

MOHAWK COUNCIL of KAHNAWÁ:KE



ANNUAL REPORT 2003—04

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TABLE OF CONTENTS

Message from the Grand Chief	page 1
Message from the Executive Director	page 2
Introduction of the New Council.....	page 3
Unit Reflections:	
Administration.....	page 4
Capital.....	page 5
Communications	page 6
Community Protection	page 7
Court of Kahnawake.....	page 8
Human Resources.....	page 9
Lands.....	page 10
Legal Services	page 11
Office of the Council of Chiefs	page 12
Public Works	page 13
Social Development	page 14
Sports & Recreation	page 15
Highlights of the Past Year:	
Casino Referendum.....	page 16
MCK Information Fair	page 16
Kahnawake Membership Law	page 17
Traditional Government	page 17
Kanien'keha Language Program.....	page 18
Budget Information	page 19-21

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2003-2004 ANNUAL REPORT of the MOHAWK COUNCIL of KAHNAWAKE

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MESSAGE FROM THE GRAND CHIEF

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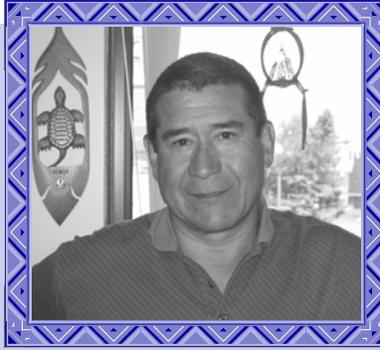
It's hard to believe I am writing this message as Grand Chief for the final time. So much has changed in the 26 years I spent in Council that it would take many pages to do justice to the topic.

Having spent 25 of those years in the office of Grand Chief, I can truly say that I have been proud to serve the community that we love. Despite many obstacles, we have accomplished so much together. I cannot claim to be the reason for the many successes (and a few failures) we've had during my tenure. But I can say this: the fact that Kahnawá:ke put its confidence and trust in me for 12 consecutive terms gave the community a sense of consistency and continuity that made it easier to progress and develop.

We have managed not only to survive the difficulties of 1990, we are once again on the road to great things. As more and more of our young people take the opportunity to become more highly educated, we will have better tools to continue our growth. The founding of Mohawk Internet Technologies brings great opportunity for these people to utilize their skills in a world that continues to move forward in leaps and bounds; not only do we not want to be left behind, but we have the opportunity to be leaders. The more we exert control over our own destiny, the stronger we will become.

Economic power will also give us the strength we need to continue our battles with outside governments. Though we've had many successes through the years, the battle will go on. Canada and Quebec need to recognize our full jurisdiction within our Territory. It hasn't been and—I guarantee—will *never* be an easy road to follow but we have no choice.

Throughout my tenure, the professionalism and dedication of the staff of the Mohawk Council of Kahnawá:ke has been one of the constants. The MCK has worked within the constraints of ever-tightening budgets with hardly ever a dollar out of place, thanks especially to those who toil in the rarely appreciated financial departments. Their challenge has been one of the most difficult, and the fact that the community sometimes refuses to believe we are in the midst of financial difficulties is a testament to their creativity in finding ways to stretch every single penny to the maximum.



I'm happy that the theme of this year's annual report is to take a historical look back at the development of the MCK. When I was first elected, there were a handful of employees; today, there are over 200 people working directly for the MCK. The Council building itself is a far cry from the old 'MRA' offices (where the Ed Center is now located). We have taken control of almost every service in Kahnawá:ke. Those few that are still causes for concern (such as lands) are now being attacked on an almost daily basis by both the Council and the technicians working on the files. After a long

fight, our Peacekeepers are now recognized as police officers right across the country in an arrangement that is unique in Canada. Though outside governments continue to do their best to undermine us, we proudly continue to move forward asserting and defending our jurisdiction. Kahnawá:ke is a force to be reckoned with; our influence is felt far beyond the artificial borders that we have been shackled with.

I would like to wish the new Council and, in particular, the new Grand Chief, Mike Delisle Jr. the very best in the future. He is already aware of the special challenges that the title of Grand Chief comes with. I hope that wisdom and patience will mark his years as Chief.

There are many people who have been kind to me and offered support during the difficult times. They know who they are. To them, Niawenhkó:wa, from the bottom of my heart. As well, I wish to pay tribute to Andrew Delisle Sr. for being so generous with his advice, especially in my earliest days as Grand Chief. As well, I will never forget the contributions of such people as Arnold Goodleaf, Billy Two Rivers, Alana Goodleaf-Rice, Tom Morris, Carol Two-Axe and the many, many others who shared the vision of a better Kahnawá:ke and worked tirelessly to achieve that goal.

In closing, I would like to thank the People of Kahnawá:ke for allowing me the privilege of serving this community for the past quarter century. I hope I have lived up to your expectations. Kahnawá:ke has certainly lived up to mine.

Joseph Tokwirot Norton



MESSAGE FROM THE EXECUTIVE DIRECTOR

Once again, I am very pleased to present to the community the MCK Annual Information Package.

This year, our focus is on progress. We thought it would be quite interesting to take some time and reflect on how much we have grown and developed over the years.

I have been with the MCK for eighteen (18) years now and I am amazed at all of the positive changes that have happened within this short period of time.

When I started, I was a Junior Business Services Officer with the Economic Development Program. At the time there were four (4) people in the department and it occupied three (3) offices in the main MCK building.

Now, we have an Economic Development Law and an Economic Development Authority with the creation and implementation of Tewatohnhi'saktha. This autonomous entity has approximately thirty (30) employees situated in one of Kahnawá:ke's most modern facility, the Business Services Complex.

Twenty years ago, the Kahnawake Peacekeepers consisted of 12 officers that operated with a very minimal budget and no external recognition. We now have a Peacekeeper force in excess of thirty (30) staff, a budget of \$3.6 million, a brand new state of the art building, a Kahnawake Peacekeeper Law and a Policing agreement that recognizes our jurisdiction.

Back in the eighties, we still had a garbage dump that burned beyond control quite often. We now have twice a week door-to-door garbage and recycling pick up.

Back then, we had approximately ten (10) buses, two (2) snowplows



Alana Goodleaf-Rice,

and a couple of dump trucks. We were responsible to maintain and clear only the village roads and minimal roads in the farm area. We now maintain all community roads and highways. We have a staff of 51 and a fleet of equipment that ensures our roads and highways are as safe as they can possibly be at all times.

The Council office staff itself has tripled in size over the past two decades. We now have an administration that handles all of the community's finances and operations. We have a full time Council of twelve (12), support staff and a whole unit dedicated to the development and progress of Kahnawá:ke's political development with the Office of the Council of Chiefs.

We have created many new programs and services over the years. We now have a Lands Unit that is separate and distinct from Lands and Trusts with Department of Indian and Northern Development. We have a Recreation Unit, a Community Protection Unit and a Social Development Unit, all of which have been developed to ensure that the community is serviced as efficiently and effectively as possible.

I am very proud of what we have been able to accomplish over the years. The management and staff of the Mohawk Council of Kahnawá:ke are very dedicated people who truly care for the community. Although funding is becoming more difficult to sustain and increase, I am confident that we will continue to strive in our growth and development, always keeping in mind that this is being done for the betterment of Kahnawá:ke.

Alana Goodleaf-Rice

INTRODUCTION OF THE NEW COUNCIL

Kwe Kwe, Kahnawá:ke,

First, I would like to acknowledge the support I've received, not only since taking this position, but also throughout the past two months. I truly believe that this must continue and grow, not only for myself, but Council as a whole, if we are to achieve the types of successes that Kahnawá:ke demands and deserves.

When I decided to run for the position of Grand Chief, it was with the full support of my family and the understanding of the challenges that we will face together. This community has many important issues that are at a defining point, which is a good thing. I believe that the urgency with which these issues need to be addressed will allow us to move together for the benefit of the collective.

In closing, I would like to acknowledge the time, effort and dedication that my predecessor, Joseph Tokwiro Norton, has given our community. In the next two years, I plan on giving as much, if not more, of myself to ensure that Kahnawá:ke will develop the capacity to further its goal of autonomy. Together as a community, I believe we can achieve success on many different levels.

Niawenhkó:wa, Michael Delisle Jr., Grand Chief



in 1986. He last served on council in 1996 and 1998. Each time he was elected, Montour said that he did so with a specific goal in mind. During his first term, Montour worked towards the creation of the Caisse Populaire, MCK Housing Development (apartments) and the Kahnawá:ke Sports Complex. This time around, Montour would like to see the Seigneurie project finally come to a resolution that will benefit all Kahnawa'kehró:non. He would also

like to see Kahnawá:ke develop more commercially, thus his involvement in the creation of a draft commercial law.

Martin Leborgne is serving his second term on Council. He was first elected in 2000 but dropped out of the race in 2002, just one week before the election, due to health reasons. However, he was able to get his health back on track and was re-elected this year. "I feel great that the people trusted me enough for the next two years to help them with their affairs," Leborgne said. "It's a privilege to be here." Leborgne was overwhelmed that his support almost doubled from 230 votes in 2000 to 555 this year. He is very optimistic about this Council and feels that they will be able to get a lot done this term. "I plan on working with Council as a whole," Leborgne said. "It is more productive to work together as a group then it is to be butting heads and working against each other. The atmosphere has changed at the MCK table compared to two years ago. It's a good atmosphere and we're going to work for the betterment of the community."

Three new faces on Council

This summer's Mohawk Council of Kahnawá:ke elections saw a changing of the guard. Michael Delisle Jr. replaced Joseph Tokwiro Norton as the Grand Chief. Peter Paul, Johnny Montour and Martin Leborgne were elected to the MCK. Outgoing Chiefs in this election were Eugene Montour, who did not win re-election, and Kaniatarí:io Gilbert who chose not to seek a second term to allow him to attend law school in Arizona.

At 36, Paul is the "new kid on the block," and is serving on his first term as an MCK councilor. Prior to working for his family business (Paul Communications), he worked for Human Resources Development Canada and Aboriginal Business Canada, altogether for ten years. He looks towards the next two years with some excitement. He said the first few weeks on the job were mainly introductory, but he can't wait to get his feet wet. Paul is looking forward to tackling some of the issues related to the Quebec/Kahnawake Relations, Canada/Kahnawake Relations and the Seigneurie file. "I can see how in the near future, things are going to be very busy in terms of Q/KR and the Seigneurie," Paul said.

This is John Montour's fifth term as an elected official over the past twenty years. He was first elected in 1984 and again



Kahnawá:ke Ratitshenhaisi 2004—2006

Finance and Administration adds new policies



Lisa Lahache maintains the archival filing system for MCK.

The Finance and Administration Unit, created in 1999 is comprised of the MCK's Finance, Accounting, Office Management and Information Systems departments. Marsha Delisle, the Finance and Administration Unit Director said that her office works closely with the Executive Directors' Office. The restructuring process has put all the departments that are closely related to one another together. Prior to the restructuring, the Court of Kahnawá:ke and the Sports Complex also fell under her domain. The evolution of the MCK has seen those evolving into their own units as well.

The major functions of the Finance and Administration Unit are to take care of the budgets for all of the MCK programs and the distribution of funds to the various organizations and programs. At the end of the 2003/04 fiscal year, the Mohawk Council of Kahnawá:ke's funding agreement with Canada expired. A one-year extension was granted, which ends March 31, 2005. The MCK is now in the process of negotiating a new multi-year agreement.

Also over this past fiscal year, the Finance and Administration Unit developed several new policies for MCK employees. These new policies include the MCK Internet, Email and Web Policy, and policies that govern Complaints, Document Control, Parking,

Vandalism, Theft, Damage and Loss; Conflict of Interest and a Dress Code.

In the very near future, the Accounting department has plans to introduce automatic withdrawals for housing loans. Delisle also said that the Information Systems department is working with the Information Systems departments from other community organizations. They are working at getting all the organizations on the same systems and software. This way, the organizations can work together to help solve problems with their computer systems and networks.



Information Systems personnel Andrea Dickson and Richard Basque.

Capital Unit: Building Community Structures

There are three main components of the MCK's Capital Unit – Technical Services, Administration and Capital Construction. Kevin Kennedy is the Capital Unit's Director and has been with the MCK in one capacity or another since the late 1970s.

The Capital Unit was formerly known as "Tech Services" and formally became a unit in 1999. There's a staff of approximately 25, which includes both permanent and seasonal workers. The Capital Unit operates on a budget of about \$2.6 million per year.

Joe Deom was the former head of the MCK's Engineering Department. Kennedy took over as the department's coordinator when Deom ventured into the private sector in the mid-eighties.

The most significant project that the Capital Unit has taken on in the past few years was the construction of the new sewage treatment plant. Kennedy explained that the initial planning began in 1995. Construction began in late 2002 and the new sewage treatment plant is now online. The entire project cost approximately \$7.6 million, including the construction of a new main lift station and installation of a new outfall pipe into the St. Lawrence River.

Kennedy said that the Capital Unit has just completed the update to the Five-Year Capital Plan. This plan helps to identify the needs of the community. He said in order to complete this plan, Capital receives input/project proposals from participating Kahnawá:ke organizations of the Executive Directors Committee and the various Units of the MCK. Capital finds out what projects the Units and organizations are planning so as to assist with prioritizing their work for the next several years. Some examples of the projects that Capital may become involved in the future are the planned extension of the Kateri Memorial Hospital Centre and the possible indoor pool from the Sports and Recreation Unit.

The Capital Unit is responsible to oversee the construction of community facilities, such as buildings and infrastructure. Over the Fall of 2004 and Spring of 2005, the Capital Unit will be responsible for the construction of Phase I of the new residential development in the Texas/Mohawk Trail area. This work will require the construction of roads, surface drainage,



Capital crew doing road work on River Road

sidewalks, curbs, water and sewer lines for approximately 75 lots. Once constructed, these facilities then become the responsibility of Public Works to service and maintain.

One of the next major projects will be the refurbishment of the water filtration plant. A new reservoir will be constructed and the capacity of the current filtration plant will be increased. For this project, they are looking at increasing water storage capability, so the community will have enough drinkable water in the event that the filtration plant goes offline for an extended period of time and/or to provide fire demand water. The projected overall cost of refurbishment of the plant and water network improvements could cost around \$ 4.2 million dollars.

Kennedy also said that the Capital Unit recently completed a strategic planning session and is looking at reorganizing the unit's current structure. One of the goals is to better define and clarify the roles and responsibilities of the various segments of the unit.

Communications made into Unit

With the creation of the Communications Unit, the Mohawk Council of Kahnawá:ke has come a long way with regard to communications and public relations. Gone are the days when community members rarely heard what the MCK was doing. Back then it seemed the only method of communicating with the community was through public band meetings or word of mouth. With the accessibility of new forms of media, information is everywhere and readily available to community members through such endeavors as Kwatokent TV, Onkwariwa'shon:'a (a bi-monthly newsletter) and numerous public service announcements available in community media outlets.

In 1995, Don Patrick Martin was hired as the MCK's first Public Relations Officer. He laid out the groundwork for what communications in the MCK would eventually look like. Martin left his position in 1999. Prior to Don Patrick, Council Chiefs handled most of the political public relations by writing their own press releases for the files that they worked on. News outlets often communicated via the administrative staff of the council.

In 1999, Timmy Norton and Neil McComber came on board as Communications Officers; Norton focusing on P.R. for the political aspect and McComber for operations.

Wendy Walker-Phillips joined the Communications staff as Communications Coordinator in October of 2002 and began bridging the gap between the political and operational aspects of communications. Instead of the various communications personnel having different policies and supervisors, Wendy brought them together as one team, and communications was handled from a more global aspect. Thus the creation of the Communications Unit in February of 2004, with Wendy as the Director. Communications recently moved into the old Dickson House in front of the MCK offices. Walker-Phillips said the evolution of the department into a unit was an important move for the MCK as well as the employees of the unit. "It finally gave us permanent status at the MCK," Walker-Phillips said.

One of the goals that Walker-Phillips sees for Communications is capacity building among the entire staff of the MCK to encourage them to get involved with communications. She feels that it is an essential part of everyone's job. This is why you will now see MCK staff more visible on Kwatokent TV, or as authors to articles in one of the MCK's newsletters. Communications provides P.R. training and consulting to the MCK staff to enable them to be better communicators and assists them with their communications needs.

Each Unit of the MCK has a designated communications liaison, which the Communications Unit works closely with.

Wendy said that they work together to help determine communications strategies for whatever project the units are working on. It's through the Communications Unit that the departments can come up with the most effective communi-

cation tool to reach the most community members.

They also work on internal communications within the MCK to make sure that employees are informed. The logic is simple: if employees are informed on issues and can understand why certain things are happening, they can then tell their family and friends, which helps in the communications process so too can the Community. Walker-Phillips noted that the Onkwariwa'shon:'a newsletter recently got a facelift, which was done through a brainstorming session with staff members.

One of the highlights for the Communications Unit this past year was yet another successful year of Kwatokent TV. The MCK is also fortunate to have some staff who can speak and understand the Kaniekeha language – they've been a big help in assisting with translations and have even made on-camera appearances!

Bi-weekly press scrums have also proven to be a successful tool. *Scrums* are meetings between the local media (The Eastern Door, K103 and Sawén:na Aorihwà:ke) and the Council Chiefs. These meetings are informal and give the media the opportunity to ask the Chiefs questions on any topic, and become familiar with the MCK's activities, so they can in turn convey the message to the community. It has been successful at creating a good working relationship with the Chiefs and the media.

Walker-Phillips is also looking at strategies to have the Chiefs more visible and available to community members. She said that they are looking at bringing the Chiefs to the Services Complex where the community can have better access to them.

The community can look forward to some new avenues of information: a mass e-mail distribution system and a telephone hot-line.



Communications weekly Strategy meeting with the Chiefs

Community Protection Consolidates Services with Other

When the Community Protection Unit (CPU) was formed in 2000, only two departments fell under the direction of CPU director Warren Lahache. Now, the CPU comprises eight departments that in one way or another, deal with the safety and security of Kahnawá:kehrónon.



When a ship ran aground in the St. Lawrence, Community Protection ensured the community was not in danger.

“The main focus [of the unit] is to provide a consolidated effort for the departments with common interests,” Lahache said.

The CPU was also born in 1999 and Lahache began his duties as Unit director in 2000. When it was created, the CPU only consisted of the Health and Safety Department and the Emergency Preparedness & Planning Department. Today the unit also includes Animal Protection, Conservation, Firearms, the Peacekeepers and the Kahnawake Fire Brigade. Lahache was quick to point out that the KFB is an independent organization with its own independent management board. He said that they are included as a part of the CPU because they have an everyday working relationship with the various departments of the unit, such as the Peacekeepers and Conservation.

Over the past year, Lahache said that the CPU has been able to create some consistency with several of its departments. He said that the Conservation Department is now more visible and Animal Protection is becoming more active. Another important event for the CPU was the recent changeover of Peacekeeper Chiefs with the retirement of John K. Diabo and the hiring of Dwayne Zacharie.

Some of the challenges that the CPU faces are in

the areas of finance and human resources. Lahache said that he would like to see ongoing permanent funding for Conservation and increased personnel for Animal Protection.

Lahache said that the CPU still needs to work with other community organizations that offer similar services.

For example, he said that the CPU needs to work closely with the Kah-

nawake Shakotiiá'takehnhas Community Services' Environmental Health Services. He also said that the CPU needs to continue the working relationship with the Lands Unit as well as the Kahnawake Environment Office because they deal with some of the same issues as Conservation.

Lahache also said that there needs to be more done with regards to Tioweró:ton because it is developing so quickly. CPU will need to determine how much manpower is needed to be invested into Tioweró:ton because there are so many people who are frequenting that territory.



Court of Kahnawá:ke expanding services

Kahnawá:ke's justice system has been steadily evolving since its inception in 1979. However, its creation under the Indian Act still limits its overall powers. When it first started, the Court of Kahnawá:ke mainly dealt with traffic violations and offenses contained within the Indian Act.

Now, it handles more than 3,000 traffic offenses per year as well as many other cases since its role expanded. Court Administrator, Ron Skye said that Kahnawá:ke has asserted its own jurisdiction and the Court of Kahnawá:ke has taken on more and more files that are contained within the Criminal Code of Canada. Skye explained that if we so choose, Kahnawá:ke can still further expand the jurisdiction of the court.

"With Kahnawá:ke making and contemplating designing its own laws in different areas such as environment, family and civil issues, the Justice Commission has to look at how we develop the judicial structure in relation to these laws," Skye said.

Ideally, a Kahnawá:ke judicial structure would include criminal, civil and family issues. In 2000, the Court of Kahnawá:ke introduced the Restorative Justice Program, which is a non-adversarial way for victims and offenders to reach a mutual agreement on the dispute. In most cases, both victim and offender are pleased with the outcome of sessions through this program. In fact, Skye said in the more than 200 cases that have gone through the Restorative Justice Program, 75 percent of them have been handled satisfactorily for both parties. There are presently 14 trained community members that are used for mediation and family group counseling. Presently, there is another initiative to have teens and young adults start a Youth Restorative Justice Council.

In December 2003, there was a Justice workshop with participants from the Office of the Council of Chiefs, Council representatives and invited community members. Skye said that they are now in the process of redefining the Justice Commission's mandate to reflect this consultation. Skye said this may require the restructuring of Kahnawá:ke's Justice Commission in

order to move forward with the concept and design of a Kahnawá:ke justice system.

Over the past year, the Court of Kahnawá:ke has lost one employee and has gained two new ones. Tracey Snow, who has been with the court for the past six years, left in July 2004 to pursue a career in the private sector. "She'll be sadly missed and at the same time we wish her luck," Skye said.

Carla Skye and Sophia Dupont, of Kanehsatake, have both been hired on one-year contracts.

Skye said that they have also managed to set up a liaison office with Quebec for Kahnawá:kehró:non who are on probation to meet their probation officer here. Through this liaison, the Court of Kahnawá:ke can assist with probation from within Kahnawá:ke, instead of through Longueuil or Montreal. Kahnawá:ke's Community Works Program allows Kahnawá:kehró:non to complete court-ordered community service hours locally.

For the future Skye hopes that the reopening of relationships with Canada will have a positive effect with regards to the services offered to Kahnawá:kehró:non through the court.

"We should have our own judicial system for Kahnawá:ke Laws," Skye said. "I feel we have the ability, but we have to have the support of the community."



Court of Kahnawá:ke Staff: Left to right: Carla Skye, Tammy Snow, Ronald Skye, Dale Diome, Sylvia Dupont.

Human Resources Support MCK Employees



Human Resources organized Performance Management Training for Managers and Directors of MCK

The Human Resources Unit of the Mohawk Council of Kahnawá:ke takes care of more than just hiring employees and developing personnel policy. They provide training in a wide array of areas for both support staff and managerial staff; provide benefits services to employees; ensure all paperwork is complete upon hiring and conclusion of employment; ensure managers and employees conduct regular performance reviews; provide informational services to both internal and external clients; assist managers in dealing with employee related issues, and much more. The Human Resources Unit began as a Department in 1993, when James S. Jacobs was hired as the office coordinator. Prior to that, Jacobs said each department manager performed the necessary HR tasks required. It was only during this past fiscal year that the Human Resources Department become an official Unit of the MCK.

“Little by little it grew from a one-person department to a six person unit,” Jacobs said. “Now we’re starting to specialize our services more.”

Today, the HR Unit is composed of a Director, an Associate Director/Training Coordinator, a Benefits Coordinator, a Performance Management Coordinator, an Administrative Assistant and a Resources Clerk.

Together, the team provides an efficient HR service to both internal and external clients.

All employees are entitled to group insurance, pension and have access to the Employee Assistance Program (EAP). Over the years, the department grew and began offering more services such as the EAP, an employee benefit, which seeks to help employees deal with stress and other problems and provides information to them so they can be happier and healthier, in both their professional and personal lives.

As of July 2004, there were 267 employees working for the MCK. Of these, there are 154 full-time employees, 99 contract workers, 2 summer students and 12 elected officials. In August 1993, there were 112 permanent employees, 77 contract workers and 15 to 20 summer students. None of these numbers include professional services contracts because those people are not considered employees and are not entitled to receive any benefits.

The Human Resources Unit strives to assist MCK employees in their professional development and aspirations. Currently, Human Resources offers managerial training for all managers within the MCK operation. The first phase started in July and topics included conducting performance appraisals, rewarding performance and producing positive work environments. This is an ongoing training that will continue until November.

Over the past year, the Human Resources Unit has been concentrating on revising the MCK Personnel Policy. Jacobs is also working at fine-tuning the way the Unit works. A strategic planning session was held focusing on how they could provide better services to MCK employees. Jacobs said that in the future, because of continued financial restraints, the Human Resources Unit is trying to find ways to improve and sustain its current services.

Lands Unit Continually Evolving

The MCK Lands Unit has undergone many changes over the last five years. The unit presently consists of the Directorate, Land Management Department, the Kahnawá:ke Environment Protection Office, Kahnawá:ke Landfill, Land Allotment Office, the Tioweró:ton Territory and GIS Mapping. This diversity makes the ongoing development of the Unit a considerable but interesting challenge. In its early years, the Unit was made up of only two Land Management Officers, Valerie Delisle and Melvin Diabo, who acted as Coordinator. But due to the increasing need for the community to take over the management of land affairs, the Unit began to grow and develop at a quicker pace.

In 1999, Andrew Delisle Jr. was named the Unit's first Director. When Delisle left to head the Office of the Council of Chiefs in 2001, Dean Montour was selected as his replacement. Under Montour's guidance, the Unit initiated various programs to increase its capacity to administer Kahnawá:ke lands.

In April 2003, former Kahnawake Survival School Principal, Russel Curotte, took over as the new head of the Lands Unit. "The Unit is still new and we're still growing," Curotte said in an interview. "Taking care of our land has become a real challenge. The issues are complex and the land is so important to Kahnawa'kehró:nón. Just about everything we do is somehow connected to our land."

Curotte said the goal of the Lands Unit is to make sure that Kahnawá:ke is ready to assume full legal jurisdiction over our lands, waterways and resources. "We must be able to provide the community with a full range of first class personal and professional services," says Curotte. He admits that at this time, the services the Lands Unit provides are similar to those offered by the local Lands and Estates Office of the Department of Indian Affairs. "Since we are not as constrained by Indian Affairs bureaucracy, I think we can offer Kahnawa'kehró:nón much more personal service adapted to their specific needs," he said. It was also noted that the Unit provides services other than those by the local INAC office such as the work carried out by the Environment Protection Office, Landfill Office, land allotments and the management of Tioweró:ton.

Over the past year, there have been several major developments at the Lands Unit. The hiring of Debbie Morris as the Associate Director of the Lands Unit was noteworthy, as was the strategic planning sessions with Chief and Council held on June 15th to 17th. The highly successful strategic planning sessions provided the Unit with an overall direction and will allow for more effective development of policy. The intent of this policy development is to provide



the most solid foundation for legislation whenever Kahnawá:ke assumes full jurisdiction over its territories.

"The lack of policy just leaves too many things open to interpretation," Curotte said. "In the past, you could get different responses for the same question at different times." With policy development, Curotte is hoping to eliminate these differences and ensure fairness for all community members.

"There are a lot of things happening within the unit," Curotte said. "With the current phase of strategic planning completed, we are in a better position to ensure more effective growth and expansion of the Unit." One current Lands Unit program involves ongoing negotiations with Indian and Northern Affairs Canada to obtain funding for access road development. Curotte said that this project could open up many land-locked areas to community members. Curotte mentioned that approximately 85 percent of all Kahnawá:ke lands are privately held, with most of this being landlocked, rendering these lands inaccessible and unusable. This situation has been ongoing for several generations and greatly hinders our community and economic development.

Through this funding arrangement, the Lands Unit will be able to carry out research, negotiate roads and eventually provide people with access to their land. Curotte said that the first phase of this project has been focused on roads that already exist. Subsequent phases and negotiations will allow public access to several currently landlocked areas.

One thing that Curotte would like to see movement on is in regards to Kahnawá:ke's attitude towards land use. He said that we, as a community, must determine the approach we are going to take with regards to land use in Kahnawá:ke. He asked, "Are we going to take a more traditional com-

Continued on page 12 ►►

Legal Services supports MCK work

In 1994, the Legal Services Department of the Mohawk Council of Kahnawá:ke (the “MCK”) was established. The aim of Legal Services is to provide better, faster and more economical legal services to the MCK and all the organizations that fall under its umbrella.

Legal Services regularly provides legal advice, opinions and advocate services to MCK units, departments, committees and Chief & Council. Legal Services also works closely with members of other departments to provide assistance with issues that can affect the entire community such as the MCK’s involvement in large-scale economic ventures, Québec/Kahnawá:ke Relations, Canada/Kahnawá:ke Relations, specific land claims, the Kahnawá:ke Gaming Commission and the Seigneurie of Sault St. Louis Land Claim.

One of the major highlights of the past year for Legal Services was Mary Lee Armstrong passing the Québec Bar School exams and becoming an articling student. Mary Lee Armstrong will be admitted to the Québec Bar as a lawyer upon completion of her articling period in December 2004. Legal Services is also pleased with the addition of Christine Zachary Deom to the Legal Services Department. Ms Deom was previously employed with the Office of the Council of Chiefs but is now working in a legal capacity with the legal services team. Mr Francis Walsh is the newest member of the team. He was recently hired in August 2004.

Melanie Mayo, Legal Services’ Office Manager, said that they are not able to divulge information on or comment upon any of the highlight cases they have been involved with, as all cases are protected by client-attorney privilege. She did say that litigation against the MCK has decreased considerably over the past five years. “It’s approximately one-third of what it was five years ago,” Mayo said.

She explained that Legal Services is concentrating on resolving existing litigations and preventing new ones. She said they are trying to adopt a more proactive ap-



Legal Services staff busy at work. Left to right: John Lator, Jean Pommainville, Francis Walsh, Mary Lee Armstrong, Christine Zacharie-Deom, Francois Dandonneau.

proach and solve problems before they turn into litigation. In previous years, litigation took up most of the time of the Legal Services Department. Now, litigation takes up the least amount of time, which allows the department to work on other projects, such as the development of various legislation, policies and procedures for the MCK and its departments.

Over the next year, Mayo said that they are looking at completing the Kahnawá:ke Law Compilation Project. This project’s aim is to compile, as a standardized set, all Kahnawá:ke laws.

Mayo said that this year should be interesting for Legal Services, as there is a new Council and a new Grand Chief. She said that it looks like Legal Services will continue to be very busy over this new term and that the department looks forward to the challenges ahead.

OCC Offers Support Services to Chiefs

The Office of the Council of Chiefs (OCC) provides support services to the Mohawk Council of Kahnawá:ke Chiefs. Those services include negotiators, advisors, technicians and support staff.

The OCC first started as the Advisory Unit in 1999 and was formerly known as the Intergovernmental Relations Team. There are about 25 staff working with the OCC. “We provide support for Council’s initiatives in the area of politics and governance,” says Andrew Delisle Jr., Director of the OCC.

Delisle is proud to say that other First Nations communities across Canada are envious of the OCC model. “We provide the support directly to the Chiefs and for their initiatives,” Delisle Jr. says. “And we provide technical support to the Council meeting sessions. However, we don’t provide technical support for their [individual] portfolios unless requested.” The OCC receives its primary direction from the whole of Council during council meetings and, if required, receives clarifications on Council’s direction from the Office of the Grand Chief (which is maintained separately).

OCC employs technicians and negotiators for projects the MCK is working on, such as the Seigneurie of Sault St. Louis and the Quebec/Kahnawá:ke Relations files. “We’re doing a lot more internal work now,” Delisle Jr. continues, “not just negotiations.”

One of the biggest accomplishments for the OCC is the opening up of channels with *all* ministries of the government. The MCK no longer has to deal with just the Department of Indian Affairs and Northern Development or its

provincial counterpart. Delisle Jr. says that, because of the

nature of OCC, it could become an integral part of the executive structure of Kahnawá:ke government in the future. If Kahnawá:ke were able to remove itself from the Indian Act and govern itself under a more traditional model, there would probably be a need for the OCC to continue the type of work it does.

Delisle Jr. would like to see the OCC become a more permanent fixture within the MCK’s structure. Unlike other units, the OCC’s funding comes almost entirely from program dollars for negotiations, which often changes from year-to-year. Permanency would allow for greater stability and reliability for both staff and function.

Discussions on the Seigneurie of Sault St. Louis take place in the OCC.



[Lands Unit continued from page 10]

mon-land approach, as we do at Tioweró:ton, or are we going to continue to advocate the private ownership of land?

"We haven't got a consensus and we need to consult with the community (on what they think should happen)," Curotte said.

Over the past year, the Lands Unit has been involved with the MCK Communications Unit to raise community awareness on the many issues involved with managing our territories. Kwatokent TV has been instrumental in providing topical information to the community on contaminated

lands, access roads, recycling and the environment. The Lands Unit has also organized community meetings on Tioweró:ton and amended policies from the community feedback provided at these meetings.

Public Works Maintains Community Structures

The Mohawk Council of Kahnawá:ke's Public Works Department is mandated with the task of maintaining the community's buildings and infrastructure, not with building them. Brendan Montour, the Director of Public Works, said that there is a certain level of confusion among community members regarding Public Works and Capital Construction. He explained that Capital Construction is in charge of building Kahnawá:ke structures, like the new sewage treatment plant, the extension to the MCK offices and new roads. After these structures are complete and in use, it is Public Works' role to maintain these buildings, through maintenance, repair and general upkeep.

Montour began his career with Public Works in 1998 as a supervisor. He was named the Unit Director in July 1999. He said prior to the restructuring, both Public Works and Capital Construction were part of the same department. It was only during the restructuring that it was decided that a director was needed for Public Works itself.

Montour said that Public Works has always existed within the MCK structure, but it wasn't always called Public Works. In the past, some of the people in Public Works did roadwork, infrastructure, as well as the water and sewer lines. The Public Works Unit concentrates on maintaining the structures that Capital Construction completes. Montour did say that Public Works does supply some of its heavy equipment to Capital Construction for their construction projects and that may be a source of the confusion.

He did say that there hasn't been too much change within the unit. He said that there were no new departments created except for the highway maintenance program in 1999; MCK Transport. The departments included in Public Works are the Roads Department, Building Maintenance, School Buses, Town Garage Operations, Heavy Equipment, Infrastructure Operation & Maintenance, MCK Transport and Maintenance Management.

Over the past year, the Public Works Department purchased two new school buses. In December 2003, Montour said that they also received a new dump truck/snow plow. This past winter had the largest amount of snow removed from Kahnawá:ke streets in seven years. It was also during this past year that the new sewage treatment plant went into operation.

Public Works recently hired two employees who will help in the maintenance and monitoring of Kahnawá:ke's infrastructure. He said that there are over 44 km of water and sewer pipe running through Kahnawá:ke.

He said that the Public Works Unit functions in seasonal roles. During the winter months, the main focus is on plowing Kahnawá:ke's roads. During the summer months, they

have other roles such as water and sewer maintenance as well as the maintenance for roads, parks and other community structures.

Montour said that Public Works' summer schedule depends a lot on Capital Construction's plans. Once the new development near South Texas is complete, the roads, water and sewer network and parks will fall under Public Works' mandate to maintain.

For the next year, Montour said some of the priorities of Public Works are to look at its funding. The annual budget of Public Works is in the area of \$4 million, and includes the maintenance of the provincial highways that run through Kahnawá:ke. Montour said he would be concentrating on expanding the records of Public Works activities to be able to show how much money is needed to maintain and improve the services it provides.



Work crews maintain the grass and trees in the community.

Social Development Unit offers client-based services

The Mohawk Council of Kahnawá:ke, the Social Development Unit was born out of the 1999 restructuring. SDU director Tom Morris explained that the restructuring took place because of continued growth of programs and services. Morris said prior to the restructuring there were 16 or 17 programs reporting to one person.

The SDU was created in 1999 and is made up of Mohawk Self Insurance (MSI), the Housing Department, Membership and the Social Assistance Program. The unit's first director was Louie John Diabo (who is now at Tewatohnhi'saktha). Iris Jacobs replaced Diabo when he returned to Tewatohnhi'saktha. Morris was named SDU director on May 1, 2003.

Morris also serves as the MCK's assistant Executive Director, which he says is possible because his unit can run fairly independently. This gives him the time to be able to be the Unit Director and the assistant Executive Director, working on Special Projects.

Morris said as a unit, the SDU has two major milestones they want to accomplish over the next year. The first is the development of a database to share information with other departments of the MCK. The information in this database will help speed up services to community members. Morris is hoping that this database will be in place by the end of this fiscal year. The second is an establishment of an operational manual for the entire SDU. The purpose of this manual would be to maintain fluidity within the unit in the event staff members leave. The manual will be able to tell new employees what their roles and responsibilities are and it will also tell them how they should handle various situations.

Over the past, year MSI has moved from the MCK's main offices to the Kahnawá:ke Services Complex. This move was done with the intention of better service its clients. MSI has also been able to increase benefits without increasing premiums. This past year the maximum insurable earnings went up from \$52,500 to \$55,000 and the maximum weekly indemnity has increased to \$793 from \$757.

Close to 800 community members are covered by MSI. These clients work in community organizations, contractors and in the private sector. Morris said that within the next



Social Development moved to its new office location at the end of last year.

few years, they would like to expand MSI into other Native communities across Canada, but would like to further develop the policy before it goes external.

The Housing Department has also seen some new developments this past year. The major issue for Housing was the approval of the new Housing Policy called Onkwanonhskonshon, which means "being inside of our

homes or dwellings." This document

is the policies and procedures manual for the Housing Department.

The Housing Department is also working closely with the Lands Unit and OCC to resolve the existing hold on Ministerial Guarantees for housing loans. There has also been a lot of work done with the Kanata Healthy Housing Project.

The Membership Department saw a lot of activity this year with the passing of the new Membership Law in October 2003. Membership's staff has doubled in size, from two employees to four, and has moved to the Services Complex to better serve Kahnawa'kehró:n. Membership will have a busy year ahead of them as the Law begins to be enacted and applied.

The Social Assistance Program has developed an anti-fraud campaign this past year. There has also been a ten percent decrease in Social Assistance cases, which could be in part of the anti-fraud efforts and with the recent surge in Kahnawake's economy. Social Assistance has also extended the Young Adult Employability Development Program, which seeks to help those on Welfare to become more employable.

The Social Development Unit has enjoyed a successful year serving the community and is looking forward to serving all Kahnawa'kehró:n in the future.

Sports and Recreation Unit Looks to Help Athletes Develop

When the Sports and Recreation Unit was first introduced to the Mohawk Council of Kahnawá:ke's structure three years ago, there were only a handful of sports offered to Kahnawá:kehró:non. The SRU was developed at a time when there were between 300-400 Kahnawá:ke athletes registered in minor sports. Today, there are more than 900 of Kahnawá:ke's young people taking part in at least one sport. Lou Ann Stacey took on the role of the SRU's Director in 2001.

"My job was to develop the unit structure and to hire staff," Stacey said.

In the three years since the creation of the SRU, Stacey has hired a staff of five and has witnessed many developments in the area of Kahnawá:ke sports. Besides adding to the staples of hockey, lacrosse, baseball and figure skating with soccer and softball, the unit is in the process of introducing field lacrosse and archery.

Three years ago, Ronnie Stacey coached a traveling soccer team that proved to be the start of another very popular sport in Kahnawá:ke. The following year, SRU decided to open up registration to see what the interest level would be. That year, over 100 kids registered to play soccer and since then, the numbers have been rising.

Stacey said they are looking at introducing new sports to the community, while at the same time keeping in mind the competitive sports of the North American Indigenous Games. Stacey said that archery is an emerging sport in Kahnawá:ke and they will be holding a badminton clinic in the near future. The SRU has mainly focused on the sports side of the "Sports and Recreation" moniker, but Stacey would also like to see more recreational activities developed for adults and other age categories.

Most of Kahnawá:ke's sports are running independently through their own boards. However, Stacey says that SRU strives to do what they can to help them. One of the most helpful developments for all sports was the implementation of a centralized registration system.

This year, there are more than 140 youth playing soccer and two soccer pitches have been developed - one at the Kahnawá:ke Survival School for U-14 and two others at the Kahnawá:ke Sports Complex grounds. The evolution of baseball in Kahnawá:ke is another success story. Just a few short years ago there were only a handful of Kahnawá:ke

teams taking to the field. Now, Kahnawá:ke is playing teams in every category in both boys baseball and girls softball, including one women's softball team. As a result of this explosion, the hospital ball field was completely refurbished and a second ball field was introduced at Matty's Park. Currently, there is a need for a senior field with lights.

The SRU was working with former MCK Chief Kaniatarí:io Gilbert to eliminate the non-resident fees that Kahnawá:ke athletes are required to pay when playing a sport for a Chateauguay team. To date there has been no response from the city of Chateauguay and Stacey is hopeful that one of the new Council Chiefs could continue this file.

She also disclosed that the SRU is a part of a committee that is working on getting the 2006 National Aboriginal Hockey Championships hosted by Kahnawá:ke. It is hoped for Kahnawá:ke to host more major sporting events. Another community initiative that the SRU is involved in is the Pool Committee. This committee is fundraising in the hopes of building an indoor pool and a second ice surface for additional facilities at the Kahnawá:ke Sports Complex.

One of Stacey's goals is for the community to develop an Aboriginal Sports Studies program. A program like this would develop high caliber athletes who are focused academically. Stacey would also like the SRU to solidify the sports programs offered in Kahnawá:ke financially and to further develop Kahnawá:ke's athletes in higher levels. By doing this, she hopes that eventually, Kahnawá:ke could offer our elite athletes scholarships and bursaries to help them continue to excel in their respective sports.



Soccer—a now popular sport among Kahnawá:ke Youth

Casino Referendum was Democracy in its Purest Form

Last summer, Kahnawá:ke was hit by casino fever. It seemed like the only thing people could talk about was the upcoming casino referendum and what the project could mean for Kahnawá:ke. And when all was said and done Kahnawá:ke's voters said "no" by a clear majority of 56 to 44%.

Even though the casino project was rejected, the Mohawk Council of Kahnawá:ke believes the process itself was a success. The turnout for the referendum was one of the largest in Kahnawá:ke voting history.

"The referendum was democracy in its purest form," said Joe Delaronde, who was part of the team assembled by Tewatohni'saktha to promote the project. "Even though Council was disappointed in the outcome, they did the right thing by going directly to the people."

Tewatohni'saktha presented the project proposal to the MCK and was man-



MCK hosted a Special Panel Discussion on the Casino for the Community, September 2003

dated to provide the community with the relevant information. As well, the MCK was asked to administer the referendum itself. An information office was set up at the Kateri Hall and did a brisk business, as hundreds of community members came forth to ask questions and/or offer their opinions.

Fifty-six percent of Kahnawá:ke voters voted against the proposed casino project.

"In retrospect, I think that the project may have scared some people because of its grand scale," Delaronde said. "And, with our conservative nature, many of our people were afraid that the face of Kahnawá:ke could change almost overnight."

Had the casino project been accepted, it would have rivaled the size of the Montreal Casino when it first opened in 1993. Eighteen hundred (1,800) slot machines and 80 table games were envisioned. The casino would have required 113 acres of land and would have created more than 2,500 full and part-time jobs. Total construction costs would have amounted to \$113 million, a cost that would have been borne by the partner, Casinos Austria International. It was estimated that profits for the first year of operation would have been over \$50 million.

MCK Info Fair a Success

When the Mohawk Council of Kahnawá:ke held its Information Fair in May 2003, they had no idea how popular it would be. The event was held over two days at the Knights of Columbus Hall. The first day was strictly for MCK employees with the second day opened to the community.

MCK Communications Officer Neil McComber said that the purpose of the Information Fair was to show the community all the services and the day-to-day activities of the MCK in one setting. McComber said that there usually is an MCK open house every three to four years. The last one was held when the new extension opened at the MCK and another four years before at the Royal Canadian Legion Hall. McComber said that the Information Fair exceeded the MCKs expectations with regards to feedback and public participation. The Knights was set up into nine sections, representing each of the MCKs units (there were nine at the time).

"All the departments in each unit had to come together to create their area," McComber said, "because the area was limited they had to prioritize."

During the Information Fair, the Membership Department printed out family trees for those who wanted them, the Office of the Council of Chiefs were handing out a CD with the Q/KR agreements and showed a video of an actual Council meeting. The Lands Unit display consisted of many, many maps. It was at this time that the Lands Unit unveiled its new Tioweró:ton Map, which went on sale that day. These maps were so popular that the first printing sold out that first weekend.

Another highlight of the event was the Capital Unit's scale model working replica of the new sewage treatment plant. Information Systems created a mock Family Feud game, with questions on the MCK operations. Some of the other units also had games for people to play, such as the Sports and Recreation Unit putting green.



The MCK hopes to see you at its next Open House, which will be held in the near future.

Kahnawá:ke Membership Law

Membership law approved

With the passing of Kahnawá:ke's Membership law on November 10, 2003, the Mohawk Council of Kahnawá:ke is one step closer to implementing the new law in its entirety. Alwyn Morris, of the MCK, said that the Membership law's implementation plan has pieces of the new legislation coming into effect over a period of time. The first part of the implementation was the appointing of a Membership Registrar and the Council of Elders. Since the appointments of the Elders in April 2004, they have been reviewing the law and addressing their operational regulations of how they would function.

As the Elders move forward with their processes for implementation, the Law is being translated into Kanien'kéha. Once that is done, the translated version will be referred to as the official version of the Kahnawá:ke Membership Law.

Morris pointed out that this Membership Law went to the community on three separate occasions for input, consultation and approval and that if the Elders make recommendations for legislative changes, the process for amendment will begin and the changes will be reviewed.



Community members gather at a special community meeting to select the elders who will sit on the Council of Elders

Traditional Government—Great Law

The Traditional Government Working Group was mandated in November 2001 for a period of two years. During this time, the group held meetings with community members, conducted focus groups, held a Strawberry festival (proposed as an annual community event) and, discussions on the Great Law. They presented their 2001-2003 final report to Council in February 2004.

Throughout the two-year period, the group found that community members involved both directly and indirectly in the process, felt that the present system is inadequate and unable to meet the needs, desires and identity of the community. The youth who participated also wanted to be involved because they said that they were going to inherit the decisions that are made today. They also felt that a better decision-making process was needed where everyone could participate and be involved in community issues that affect them. These views are supported by past research, surveys and reports produced with community participation.

As a result of this finding, one of the main recommendations of the report was to define and implement the Clan system for the entire community, as a forum for discussions, deliberations and decision-making on major issues.

This past spring, Council had several sessions on community mandates. In one of the sessions, the Clan system was discussed and a consensus was reached that the Clan system was needed. It was stated that the Clan system could also address leadership selection and membership. During this session, Council recommended that the Traditional Government Working Group focus on the idea of re-introducing the Clan system to the Community.

Another recommendation was to have a community visioning session to determine the direction the community would like to move considering the current status of affairs of Kahnawá:ke. This topic was also discussed and Council agreed there is a need to have a community vision and that it could possibly be moved through the re-introduction of the Clan system. As a result, the Traditional Government Working Group has drafted a work plan for the next two years and will be focusing on the re-introduction of the Clan system

The final report for 2001-2003 provides more information on the findings and recommendations of the group, and is available for public distribution. If you have any questions, or would like more information or to obtain a copy of the final report for 2001-2003, please contact: Jeffrey Diabo, Mohawk Government Development Officer, 632.7500 ext: 394 e-mail: Jeffreyd@mck.ca.

Kanien'keha Language Pro-

MCK contributes to language survival

The Mohawk Council of Kahnawá:ke has made a commitment to the preservation, protection and enhancement of the Mohawk Language, through the creation of the language law and other language initiatives. One of the main goals of the Mohawk Language Law is to give every Kahnawa'kehró:non the opportunity to receive services in Kanien'kéha.

One of the major means to this end was the establishment of the Kanien'kéha Ratiwennahní:rats adult immersion program two years ago. The first class was a collaboration between the Mohawk Council of Kahnawá:ke, Tewatohni'saktha, Kanien'kehá:ka Onkwawén:na Raotitiohkwa (KOR), the Kahnawake Education Center and McGill University. The first year's aim was to create Kanien'kéha teachers, as many current teachers are at or fast approaching retirement age.

Last year's program was geared more at creating speakers than teachers and was administered by KOR. Funding for the program came from Mohawk Internet Technologies and the Social Development Unit of the MCK. The SDU chipped in to the tune of \$112,000 to help with the operating cost of the immersion program. Tom Morris, the SDU's director, said that the money came from a surplus from social assistance funds. The MCK was also able to provide several students with funding subsidies through the social assistance program.

Two MCK employees were also given leaves of absences from their jobs in order to take part in the Kanien'kéha Ratiwennahní:rats program. Valerie Tsonatiió:'a Delisle, who was a researcher and policy analyst for the MCK's Lands Unit, and Lynn Katsitsaronkwás Jacobs, who is the Scientific Advisor to the Kahnawá:ke Environment Office, are both graduates of the immersion program.

"I entered the program because I wanted to be able to read, speak and write my language," Delisle said.

Now that she has graduated, Delisle will not be returning to her job at the MCK. Delisle is now working as the new Operations Coordinator at Kanien'kehá:ka Onkwawén:na Raotitiohkwa.



Lynn Katsitsaronkwás Jacobs at the graduation ceremony.

"I would like to say thanks to the MCK for allowing me this opportunity," Delisle said.

Jacobs, who is now on maternity leave, thoroughly enjoyed her experience in the Kanien'kéha Ratiwennahní:rats program.

"It's something that I always wanted to do," Jacobs said. "I knew that putting myself in an immersion situation would be the only way that I'd learn it." She enrolled in the program before getting pregnant, but the thought of having kids was always on her mind. So when she applied for the program she wanted to learn the language so she can pass it on to her children, because that was something that wasn't available to her when she was growing up. While she was away studying Kanien'kéha, the MCK sponsored a portion of her salary, which helped her out immensely. "I would like to say a very big nià:wén'kó:wa to the MCK for letting me have this opportunity," Jacobs said. She feels that taking this course is beneficial to both herself and to the MCK. She is now a Kanien'kéha speaker and she'll be able to use it in her job and hopefully teach other MCK employees.

BUDGET INFORMATION

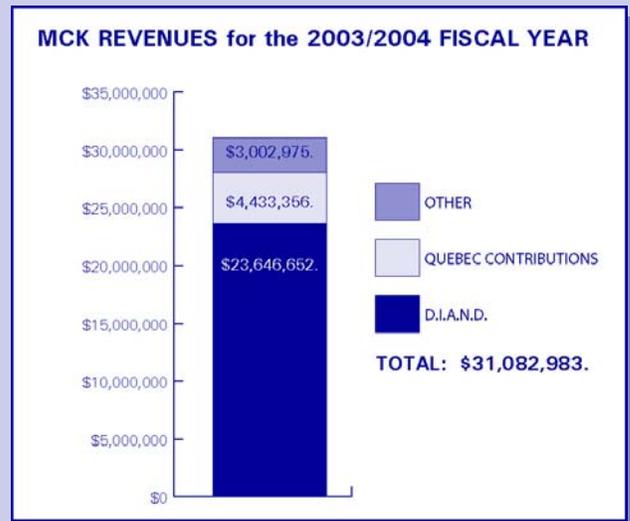
Mohawk Council of Kahnawá:ke Financial Status for the 2003/2004 Fiscal Year

The Mohawk Council of Kahnawá:ke is once again happy to report that a balanced budget has been produced and has received a positive auditors report for the 2003/2004 fiscal year.

The total operating and capital budget for the 2003/2004 fiscal year for the Mohawk Council of Kahnawá:ke was \$31,082,983. This excludes the affiliated entities such as the Kahnawá:ke Education Center, the Kahnawá:ke Fire Brigade, K.S.C.S., the Cultural Center, the Youth Center and Tewatohnni'saktha, who report separately to the Community.

Mohawk Council of Kahnawá:ke Revenues for the 2003/2004 Fiscal Year

D.I.A.N.D.	\$ 23,646,652.
Quebec Contributions	\$ 4,433,356.
Other (Net of capital asset fund)	\$ 3,002,975.
Total Revenues	\$ 31,082,983.



Mohawk Council of Kahnawá:ke Operational and Capital Budget 2003/2004 (net of capital asset fund)

Lands Unit :

Land Management & Related Programs:	\$ 549,787.
Solid Waste Disposal Costs:	\$ 299,159.
Tiowero:ton Program Costs:	\$ 203,205.
Community Recycling Program:	\$ 203,056.
Environment & Related Programs:	\$ 198,870.
Quarry Operational Costs:	\$ 188,413.
Landfill Operational Costs:	\$ 66,305.
Wind Energy Pilot Project:	\$ 9,672.
Total Lands Unit Cost:	\$ 1,718,467.

Community Protection Unit :

Peacekeepers Operational & Bldg. Cost:	\$ 3,594,458.
Community Protection Program:	\$ 150,571.
Conservation:	\$ 111,039.
Safety Operations and Committee Cost:	\$ 73,488.
Animal Protection:	\$ 58,854.
Emergency Preparedness:	\$ 13,140.
Total Community Protection Unit Cost:	\$ 4,001,550.

Social Development Unit:

Social Assistance Programs:	\$ 5,243,481.
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BUDGET INFORMATION

Housing Programs:	\$ 2,525,807.
Mohawk Self Insurance:	\$ 410,231.
Multi Dwelling Operations:	\$ 296,775.
Membership Administration:	<u>\$ 138,524.</u>
Total Social Development Unit Cost:	\$8,614,818.

The Office of the Council of Chiefs:	
Council Secretariat:	\$ 1,120,737.
CKR Negotiations:	\$ 666,921.
Regulatory Bodies:	\$ 510,078.
Kahnawá:ke Government Research:	\$ 369,989.
S.S.S.L. Land Claim:	\$ 345,754
PR/Communication:	\$ 333,570.
QKR Negotiations:	\$ 254,646.
QKR Implementation:	\$ 200,161.
Traditional Govt. Development:	\$ 68,084.
Community Initiatives:	\$ 65,950.
Specific Claims:	<u>\$ 10,000.</u>
Total O.C.C. Unit Cost:	\$3,945,890.

Finance and Administration Unit:	
Internal Administrative Services:	\$ 2,133,660.
Employee Benefits:	\$ 1,726,751.
Legal Services:	\$ 691,246.
Information Systems:	\$ 396,053.
Human Resource & Training:	\$ 373,269.
Court Administration:	\$ 285,995.
MIT –Cultural Center Transfer:	\$ 250,000.
QKR Agreement Transfers:	\$ 249,460.
Miscellaneous Programs/Projects:	\$ 185,862.
MCK Building Maintenance:	\$ 154,762.
Repayment of Building Addition:	\$ 50,986.
Alternative Dispute Resolution:	<u>\$ 43,436.</u>
Total Finance & Admin. Unit Cost:	\$6,541,480.

Public Works Unit:	
Filtration & Sewage Plants:	\$ 787,189.
Daily School Transportation:	\$ 784,387.
Roads Department:	\$ 644,037.
M.C.K. Equipment:	\$ 530,806.
MCK Transport – Prov. Highways:	\$ 455,708.
Town Garage Maintenance:	\$ 239,807.
Maintenance Management:	\$ 188,395.
Community Building Repairs:	\$ 130,311.
Heavy Equipment Acquisition:	<u>\$ 48,922.</u>
Total Public Works Unit Cost:	\$3,809,562.

The Capital Unit:	
Capital Administration-all projects:	\$ 342,135.
Plans & Specifications:	\$ 109,726.
Water Network Study:	\$ 102,701.
Adaptive Measures Plan:	\$ 88,675.
Rural Roads:	\$ 79,977.

BUDGET INFORMATION

Rural Creek Rehabilitation:	\$ 62,953.
Lot 106 Project:	\$ 56,180.
External engineering Costs:	\$ 53,987.
Eastern Door Area:	\$ 44,966.
Infrastructure Extension:	\$ 24,284.
Storm Drain Upgrade:	\$ 22,249.
New Residential Development Study:	\$ 21,543.
Wells & Septic Tank Maintenance:	\$ 21,394.
Central Water Line:	\$ 21,005.
Infrastructure Rehabilitation & TV:	\$ 18,405.
Arena Road Rehabilitation:	\$ 17,178.
Indian Way School Road Upgrade:	\$ 12,742.
Capital Plan Update:	\$ 9,655.
SLS – 3 valves	\$ 8,729.
Street Light Repairs:	\$ 7,153.
Residential Lot Remediation:	\$ 3,576.
Total Capital Unit Cost:	\$1,129,213.

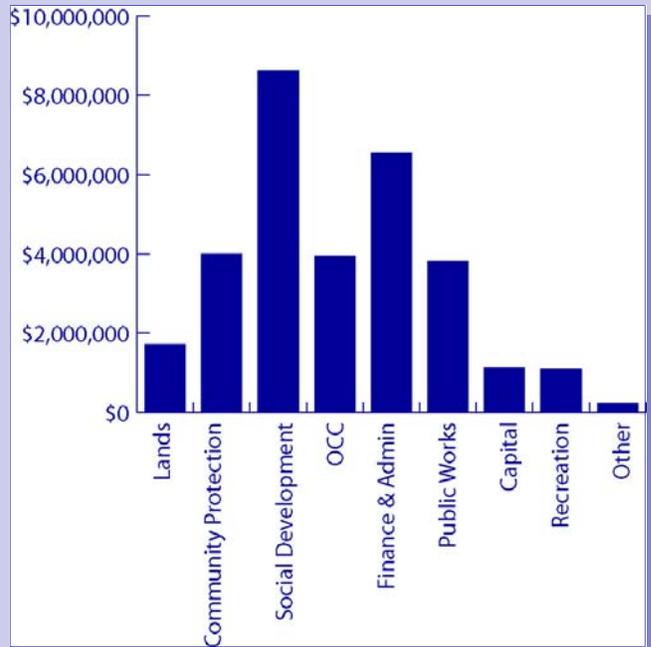
Recreation Unit:

Sports Complex Admin & Maintenance:	\$ 512,493.
Recreation Planning & Development:	\$ 295,973.
Recreational Transfers:	\$ 289,884.
Total Recreation Unit Cost:	\$ 1,098,350.

Other Program Costs:

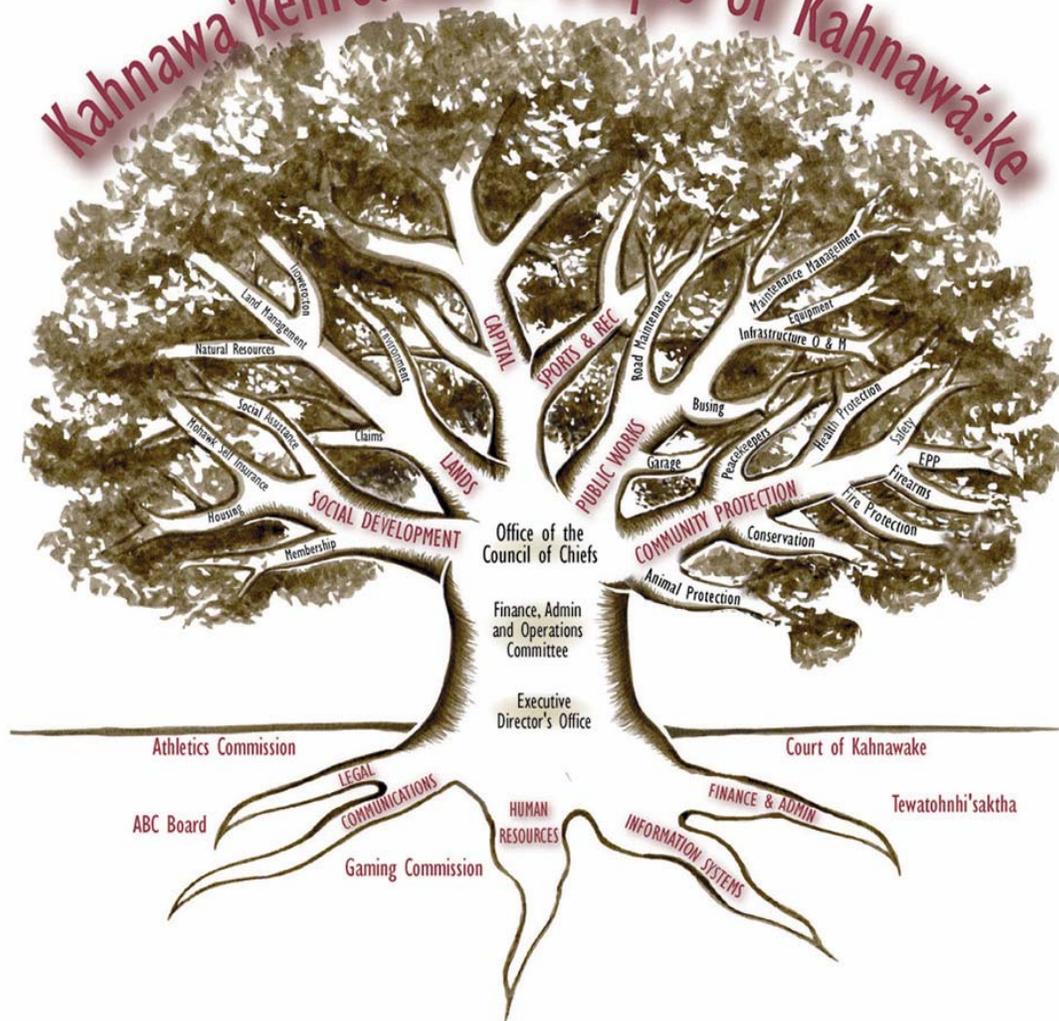
Planning & Development Cost:	\$ 101,733.
Mohawk Language Programs:	\$ 121,920.

The Management of the MCK is very proud of the efficiency of our Program Directors who are mandated to meet the needs of the Community within the budget constraints they face. It is very difficult to plan and develop for the betterment of the community when we are nearly 100% dependent on external government funding, showing that the community is in dire need of our own source revenue.



MCK ANNUAL REPORT 2003-2004

Kahnawa'kehró:non - People of Kahnawá:ke



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