the MCK: an Executive Administrative Officer and an Executive Revenue Officer. Post 2021-2022 fiscal, there was the addition of four Executive Officers: an Executive Financial Officer, an Executive Strategic and Accountability Officer, Executive Operations Officer, and Executive Infrastructure Officer, who now complete our Executive Team. Together, we will move the organization in a direction that will see positive impacts throughout.

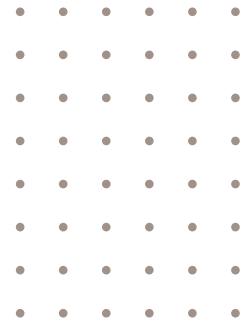
The previous MCK Strategic Plan came to an end in March 2022. The new Strategic Plan is in final stages of completion and will be aligned with Community Vision Statement to help support its realization. The new plan aligns with the Community Vision Statement, the Council of Chiefs political and administrative priorities, and was designed to include community and organizational input in its design. "Accountability" is the general principle and priority theme that will be an important aspect of the plan.

As we continue to strengthen MCK's leadership, increasing and developing resources and supports, and planning projects that reflect the priorities of our people, I will continue to work to ensure our beautiful community has everything it needs to remain strong and resilient.

Executive Director



# OHÉN:TON Í:IENTE NE RATITSÉNHAIENHS KAHSENNENHAWE SKY-DEER



The year 2022 has been noteworthy for many things, none more so than the return to normalcy after two years of living through the challenges of COVID-19. As a community, we weathered the storm better than most, thanks to the hard work of Kahnawa'kehró:non, organizations, and departments who did their very best to keep us all safe.

On the political front, a great deal of work has gone into creating greater transparency and accountability. A prime example is the implementation of the MCK Governance Framework, which includes a Terms of Reference and Code of Conduct, which codifies the activities, expectations, and behavior of the Ratitsénhaienhs. It provides improved complaints and disciplinary processes for persons with issues so they can be addressed fairly and promptly.

The ground-breaking Kahnawà:ke Governance Project, with Taiaiake Alfred leading in conjunction with a Community Advisory Group, is proving to be an important step in helping set the course for Kahnawà:ke's future decision-making and Government processes.

As the Kahnawa'kehró:non Ratitsénhaienhs, we are fortunate to be comprised of a group of people that continue to work cohesively for the betterment of the collective community. We have a diverse and committed table that mixes the wisdom of experience with the energy and enthusiasm of youth. All support the efforts to increase engagement with the community and take our role's many challenges head-on.

We also wish to acknowledge our dedicated management and staff, who are responsible for providing the numerous services that the community expects and deserves. As the community grows, the Mohawk Council of Kahnawà:ke must be prepared to address tomorrow's needs as well as the current ones. As the Baby Boomers enter their retirement years, we have been fortunate to continue attracting and gathering a new core of motivated, energetic and highly-educated people to fill their roles. The future looks bright for Kahnawà:ke.

Finally, I share the community's pride regarding the ongoing efforts to promote and enhance our Language and Culture, as these are the foundations on which we define ourselves. I am especially excited as we get closer to breaking ground on our new multi-purpose facility that will host our Cultural Center, Museum, Theatre, Tourism Office and become a central community gathering space.

On behalf of the Mohawk Council of Kahnawà:ke, I wish all the best to each and every one of you and your families.

Ohén:ton í:iente ne Ratitsénhaienhs





# **2017-2022 STRATEGIC PLAN ENDS**

As introduced by the MCK Executive Director, the 2017-2022 Strategic Plan came to an end on March 31, 2022. The transition into a new Strategic Plan is currently underway and is driven by input from the community, MCK employees, and community organizations. The feedback received throughout numerous engagement sessions has fed the design and direction that makes the upcoming plan a true reflection of the community's needs. Collaboration is key in creating a blueprint for how the organization operates for the next several years.

***In coming weeks, the plan will be released to the community.***

We are excited and look forward to implementation of our organizational objectives and goals, all driven by you - the community.

**\$ 57,125,109**

**TOTAL AUDITED EXPENSES FOR  
2021-2022**

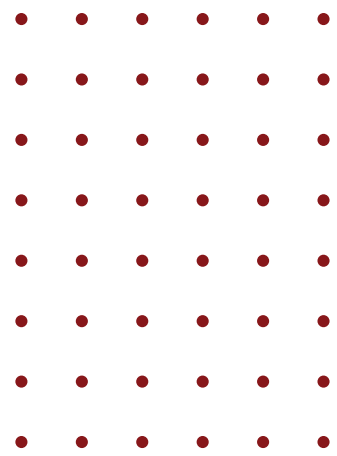
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# **Grand Totals**

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**\$ 62,860,556**

**TOTAL PROJECTED BUDGET FOR  
2022-2023**



# AUDITED REPORT & PROJECTED BUDGET

Program Description	Audited Expenses 2021-2022	Projected Budget 2022-2023
<b>CLIENT-BASED SERVICES - <i>Alexis Shackleton, Director</i></b>		
Kanienkeha Training	\$ 287,218	\$ 321,335
Membership Administration	\$ 354,687	\$ 464,439
Social Assistance - Basic Needs	\$ 5,889,178	\$ 6,144,804
Social Assistance - Employment	\$ 5,000	\$ 322,268
Social Assistance - Special Needs	\$ 30,325	\$ 42,528
Social Assistance - Miscellaneous	\$ 31,965	\$ 68,704
S/A Disability Subsidy	\$ 7,020	\$ 3,414
Social Assistance Covid-19	\$ 2,846,637	\$ -
Social Assistance - Administration	\$ 261,908	\$ 306,767
Social Development Unit	\$ 353,564	\$ 372,553
Recreation Transfers	\$ 322,355	\$ 300,000
Elderly and Disabled Snow Removal Program	\$ 51,010	\$ 70,312
<b>Unit Total</b>	<b>\$ 10,440,867</b>	<b>\$ 8,417,125</b>

<b>Program Description</b>	<b>Audited Expenses 2021-2022</b>	<b>Projected Budget 2022-2023</b>
<b>Housing - Areti Malliarou, Director</b>		
CMHC Section 95 - Project #6	\$ 71,284	\$ 11,825
CMHC Section 95 - Project #5	\$ 80,195	\$ 20,057
CMHC Section 95 - Project #4	\$ 52,953	\$ 16,380
CMHC Section 95 - Project #3	\$ 30,209	\$ 19,602
CMHC Section 95 - Project #2	\$ 18,851	\$ 19,762
Social Housing Facility	\$ 9,560	\$ 15,020
CMHC Section 95 - Project #8	\$ 2,506	\$ 12,325
HOPE Home Ownership Program	\$ 8,928	\$ 10,535
MCK RTE Semi-Detached Housing	\$ 48,624	\$ 42,878
Community Housing New Construction	\$ (37,098)	\$ 878,169
Community Housing Renovations	\$ 57,000	\$ 100,000
Housing Repairs	\$ 1,463	\$ 265,102
Housing Asset Improvements	\$ (21,519)	\$ 506,835
Housing Management and Support	\$ 565,298	\$ 696,228
Multi-Dwelling Phase 1	\$ 59,840	\$ 63,269
<b>Unit Total</b>	<b>\$ 948,094</b>	<b>\$ 2,677,987</b>

<b>Public Works - Brendan Montour, Director</b>	<b>Martin Morris, Interim Director</b>	
Organization Fuel Depot	\$ 471,445	\$ 318,080
Community Equipment Rentals	\$ 76,621	\$ 373,364
Town Garage	\$ 141,411	\$ 186,145
Solid Waste Management - Environment	\$ 69,336	\$ 77,468
Transfer Depot Relocation	\$ -	\$ 7,800
Redevance - Waste Management	\$ 22,557	\$ 175,664
Recycling	\$ 366,436	\$ 379,313
Solid Waste MNGT Infrastructure	\$ 196,442	\$ 213,540
First Nations Waste Management	\$ 36,302	\$ -
School Bus Daily Transportation	\$ 1,617,175	\$ 1,899,117
Maintenance Management Systems	\$ 135,764	\$ 158,728
Roads, Bridges Maintenance and Electrification	\$ 811,939	\$ 985,415
Filtration and Sewer System	\$ 1,687,357	\$ 1,770,071
Solid Waste Disposal	\$ 555,690	\$ 574,527
MCK Transport	\$ 766,171	\$ 870,803

<b>Program Description</b>	<b>Audited Expenses 2021-2022</b>	<b>Projected Budget 2022-2023</b>
<b>Public Works (continued) - <i>Brendan Montour, Director</i></b>		
		<b><i>Martin Morris, Interim Director</i></b>
Water & Waste Water - Add't O&M	\$ -	\$ 775,000
Community Building Repairs	\$ 109,469	\$ 155,984
<b>Unit Total</b>	<b>\$ 7,064,115</b>	<b>\$ 8,921,020</b>
<b>Capital - <i>Thomas Sky, Director</i></b>		
		<b><i>Brendan Montour, Interim Director</i></b>
Uncommitted Funds	\$ -	\$ 63,201
EPIC Study	\$ -	\$ 175,000
Water Network Flow Monitoring	\$ 43,733	\$ 50,000
Jacobs Hardware Area	\$ 208	\$ -
Capital Administration	\$ 247,991	\$ 226,000
Rural Roads	\$ 11,913	\$ 30,000
207 Culvert Replacement	\$ -	\$ 2,200,000
Water Network Study	\$ 31,346	\$ -
Infrastructure Extension	\$ (206)	\$ 130,000
Lot 106 - Phase II	\$ -	\$ 1,400,000
Remedial Measures	\$ -	\$ 177,000
Arena Road Area	\$ -	\$ 750,000
Plans and Specs	\$ 146,572	\$ 125,000
Sewage Station Upgrade	\$ -	\$ 696,228
Red Bird Area	\$ -	\$ 985,000
Creek Rehab	\$ 34,685	\$ 18,000
Multi-Dwelling Area	\$ -	\$ 1,650,000
Bluecollar Park	\$ -	\$ 930,000
<b>Unit Total</b>	<b>\$ 516,243</b>	<b>\$ 9,020,201</b>
<b>Lands - <i>Martin Stacey, Director</i></b>		
Tioweró:ton	\$ 451,117	\$ 475,311
Land Management	\$ 165,422	\$ 260,734
Regional Lands Administration Program	\$ 270,090	\$ 285,452
Land Directorate	\$ 190,524	\$ 244,185
Land Use Planning	\$ 26	\$ -
Tioweró:ton Road and Bridge Repair	\$ 38,410	\$ 45,000
<b>Unit Total</b>	<b>\$ 1,115,589</b>	<b>\$ 1,310,681</b>



<b>Program Description</b>	<b>Audited Expenses 2021-2022</b>	<b>Projected Budget 2022-2023</b>
<b>Kahnawà:ke Environment Protection Office - <i>Lynn Jacobs, Director</i></b>		<b><i>Benjamin Green-Stacey, Director</i></b>
Environment	\$ 581,021	\$ 633,805
Climate Change	\$ 99,234	\$ -
Environment Site Assessment Kahnawà:ke Golf Group	\$ 22,683	\$ -
Environmental Consultations and Project Administration	\$(25,890)	\$ -
IHPP Aquatic Monitoring Program	\$ 220,324	\$ 92,736
Dump Site Classification	\$ 17,688	\$ -
Conserving Nature	\$ 20,859	\$ -
Habitat Conservation Project	\$ 6,100	\$ 91,900
Enhanced Maritime Situational Awareness	\$ 111,090	\$ 76,136
<b>Unit Total</b>	<b>\$ 1,053,112</b>	<b>\$ 894,577</b>
<b>Finance &amp; Administration - <i>Erica Delisle, Director of Financial Services</i></b>		<b><i>Stephan Roy, Executive Financial Officer</i></b>
Amortization	\$ 4,750,357	\$ -
Development of MCK Asset Management	\$ 40,000	\$ -
Community Facilities	\$ 946,072	\$ -
Covid 19	\$ 1,543,625	\$ -
Financial Administration	\$ 493,004	\$ 477,884
Office Administration	\$ 401,406	\$ -
Community Support	\$(57,202)	\$(1,406,911)
Employee Pension Plan	\$ 3,727,757	\$ 3,735,958
Employee Benefits - Medical	\$ 711,291	\$ 665,495
Administration	\$ 186,842	\$ -
Finance	\$ 847,785	\$ 974,039
Finance & Lease Costs	\$ 41,219	\$ 30,298
Summer Student Program	\$ 71,131	\$ 60,380
KOC Building	\$ 450,229	\$ -
<b>Unit Total</b>	<b>\$ 14,153,516</b>	<b>\$ 4,537,143</b>

**Program Description****Audited Expenses  
2021-2022****Projected Budget  
2022-2023****Administration -*****Tammy Wallace, Executive Administration Officer***

Information Systems		\$ 1,096,176
MCK Computers		\$ 63,900
MCK Property		\$ 1,122,092
Public Relations and Communications		\$ 600,152
Finance, Administration, Operations (FAO) Committee		\$ 15,951
Office Administration		\$ 591,120
Administration		\$ 420,713
Management Development and Training		\$ 100,000
Human Resources		\$ 1,072,068
Human Resources Database Program		\$ 175,000
KOC Building		\$ 524,953

**Unit Total****\$ 5,782,126****Executive Director's Office - *Onerahtóhka Marquis, Executive Director***

Information Systems	\$ 953,171	\$ -
MCK Computers	\$ 79,230	\$ -
KLO Liason Officer	\$ 37,769	\$ 62,852
Kahnawà:ke Labour Office Administration	\$ 640,786	\$ 770,896
Kahnawà:ke Labour Office Insurance	\$ 1,891,587	\$ 1,777,506
Elections	\$ 36,228	\$ -
Legal Services	\$ 1,099,869	\$ 1,238,325
Community Planning	\$ 51,311	\$ 71,030
Community Initiatives Fund	\$ 29,289	\$ -
Public Relations and Communications	\$ 518,790	\$ -
Finance, Administration, Operations (FAO) Committee	\$ 17,164	\$ -
Executive Director's Office	\$ 724,686	\$ 1,291,766
Purchasing Agent	\$ 174,170	\$ 142,831
Strategic Organizational Development	\$ 353,208	\$ 449,316
Executive Director's Committee	\$ 6,155	\$ 9,920
Management Development and Training	\$ 7,959	\$ -

<b>Program Description</b>	<b>Audited Expenses 2021-2022</b>	<b>Projected Budget 2022-2023</b>
<b>Executive Director's Office (continued) - <i>Onerahtóhka Marquis, Executive Director</i></b>		
Human Resources	\$ 866,537	\$ -
Human Resources Database Program	\$ 251,155	\$ -
SOD Strategic Planning	\$ -	\$ 85,000
MCK Organizational Health Checkup	\$ 8,639	\$ -
Business and Economic Development	\$ 216,217	\$ 380,316
<b>Unit Total</b>	<b>\$ 7,963,920</b>	<b>\$ 6,279,758</b>
<b>Justice Services - <i>Kevin Fleischer, Commissioner</i></b>		
Court Program	\$ 592,858	\$ 676,903
Restorative Justice	\$ 92,234	\$ 146,443
Victims of Crime Week	\$ 20,431	\$ 36,074
<b>Unit Total</b>	<b>\$ 705,523</b>	<b>\$ 859,420</b>
<b>Public Safety - <i>Lloyd Phillips, Commissioner</i></b>		
Safety Committee	\$ 86,340	\$ -
Occupational Health and Safety	\$ 81,005	\$ 267,048
Emergency Preparedness	\$ 37,908	\$ 218,311
Kahnawà:ke Search and Rescue Team	\$ 2,220	\$ 28,000
EPP External Contracts	\$ 226	\$ -
Community Protection	\$ 159,840	\$ 570,821
St. Leonards Probation Contract	\$ 92,155	\$ 91,972
Lot 106 Remediation	\$ 406,375	\$ -
Animal Protection	\$ 120,422	\$ 193,146
Conservation	\$ (48)	\$ 20,000
Council Landfill	\$ 129,812	\$ 125,606
Covid 19 Task Force	\$ 327,230	\$ -
<b>Unit Total</b>	<b>\$ 1,443,485</b>	<b>\$ 1,514,904</b>
<b>Public Security - <i>Lloyd Phillips, Commissioner</i></b>		
Policing Organized Crime	\$ 760,952	\$ 760,951
Kah. Peacekeeper's Impound Yard	\$ 15,615	\$ 10,099
Public Security	\$ 163,953	\$ -
Peacekeepers	\$ 5,364,856	\$ 5,595,962

<b>Program Description</b>	<b>Audited Expenses 2021-2022</b>	<b>Projected Budget 2022-2023</b>
<b>Public Security (continued) - <i>Lloyd Phillips, Commissioner</i></b>		
Public Safety Commission	\$ 152,186	\$ 244,845
<b>Unit Total</b>	<b>\$ 6,457,562</b>	<b>\$ 6,611,856</b>
<b>Sports &amp; Recreation - <i>Mackenzie Whyte, Interim Director</i></b>		<b><i>Roiatate Horn, Director</i></b>
Kahnawake Sports Complex	\$ 645,166	\$ 684,597
Rediscover Winter	\$ 12,371	\$ -
Traditional Sports & Support	\$ -	\$ 70,481
Recreation Splashpad Project	\$ 53,430	\$ 135,000
Sports Complex Snack Bar	\$ 61,259	\$ 118,733
Recreation	\$ 11,060	\$ 91,975
Parks and Fields Maintenance	\$ 24,068	\$ 85,050
<b>Unit Total</b>	<b>\$ 807,354</b>	<b>\$ 1,185,836</b>
<b>Advisory Services - <i>Dwaine White, General Manager</i></b>		
Consultation Support	\$ 50,338	\$ -
Alcohol Beverage Control Board	\$ 42,464	\$ 32,181
Transport Canada (PAIR)	\$ 4,401	\$ -
SSSL Specific Claims - Seigneurie Research	\$ 12,500	\$ -
Re-orientation of Self Government	\$ 66,235	\$ 96,353
KLCC	\$ 148,921	\$ 214,835
SSSL	\$ 48,789	\$ 83,036
Gaming Commission Office	\$ 1,150,343	\$ 1,358,443
Tiohtia:ke Research Project	\$ 133,570	\$ 110,343
Digital Registry - Indigenous Ceramics	\$ 44,077	\$ 15,162
OCC Operations	\$ 972,953	\$ 1,190,009
Indian Day School Settlement	\$ 55,531	\$ 50,486
Contrecoeur Prot Terminal	\$ 11,558	\$ -
IAAC Regional Impact Assessment for the St. Lawrence River	\$ (2,089)	\$ -
Multi-Purpose Building	\$ 45,262	\$ -
Highway 35 Extension Projection	\$ 30,306	\$ 99,512
ILCEPC	\$ 99,584	\$ 1,650,000
<b>Unit Total</b>	<b>\$ 2,914,743</b>	<b>\$ 3,250,360</b>

Program Description	Audited Expenses 2021-2022	Projected Budget 2022-2023
<b>Office of Council of Chiefs - <i>Dwaine White, General Manager</i></b>		
Council Secretariat	\$ 1,339,337	\$ 1,331,271
Mohawk Governance Project	\$ 65,311	\$ 166,000
Cannabis Control Board	\$ 78,888	\$ 100,290
Aquaponic Farm Project	\$ 57,450	\$ -
<b>Unit Total</b>	<b>\$ 1,540,986</b>	<b>\$ 1,597,561</b>



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