



Tewatohnhi'saktha

**Communications
Baseline Survey
Report**

SUBMITTED BY
Charleen Schurman
Independent Consultant

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Executive Summary

This report provides an overview of the Tewaohnhi'saktha Communications Baseline Survey (Appendix A), which was conducted independently by this consultant during the period of February and March 2016. The purpose of the survey is to determine the degree to which each of the following objectives, from the Tewaohnhi'saktha communication strategy, has been achieved:

- Increase level of trust among community members
- Increase transparency of Tewaohnhi'saktha activities for community and other stakeholders
- Increase awareness of Tewaohnhi'saktha programs and services
- Increase community support for Tewaohnhi'saktha

Feedback received from this survey will be used to determine whether objectives have been achieved, facilitate improvements and develop recommendations for the future.

The Average rating totals for questions 1-18 (excluding 17 & 19) are:

- 17% Strongly Agree
- 42% Agree
- 18% Neither Agree or Disagree
- 18% Disagree
- 5% Strongly Disagree

When the ratings “strongly agree” and “agree” are combined, their average total is 59%, and when the ratings “disagree” and “strongly disagree” are combined, their average total is 23%.

SURVEY RESPONDENTS CONFIRM THAT TEWATOHNHI'SAKTHA DOES MANY THINGS WELL...

The five questions with the highest combined strongly agree/agree ratings in the Communications Baseline Survey are:

- 92% - Question 1: I am aware of Tewaohnhi'saktha's mandate to create revenue for the community, support small business development, and facilitate workforce development.
- 90% - Question 16: I am aware of Tewaohnhi'saktha's Shop Kahnawa:ke program..
- 89% - Question 5: I am aware of Tewaohnhi'saktha's Employment & Training programs and services.
- 84% - Question 6: I am aware of Tewaohnhi'saktha's business programs and services.
- 76% - Question 13: Tewaohnhi'saktha plays a positive role in the community.

The five questions with the highest neither agree/disagree ratings in the Communications Baseline Survey are:

- 38% - Question 15: Tewaohnni'saktha appears to be a great place to work.
- 33% - Question 8: My feedback effects change at Tewaohnni'saktha.
- 30% - Question 4: I support Tewaohnni'saktha's revenue generating activities.
- 26% - Question 10: Tewaohnni'saktha is transparent with community members.
- 26% - Question 12: Tewaohnni'saktha activities are consistent with creating collective prosperity for Kahnawa:ke.

FINDINGS THAT MERIT FURTHER STUDY AND/OR ACTION...

The five questions with the highest combined disagree/strongly disagree ratings in the Communications Baseline Survey are:

- 55% - Question 10: Tewaohnni'saktha is transparent with community members.
- 49% - Question 2: I am aware of Tewaohnni'saktha's revenue generating activities.
- 40% - Question 3: I am aware that Tewaohnni'saktha's revenue generating activities are meant to help fund the community's under-funded programs and services.
- 35% - Question 9: Tewaohnni'saktha effectively communicates their activities to the people of Kahnawa:ke.
- 34% - Question 11: Tewaohnni'saktha can be trusted to work in the best economic interest of the Kahnawa:ke people.

This concludes the Executive Summary.

Methodology

The survey format and questions were previously developed by Tewaohnhi'saktha and 95 clean copies were provided to the consultant, 90 of which were successfully completed to fulfill the objective. Respondents were selected from a sampling frame of 2500 community members, compiled using the Kahnawake Telephone Directory and the social media application Facebook. Names were imported into Excel and electronically randomized, to produce a sample list of 300 community members. No distinction was made to include or exclude any specific community member. Confidentiality was observed at all times.

This consultant and one (1) additional surveyor contacted respondents by telephone. Call attempts were made during weekday business hours, evening hours and weekends. Social media was also utilized to make contact. Many clients were obliging, pleasant and a moderate number provided feedback.

The following documentation and online resources were consulted prior to writing this report:

- Tewaohnhi'saktha Communications Strategy 2012-2015
- Tewaohnhi'saktha Website

The data from manually completed surveys was entered and tabulated using Survey Monkey and results are displayed in bar graph format, along with the total response count for each question. With regard to the graphs depicting data, there are some cases where the sum of the graphs totals one tenth of one percent above or below 100 percent. This is attributed to a rounding function in the computer program that tabulated the data.

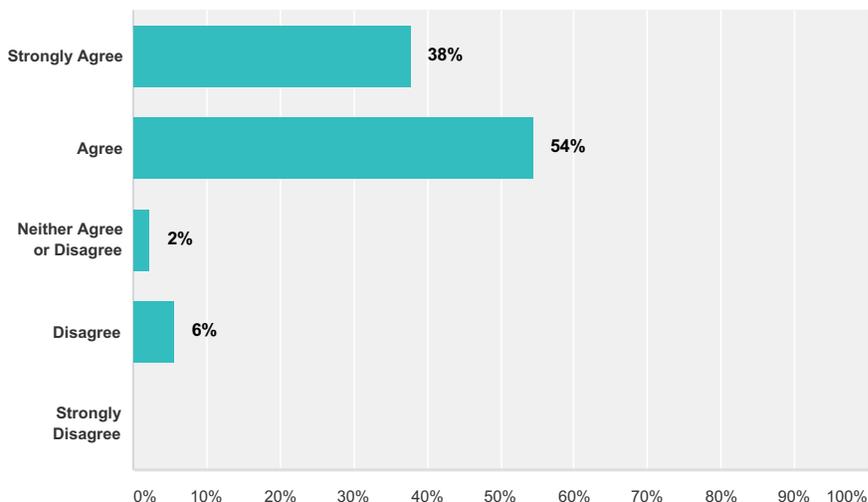
Survey Results

The survey results include 19 questions employing the Likert Scale method with five (5) answer choices ranging from Strongly Agree to Strongly Disagree. The exception is Question #17 which offers only four (4) choices: never, several times per year, several times per month and several times per week. Question 19 is strictly a comment question.

Analysis and recommendations were based primarily on survey results and limited review literature.

Client comments are transcribed directly below the graph or on the following page when additional space was needed. Included with the graph are response percentages and number of responses for each possible answer. An analysis comparing current and past survey results from 2013 and 2015 is also included.

Q1 I am aware of Tewa’s mandate to create revenue for the community, support small business development, and facilitate workforce development.



Answer Choices	Responses	
Strongly Agree	38%	34
Agree	54%	49
Neither Agree or Disagree	2%	2
Disagree	6%	5
Strongly Disagree	0%	0
Total		90

COMMENTS

1. I said agree but I don’t know what your mandate is, specifically.
2. What mandate? How many businesses have you created, in your existence, to generate revenue for the community?
3. I did not know you were in the revenue generation business.
4. I know that’s what you’re supposed to be doing but I’m not convinced you’re doing it.
5. I would like to know more about your services but you need to do more promotion in the community.

DATA ANALYSIS

2015

SA/Agree: 63%
 Neither A/D: 29%
 SD/Disagree: 8%

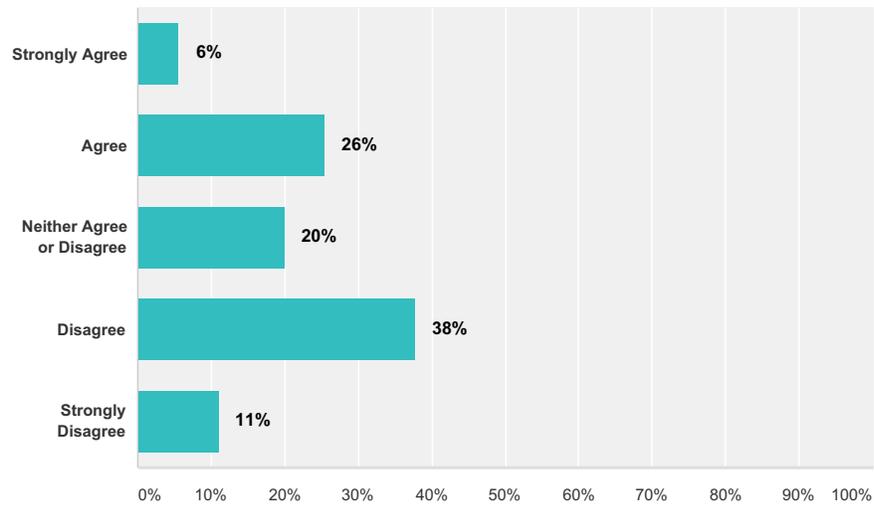
92% of community members surveyed strongly agree or agree that they are aware of Tewa’s mandate to create revenue for the community, support small business development, and facilitate workforce development.

2013

SA/Agree: 84%
 Neither A/D: 10%
 SD/Disagree: 7%

That is a 29% increase in awareness since 2015 and an 8% increase as compared to 2013.

Q2 I am aware of Tewa’s revenue generating activities.



Answer Choices	Responses	
Strongly Agree	6%	5
Agree	26%	23
Neither Agree or Disagree	20%	18
Disagree	38%	34
Strongly Disagree	11%	10
Total		90

COMMENTS

1. No idea what this is.
2. The only one I am aware of is the Windmill Project.
3. I would like to know more about MIT.
4. Try to do something in the community – like a marketplace that promotes community business.

DATA ANALYSIS

2015

SA/Agree: 40%
 Neither A/D: 58%
 SD/Disagree: 2%

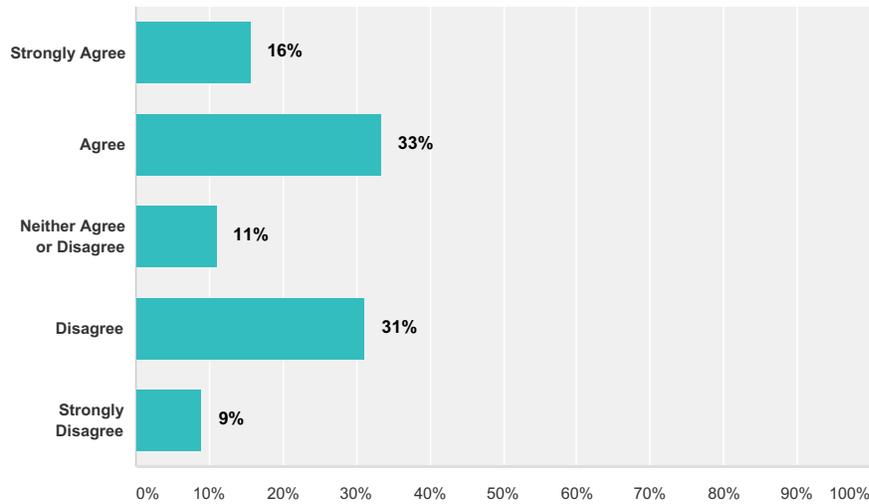
32% of Community Members surveyed strongly agree or agree that they are aware of Tewa's revenue generating activities.

2013

SA/Agree: 51%
 Neither A/D: 20%
 SD/Disagree: 29%

That is an 8% decrease in awareness since 2015 and a 19% decrease as compared to 2013.

Q3 I am aware that Tewa's revenue generating activities are meant to help fund the community's under-funded programs and services.



Answer Choices	Responses	
Strongly Agree	16%	14
Agree	33%	30
Neither Agree or Disagree	11%	10
Disagree	31%	28
Strongly Disagree	9%	8
Total		90

COMMENTS

1. I am aware but does it really happen? Where does revenue go?
2. I don't know where the revenue goes.
3. I'm shocked – I have never, ever heard of this.
4. I know what you're funding and it's not community activities – it's Tewatohnhi'saktha (yourselves)

DATA ANALYSIS

2015

SA/Agree: 20%
 Neither A/D: 58%
 SD/Disagree: 22%

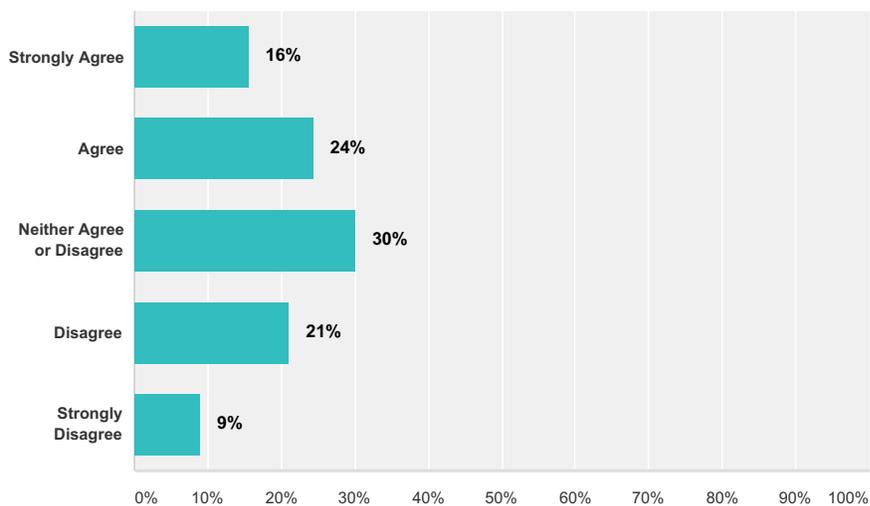
49% of Community Members surveyed strongly agree or agree that they are aware Tewatohnhi'saktha contributes revenue to underfunded community programs and services.

2013

SA/Agree: 74%
 Neither A/D: 13%
 SD/Disagree: 13%

That is a 29% increase in awareness since 2015 and a 25% decrease as compared to 2013.

Q4 I support Tewa’s revenue generating activities.



Answer Choices	Responses	
Strongly Agree	16%	14
Agree	24%	22
Neither Agree or Disagree	30%	27
Disagree	21%	19
Strongly Disagree	9%	8
Total		90

COMMENTS

See page 10

DATA ANALYSIS

2015

SA/Agree: 55%
 Neither A/D: 38%
 SD/Disagree: 7%

40% of Community Members surveyed strongly agree or agree that they support Tewaohnhi’saktha’s revenue generating activities.

2013

SA/Agree: 63%
 Neither A/D: 22%
 SD/Disagree: 13%

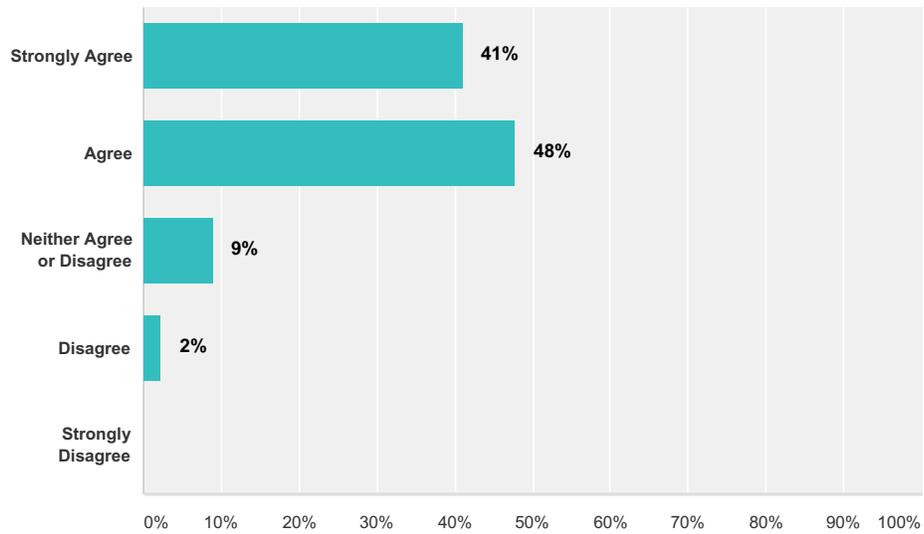
That is a 15% decrease since 2015 and a 23% decrease as compared to 2013.

COMMENTS: Q4 I Support Tewatohnhi'saktha's Revenue Generating Activities

1. All I know of is your electronic signs.
2. I don't know what activities you have. I only know about the wind project.
3. Have no idea what this is.
4. You are afraid to take a risk on projects with potential to generate a lot of revenue. Your internal supports conflict with other organizations i.e. KSCS or KMHC and then you back off for example MRI facility can be private but you won't pursue because of KMHC.
5. Tewatohnhi'saktha's focus is on creating mega projects but maybe that should change to be less grandiose ideas.
6. You have no business purchasing land - you're a business (entity).
7. I can't say I approve of all your activities.

END COMMENTS

Q5 I am aware of Tewa's Employment & Training programs and services.



Answer Choices	Responses
Strongly Agree	41% 37
Agree	48% 43
Neither Agree or Disagree	9% 8
Disagree	2% 2
Strongly Disagree	0% 0
Total	90

COMMENTS

See page 12.

DATA ANALYSIS

2015

SA/Agree: 93%
 Neither A/D: 7%
 SD/Disagree: 0%

89% of Community Members surveyed strongly agree or agree that they are aware of Tewatohnhi'saktha's Employment and Training programs and services.

2013

SA/Agree: 79%
 Neither A/D: 13%
 SD/Disagree: 8%

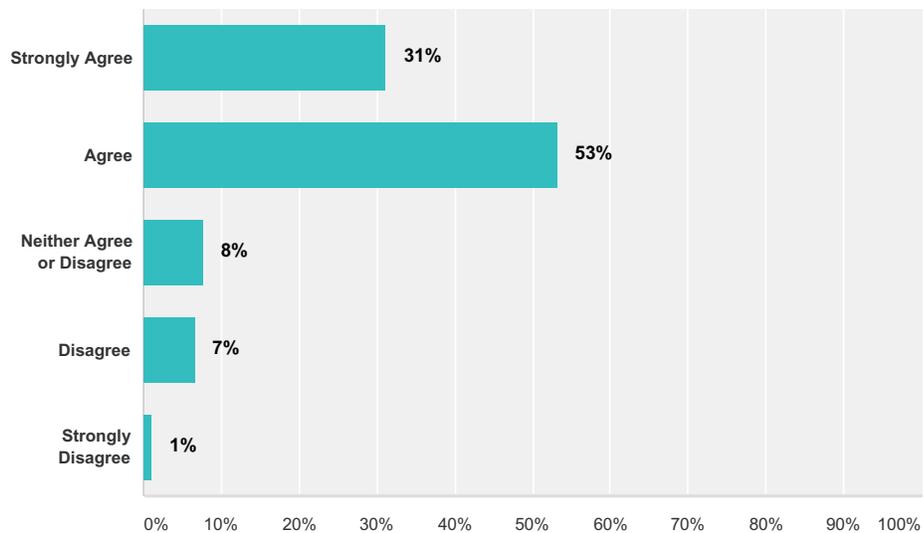
That is a 4% decrease in awareness since 2015 and a 10% increase in awareness as compared to 2013.

COMMENTS: Q5 I am aware of Tewatohnni'saktha's Employment & Training Programs and Services.

1. No, I don't know. You should promote vocational opportunities all the time.
2. The registration process is so long and tedious to apply for vocational training; it discourages people. Tewatohnni'saktha makes you jump through hoops to get approved. Is this really necessary or can it be abbreviated? Maybe Tewatohnni'saktha should consider becoming an accredited training center so people don't have to go elsewhere to become trained.
3. Tewatohnni'saktha should invest money in education for younger children instead of at 21 years of age when often it's too late.
4. You should host a more active employment center with a comprehensive job bank.
5. Find better, more effective programs to make sure youth find a school or employment. Encourage them. What is there for them? They need French.
6. Tewatohnni'saktha needs to do more to find placements for students who have successfully completed their educational programs. Employers don't want to hire people who have not gained enough experience. Stages are necessary and for long periods. Example: a relative went to school for 2 years but can't find a job because a stage placement wasn't found. More effort needs to be made to get every student experience.

END COMMENTS

Q6 I am aware of Tewa's business programs and services.



Answer Choices	Responses
Strongly Agree	31% 28
Agree	53% 48
Neither Agree or Disagree	8% 7
Disagree	7% 6
Strongly Disagree	1% 1
Total	90

COMMENTS

See page 14.

DATA ANALYSIS

2015

SA/Agree: 76%
 Neither A/D: 24%
 SD/Disagree: 0%

84% of Community Members surveyed strongly agree or agree that they are aware of Tewatohnhi'saktha's business programs and services.

2013

SA/Agree: 87%
 Neither A/D: 7%
 SD/Disagree: 7%

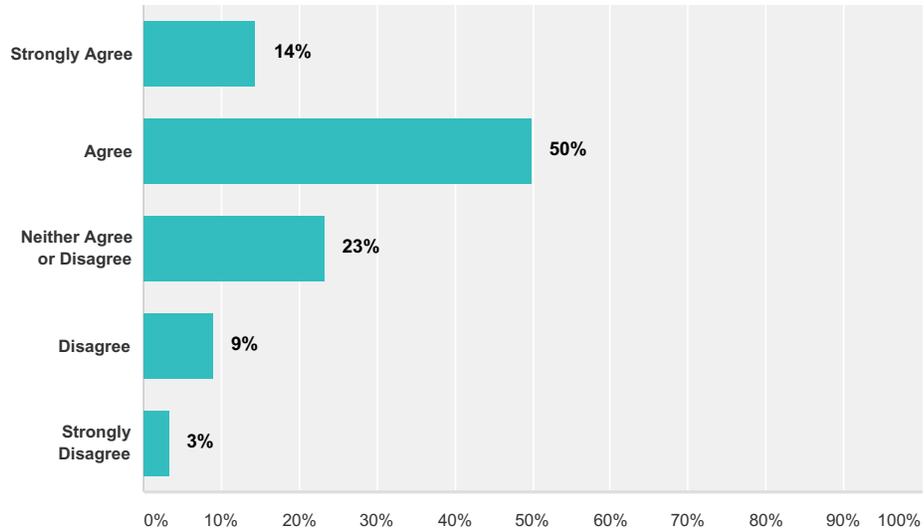
That is an 8% increase in awareness since 2015 and a 3% decrease as compared to 2013.

COMMENTS: Q6 I am aware of Tewatohnhi'saktha's Business Programs and Services.

1. Your former workshops taught by Tom O'Connell and offered to the community were very good – you should bring that back.
2. Tewatohnhi'saktha didn't approve of my business concept and I was subsequently denied funding. I believe favouritism and 'black-balling' is prevalent at Tewatohnhi'saktha. Some of your policies are too rigid for businesses to access funds, if you really want to help relax them a little so people can benefit. One BSO in particular is very lazy and has no clue about his clients.
3. Your focus leans toward youth with respect to Small Business Services. Funds for more mature clients are limited. It would make sense that the latter, who are more experienced have a better chance of being successful in business. Young people like to create businesses in the area of arts and culture and that doesn't make money so why fund that? Your policies for mature clients are rigid and outdated. You are too focused on brick and mortar type businesses instead of encouraging big projects like health/medical technology, pharmaceuticals.
4. The amount you provide for marketing should be increased rather than continuing to decrease.
5. Put more effort into supporting small businesses by helping them become self-sufficient. Teach them how to manage their finances because many have no clue they don't even know how to read a financial statement. The entrepreneur course is not helpful at all; a better idea is to train us to do our own bookkeeping.
6. Encourage small businesses to offer their employees benefits. Any small business can offer their employees employment insurance they just need to be shown the steps to take.
7. Business services officers take forever to respond/help.
8. Tewatohnhi'saktha should have a booklet explaining all their programs and services that are available.
9. You are really in the clouds in terms of business in this community; you don't seem to know what you're doing. The people in charge don't have practical experience; yes they are educated but no extensive experience operating or creating business.
10. The only thing I have to say is, I didn't know about all the hidden details to help my business. I had to find out many things from other people.
11. After starting my business I found out about many benefits I was not initially aware of. They (BSO) did not offer to tell me anything further that would have helped me financially.
12. I find you have to ask a lot of questions in order to find out about the subsidies that are available. There are many hidden things that people are not aware of. I found out after starting my business, that there were many other benefits available.
13. Originally Tewatohnhi'saktha had all kinds of good endeavors but not now. I had a business but Tewatohnhi'saktha wasn't much help and I couldn't qualify for any of their programs because I am over 35 years of age. It's not fair. Older people should have just as much opportunity as the younger ones.

END COMMENTS

Q7 Tewa programs and services are focused on the needs of the client.



Answer Choices	Responses
Strongly Agree	14% 13
Agree	50% 45
Neither Agree or Disagree	23% 21
Disagree	9% 8
Strongly Disagree	3% 3
Total	90

COMMENTS

See page 16.

DATA ANALYSIS

2015

SA/Agree: 22%
 Neither A/D: 73%
 SD/Disagree: 5%

64% of Community Members surveyed strongly agree or agree that Tewaohnni'saktha's programs and services are focused on the needs of the client.

2013

SA/Agree: 67%
 Neither A/D: 24%
 SD/Disagree: 9%

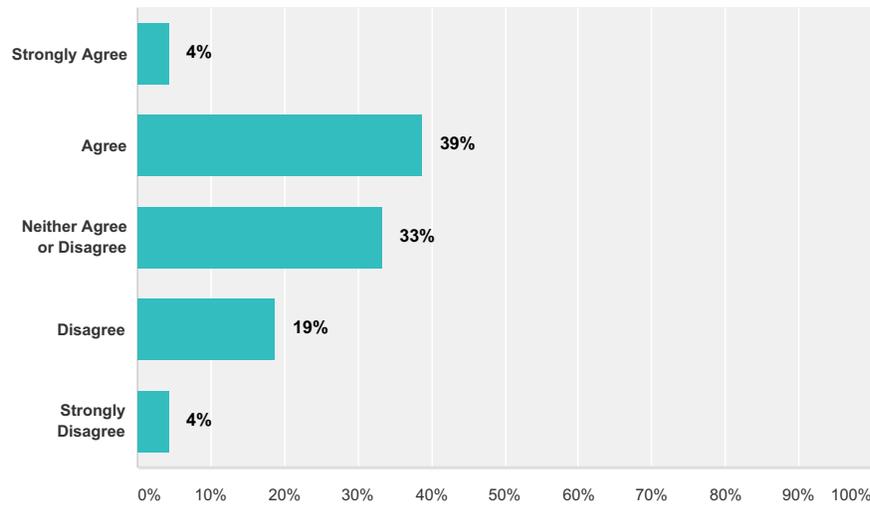
That is a 42% increase in awareness since 2015 and a 3% decrease as compared to 2013.

COMMENTS: Q7 Tewatohnni'saktha programs and services are focused on the needs of the client.

1. Your question is leading.
2. Tewatohnni'saktha should pay for, or contribute to, business client advertisements in the telephone directory.
3. Perhaps but some personnel are not properly trained to handle clients. There was an incident where a female program facilitator repeatedly spoke in a negative manner toward non-Natives during her lessons and my young niece, who comes from a mixed family, was so upset she ended up quitting the program. It is unacceptable that employees are permitted to express this racist attitude in their work environment.
4. Is there still funding for students? There seems to be no funding for education .. why? Make this public. What is available to people regarding funding?
5. Shake up the Heads Up Program – it's always the same and young people are getting bored with it.
6. Bump up your deadline for the summer student employment date. Students are thinking now (March) about what they want to do in the summer.
7. Offer courses and open them to the community, like computer courses to help us upgrade our skills.
8. Why doesn't Tewatohnni'saktha offer basic business courses anymore? Intro to accounting, computers, software?
9. Employees should keep their two cents out of our business.
10. Haven't been involved in any programs for awhile, but hopefully some changes were made and improvements to communicate better with the clients.
11. Some of your programs could be longer for example the one you had for people with disabilities. There really wasn't enough time to reach my goal of finding employment. Also, the program needed more promotion so businesses would be more receptive to hiring people with disabilities.
12. Job postings should be promoted more. Try harder to get more postings. Make it a bigger feature. Make your bulletin board in the lobby more prominent don't hide it and update it more often.
13. Encourage clients to look 'outside' for employment. You train people but they all want to work in Kahnawake and that's not possible.

END COMMENTS

Q8 My feedback effects change at Tewatohnni'saktha.



Answer Choices	Responses
Strongly Agree	4% 4
Agree	39% 35
Neither Agree or Disagree	33% 30
Disagree	19% 17
Strongly Disagree	4% 4
Total	90

COMMENTS

1. I don't know if it does. How do you report the information gathered from this survey back to the community?
2. No, not enough. You listen but it doesn't go anywhere. We never hear back about the results of these surveys.
3. Maybe you will attempt to but not so sure if it will be accomplished.
4. I tend to feel that Tewatohnni'saktha, like other community organizations, do whatever they want. You are a top-down thinking organization, the client is last. I hope that changes.
5. How and when do we get the results from this survey? Do you make it available to the public?

DATA ANALYSIS

2015

SA/Agree: 42%
 Neither A/D: 53%
 SD/Disagree: 5%

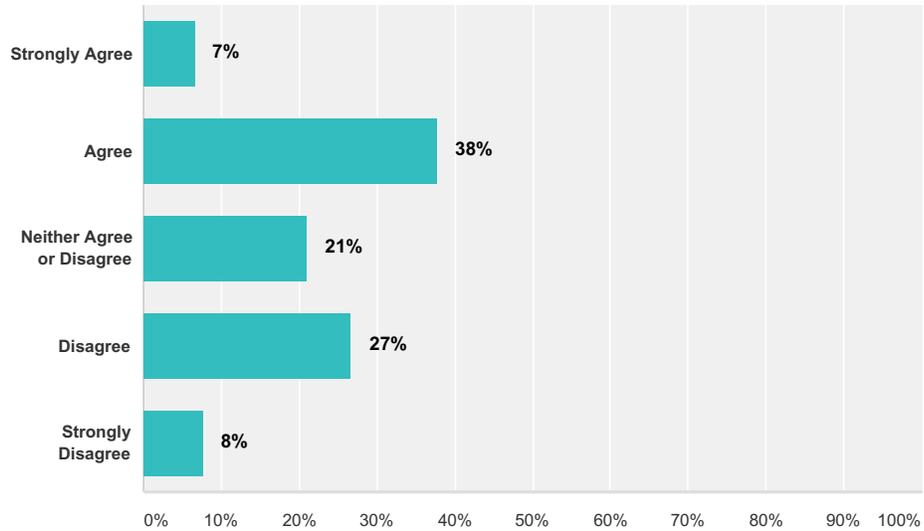
43% of Community Members surveyed strongly agree or agree that their feedback effects change at Tewatohnni'saktha.

2013

SA/Agree: 63%
 Neither A/D: 19%
 SD/Disagree: 18%

That is a 1% increase since 2015 and a 20% decrease as compared to 2013.

Q9 Tewa effectively communicates their activities to the people of Kahnawà:ke.



Answer Choices	Responses
Strongly Agree	7% 6
Agree	38% 34
Neither Agree or Disagree	21% 19
Disagree	27% 24
Strongly Disagree	8% 7
Total	90

COMMENTS

See page 19.

DATA ANALYSIS

2015

SA/Agree: 29%
 Neither A/D: 53%
 SD/Disagree: 18%

45% of Community Members surveyed strongly agree or agree that Tewatohnhi'saktha effectively communicates their activities to the people of Kahnawà:ke.

2013

SA/Agree: 68%
 Neither A/D: 13%
 SD/Disagree: 18%

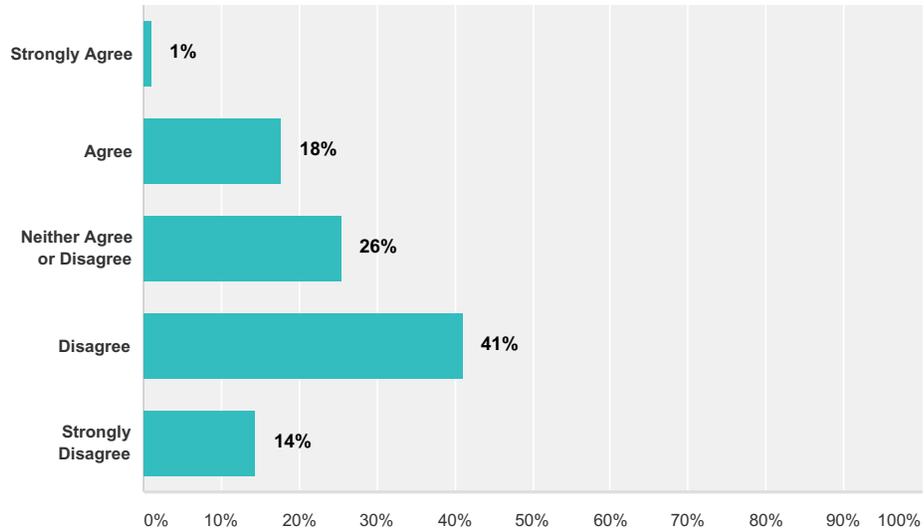
That is a 16% increase since 2015 and a 23% decrease as compared to 2013.

COMMENTS: Q9 Tawatohnhi'saktha effectively communicates their activities to the people of Kahnawà:ke.

1. No. Tawatohnhi'saktha needs to use methods other than the media to communicate with the people. Be more creative to get information to us: flyers, mailings, email. Come to us don't make us go to you and do it on a regular basis.
2. We should know more.
3. We have to dig around to get information out of Tawatohnhi'saktha.
4. Not all but some – you're selective on what you put out there.
5. Your promotions are no longer effective; radio & flyers don't work in this day and age that's why you're not enticing young people.
6. Tawatohnhi'saktha does not communicate with the people enough.
7. Create more awareness about all the services that are available.
8. You have to ask lots of questions in order to find out about the subsidies that are available. There's a lot of hidden things that we are not aware of.
9. I haven't been involved in any programs in awhile. Hopefully, they made some improvements and communicate better with their clients.
10. Make people more aware of all the services you offer.

END COMMENTS

Q10 Tewa is transparent with community members.



Answer Choices	Responses
Strongly Agree	1% 1
Agree	18% 16
Neither Agree or Disagree	26% 23
Disagree	41% 37
Strongly Disagree	14% 13
Total	90

COMMENTS

See page 21.

DATA ANALYSIS

2015

SA/Agree: 24%
 Neither A/D: 56%
 SD/Disagree: 20%

19% of Community Members surveyed strongly agree or agree that Tewaohnni'saktha is transparent with community members.

2013

SA/Agree: 51%
 Neither A/D: 29%
 SD/Disagree: 20%

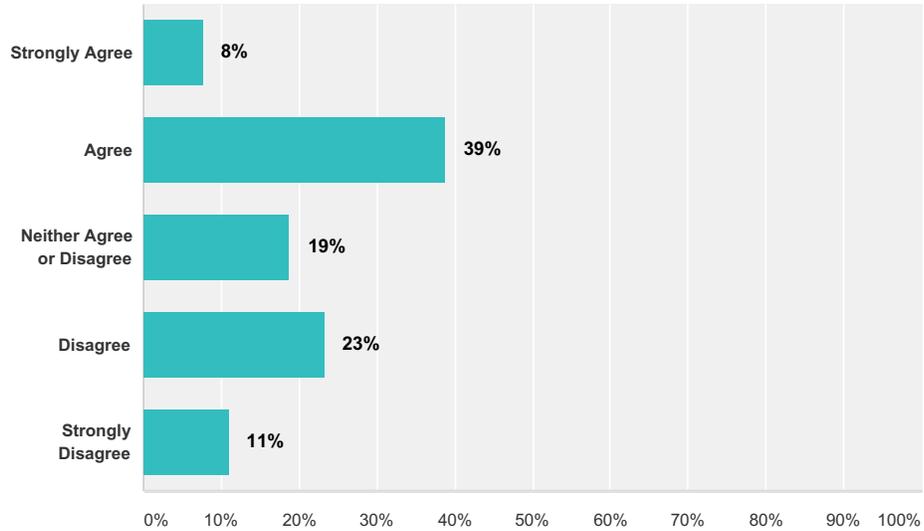
That is a 5% decrease since 2015 and a 32% decrease as compared to 2013.

COMMENTS: Q10 Tewatohnhi'saktha is transparent with community members.

1. No, Tewatohnhi'saktha is secretive with their investments like Continent 8. You don't give out any information at all; that's not transparency
2. No, I hear bad things about Tewatohnhi'saktha.
3. No, I don't have trust in the leadership.
4. How would we even know – we don't know what we're not being told. The Mike Rice issue is an example. What happened?
5. Tewatohnhi'saktha should be more transparent by finally answering what your stake is in Continent 8 and MIT – you NEED to answer to this. Accountability and transparency is the key to your success. If nobody knows what's happening there is no trust. What about the Mike Rice situation? The community has a right to know the story. What the heck is going on over there? You are compared to K103 in the sense that you don't know what you're doing.
6. I feel there is no trust in Tewatohnhi'saktha. For example the Michael Rice situation. What was done to that man is unacceptable and moving forward with the election was outright wrong. Need to change the CEO.
7. Transparency issues need to be addressed i.e. Mike Rice and the Board of Directors. And Bud takes a leave of absence at the same time?
8. Maybe you should become more transparent and people won't question what you do with the money you are entrusted with.
9. You need to be more transparent. I have a high position in the community and I don't even know what's going on over there so I can't imagine how much the average community member knows.
10. Management should host an Open House and give the community the opportunity to meet with you face to face, ask questions and get information.
11. There was very bad PR about Michael Rice that got everybody's head turning and it created a lot of mistrust toward Tewatohnhi'saktha. But you're not addressing it – people want to know.
12. Before you do projects you MUST consult with the community... especially how you spend the money!
13. I know what you tell us but what don't you tell us?

END COMMENTS

Q11 Tewa can be trusted to work in the best economic interest of the Kahnawà:ke people.



Answer Choices	Responses
Strongly Agree	8% 7
Agree	39% 35
Neither Agree or Disagree	19% 17
Disagree	23% 21
Strongly Disagree	11% 10
Total	90

COMMENTS

See page 23

DATA ANALYSIS

2015

SA/Agree: 40%
 Neither A/D: 49%
 SD/Disagree: 11%

47% of Community Members surveyed strongly agree or agree that Tewatohnhi'saktha can be trusted to work in the best economic interest of the Kahnawà:ke people.

2013

SA/Agree: 66%
 Neither A/D: 16%
 SD/Disagree: 17%

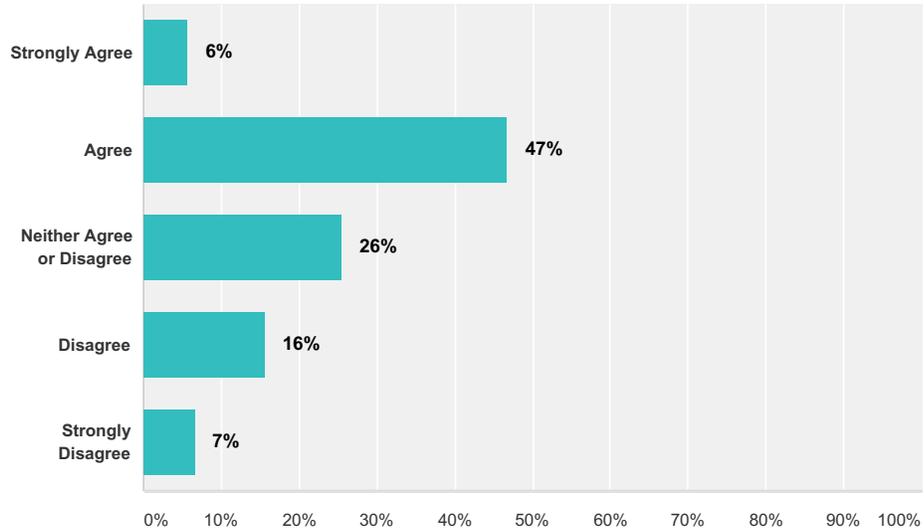
That is a 7% increase since 2015 and a 19% decrease as compared to 2013.

COMMENTS: Q11 Tawatohhni'saktha can be trusted to work in the best economic interest of the Kahnawà:ke people.

1. I hope so.
2. Tawatohhni'saktha has a reputation toward favouritism. One example is: a person presents a business idea and is refused but a different person presents the same idea and is approved. It makes it difficult to trust you. In times of controversy you don't appear to defend yourselves, which creates more mystery and distrust. Is it your policy to ignore accusations in the hope that they will go away? If so, you need to change that.
3. This survey is a good start to gain trust but you should do more.
4. No, you put yourselves (employees) before the community. If you are paying salaries at the high end of the pay scale but cutting funding to programs there is something wrong.
5. Personally, I would say yes but many people believe you pick and choose who you will serve best – you have a 'clique' that receives better services.
6. You find the budget to do things for yourselves like parties, social activities, trips but meanwhile programs and funding are getting cut and people are getting turned down for school.
7. You have no funds for the kids for education but you spend almost a million dollars on eleven acres of land? Tawatohhni'saktha is very untrustworthy that's what everyone says. If Tawatohhni'saktha wants to spend money on businesses get community approval first, not afterward.

END COMMENTS

Q12 Tewa activities are consistent with creating collective prosperity for Kahnawà:ke.



Answer Choices	Responses	
Strongly Agree	6%	5
Agree	47%	42
Neither Agree or Disagree	26%	23
Disagree	16%	14
Strongly Disagree	7%	6
Total		90

COMMENTS

1. That’s what you tell us but I’m unsure – I don’t have the full picture. Your heart might be in the right place but there is no evidence.

DATA ANALYSIS

2015

SA/Agree: 25%
 Neither A/D: 64%
 SD/Disagree: 11%

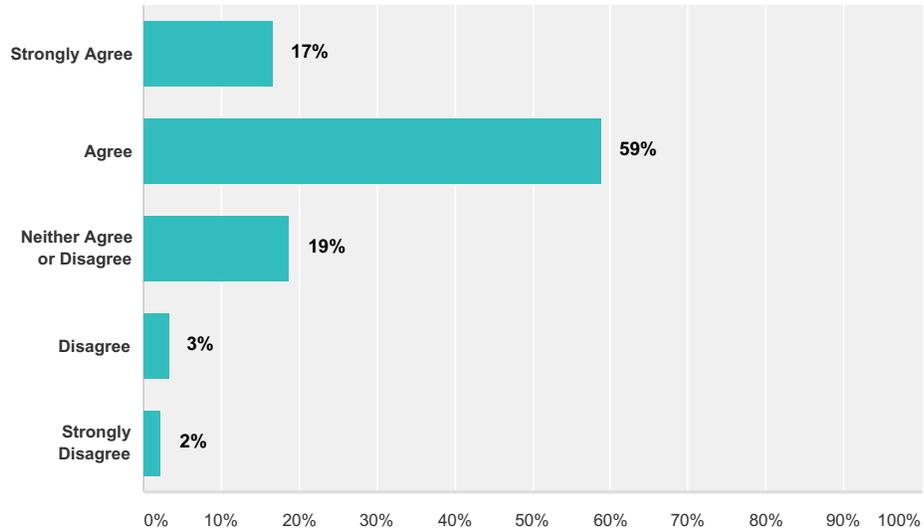
53% of Community Members surveyed strongly agree or agree that Tewa activities are consistent with creating collective prosperity for Kahnawà:ke.

2013

SA/Agree: 45%
 Neither A/D: 25%
 SD/Disagree: 30%

That is a 25% increase since 2015 and an 8% increase as compared to 2013.

Q13 Tewa plays a positive role in the community.



Answer Choices	Responses
Strongly Agree	17% 15
Agree	59% 53
Neither Agree or Disagree	19% 17
Disagree	3% 3
Strongly Disagree	2% 2
Total	90

COMMENTS

See page 26.

DATA ANALYSIS

2015

SA/Agree: 62%
 Neither A/D: 33%
 SD/Disagree: 5%

76% of Community Members surveyed strongly agree or agree that Tewaohnhi'saktha plays a positive role in the community.

2013

SA/Agree: 83%
 Neither A/D: 12%
 SD/Disagree: 5%

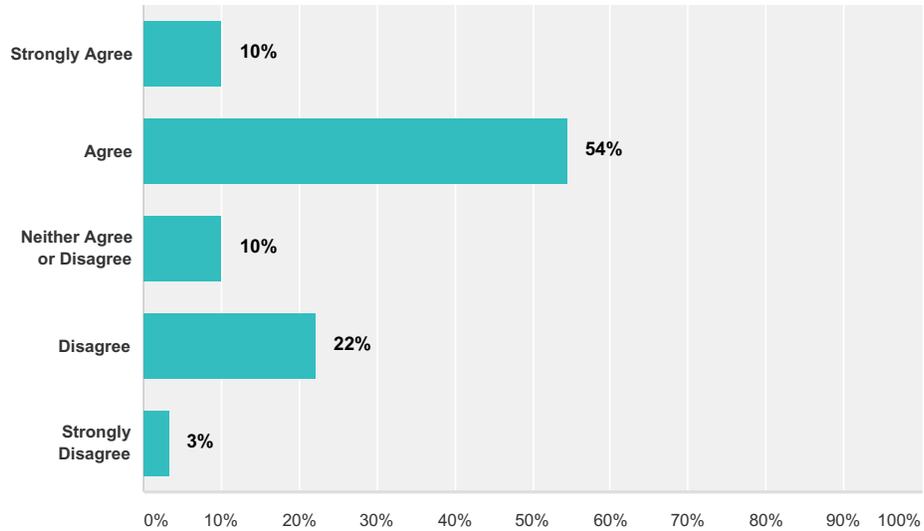
That is a 14% increase since 2015 and a 7% decrease as compared to 2013.

COMMENTS: Q13 Tewatohnhi'saktha plays a positive role in the community.

1. You are supposed to be but I just don't see it happening.
2. If you were doing what you are supposed to do I would be supportive but I hear too many negative things.
3. Lots of people believe you are in business for yourselves only.
4. You have the potential to play a greater role. Fund bigger projects like industry or tourism – whatever happened with that?
5. You don't show the benefits of what your do so how can I agree to this?
6. I believe you are trying anyway.
7. Who your family or friends are determines whether you will be helped.
8. For Employment and Training yes; the education programs are amazing and the people very friendly.
9. Based on what you show us yes but that's all we know.
10. You paint this picture about how great Tewatohnhi'saktha will be for the community and yet we still have food banks, food stamps, etc.

END COMMENTS

Q14 Tewa is frequently mentioned in the media or community.



Answer Choices	Responses
Strongly Agree	10% 9
Agree	54% 49
Neither Agree or Disagree	10% 9
Disagree	22% 20
Strongly Disagree	3% 3
Total	90

COMMENTS

See page 28

DATA ANALYSIS

2015

SA/Agree: 55%
 Neither A/D: 38%
 SD/Disagree: 7%

64% of Community Members surveyed strongly agree or agree that Tewatohnni'saktha is frequently mentioned in the media or community.

2013

SA/Agree: 88%
 Neither A/D: 10%
 SD/Disagree: 2%

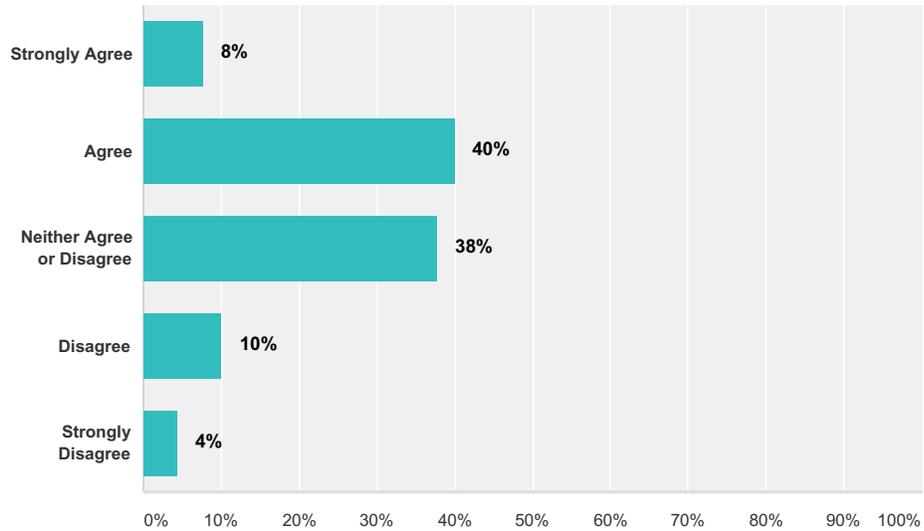
That is a 9% increase since 2015 and a 24% decrease as compared to 2013.

COMMENTS: Q14 Tewatohnni'saktha is frequently mentioned in the media or community.

1. Haven't seen too much lately except Windmill Project.
2. Only for yourselves, nothing about what you do for the community.
3. Lately it's all been scandalous – negative PR.
4. Recently, media attention is more negative.
5. Not enough is out there to the community
6. Not enough is known about all your programs
7. Tewatohnni'saktha really needs to do more advertising. A booth throughout the community should be set up every few months explaining all of the programs and services. Would be nice to see something set up at the Fun Fair, Sports Complex, K of C Hall, green space by K 103 etc.

END COMMENTS

Q15 Tewa appears to be a great place to work.



Answer Choices	Responses
Strongly Agree	8% 7
Agree	40% 36
Neither Agree or Disagree	38% 34
Disagree	10% 9
Strongly Disagree	4% 4
Total	90

COMMENTS

See page 30.

DATA ANALYSIS

2015

SA/Agree: 49%
 Neither A/D: 46%
 SD/Disagree: 5%

48% of Community Members surveyed strongly agree or agree that Tewaohnhi'saktha appears to be a great place to work.

2013

SA/Agree: 52%
 Neither A/D: 39%
 SD/Disagree: 9%

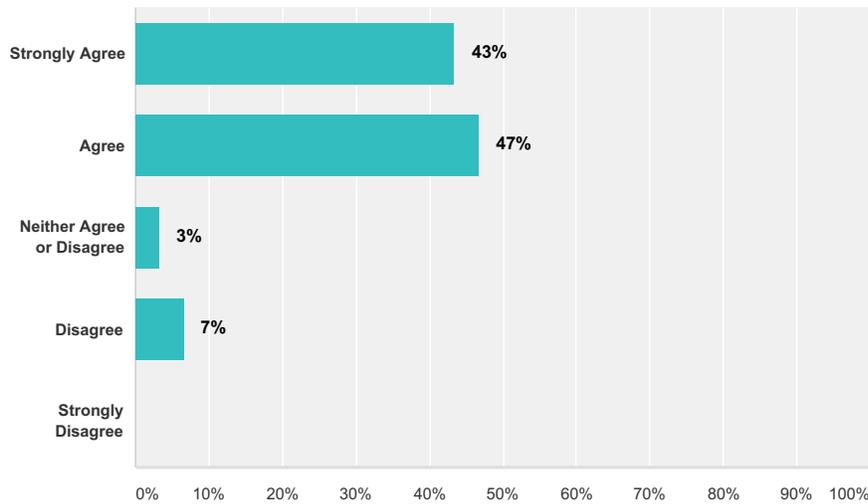
That is a 1% decrease since 2015 and a 4% decrease as compared to 2013.

COMMENTS: Q15 Tawatohnhi'saktha appears to be a great place to work.

1. This is not a fair question.
2. Sure you all make great salaries.
3. I have no idea. (frequent response)
4. You appear to be a place that invested a lot of money and resources in your employees but from a community standpoint you have taken community funds and wasted it. Example: Tawatohnhi'saktha used grade A materials for capital assests (bldg) so you have a very beautiful building but what is the benefit to the community?
5. It appears to be but if you're not in the "clique" at Tawatohnhi'saktha you're screwed.
6. It appears to be what with your big, fancy parties and excess. You treat yourselves better than you treat the clients and your own employees brag about all the perks they get. Some of your employees are genuine but many have a condescending attitude.

END COMMENTS

Q16 I am aware of Tewa's Shop Kahnawà:ke program.



Answer Choices	Responses
Strongly Agree	43% 39
Agree	47% 42
Neither Agree or Disagree	3% 3
Disagree	7% 6
Strongly Disagree	0% 0
Total	90

COMMENTS

1. I was aware of Shop Kahnawake but didn't know it was Tewaohnni'saktha that coordinates it.
2. Tewaohnni'saktha employees should "walk the talk" and shop Kahnawake.
3. I heard about it but didn't know it was Tewaohnni'saktha. Not enough promotion.
4. Yes but I didn't know Tewaohnni'saktha ran it.
5. No I am not... and I ran a business.
6. Increase your Shop Kahnawake Program and offer the gift certificates as incentives for this survey.

DATA ANALYSIS

2015

SA/Agree: 92%
 Neither A/D: 8%
 SD/Disagree: 0%

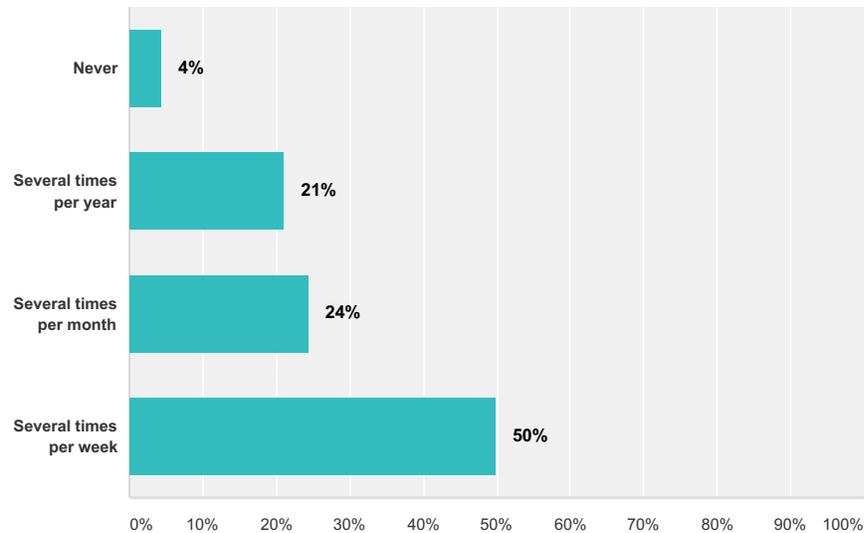
90% of Community Members surveyed strongly agree or agree that they are aware of Tewaohnni'saktha's Shop Kahnawà:ke program.

2013

SA/Agree: 87%
 Neither A/D: 8%
 SD/Disagree: 5%

That is a 2% decrease since 2015 and an 3% increase as compared to 2013.

Q17 How often do you shop for products and services in Kahnawà:ke before shopping off-reserve?



Answer Choices	Responses
Never	4% 4
Several times per year	21% 19
Several times per month	24% 22
Several times per week	50% 45
Total	90

COMMENTS

1. Mostly yes but if price is too much I'll go off reserve.
2. Often and would do more if they had the things I need
3. As much as I can but workers at Tewatohnhi'saktha don't 'walk the talk', they hire mostly outside for services. (construction)
4. I am a believer of shop Kahnawake first!
5. I can't afford to as I'm low income.
6. It's too expensive in town!

DATA ANALYSIS

2015

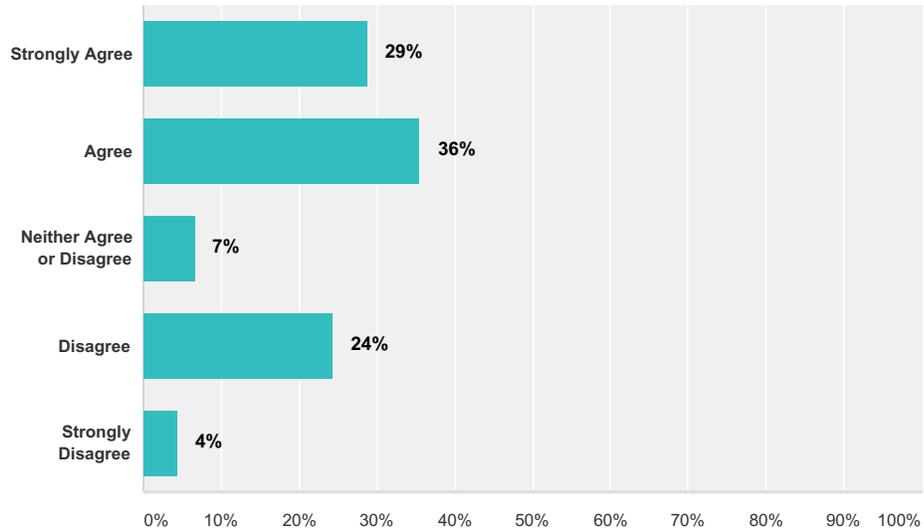
Never: 13%
 Several times/year: 20%
 Several times/month: 23%
 Several times/week:: 44%

2013

Never: 2%
 Several times/year: 5%
 Several times/month: 43%
 Several times/week:: 50%

50% of Community Members surveyed shop weekly for products and services in Kahnawà:ke before shopping off reserve, 6% more than reported in 2015 and equal to that of 2013.

Q18 I consider entrepreneurship a potential career choice.



Answer Choices	Responses
Strongly Agree	29% 26
Agree	36% 32
Neither Agree or Disagree	7% 6
Disagree	24% 22
Strongly Disagree	4% 4
Total	90

COMMENTS

None.

DATA ANALYSIS

2015

SA/Agree: 54%
 Neither A/D: 33%
 SD/Disagree: 13%

65% of Community Members surveyed strongly agree or agree that they consider entrepreneurship a potential career choice.

2013

SA/Agree: 57%
 Neither A/D: 14%
 SD/Disagree: 28%

That is an 11% increase since 2015 and an 8% increase as compared to 2013.

Q19 Would you like to make any additional comments about Tewa?

1. I have always been satisfied and confident with what you have to offer.
2. I like that the survey is conducted independent from Tewaohnni'saktha.
3. The fundraising golf tournament is a good thing for the community.
4. You're doing a good job.
5. Seems like everything is going along smoothly.
6. Continue to fine-tune and improve - like by doing this survey. It reflects well on your organization. Keep on rocking!
7. You're an important organization in our community with so many benefits i.e. Summer Student Program, Career Building Skills and for employers and students.
8. Tewaohnni'saktha has potential to really make an impact but like MCK – what have you done for us lately? In the last 6 months? In the last year? In the last 5 years? What have we gotten – per dollar – in the way of employment and/or business? Time and time again we hear 'we're working on it' but never see any results. There has been no good business come out of Tewaohnni'saktha to help the community. There must be some good things that you do but what are they – you don't promote it, we don't hear about it. It's nice that you give money to charitable organizations but it's not creating jobs or self sufficiency. I have done these questionnaires many times but things don't change.
9. Tewaohnni'saktha has the potential to do tremendous things for the community. You need to be more: innovative, transparent, accountable. You should show your ultimate commitment to your community not your staff. Your paycales should be investigated it doesn't seem right considering you are cutting program funding. You have to look at clients in a more compassionate, holistic way. Why do you think people can't hold jobs and go far? Document, analyze and adjust your success of programs and services you offer. Modify, evolve, adjust, adapt. Education and Tewaohnni'saktha need to work together. Tewaohnni'saktha should ensure that post secondary students get adequate funding.
10. Building maintenance sucks. The handicap accessibility to the building falls short. Curbs for access to sidewalk needs to be shaved.
11. Try not to pick and choose favourites – be unbiased and try to help those less fortunate (underdogs) more.
12. Tewaohnni'saktha needs to hire/elaborate on tourism in the community. Hire a tourism coordinator to bring this idea to life. The purpose is to attract people to come here. You need a dynamic person to get things moving. When you tap into tourism it will open up many business opportunities in the community.
13. I'm terribly disappointed in your lack of interest in working with other organizations on projects. (would not elaborate)
14. Tewaohnni'saktha Executives should be elected by community members.
15. Not enough "out-of-the-box" thinkers at Tewaohnni'saktha. You haven't struck me as an innovative organization.
16. Management needs an overhaul. I would feel better about Tewaohnni'saktha if Bud wasn't in charge.

END COMMENTS

Recommendations

1. *Related to questions 2-4 on Revenue Generation:* I recommend that Tewaohnhni'saktha identify new strategies to improve awareness of the Revenue Generation Division, while enforcing those that already exist. The most under-utilized promotional tool is the kedc.biz website. Web pages must contain more detailed information to explain exactly what each activity is, how revenue is derived and where the money is spent – in simplified terms.

Support for revenue generation has declined 15% in one year and 23% since 2013. Comments suggest that the community is very much in the dark about the entire division.

2. *Related to question 7 on programs & services:* I recommend that Tewaohnhni'saktha explore the possibility of offering basic business and computer courses to the general public.

Once a popular service at Tewaohnhni'saktha, brief 1-3 day courses and workshops would be an added service and benefit to the community at large. Increasing the client base opens up the potential for much needed support and approval for programs and services.

3. *Related to question 8 on feedback:* I recommend that Tewaohnhni'saktha share results of this survey widely in the community. In addition, identify actions that will be taken as a direct result of feedback.

Publish survey results on the website and via links on social media. Advertisements in the media can be utilized to announce that survey results are available and how to obtain them. It is imperative that survey results are available to everyone in the community, to increase support and trust.

4. *Related to question 9 on effectively communicating activities:* I recommend that Tewaohnhni'saktha review and update the 2012-2015 Communications Strategy, taking into consideration feedback from this survey. Only 45% of community members surveyed agree that communication methods are effective.

The kedc.biz website should be revamped and made more user friendly: add downloadable guides on programs and services, elaborate on revenue generation activities, create a blog. Facebook and other social medias should be used more frequently. Host public events where staff could interact with community members and disseminate information and an annual general meeting to present and explain financial statements and give an overview of the year's activities.

5. *Related to question 10 on transparency:* I recommend that Tewaohnhni'saktha take immediate action to identify what “things” the community feels Tewaohnhni'saktha is not being transparent with.

An online questionnaire directly related to transparency, is a practical way to obtain answers in an efficient and timely manner. Addressing the findings would be essential in correcting the declining confidence level.

The comments section for this question specify the Michael Rice issue, MIT and Continent 8 as lacking transparency. The two latter targets could be dealt with by adding more detailed explanations on the kedc.biz webpages under Revenue Generation. Questions surrounding the Michael Rice issue need to be addressed for Tewaohnhni'saktha to regain support.

It would be prudent to inform the public that some activities do not allow for full transparency due to legal limitations or where full disclosure would be detrimental to the community. Silence leads to more mistrust, rumour and waning support from the community.

6. *Related to question 11-13 on trust and public image:* I recommend that Tewaohnhi'saktha counter negativity and lack of trust by being more proactive in publicizing achievements and success stories related to activities and clients.

Provide examples of how you worked 'in the best economic interest of the Kahnawà:ke people' and what you did to 'create collective prosperity for Kahnawà:ke'. No achievement is too small to be promoted and it sends positive messages to the community that there is progress and that Tewaohnhi'saktha is proud of your achievements.

7. *Related to questions 16-17 on Shop Kahnawake:* I recommend that Tewaohnhi'saktha revitalize this program to promote awareness and strengthen the brand identity.

Shop Kahnawake is a Tewaohnhi'saktha success story but promotion is underwhelming. Collaborate with business clients to develop new strategies with the goal of increasing local spending trends. Only 50% of community members shop for products and services in Kahnawà:ke several times per week. Gift certificates should be available in other locations to make it easier to buy.

END RECOMMENDATIONS

Recommendations on Improvements to Survey

1. Consider changing the survey format to “Questions” rather than “Statements” and use a numerical scale to simplify answer choices. For Example:

Are you aware of Tewaohnhi'saktha's revenue generating activities?

1 2 3 4 5 6 (1=yes and 6=no)

A number of respondents actually asked me to use numbers instead. The positive statements confused many people and I had to explain that when the statement began with “I”, it didn’t mean me personally.

2. Consider relaxing survey parameters to allow for electronic responses using Survey Monkey or a similar online software. The younger demographic would more readily respond. Perhaps you can continue with your preferred telephone method and offer the electronic version as a last resort. In addition, allow the surveyor to set up a table at the Services Complex to conduct person-to-person interviews.

3. Give respondents the option to leave their name and contact information for follow up, to use when Tewaohnhi'saktha is ready to apply changes based on survey results. Many have good ideas and genuinely want Tewaohnhi'saktha to succeed. This would further the approval rating for feedback and trust.

4. The survey introduction page should mention to the respondent that ‘there are no right or wrong answers; answering as truthfully as possible will produce the most accurate results’. There was a sense that some people wanted to give the answer they thought we wanted to hear, instead of what they really know.

5. For question 17, “How often do you shop for products and services in Kahnawà:ke before shopping off reserve” change the question to ‘How often do you spend money in Kahnawake...’ because when you say shop people immediately think groceries, clothes, etc. but in reality most people spend their money at convenience stores, gas, hair, drugs, bakery, etc. I think the change would produce a higher percentage for those that spend weekly and would reflect a more accurate reading.

6. Eliminate question 15 ‘Tewaohnhi'saktha appears to be a great place to work’. It really is a disadvantage – even those that agreed did not think it was appropriate for this survey.

Recommendations on Improvements to Communications Methods

1. Consider revamping the website. It is not as user friendly or visually appealing as it could be, when compared to others. A few E&T clients pointed out that there is newer technology to fill out forms. The text and format from page to page should be uniform to make reading and navigating easier. The Revenue Generation pages are most in need of details to aid in increasing transparency and satisfying the public.

Suggestions for communication methods, continued...

2. There is no doubt Tewatohnhi'saktha uses a wide range of methods to communicate with clients and the community. However, survey results indicate you are still not reaching enough of the community. Here are several suggestions for consideration:

- Using Survey Monkey, survey clients and community 'annually' about what communication methods they would be more likely to get their information from i.e. print media, radio, TV, social media, email, etc.
- Host public meetings (call it a forum, fair, information session) where you can relay information, give updates, discuss financial data, answer questions and liaise with the community. This method of communication could potentially have a great impact on increasing approval with regards to transparency, trust and feedback.
- Consider utilizing webinars to host online meetings. You will achieve most of the same benefits as above except for the personal contact. The public can tune into the meeting wherever they are, at an appointed time, and can still participate with questions via computer.

END

Appendix A

APPENDIX A - TEWATOHNHI'SAKTHA BASELINE SURVEY

Question 1: I am aware of Tewa's mandate to create revenue for the community, support small business development, and facilitate workforce development. (It is clear to me that Tewaohnhi'saktha's role is to make money for the community, to help businesses open and grow, and to help Kahnawa'kehró:non access training and conduct job searches.)

- Strongly Agree
 - Agree
 - Neither Agree or Disagree
 - Disagree
 - Strongly Disagree
-
-
-
-

Question 2: I am aware of Tewa's revenue generating activities. (The community knows what Tewa is doing to make money?)

- Strongly Agree
 - Agree
 - Neither Agree or Disagree
 - Disagree
 - Strongly Disagree
-
-
-
-

Appendix A – Communications Baseline Survey

Question 3: I am aware that Tewa’s revenue generating activities are meant to help fund the community’s under-funded programs and services. (The community knows what Tewa is doing with the money that community projects will make?)

- Strongly Agree
- Agree
- Neither Agree or Disagree
- Disagree
- Strongly Disagree

Question 4: I support Tewa’s revenue generating activities. (I approve of what Tewa is doing to make money)

- Strongly Agree
- Agree
- Neither Agree or Disagree
- Disagree
- Strongly Disagree

Question 5: I am aware of Tewa's Employment & Training programs and services. (I am aware of Tewa’s programs to assist individuals train for and find employment).

- Strongly Agree
- Agree
- Neither Agree or Disagree
- Disagree
- Strongly Disagree

Question 6: I am aware of Tewa's small business programs and services. (I am aware that Tewa helps businesses start up, provides marketing, business development, and loan services)

- Strongly Agree
- Agree
- Neither Agree or Disagree
- Disagree

Appendix A – Communications Baseline Survey

Strongly Disagree

Question 7: Tewa programs and services are focused on the needs of the client. (Tewa programs and services are developed using the client's point of view.)

- Strongly Agree
- Agree
- Neither Agree or Disagree
- Disagree
- Strongly Disagree

Question 8: My feedback affects change at Tewatohnhi'saktha. (I think that information collected in this survey and others will lead to changes at Tewa.)

- Strongly Agree
- Agree
- Neither Agree or Disagree
- Disagree
- Strongly Disagree

Appendix A – Communications Baseline Survey

Question 9: Tewa effectively communicates their activities to the people of Kahnawà:ke. (How effective is Tewa in communicating their activities to the people of Kahnawà:ke?)

- Strongly Agree
- Agree
- Neither Agree or Disagree
- Disagree
- Strongly Disagree

Question 10: Tewa is transparent with community members. (Tewa is open and honest with the community about projects and activities.)

- Strongly Agree
- Agree
- Neither Agree or Disagree
- Disagree
- Strongly Disagree

Question 11: Tewa can be trusted to work in the best economic interest of the Kahnawake people. (Tewa can be trusted to work for the people of Kahnawake)

- Strongly Agree
- Agree
- Neither Agree or Disagree
- Disagree
- Strongly Disagree

Question 12: Tewa activities are consistent with creating collective prosperity for Kahnawake. (Tewa attempts to serve the interests of the collective.)

- Strongly Agree
- Agree
- Neither Agree or Disagree
- Disagree
- Strongly Disagree

Appendix A – Communications Baseline Survey

Question 13: Tewa plays a positive role in the community. (I support Tewa and its activities.)

- Strongly Agree
- Agree
- Neither Agree or Disagree
- Disagree
- Strongly Disagree

Question 14: Tewa is frequently mentioned in the media or community. (Do you hear about Tewa regularly from other community members, in the paper, on the radio, or on TV?)

- Strongly Agree
- Agree
- Neither Agree or Disagree
- Disagree
- Strongly Disagree

Appendix A – Communications Baseline Survey

Question 15: Tewa appears be a great place to work. (Tewa seems like a good employer that offers many employee benefits and cares about their employees.)

- Strongly Agree
- Agree
- Neither Agree or Disagree
- Disagree
- Strongly Disagree

Question 16: I am aware of Tewa's Shop Kahnawake program. (The community is aware that Tewa encourages individuals to shop Kahnawake and offers incentives for businesses to participate in the program.)

- Strongly Agree
- Agree
- Neither Agree or Disagree
- Disagree
- Strongly Disagree

Question 17: How often do you shop for products and services in Kahnawake before shopping off-reserve? (How often do you try to buy products and services locally before buying them off-reserve?)

- Never
- Several times per year
- Several times per month
- Several times per week

Appendix A – Communications Baseline Survey

Question 18: I consider entrepreneurship a potential career choice. (I consider owning and running a business a skilled profession.)

- Strongly Agree
- Agree
- Neither Agree or Disagree
- Disagree
- Strongly Disagree

Question 19: Would you like to make any additional comments about Tewa?

Thank you for your participation. Tewatohnhi'saktha appreciates your time and effort.