



TEWATOHNHI'SAKTHA

25TH ANNUAL REPORT

April / Onerahtókha 1st, 2024 to
March / Enniskó:wa 31st, 2025





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VISION

Our vision is a self-sustaining and prosperous community that fosters opportunities for continuous growth and well-being for the next seven generations.

MISSION

Our mission is to enhance Kahnawà:ke's economic growth by investing in and empowering people and businesses.



Message from the Chairperson

Dear Community Members, Partners, and Stakeholders,

It is my privilege to present the 2024–2025 Annual Report of Tewatohnhi'saktha, Kahnawà:ke's Economic Development Commission. This past fiscal year has been a time of strategic clarity, collaborative growth, and renewed momentum toward building a sustainable and resilient economic future for our community.

With the finalization of our 2025–2028 Strategic Plan and our 2025–2030 Financial Plan, we are entering a new chapter guided by purpose and community-informed direction. These foundational tools were shaped through rigorous consultation, including the completion of the Kahnawà:ke Household Survey, and will ensure that our priorities align with the

aspirations of Kahnawà'kehró:non. The completion of the 5-year funding agreement submission to the Mohawk Council of Kahnawà:ke marks a significant step toward long-term stability and continuity of our operations.

The year brought many meaningful accomplishments across all our divisions. Workforce Development supported over 250 clients and celebrated dozens of successful employment transitions through programs like Admin Bootcamp, Builders of the Future, and KSSEP. Business Services processed nearly \$300,000 in grants and loans, launched entrepreneurial training, and provided continued support to local businesses despite federal funding delays.

Internally, our teams embraced digital innovation with the implementation of Electronic Funds Transfer (EFT) systems, digital signature policies, and new budgeting and reporting formats. The Office of the Executive Director oversaw the development of key governance tools, including a revised disbursement policy and a finalized Terms of Reference for the Economic Development Policy Advisory, reinforcing our role as a trusted advisor in shaping economic policies for Kahnawà:ke.

We also navigated challenges. Uncertainty around future-year funding, communication delays, and survey fatigue tested our adaptability—but our teams rose to the occasion with resilience and professionalism. Our efforts to support transparency and engagement, from the “Let's Talk Tourism” sessions to our renewed internal performance management processes, demonstrate our commitment to listening and evolving.

Heather Bauersfeld

Chairperson Message

On behalf of the Board of Directors, I extend sincere appreciation to our dedicated staff, senior leadership, partners, and collaborators. Your passion, consistency, and strategic focus are what enable us to deliver impactful results year after year. I also wish to thank the Mohawk Council of Kahnawà:ke for their ongoing dialogue as we work together to ensure our financial sustainability and shared economic vision.

As we move into 2025–2026, we do so with confidence, armed with clear direction and a united sense of purpose. We remain steadfast in our mission: to create economic opportunities that support the well-being, independence, and prosperity of Kahnawà:ke.

Nia:wen'kó:wa,
Heather Bauersfeld
Chairperson of the Board
Tewatohnhi'saktha



Board of Directors



Barbara McComber
Vice-Chairperson
Board Member



Charles (Chuck) Barnett
Elected
Board Member



Thawennontie Thomas
Member
Board Member



Mackenzie Kirby
Elected
Board Member



Peggy Mayo-Standup
Member
Board Member



Ron Abaira
Member
Board Member



Tammy Delaronde
Executive Director

Message from the Executive Director

Tewatohnni'saktha concludes its 25th anniversary with a great sense of pride in the accomplishments of all the Workforce Development and Business Services clients we have worked with over the years.



Since Tewatohnni'saktha's inception, Workforce Development (WFD) has provided many services and programs that are pivotal to the development of Kahnawà:ke's workforce including but not limited to tuition coverage for vocational training and academic up-grading

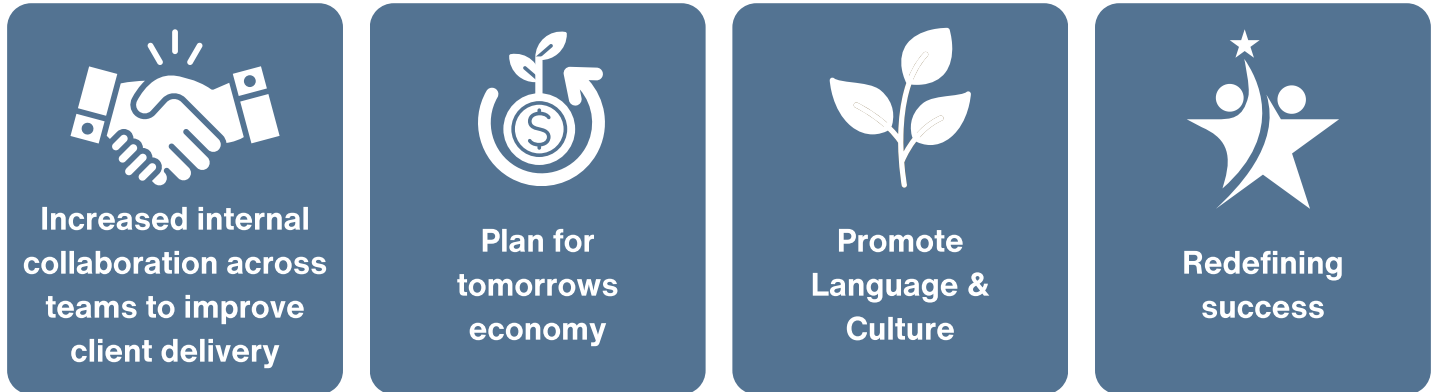
and the Kahnawà:ke Summer Student Employment (KSSEP), Achieving Concrete Essentials (ACE), Mentor a Student (MASI), Self Employment Assistance (SEAP), Builders of the Future programs, and Tóta Ma's Café. The KSSEP continues to be successful in enabling high school, CEGEP, and university students to gain meaningful employment experiences, while developing essential work skills. The program gives the youth the confidence to enter the workforce upon completion of their studies.

Similarly, Tewatohnni'saktha Business Services (TBS) has continued to provide services and programs to Kahnawà:ke businesses to ensure that they have the proper knowledge and financial resources to effectively start and operate their businesses successfully including but not limited to business counselling services, Entrepreneurship Training Course, Heads Up Youth Program, Marketing Program (MPF), Business Assistance (BAF), and Tewatohnni'saktha Business Contribution (TBCF) Funds, and the Tewatohnni'saktha Business Loan Fund (TBLF). We are delighted that many entrepreneurs who trusted in us to help them achieve their dreams of starting or expanding their business over the years are still in operation today.

Our Marketing and Tourism team has worked exceptionally hard over the years to promote a positive image of Kahnawà:ke, collaborate with local businesses to create quality enjoyable tour experiences and events, and in conjunction with TBS, promote shopping locally through the Shop Kahnawà:ke Campaign. Tourism has also been intimately involved in planning for the new cultural center, Kanatahkwen:ke (Kanawa'kéha tsi niionkwarihó:ten raotinónhsa). We are eagerly awaiting the opening of the building, which will not only create many jobs, but will also showcase our culture, history, language, and artistic talent!

Tammy Delaronde
Executive Director

We commenced our strategic planning process last year and are now in the first year of our 2025-2028 Strategic Plan which focuses on the following themes:



Moving forward, Tewatohnhi'saktha will be implementing new and innovative programs and services aimed at fulfilling our mission to enhance Kahnawà:ke's economic growth by investing in and empowering people and businesses.

Tewatohnhi'saktha would not be able to maintain such a high quality of service for as many clients as it has had over the years without the dedication of Organizational Services, Human Resources, and Office and Facilities teams who ensure the organization can function effectively and efficiently!



For example, we will be holding the very first Akwé:kon Skátne Tentewatháhahkwe Opportunity Fair this coming September which will showcase business, employment, career, training, and funding opportunities for new and existing entrepreneurs, artisans, and individuals seeking growth or support in their journey.



Administrative Professionals Day

Director of Operations Message

As we mark Tewatohnhi'saktha's 25th Anniversary, this milestone invites us to reflect not only on the organization's growth — but on the structures we've put in place to sustain it for future generations. From its earliest years to today, Tewatohnhi'saktha has evolved into a dynamic, community-rooted institution focused on long-term economic empowerment and service delivery.

This past year, though challenging in several respects, was also a pivotal one. With the support of cross-functional teams and consultants, we finalized and presented the 2025–2028 Strategic Plan and 5-Year Financial Plan — foundational tools that will guide our operations, funding strategies, and service improvements well into the future. These plans were developed with both practical foresight and cultural responsibility, considering not only present-day costs, but also the multiplier effect of our services on the community — and the responsibility we carry to support outcomes for the next Seven Generations.

Several operational systems were built or restructured, including the implementation of a Board-approved disbursement policy, digitization of internal processes, monthly variance reporting, and cash flow forecasting — all completed in alignment with my performance objectives. These are not small undertakings; they required high levels of coordination, accountability, and resilience.

Through our quarterly reporting sessions and internal surveys, we were able to track meaningful progress across the Organizational Services Division — from improvements in client



Marissa Leblanc
Director of Operations

satisfaction and infrastructure to space optimization and cross-departmental collaboration. The feedback received reaffirmed the professionalism and dedication of our support teams, even as we navigated ongoing operational and organizational challenges.

These accomplishments reflect a strong commitment to operational stability, strategic foresight, and a clear vision for long-term continuity.

Looking ahead my focus remains on preserving the systems we've built, supporting those who choose to carry them forward, and ensuring that Tewatohnhi'saktha continues to stand as a pillar of strength for Kahnawà:ke — today, and for generations to come.



Executive Directors Office

Tammy Delaronde
Executive Director

Marissa Leblanc
Director of Operations

Angie Lawrence
Executive Assistant

Business Services

Daryl Leclaire
Director of Business Services

Kristy Kennedy
Business Services Officer /
Heads Up Program Coordinator

Rachel Leborgne
Loans Officer

Ron Murray
Project Development Officer

Coreen Delormier
Business Retention &
Expansion Officer

Otiokwanoron Montour
Business Services Officer

Brandon Ross
Interim Business Retention &
Expansion Officer / Business
Services Officer

Human Resources

Marie Lahache
Director of Human Resource

Wathahí:ne Kirby
Human Resource Administrator

Marketing and Tourism

Allison Kawennokta Jacobs
Director of Marketing and Tourism

Annie Marquis
Communications Generalist

Brian Williams
Social Media Coordinator

Workforce Development

Angie Marquis
Director of Workforce Development

Abigail Jacobs
Office Assistant

Emily Rice
Workforce Development
Counselling Services Manager

Corinna Phillips
Workforce Development Counsellor

Belle Phillips
Workforce Development Youth
Engagement Counsellor

Emmitt Hamelin
Client Support Clerk

Katsistohkwí:io Jacco
Interim Workforce Development
Program Manager

Drake D'Souza
Workforce Development Coordinator

Keanna Goodleaf
Tóta Ma's Café Manager

Administration

Marissa Leblanc
Director of Operations

Angie Lawrence
Executive Assistant

Abigail Jacobs
Office Assistant

Aidan Alfred
Information Systems
Administrator

Wahsontahá:wi Stacey
Accounting Manager

Keisha Goodleaf
Interim HR Administrator

Charles Taylor
Financial Clerk

Karennaienhne Delormier
Office & Facilities Manager

Helen Zacharie
Secretary / Receptionist

TammyJo Lahache
On-call Receptionist

Kathy Hart
On-call Receptionist

Jordan Dupont
Building Maintenance

Heath Latour
On-call Building Maintenance



Allison Jacobs
Director of Marketing and Tourism

Message from the Director of Marketing and Tourism

It has been my privilege to oversee the hard work of the Tourism and Marketing teams for Tewatohnni'saktha. Promoting our diverse programs, services, and activities is both challenging and rewarding. We strive to be innovative and continue to evolve our methods within the ever-changing digital and social media landscape. Annually, we produce over 170 advertisements, including programs, services, job opportunities, and promotional activities for Tewatohnni'saktha and Tourism. We have successfully created monthly and quarterly newsletters, as well as podcasts highlighting new programs and opportunities. Our team writes and records radio scripts, contributing to voice recordings to ensure familiar voices are heard on air. We promote Shop Kahnawà:ke First participants throughout the year, encouraging community members and visitors to support local businesses and stimulate the economy.

Additionally, we developed our first Holiday Gift Guide to showcase local businesses, which we promote both externally and within the community. A new edition is planned for the upcoming holiday season, featuring as many businesses as possible and sharing the unique products and services that Kahnawà:ke has to offer.



Furthermore, we have observed the successful development of Kahnawà:ke Tourism over the past decade. Part of our department's mandate is to expand local businesses, increase tourism, and enhance the community's image both locally and internationally. Our team actively promotes Shop Kahnawà:ke and tourism offerings and the team continues to add new partnerships along the way. Next year, we anticipate the opening of the new Kahnawà:ke Cultural Arts Center (KCAC), a project that involved dedicated efforts from Tourism, Kanien'kehá:ka Onkwawén:na Raotitióhkwa Language and Cultural Center, Turtle Island Theatre, and the Mohawk Council of Kahnawà:ke. This center will serve as a hub for preserving our language, culture, history, and artistic talents, sharing them with the world.

Tewatohnni'saktha will continue to be the place where we support the dreams and aspirations of our community members; I'm proud to work amongst these amazing people.

Promotions

We promoted the Holiday Gift Guide Externally and did multiple Business Spotlights throughout the year!



100+

100+ ads throughout the year were created for promotions.



10 Podcasts created covering Workforce Development Services, HR Tips, Business Services updates, and more!



5 Job postings created for Tewatohnhi'saktha and Kahnawà:ke Tourism combined.



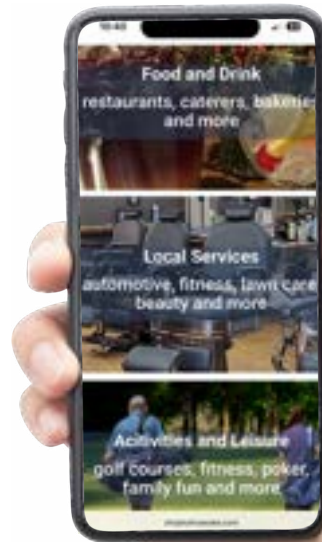
5 Talkshows, covering Tourism events, Shop Kahnawà:ke promotions and more.



TV monitors have been installed in Tewatohnhi'saktha's lobby, reception area, and Tóta Ma's Café to enhance the promotion of our programs and services to the community.

Shop Kahnawà:ke Website

The Shop Kahnawà:ke website showcases more than 180 businesses within the community! Each month, we spotlight a different business in our featured business section.



Web Traffic



Tewatohnhi'saktha

88,274 Home page views



Shop Kahnawà:ke

40,912 Home page views

2,801 Page views for the Holiday Gift Guide

688 Retail businesses page views

Advertising Budget

70% of advertising budget is promoting our programs, services and activities

30% of advertising budget is external promotion in various external media sources highlighting our local businesses

General Baseline Survey

A significant **84.74%** of respondents agree or strongly agree that Tewatohnhi'saktha effectively communicates their activities to the people of Kahnawà:ke. Additionally, **95%** believe that Tewatohnhi'saktha plays a positive role in the community.

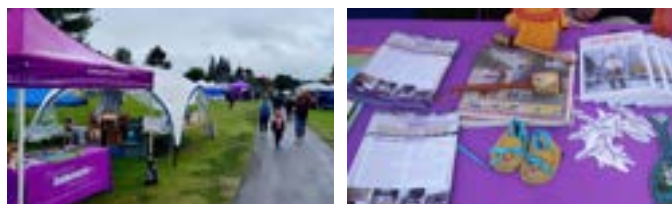
Improvement

To focus on enhancing client spotlights and incorporating business features with short, dynamic reels that can help capture attention and convey key messages more effectively. Introducing more podcasts into our content lineup will also provide a fresh platform for sharing insights and reaching a broader audience. By improving these areas, we can create a more diverse and compelling content strategy.

Kahnawà:ke Tourism

Kimberly Cross, Tourism Development Manager

In quarter 4 alone, Kahnawà:ke Tourism partnered with over 13 local businesses to co-host or co-sponsor cultural events, pop-up markets, and workshops. These partnerships have fostered a growing network that supports local artisans, performers, and food vendors.



Our Maple Food Fest and Strawberry Fest featured collaborations with Two O Seven Steak & Seafood, Naked Greens, Rory's Preservation Nation, Cakery Bakery, Tóta Ma's Café, Kahnawà:ke Brewing Co, Kahnawà:ke Corn Poppers, Screaming Chef Cuisine, Rooster's Express, Rooted, and Strait Cuts. These partnerships, along with generous sponsorships from Playground Cares and the Caisse Populaire, strengthened our local network, providing increased visibility and economic opportunities for artisans, food vendors, and entrepreneurs across Kahnawà:ke.

Top 4 Ways Our Clients Connect



Social Media



Website



Radio



Newspapers

Visitor Statistics

January to December 2024



**3,256
Visitors**

(Group tours and walk ins)



**\$1.26
Million**

(Estimated Visitor Spending)



Canada, United States, and France

(Top Countries of Origin)

Our visitor data reflects a strong interest in authentic Indigenous experiences, with a notable increase in international tourists participating in cultural tours and events.

Youth Cultural Leadership Program – Launch of first edition Summer 2026

This pilot mentorship program supports youth and emerging professionals in tourism, arts, and cultural sectors. The first two

cohorts of 13 participants completed workshops in leadership development, public speaking, community history, culture and project planning.





Indigenous Tourism Conference Collaboration

Our co-hosting of the Indigenous Tourism Conference on February 24th and 27th brought over 1,000 delegates to Kahnawà:ke.

**Direct Revenue
Generated for
Kahnawà:ke:**



\$14,212.38

Business Collaborations

We had nine (9) business collaborations and four (4) Cultural Group Bookings such as Wampum Workshop, Beading Workshop, Maple Workshop, Ice Fishing Workshop, Lotus & Sage Workshop, Historical Tour at KOR, and Storytelling at Mohawk Trail Longhouse. We also had catering by Messy Kitchen, Simple Pleasures, Two O Seven Steak and Seafood, Eric McComber, and Berrylicious.

This collaboration strengthened regional tourism visibility through media coverage and influencer engagement.

While event turnout and exposure exceeded expectations, limited transport infrastructure and accommodations presented logistical issues that we aim to address with future planning and partner support.

New Partnerships, Initiatives & Programs

Tourism Montérégie & Montreal

Hosted familiarization tour (Fam Tour) in June 2024 and ongoing discussions toward a partnership agreement.

Kahnawà:ke Education Center

Co-developing educational cultural tours and curriculum linked experiences for school groups.

Haudenosaunee Tourism network

Kahnawà:ke Cultural Arts Center



10th Anniversary Highlights – Celebrating a Decade of Growth

Infrastructure and Development

- Development of the Kahnawà:ke Welcome Center – To serve as a central hub for information, visitor services, and local products
- Created new job opportunities in tourism and cultural programming; including 2 Youth Cultural Leadership Facilitators, 2 Part-time Tour Guides, Tourism Clerk and Events & Communications Assistant, 9 tour guides, and 1 tour guide in training as a result of the YCLP
- Established the Youth Cultural Leadership Program
- Began project with the Old Port Grand Quai de Montreal for visibility and representation
- Musical Park Project

Events and Conferences

- Hosted Tourism Conference in Kahnawà:ke in 2014
- Co-Hosted Canada's largest Indigenous Tourism Conference in 2025
- Hosted Familiarization tour with Airport of Montreal as well as Montreal Tourism
- Hosted Oscar nominated documentary Sugarcane at Kahnawà:ke Survival School
- Hosted Climate Action group from 50 South American countries and tribes
- Co-hosted screening of Yintah, award-winning documentary with The Kanien'kehá:ka Onkwawén:na Raotitióhkwa Language and Cultural Center
- Hosted Japanese Drum Group
- Participated in Olympic Lab event at MTL airport
- Attended the founding of the Haudenosaunee Tourism Summit
- Participated in cultural awareness month yearly with weekly tours

Tourism and Cultural Promotion

- Welcomed over 12,516 visitors since opening in 2014
- Supported the growth of local tourism entrepreneurs, artists, and traditional knowledge holders
- Developed five signature guided experiences unique to Kahnawà:ke, including the Food Fest
- Forged partnerships with regional and national tourism organizations
- Attended tourism marketplaces Rendez-vous Canada and Bienvenue Quebec, resulting in 4 Tour Operator relations
- Played a key role in positioning Kahnawà:ke as a cultural tourism leader in Quebec
- Worked with Destination Canada to film our Pow Wow for proper protocol guidelines and visibility



Marie Lahache
Director of Human Resources

Message from the Director of Human Resources

It is with great pride that I reflect on the accomplishments and milestones achieved by the Human Resources Department over the past fiscal year. Our work has remained focused on attracting and retaining top talent, supporting employee development, enhancing organizational culture, and ensuring the wellbeing of our team across all levels of Tewatohnhi'saktha.

This year, we successfully welcomed seven (7) new team members through external recruitment, each bringing valuable skills and fresh perspectives. These hires reflect our continued commitment to operational excellence and strategic growth. We also marked four (4) employee departures, including the retirement of our former COO, John Bud Morris, after 25 years of dedicated service—his leadership and contributions will be long remembered.

In alignment with our organizational core values, we launched a new Performance Appraisal Form (PAF), integrating core and leadership competencies. Additionally, the new Talent Management Program took effect on April 1, 2024, with each employee receiving an Individual Profile to help guide their professional growth and development.

Following the 2023–2024 Salary Market Review, a revised salary scale was implemented as of April 1, 2024, resulting in salary increases for all employees. Eligible staff also received merit increases based on performance reviews and a 3% organizational team bonus, reflecting the collective achievement of our Team Targets.

To better understand and improve the workplace experience, an external consultant conducted a Pulse Survey. The feedback gathered was shared transparently, and meaningful action items were developed in response.

We also enriched workplace culture with well-received cultural activities such as beading and basket making, coordinated by HR. The Social Committee deserves recognition for organizing engaging events throughout the year—from festive celebrations to staff outings, each contributing to a vibrant and inclusive work environment.



Marie Lahache

Director of Human Resources

We were honored to host the annual Service and Performance Recognition Awards in July 2024, recognizing seven (7) employees for their exemplary commitment and contributions.

We continue to support work-life balance through flex time, remote work, and summer hours. To further invest in staff wellness, we introduced on-site chair massage sessions during November and February, offering moments of relief and rejuvenation.

We provided numerous training opportunities this year, including management skills, workplace engagement, digital marketing, generational diversity, and leadership development. Attendance at national conferences like SHRM 2025 and Cannexus 2025 further demonstrated our commitment to professional growth across the organization.



Workplace safety remained a top priority. Staff received training on Violence and Harassment Prevention, and our Health & Safety Committee members became certified in CPR/AED and First Aid.

Significant progress was made in modernizing HR policies and tools. We established a Policy Review Committee to guide revisions and gather cross-departmental feedback. Notable updates include improvements to our wellness subsidy program, hiring processes, onboarding and orientation procedures, and staff event guidelines. New and revised forms were introduced to streamline and standardize our practices, ensuring clarity, equity, and efficiency.

As we move forward, the HR Department remains dedicated to fostering an engaging, inclusive, and progressive workplace. I extend my sincere thanks to all employees, managers, and departments who supported our initiatives this year. Together, we continue to build a resilient and dynamic organization—one that honors our values, invests in our people, and delivers with purpose.

Human Relations Tasks:

Recruitment and Hiring

Performance and Talent Management

Compensation and Benefits

Employee Engagement

Employee Health and Wellness

Training and Professional Development

Workplace Health and Safety

Updating HR Policies, Program and Processes



Daryl Leclaire
Director of Business Services

Message from the Director of Business Services

2024-25 was a year of change in Business Services. Joining the team are Rachel Leborgne (Loans Officer), Kristy Kennedy (Business Services Officer/Heads Up Program), Otiohkwano:ron Montour (Business Services Officer), and Brandon Ross (Business Retention /Business Services Officer).



Rachel Leborgne

Kristy Kennedy

Otiohkwano:ron Montour

Brandon Ross

New faces bring opportunities and new ideas, as these different perspectives introduce new skills and insights.

125	Clients served by Business Services
\$558,049	Distributed in direct grants
\$190,335	In direct loans
\$102,748.92	Business Services allocated to Marketing Program Fund
\$53,689.15	To Professional Services Fund
\$105,003.04	Business Assistance Fund

The demand for our Entrepreneurship Training Program remains high, and in the coming year, we will consider running a second class so businesses can start up and access our support services.

As part of our strategic planning, new initiatives were identified, including revising our loan and grant policies to modernize them. While demand has increased, funding has remained steady, requiring Business Services to develop new strategies to meet the rising demand. Additionally, the loan portfolio will be reviewed with the aim of increasing access to financing for our entrepreneurs.

Shop Kahnawà:ke continues to be a successful program and has grown to over 180 local businesses accepting our certificates. It is increasing in popularity within the community, with sales reaching over **\$91,185** this past year. With many businesses accepting these certificates and community members actively promoting local businesses, this number reflects a direct contribution to our local economy.

Finally, in our 2024-25 year we were selected to host a new four-year financing program called Indigenous Women Entrepreneurs (IWE), which will begin operations in April 2026. During this year, we are developing policies and criteria. Focusing on women entrepreneurs, the program will offer loans, grants, and specialized training opportunities. We look forward to launching these initiatives in late 2025-26 and beyond, shaping the future of our community.



Angie Marquis
Director of Workforce Development

Message from the Director of Workforce Development

This year has been nothing short of inspiring! We proudly built upon the strong foundation of our existing programs, while boldly expanding our reach through new and continued partnerships. Together, we opened doors to training and employment opportunities in key sectors across the community—creating real impact where it's needed most.

We marked a meaningful milestone as we wrapped up the final cohorts of the Administrative Bootcamp.

At the same time, we launched an exciting new chapter with PATH our new Professional Advancement & Training Hub. With its flexible and focused workshops, PATH is already

empowering Kahnawà:ke residents, professionals, and business owners with the skills they need to thrive.



Thanks to our ongoing partnerships with the First Nations Regional Adult Education Center, we continued to deliver the Builders of the Future program, while also providing access to essential training like Construction Equipment Operation in partnership with Ecole les Cedres.

At the heart of our work is our unwavering commitment to connect with our community. Our Counselling Team took this to the next level—hosting pop-ups throughout the year, strengthening ties with Client Based Services and the Social Assistance Office, and making it easier than ever for clients to access support. We proudly celebrated the achievements of our youth at the inaugural Family Honor Roll Recognition Nights, and teamed up with the Kahnawà:ke Education Center to visit Kahnawà:ke Survival School and Howard S. Billings, helping students confidently plan for the future.

Workforce Development participated in the planning and production of the Fostering Opportunities for Continuous Growth video project. Team members, partnering organizations, and clients were happy to be featured in this project highlighting the programs and services offered to our community.

We had an increase in requests for assistance that required additional counsellor support for clients, leading to discussions on re-evaluation of success metrics. Ongoing consultation with the FNHRDCQ covered topics such as servicing clients with disabilities, while collaboration with MCK Client Based Services allowed counsellors to be on site to address the needs of community members accessing social assistance.

Conference

Team members attended the Indigenous Business & Economic Development conference in Banff where they explored the role of Indigenous leaders in shaping economic policy for self-determined development, with focus on building their capacity to successfully assist our community and organizations.



They learned the contrasts and similarities of Economic Development within Indigenous Community participants from across Canada and shared a mind map (pictured) of their vision and goals for Kahnawà:ke.

Tóta Ma's Café

Tóta Ma's Café continues to be a community hub hosting numerous organizational outreach kiosks to assist engagement with community members and providing catering services for events big and small. Staff participated in Canadian Barista Institute training.



As a Social Enterprise the storefront has featured local goods such as wraps from Aromatic Spirit and baked goods from Josie's Bakery.



Major achievements and milestones

Partnerships with the NFSB and FNRAEC made it possible to offer targeted training programs that support the ongoing demand for administrative professionals, PAB Nurses Aides, and skilled Carpenters. Clients continue to receive tuition, equipment cost coverage, and increased allowances matching provincial minimum wage rates. Many completed their courses and obtained employment in a diverse array of career options such as Computer and Network Support, Landscaping Operations, Auto Mechanics, and Professional Cooking.



Clients

345 Clients served **93** Clients obtained unsubsidized employment
39 New clients
4 Total jobs created

Graduates

13/16 Builders of the Future
Graduates for cohort 1 & 2
30/31 Admin Bootcamp
Graduates for cohort 1 & 2
31 DEP graduates
9 Ratiwennahní:rats graduates

Kahnawà:ke Summer Student Employment Program

Since 2001, the Kahnawà:ke Summer Student Employment Program (KSSEP) is Tewatohnhi'saktha's most renowned and highly accessed employability program offering Kahna'wakero:non youth and full-time students the opportunity to gain experiential employment opportunities during the summer months. New and innovative positions were made available, such as two Healthy Food and Nutrition Promoters at KSDPP and a Story Collector for the non-profit organization Sharing our Stories.

A new collaboration with Playground, in partnership with Indigenous Tech.AI, offered 10 internship positions to High School students who were interested in the Science, Technology, Engineering, and Mathematics fields under the Indigenous Tech Program. KSSEP assisted with student recruitment and contributed **20%** of the student wages, along with **100%** of their MSI Premium Rates, while Playground agreed to pay **80%** of the student wages.

Thanks to contributions from the Kahnawà:ke Education Center (**\$116,489**), KSCS Child and Family Services Fund (**\$79,344**), and Tewatohnhi'saktha Workforce Development (**\$50,000**), **\$245,833.11** was allocated to KSSEP which funded all student wages and MERCs as well as administrative costs related to promotions and student workshops.

131 Jobs submitted
76 Positions approved
150 Students registered
70 Students hired



Professional connections continue to grow through the Mentor a Student Intern (MASI) program, where students can continue their employment, proving that student interest and dedication is developing their employability skills, and ultimately, their career.

New partnerships, initiatives, or programs or services



PATH

The Professional Advancement & Training Hub (PATH) is a modular training program aimed at Kahnawà:ke community members, providing accessible and flexible learning to enhance employable skills and support career advancement. Developed to meet the community's needs, the pilot phase included six workshops, such as Accounting Basics, Project Management, Microsoft Suite, Excel Beginner, and Excel Intermediate to test interest and operational strategies. High demand led to quick registrations, with 115 applicants and 80 participants, achieving a 59% completion rate. Participants successfully applied their skills to secure jobs and improve current roles, with one individual transitioning to a full-time Level 3 administrative position.

Looking Forward

As the Workforce Development team moves into our next chapter with the objectives set out in the Strategic Plan for 2025-2028; we look forward to engaging and informing community members of economic opportunities at the new Opportunity Fair, continuing to develop and offer impactful training such as the "Caring for our Own" PAB Program in collaboration with KMHC, and partner with both local and external organizations to meet the ongoing demands for skilled employees.



Honor Roll Recognition Awards

Honor Roll Recognition Awards were hosted by the Youth Engagement Counsellor and Counselling Team thanks to funding from the Onkwata'karitáhtshera (Child & Family Wellness Initiative) Our first event held in December celebrated 30 students along with their families, gathering a total of 150 attendees at the Golden Age Club. The Term 2 ceremony in March saw 21 students and their families totaling 80 guests at the Legion. Students from KSS, Billings, Kuper, Loyola, Lakeside, Centennial, and ECS were presented with congratulatory plaques, \$100 Shop Kahnawà:ke Certificates and magnets for their parents to foster pride and motivation for academic excellence.

Increasing our internal collaboration with the Business Services team will strengthen funding options and training opportunities for local entrepreneurs. Finally, the opening of the Kahnawà:ke Cultural Arts Center presents the opportunity for our Social Enterprise division to expand. Tóta Ma's Café will open a second location on site at the new multipurpose building, increasing the reach of local suppliers and fulfilling the staffing services required for this new venture.

Client Spotlight

Eric “Dirt” McComber

Eric “Dirt” McComber making a positive contribution by passing on culture and crucial land-based knowledge to our Youth.

Eric has always been someone that is very outspoken and knowledgeable in everything that he does. He always tries to help as many people as he can. So, when his son’s friend introduced an opportunity to apply for a project that does exactly that, “The Tahatikonhsontóntie’ Experienceship” Eric could not pass it up. *“Helping a young man that wants to learn more about our culture and crucial land-based knowledge, I knew would be a fantastic way for me to do that. I wanted to help make difference in some way and make a positive contribution. I am a hard teacher, but everybody has an opportunity learn.”* said McComber.

TO READ THE FULL SPOTLIGHT VISIT

Tewa.ca/eric-mccomber-passing-culture-to-youth



Business Spotlight

Fostering Friendships and Strength at Kahnawake CrossFit

Kahnawake CrossFit is an inclusive fitness atmosphere that has given hardcore lifters - and those who are a little less hardcore - a place they can call a “home away from home”.

Kahnawake CrossFit opened its doors in 2016, John Diabo is the manager and head coach at the gym and has been in the fitness industry for a long time learning the ins and outs of it all since the age of 15. When asked about opening a CrossFit gym specifically, Diabo said *‘It’s about the feeling it gives, the inclusivity, the support, and mainly the community. We’re all here together building friendships and muscles at the same time. The business side of things, it is a great business model and helps with the ease of running classes with their programming.’*

**TO READ THE FULL
SPOTLIGHT VISIT**

Tewa.ca/business-spotlight-kahnawake-crossfit

Business Spotlight

Celebrating 10 years one flower at a time

Layne participated in the Entrepreneurial course offered by Tewatohnhi'saktha and with their help, she prepared her business plan and went into action with other necessities to get her store up and running. Apart from the business side, the fun part is being able to talk with people and working alongside her co-workers. *"There are so many facets to this business, a lot of work, paperwork/invoices, estimates, calculations/ordering; it's time consuming. The fun part is creating the arrangements and deliveries; seeing all the happy faces when they're surprised with flowers and seeing the final results is what it's all about."* said Layne.

**TO READ THE FULL
SPOTLIGHT VISIT**

Tewa.ca/business-spotlight-valley-girls

Tewatohnhi'saktha
Consolidated Financial Statements
March 31, 2025

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Independent Auditor's Report

To the Community Members and Board of Directors of Tewatohnhi'saktha:

Opinion

We have audited the consolidated financial statements of Tewatohnhi'saktha (the "Organization"), which comprise the consolidated statement of financial position as at March 31, 2025, and the consolidated statements of operations and accumulated surplus, changes in net financial assets and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Organization as at March 31, 2025, and the results of its consolidated operations, changes in its net financial assets and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements and our auditor's report thereon. The annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Organization to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Montréal, Québec

July 25, 2025

MNP LLP¹

¹ By CPA auditor, public accountancy permit No. A124849

Tewatohnhi'saktha
Consolidated Statement of Financial Position
As at March 31, 2025

	2025	2024
Financial assets		
Cash and cash equivalents (Note 3)	8,212,103	8,352,508
Temporary investment (Note 4)	241,491	237,330
Accounts receivable (Note 5)	1,098,481	758,606
Portfolio investments (Note 6)	56	56
Loans receivable (Note 7)	741,284	762,536
Total financial assets	10,293,415	10,111,036
Liabilities		
Accounts payable and accrued liabilities (Note 9)	1,166,555	1,061,279
Deferred revenue (Note 10)	1,863,346	2,367,265
Long-term debt (Note 11)	443,985	554,360
Total liabilities	3,473,886	3,982,904
Net financial assets	6,819,529	6,128,132
Commitments and contingencies (Note 13)		
Non-financial assets		
Tangible capital assets (Note 14) (Schedule 1)	5,506,383	5,620,768
Prepaid expenses	13,572	12,097
Total non-financial assets	5,519,955	5,632,865
Accumulated surplus (Note 15)	12,339,484	11,760,997
Approved on behalf of the Board		
e-Signed by Heather Bauersfeld 2025-07-21 08:41:51:51 EDT	Director	e-Signed by Barbara McComber 2025-07-21 10:50:52:52 EDT
e-Signed by Cody Diabo 2025-07-25 11:20:47:47 EDT	Grand Chief	Director

The accompanying notes are an integral part of these consolidated financial statements

Tewatohnni'saktha

Consolidated Statement of Operations and Accumulated Surplus

For the year ended March 31, 2025

	Schedules	2025 Budget	2025	2024
Revenue				
Government funding				
Indigenous Services Canada (Note 20)		983,703	2,091,756	2,066,634
Federal government funding (Note 20)		-	319,564	444,722
Provincial government funding (Note 20)		-	-	526,854
		983,703	2,411,320	3,038,210
First Nations Human Resources Development Commission of Québec		2,472,824	2,529,808	2,562,303
Recovery of prior years' funding		-	177,089	-
National Aboriginal Capital Corporations Association		542,762	551,767	573,712
Other community income		2,578,137	3,535,987	4,504,692
Interest and dividend income		1,524,834	294,524	235,248
Repayment of funding		-	-	(126,308)
Deferred revenue - prior year		-	2,367,265	724,896
Deferred revenue - current year		1,552,425	(1,863,346)	(2,367,265)
		9,654,685	10,004,414	9,145,488
Expenses				
Workforce Development	4	4,197,215	3,135,608	3,448,860
Business Services	5	1,537,048	1,714,197	1,755,030
Economic Development	6	1,531,977	1,321,241	2,177,177
Administrative Services	7	1,287,888	1,189,139	728,737
Marketing and Tourism	8	507,695	528,947	422,436
Adult Education	9	1,605,351	842,412	57,815
Capital	10	-	254,837	269,331
Total expenses		10,667,174	8,986,381	8,859,386
Surplus before other items		(1,012,489)	1,018,033	286,102
Other income (expense)				
Loss on transfer of debt to Mohawk Council of Kahnawà:ke		-	-	(8,438,443)
Gain on transfer of investment to Mohawk Council of Kahnawà:ke		-	-	3,785,234
Transfer to Kahnawà:ke Collective Impact		-	(439,546)	-
		-	(439,546)	(4,653,209)
Surplus (deficit)		(1,012,489)	578,487	(4,367,107)
Accumulated surplus, beginning of year		11,760,997	11,760,997	16,128,104
Accumulated surplus, end of year		10,748,508	12,339,484	11,760,997

The accompanying notes are an integral part of these consolidated financial statements

Tewatohnhi'saktha
Consolidated Statement of Change in Net Financial Assets
For the year ended March 31, 2025

	<i>2025 Budget</i>	<i>2025</i>	<i>2024</i>
Annual surplus (deficit)	(1,012,489)	578,487	(4,367,107)
Purchases of tangible capital assets	-	(140,452)	(52,340)
Amortization of tangible capital assets	-	254,837	269,331
	-	114,385	216,991
Acquisition of prepaid expenses	-	(1,475)	(10,609)
Increase (decrease) in net financial assets	(1,012,489)	691,397	(4,160,725)
Net financial assets, beginning of year	6,128,132	6,128,132	10,288,857
Net financial assets, end of year	5,115,643	6,819,529	6,128,132

The accompanying notes are an integral part of these consolidated financial statements

Tewatohnni'saktha
Consolidated Statement of Cash Flows
For the year ended March 31, 2025

	2025	2024
Cash provided by (used for) the following activities		
Operating activities		
Cash receipts from contributors	8,866,096	10,336,092
Interest and dividend income	294,524	235,248
Cash paid to suppliers	(5,276,220)	(5,072,056)
Cash paid to employees	(3,321,157)	(3,104,129)
Interest on long-term debt	(14,555)	(20,931)
Cash transfer to Kahnawà:ke Collective Impact	(439,546)	-
Cash transfer to Mohawk Council Kahnawà:ke upon transfer of Kahnawà:ke Sustainable Energies Inc.	-	(1,790,847)
	109,142	583,377
Financing activities		
Repayment of long-term debt	(110,375)	(258,583)
Capital activities		
Purchases of tangible capital assets	(140,452)	(52,340)
Investing activities		
Purchase of temporary investments	(241,491)	(237,330)
Proceeds from temporary investments	237,330	236,502
Investment in loans receivable	(190,335)	(312,148)
Proceeds from collection of loans receivable	195,776	343,836
	1,280	30,860
Increase (decrease) in cash resources	(140,405)	303,314
Cash resources, beginning of year	8,352,508	8,049,194
Cash resources, end of year	8,212,103	8,352,508

The accompanying notes are an integral part of these consolidated financial statements

1. Operations

Tewatohnhi'saktha was established in 1999 as the economic development commission of Kahnawà:ke. It was created by a Band Council Resolution of Mohawk Council of Kahnawà:ke with a mandate to create jobs, wealth and self-sufficiency for the Community. The Organization focuses on new and existing resources, both human and financial, as well as integrated approach to business development and human resource investment.

2. Significant accounting policies

These consolidated financial statements are the representations of management, prepared in accordance with Canadian public sector accounting standards and including the following significant accounting policies:

Reporting entity consolidated

The Organization has consolidated the assets, liabilities, revenue and expenses of Tewatohnhi'saktha Business Loan Fund Ltd., a wholly owned subsidiary.

All inter-entity balances have been eliminated on consolidation.

Basis of presentation

Sources of revenue and expenses are recorded on the accrual basis of accounting. The accrual basis of accounting recognizes revenue as it becomes available and measurable; expenses are recognized as they are incurred and measurable as a result of the receipt of goods or services and the creation of a legal obligation to pay.

Asset classification

Assets are classified as either financial or non-financial. Financial assets are assets that could be used to discharge existing liabilities or finance future operations. Non-financial assets are acquired, constructed or developed assets that do not normally provide resources to discharge existing liabilities but are employed to deliver government services, may be consumed in normal operations and are not for resale in the normal course of operations. Non-financial assets include rental properties, tangible capital assets and prepaid expenses.

Cash and cash equivalents

Cash and cash equivalent include balances with banks and short-term investments with maturities of three months or less. Cash subject to restrictions that prevent its use for current purposes is included in restricted cash.

Portfolio investments

Long-term investments in entities that are not owned, controlled, or significantly influenced by the Organization are accounted for using the cost method. They are recorded at cost, less any provision for other than temporary impairment.

Loans

Loans are recorded at principal amounts, less any allowance for anticipated losses, provisions for debt forgiveness plus accrued interest and unamortized loan fees. Interest revenue is recorded on the accrual basis. Loan and administration fees are amortized over the term of the loan.

Allowance for loan impairment

The Organization maintains an allowance for loan impairment that reduces the carrying value of loans to their estimated realizable amount. The allowance is increased by a charge for loan impairment, which is charged to surplus (deficit), and reduced by write-offs, net of recoveries.

A specific allowance is established on an individual loan basis, to reduce the carrying values to estimated realizable amounts. Estimated realizable values are determined by discounting the expected future cash flows at the effective interest rate inherent in the loans. When the amount and timing of future cash flows cannot be reliably established, estimated realizable values are determined by reference to market prices for the loans or their underlying security value.

2. Significant accounting policies *(Continued from previous page)*

Allowance for loan impairment *(Continued from previous page)*

In addition, a general allowance may be established where, in management's opinion, it is required to absorb losses inherent in the loan portfolio, for which a specific allowance cannot yet be determined. A general provision is established when doubt exists within groups of loans but is not sufficient to allow identification of individually doubtful loans.

Provision for loss is estimated based on historical credit loss experience, known portfolio risks and current economic conditions and trends.

Tangible capital assets

Tangible capital assets are initially recorded at cost based on historical cost accounting records. Contributed tangible assets are recorded at their fair value at the date of contribution.

When conditions indicate that a tangible capital asset no longer contributes to the Organization's ability to provide goods and services, or that the value of future economic benefits associated with a tangible capital asset is less than its net book value, the Organization reduces the cost of the asset to reflect the decline in its value. Write-downs of tangible capital assets are not reversed.

Amortization

Tangible capital assets are amortized annually using the declining balance method at rates intended to amortize the cost of the assets over their estimated useful lives:

	<i>Rate and period</i>
Buildings	5 %
Equipment	20 %
Computer hardware	33.3 %

Long-term debt

Long-term financing received to fund tangible capital asset purchases is recognized in the period the financing is acquired and recorded as an increase in long-term debt.

Repayments of long-term financing are recognized as a decrease in long-term debt.

Long-lived assets

Long-lived assets consist of tangible capital assets. Long-lived assets held for use are measured and amortized as described in the applicable accounting policies.

The Organization performs impairment testing on long-lived assets held for use whenever events or changes in circumstances indicate that the carrying amount of an asset, or group of assets, may not be recoverable. The carrying amount of a group of long-lived assets is not recoverable if the carrying amount exceeds the sum of the undiscounted future cash flows from their use and disposal. Impairment is measured as the amount by which the assets' carrying amount exceeds its fair value. Fair value is measured using discounted future cash flows. Any impairment is included in surplus (deficit) for the year.

Net financial assets

The Organization's financial statements are presented so as to highlight net financial assets as the measurement of financial position. The net financial assets of the Organization is determined by its financial assets less its liabilities. Net financial assets is comprised of two components, non-financial assets and accumulated surplus (deficit).

2. Significant accounting policies *(Continued from previous page)*

Measurement uncertainty

The preparation of consolidated financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenue and expenses during the reporting period.

Accounts receivable and loans receivable are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary. Youth business loans are stated after an allowance for debt forgiveness representing the forgivable portion of these loans. Amortization is based on the estimated useful lives of tangible capital assets.

A liability for an asset retirement obligation reflects management's best estimate of the amount required to retire the related tangible capital asset (or component thereof). The best estimate of the liability is based upon assumptions and estimates related to the amount and timing of costs for future asset retirement. Changes to the underlying assumptions and estimates or legislative changes in the near term could have a material impact on the provision recognized. No asset retirement obligations were identified as at March 31, 2025.

By their nature, these judgments are subject to measurement uncertainty, and the effect on the consolidated financial statements of changes in such estimates and assumptions in future years could be material. These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in earnings in the years in which they become known.

Revenue recognition

Government Transfers

The Organization recognizes a government transfer as revenue when the transfer is authorized and all eligibility criteria, if any, have been met. A government transfer with stipulations giving rise to an obligation that meets the definition of a liability is recognized as a liability. In such circumstances, the Organization recognizes revenue as the liability is settled. Transfers of non-depreciable assets are recognized in revenue when received or receivable.

Externally restricted revenue

The Organization recognizes externally restricted inflows as revenue in the period the resources are used for the purpose specified in accordance with an agreement or legislation. Until this time, the Organization records externally restricted inflows in deferred revenue.

Revenue from transactions with performance obligations is recognized when the Organization satisfies a performance obligation by providing the promised goods or services to a payor. The performance obligation is evaluated as being satisfied either over a period of time or at a point in time.

Rental income

Revenue from multi-year leases is recorded based on the average annual revenue earned over the term of the lease on a straight line basis. The difference between the revenue recognized and the amounts contractually due are recorded in other assets on the balance sheet.

Investment income

Interest income is recorded on the accrual basis as it is earned. Dividends are recorded as income when they are declared.

Foreign currency translation

Transaction amounts denominated in foreign currencies are translated into their Canadian dollar equivalents at exchange rates prevailing at the transaction dates. Carrying values of monetary assets and liabilities and non-monetary items included in the fair value category reflect the exchange rates at the statement of financial position date.

Tewatohnhi'saktha
Notes to the Consolidated Consolidated Financial Statements

For the year ended March 31, 2025

2. Significant accounting policies *(Continued from previous page)*

Foreign currency translation *(Continued from previous page)*

Generally, unrealized foreign exchange gains and losses are recognized in the statement of remeasurement gains and losses. However, at initial recognition of a financial asset or financial liability arising from a foreign currency transaction, the Organization may irrevocably elect to recognize the exchange gains and losses directly in the statement of operations, including those exchange gains and losses arising prior to settlement or derecognition. The Organization has not made such an election.

Except when the election above has been made, in the period of settlement, foreign exchange gains and losses are reclassified to the statement of operations, and the cumulative amount of remeasurement gains and losses is reversed in the statement of remeasurement gains (losses).

The Organization does not have any unrealized foreign exchange gains (losses).

Employee future benefits

Organization contributions to the defined contribution plan are expensed as incurred.

Financial instruments

The Organization recognizes its financial instruments when the Organization becomes party to the contractual provisions of the financial instrument. All financial instruments are initially recorded at their fair value.

At initial recognition, the Organization may irrevocably elect to subsequently measure any financial instrument at fair value. The Organization has made such an election during the year.

The Organization subsequently measures investments in equity instruments quoted in an active market and all derivative instruments, except those that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, at fair value. Fair value is determined by published price quotations. Transactions to purchase or sell these items are recorded on the trade date. Net gains and losses arising from changes in fair value are recognized in the statement of remeasurement gains and losses. Investments in equity instruments not quoted in an active market and derivatives that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, are subsequently measured at cost. With the exception of those instruments designated at fair value, all other financial assets and liabilities are subsequently measured at amortized cost using the effective interest rate method.

Transaction costs directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in operating deficit. Conversely, transaction costs are added to the carrying amount for those financial instruments subsequently measured at cost or amortized cost.

All financial assets except derivatives are tested annually for impairment. Management considers whether the investee has experienced continued losses for a period of years, recent collection experience for the loan, such as a default or delinquency in interest or principal payments, in determining whether objective evidence of impairment exists. Any impairment, which is not considered temporary, is recorded in the statement of operations. Write-downs of financial assets measured at cost and/or amortized cost to reflect losses in value are not reversed for subsequent increases in value. Reversals of any net remeasurements of financial assets measured at fair value are reported in the statement of remeasurement gains and losses.

The Organization has not presented a statement of remeasurement gains and losses as it does not have any items giving rise to remeasurement gains (losses).

Segments

The Organization conducts its business through six of reportable segments. These operating segments are established by senior management to facilitate the achievement of the Organization's long-term objectives to aid in resource allocation decisions, and to assess operational performance.

For each reported segment, revenue and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. Therefore, certain allocation methodologies are employed in the preparation of segmented financial information.

The accounting policies used in these segments are consistent with those followed in the preparation of the consolidated financial statements as disclosed in the *Significant accounting policies*.

Tewatohnhi'saktha
Notes to the Consolidated Consolidated Financial Statements
For the year ended March 31, 2025

3. Cash

Included in cash is \$130,992 (2024 - \$15,738) related to the Business Contribution Fund and \$Nil (2024 - \$99,334) related to the Indigenous Business Stabilization Program - Emergency Loan Program. The use of the cash is restricted for activities related to the operation of these programs and cannot be used for any other purposes.

Included in cash is \$2,592,875 (2024 - \$2,603,731) of externally restricted cash and \$4,678,794 (2024 - \$4,085,441) of cash internally restricted for future projects (Note 16).

4. Temporary investment

The temporary investment consists of a Guaranteed Investment Certificate which bears interest at 2.25% per annum and matures May 2025. The market value of the investment at March 31, 2025 is equal to its carrying value. The full amount of the temporary investment has been designated for loans to small businesses under the Business Loan Fund.

5. Accounts receivable

	2025	2024
Accounts and contributions receivable	1,098,435	758,606
Accrued interest	46	-
	<u>1,098,481</u>	<u>758,606</u>

Included in accounts receivable is \$967,770 (2024 - \$356,422) from Mohawk Council of Kahnawà:ke, \$204 (2024 - \$Nil) from Kahnawà:ke Shakotiaa'Takehnhas Community Services and \$Nil (2024 - \$1,000) from Kahnawà:ke Education Centre. These balances are subject to normal terms of trade.

6. Portfolio investments

	2025	2024
Investment in 50% of the issued ordinary shares of Onkwawista Holdings Limited, a private company incorporated under the provisions of the Isle of Man Companies Act	56	56

Management has determined that they do not exercise effective control or significant influence over the investment in Onkwawista Holdings Limited without the cooperation of the other 50% shareholder. As such, the investment is recorded at cost.

Tewatohnhi'saktha
Notes to the Consolidated Consolidated Financial Statements
For the year ended March 31, 2025

7. Loans receivable

Loans receivable consist of the following:

	2025	2024
Small Business Loans		
Business Loan Fund	606,224	706,922
Provision for loan losses	(5,725)	(79,000)
	600,499	627,922
Youth Business Fund		
Provision for loan forgiveness	186,250	180,079
	(45,465)	(45,465)
	140,785	134,614
	741,284	762,536

The primary purpose of the Business Loan Fund (BLF) and the Youth Business Fund (YBF) loans are to help the youth entrepreneurs and members of the business community of Kahnawake to establish viable businesses. The general terms and conditions differ from conventional loan agreements in that they are unsecured. Amortization periods range from one to ten years depending on the size of the loan. Interest is charged at annual fixed rates ranging from 6.45% to 11.20% (YBF) and prime plus 4% (BLF) compounded monthly. In addition, Youth Business Fund borrowers have the option of paying interest only during the first year of the loan. Furthermore, the Organization will forgive the remaining 25% of the loan balance once 75% has been reimbursed and the borrower has met all the terms of the agreement to the date of forgiveness.

Recovery of youth loans is dependent upon the success of the related borrowers' businesses as the youth loans require no equity or personal guarantees.

8. Bank line of credit

The Organization has available an unsecured bank line of credit of \$100,000 which bears interest at an annual rate of prime plus 1% and is renewable annually. There were no borrowings on this line of credit during the year.

9. Accounts payable and accrued liabilities

	2025	2024
Accounts payable and accruals	822,480	811,981
Salaries and vacations	335,168	216,074
Deductions at source	8,907	33,224
	1,166,555	1,061,279

Tewatohnni'saktha
Notes to the Consolidated Consolidated Financial Statements
For the year ended March 31, 2025

10. Deferred revenue

The following table represents changes in the deferred revenue balance attributable to each major category of external restrictions:

	<i>Balance, beginning of year</i>	<i>Contributions received</i>	<i>Recognized as revenue</i>	<i>Balance, end of year</i>
Deferred Program revenue				
National Aboriginal Capital Corporations Association	18,946	608,281	558,049	69,178
First Nation Human Resources Development Commission of Quebec	486,620	881,126	643,473	724,273
Employment & Social Development Canada	54,665	319,564	317,731	56,498
Indigenous Services Canada	1,305,319	1,078,844	1,487,421	896,742
Tamarack Institute	83,116	-	83,116	-
Kahnawà:ke Shakotia/Takehnhas Community Services	274,506	-	274,506	-
Des Cultures Renewable Energy, Limited Partnership	144,093	-	27,438	116,655
	2,367,265	2,887,815	3,391,734	1,863,346

11. Long-term debt

	2025	2024
Mortgage payable, interest bearing at 3.54% (2024 - 3.54%), repaid during the year	-	72,301
Mortgage payable, interest bearing at 3.03% (2024 - 3.03%), repayable in blended monthly installments of \$4,332 with the balance subject to renewal in December 2024, secured by a \$1,000,000 first rank immovable hypothec on the Commercial Complex having a carrying amount of \$747,973	438,568	476,642
Indigenous Business Stabilization Program - Emergency Loan Program loans payable are unsecured, non-interest bearing with 25% - 50% forgivable if repaid no later than 4 years following the date the loan was issued, payable monthly, on the same basis the loans receivable are collected, commencing no later than one year after the loan was issued (note 12)	5,417	5,417
	443,985	554,360

Principal repayments on long-term debt in each of the next five years, assuming long-term debt subject to renewal is renewed under similar rates and terms, are estimated as follows:

2026	45,000
2027	40,000
2028	42,000
2029	43,000
2030	44,000
Thereafter	230,000

Tewatohnhi'saktha
Notes to the Consolidated Consolidated Financial Statements
For the year ended March 31, 2025

12. Long-term debt Emergency Loan Program

Emergency Loan Program loans are repayable to NACCA upon the earlier of the following events:

- 1) the underlying loans receivable are repaid by the applicant
- 2) it has been determined that advances made by NACCA will not be disbursed to applicants; or
- 3) the funds are not utilized in a manner consistent with the funding applications.

	2025	2024
Long-term debt	846,000	846,000
Less: cumulative grant portion taken into income	(523,750)	(523,750)
Less: cumulative loan payable capital repayments	(268,222)	(268,222)
Less: overpayment of ELP loan receivable due to NACCA	20,000	20,000
Less: forgiven loan	(68,611)	(68,611)
	5,417	5,417

13. Commitments and contingencies

a) The Organization has entered into contribution agreements with various government departments. Funding received under these contribution agreements may be subject to repayment upon final review of the eligibility of the expenses by the various funding providers.

b) Tewatohnhi'saktha Business Loan Fund has guaranteed the Caisse Populaire Kahnawà:ke for a portion of the approved bank borrowings to a maximum of \$156,000 (2024 - \$156,000) for aboriginal entrepreneurs under the loan guarantee program. As at March 31, 2025 the total guaranteed indebtedness amounted to \$66,000 (2024 - \$96,000).

c) The Organization has entered into long-term leases for premises. The minimum annual rentals, excluding escalation clauses covering increases in property taxes and operating expenses, are approximately \$207,000 per annum.

d) The Organization has been named as co-defendant in a lawsuit on behalf of a previous tenant, seeking to recover approximately \$1,800,000 in damages allegedly sustained by them as a result of construction work performed on or around the property leased. The lawsuit remains at an early stage, and as litigation is subject to many uncertainties, it is not possible to predict the ultimate outcome of the lawsuit or to estimate the loss, if any, which may result. Any amount awarded as a result of this action will be recorded when reasonably estimable.

14. Tangible capital assets

The tangible capital assets reconciliation is included in Schedule 1.

Tewatohnhi'saktha
Notes to the Consolidated Consolidated Financial Statements
For the year ended March 31, 2025

15. Accumulated operating surplus

Accumulated operating surplus consists of the following:

	2025	2024
Externally Restricted Funds:		
Balance, beginning of year	2,603,731	2,831,285
Deficit	(10,856)	(227,554)
	2,592,875	2,603,731
Internally Restricted Funds:		
Balance, beginning of year	4,085,441	8,214,189
Surplus (deficit)	593,353	(4,128,728)
	4,678,794	4,085,441
Capital Fund:		
Balance, beginning of year	5,071,825	5,082,650
Purchases of tangible capital assets	140,452	52,340
Amortization	(254,837)	(289,331)
Principal repayments of long-term debt	110,375	206,166
	5,067,815	5,071,825
	12,339,484	11,760,997

16. Restricted fund balances

Restricted fund balances consist of the following:

	2025	2024
Externally restricted funds		
Workforce Development	510,041	586,237
Business Loan Fund	2,082,834	2,037,494
	2,592,875	2,603,731
Internally restricted funds		
Operational Reserve	892,256	892,256
Economic Development Reserve	3,501,492	2,908,139
Capital Reserve	285,046	285,046
	4,678,794	4,085,441
	7,271,669	6,689,172

17. Management contract

The Organization has a management contract with Mohawk Internet Technologies ("MIT"), an unrelated entity, which has an exclusivity operating agreement with a third party. Under the terms of the management contract, Tewatohnhi'saktha is responsible for the day to day operations and management of MIT. However, based on the terms of the third party agreement, it does not exercise effective strategic control over MIT's assets, liabilities and surplus without the explicit cooperation and approval of the third party. As such, the assets, liabilities and results of the operations of MIT are not included in these financial statements.

18. Financial Instruments

The Organization as part of its operations carries a number of financial instruments. It is management's opinion that the Organization is not exposed to significant interest, currency or credit risks arising from these financial instruments except as otherwise disclosed.

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. Changes in market interest rates may have an effect on the cash flows associated with some financial assets and liabilities, known as cash flow risk, and on the fair value of other financial assets or liabilities, known as price risk. The Organization is exposed to interest rate cash flow risk and price risk with respect to loans receivable (BLF) and long-term debt. The interest rate for loans receivable is a function of the prime rate. Part of the long-term debt is renewed annually. A variation of 1% of the prime rate or of the rate charged on long-term debt will not result in a significant effect on the accumulated surplus and financial position of the Organization.

Interest rate risk sensitivity analysis

A variation of 1% of the prime rate or of the rate charged on long-term debt will not result in a significant effect on the accumulated surplus and financial position of the Organization.

Credit Risk

Credit risk is the risk of financial loss because a counter party to a financial instrument fails to discharge its contractual obligations.

The carrying amount of the Organization's financial instruments best represents the maximum exposure to credit risk.

Risk management

The Organization manages its credit risk by performing regular credit assessments of its receivables and providing allowances for potentially uncollectible accounts receivables.

19. Related party transactions

During the year, the Organization conducted the following transactions with related entities which form part of the government reporting entity of Mohawk Council of Kahnawà:ke. The transactions were recorded at the exchange amount, which is the amount of consideration established and agreed to by the related parties. All balances are subject to normal terms of trade.

	2025	2024
Revenue received from Kahnawà:ke Education Centre	116,489	126,336
Revenue received from Kahnawà:ke Shakotia/Takehnhas Community Services	98,021	815,139
Revenue received from Mohawk Council of Kahnawà:ke	1,967,237	1,342,142
Expense paid to Kahnawà:ke Shakotia/Takehnhas Community Services	24,236	11,550
Expenses paid to Kahnawà:ke Education Centre	15,828	9,469

Tewatohnhi'saktha
Notes to the Consolidated Consolidated Financial Statements
For the year ended March 31, 2025

19. Related party transactions *(Continued from previous page)*

Amounts due to related Organization entities are as follows:

	2025	2024
Mohawk Council of Kahnawà:ke	171,196	116,052

20. Government transfers

	<i>Operating transfers</i>	<i>Deferrals, repayments and cancellations</i>	2025	2024
Federal government transfers				
Indigenous Services Canada	2,091,756	408,577	2,500,333	1,035,740
Employment and Social Development Canada	319,564	(1,833)	317,731	390,057
	2,411,320	406,744	2,818,064	1,425,797
Provincial government transfer				
Province of Quebec	-	-	-	526,854
	2,411,320	406,744	2,818,064	1,952,651

21. Defined contribution plans and other post-employment benefits

Defined contribution pension plan

The Organization has a defined contribution pension plan covering substantially all full-time employees. Contributions to the plan are based on 7.5% - 10% of participants' base salaries. The Organization contributions and corresponding expense totalled \$202,805 in 2025 (2024 - \$153,981).

22. Budget information

The disclosed budget information has been approved by the Board of Directors of Tewatohnhi'saktha on January 23, 2024.

23. Comparative figures

Certain comparative figures have been reclassified to conform with current year's presentation.

Tewatohnhi'saktha
Schedule 1 - Consolidated Schedule of Tangible Capital Assets
For the year ended March 31, 2025

	Land	Buildings	Equipment	Computer hardware	2025	2024
Cost						
Balance, beginning of year	1,830,000	8,386,139	743,517	273,683	11,233,339	11,180,999
Acquisition of tangible capital assets	-	88,598	51,854	-	140,452	52,340
Balance, end of year	1,830,000	8,474,737	795,371	273,683	11,373,791	11,233,339
Accumulated amortization						
Balance, beginning of year	-	4,891,736	492,589	228,246	5,612,571	5,343,240
Annual amortization	-	179,150	60,556	15,131	254,837	269,331
Balance, end of year	-	5,070,886	553,145	243,377	5,867,408	5,612,571
Net book value of tangible capital assets	1,830,000	3,403,851	242,226	30,306	5,506,383	5,620,768
2024 Net book value of tangible capital assets	1,830,000	3,494,403	250,928	45,437	5,620,768	

Tewatohnhi'saktha
Schedule 2 - Schedule of Consolidated Expenses by Object
For the year ended March 31, 2025

	2025 <i>Budget</i>	2025	2024
Consolidated expenses by object			
Acquisitions	150,000	-	-
Amortization	-	254,837	269,331
Bad debts	-	-	38,611
Bank charges and interest	10,321	2,400	(18,431)
Community events	-	-	97,123
Covid-19 payments	1,950	1,676	2,112
Economic Development	4,843,529	3,272,290	3,277,329
Fundraising - business golf	-	168,448	123,675
Honouraria(um)	-	-	4,372
Insurance	59,083	20,802	20,177
Interest on long-term debt	26,889	14,555	20,931
Meeting	30,655	27,277	41,909
Miscellaneous	67,321	74,049	52,128
Office supplies and expenses	260,134	201,306	281,753
Overhead costs and recoveries	(25,317)	(180)	(47,933)
Overhead costs and recoveries	12,000	-	-
Professional fees	819,120	584,387	582,695
Promotion and marketing	229,020	155,070	173,747
Rent	181,521	202,348	220,186
Repairs and maintenance	202,461	311,696	180,653
Salaries and benefits	3,165,230	3,321,157	3,104,129
Telephone	121,968	57,303	44,966
Training costs	122,012	63,966	135,279
Travel	216,599	119,969	143,929
Utilities	172,678	133,025	110,715
	10,667,174	8,986,381	8,859,386

Tewatohnhi'saktha
Schedule 3 - Consolidated Summary Schedule of Program Reconciliation for Government Reporting
For the year ended March 31, 2025

	Sch	Total Revenues	Total Expenses	Surplus (deficit) before other items	Transfers between programs	Schedule Surplus (Deficit)	Prior Year Schedule Surplus (Deficit)
Segment schedule							
Workforce Development	4	3,079,412	3,135,608	(56,196)	-	(56,196)	(265,892)
Business Services	5	1,768,095	1,714,197	53,898	-	53,898	(459,375)
Economic Development	6	2,974,398	1,321,241	1,653,157	(1,636,009)	17,148	(3,813,728)
Administrative Services	7	181,405	1,189,139	(1,007,734)	930,372	(77,362)	(801,589)
Marketing and Tourism	8	74,137	528,947	(454,810)	454,810	-	-
Adult Education	9	1,487,421	842,412	645,009	-	645,009	-
Capital	10	-	254,837	(254,837)	250,827	(4,010)	(10,825)
Appropriated funds	11	-	-	-	-	-	984,302
Surplus (deficit)		9,564,868	8,986,381	578,487	-	578,487	(4,367,107)

Schedule 4 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus*For the year ended March 31, 2025*

	2025 Budget	2025	2024
Revenue			
Government funding			
Indigenous Services Canada			
Block funding	-	4,572	4,505
Federal government funding			
Employment & Social Development Canada	-	319,564	444,722
	-	324,136	449,227
First Nations Human Resources Development Commission of Québec	2,472,824	2,529,808	2,562,303
Kahnawà:ke Shakotia'Takehnhas Community Services	62,338	98,021	88,576
Kahnawà:ke Education Center	220,000	116,489	126,336
Other revenues	224,500	223,006	407,951
Deferred revenue - prior year	-	685,378	233,953
Deferred revenue - current year	1,002,425	(897,426)	(685,378)
	3,982,087	3,079,412	3,182,968
Expenses			
Employee benefits	153,652	139,684	112,483
Insurance	22,390	-	-
Miscellaneous	8,000	31,793	7,776
Office supplies and expenses	-	5,194	8,281
Other employment and training costs	641,715	571,273	620,871
Overhead costs and recoveries	388,000	399,820	380,448
Participant allowances	1,090,594	477,978	810,016
Participant wages	785,452	610,063	715,291
Professional fees	34,900	13,668	48,679
Promotion and marketing	14,020	4,501	4,984
Rent	-	22,200	25,660
Repairs and maintenance	-	1,646	2,812
Salaries	781,152	779,219	612,454
Telephone	7,220	9,089	6,378
Travel	141,660	45,496	69,085
Utilities	128,460	23,984	23,642
	4,197,215	3,135,608	3,448,860
Deficit	(215,128)	(56,196)	(265,892)
Accumulated surplus, beginning of year	-	566,237	832,129
Accumulated surplus, end of year	(215,128)	510,041	566,237

Schedule 5 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus*For the year ended March 31, 2025*

	2025 Budget	2025	2024
Revenue			
Government funding			
Indigenous Services Canada			
Block funding	955,126	987,439	968,896
National Aboriginal Capital Corporations Association	542,762	551,767	573,712
Other revenues	2,110	370	39,861
Interest and dividend income	57,328	101,662	83,203
Recovery of prior years' funding	-	177,089	-
Repayment of funding	-	-	(122,927)
Deferred revenue - prior year	-	18,946	235,519
Deferred revenue - current year	-	(69,178)	(18,946)
	1,557,326	1,768,095	1,759,318
Expenses			
Bad debts	-	-	38,611
Bank charges and interest	100	159	238
Business assistance and support	311,725	275,158	385,477
Employee benefits	83,062	60,909	59,661
Grant disbursements	431,192	558,049	524,838
Meeting	1,530	1,139	989
Miscellaneous	11,277	5,716	8,562
Office supplies and expenses	4,100	17,940	2,683
Overhead costs and recoveries	196,257	209,574	224,829
Professional fees	32,851	46,947	61,670
Promotion and marketing	12,000	10,436	4,149
Provision for loan forgiveness	-	18,192	-
Salaries	419,673	481,706	413,869
Telephone	2,304	3,137	2,081
Training costs	19,487	7,931	12,328
Travel	11,490	17,204	15,045
	1,537,048	1,714,197	1,755,030
Surplus before transfers	20,278	53,898	4,288
Transfers between programs			
Transfers between programs	-	-	(454,976)
Transfers to capital fund	-	-	(8,687)
	-	-	(463,663)
Surplus (deficit)	20,278	53,898	(459,375)
Accumulated surplus, beginning of year	-	1,994,757	2,454,132
Accumulated surplus, end of year	20,278	2,048,655	1,994,757

Schedule 6 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus*For the year ended March 31, 2025*

	2025 Budget	2025	2024
Revenue			
Government funding			
Indigenous Services Canada			
Block funding	28,577	15,695	14,512
Provincial government funding			
Province of Québec	-	-	526,854
	28,577	15,695	541,366
Kahnawà:ke Shakotia'Takehnhas Community Services	-	-	726,563
Mohawk Council Kahnawà:ke	-	1,849,485	1,324,142
Other revenues	-	194,934	363,578
Interest and dividend income	1,360,019	24,888	33,328
Repayment of funding	-	-	(3,381)
Rental income	967,635	971,320	942,451
Deferred revenue - prior year	-	357,622	255,424
Deferred revenue - current year	-	-	(357,622)
	2,356,231	3,413,944	3,825,849
Expenses			
Acquisitions	150,000	-	-
Bank charges and interest (recovered)	2,120	27	(22,051)
Business assistance and support	-	-	1,387
Community events	-	-	97,123
Covid-19 payments	750	225	-
Employee benefits	66,476	53,550	62,884
Fundraising	-	800	-
Fundraising - business golf	-	168,448	123,675
Honouraria(um)	-	-	4,372
Insurance	15,216	13,000	800
Interest on long-term debt	26,889	14,555	20,931
Meeting	23,325	17,781	37,648
Miscellaneous	4,370	11,186	4,559
Office supplies and expenses	21,766	4,220	109,355
Other employment and training costs	-	-	152,978
Professional fees	573,500	285,078	229,644
Promotion and marketing	29,000	240	43,333
Rent	-	-	18,450
Repairs and maintenance	126,961	238,848	139,623
Salaries	338,303	385,287	924,243
Telephone	80,038	18,024	12,213
Training costs	18,195	2,090	84,882
Travel	13,250	1,272	42,376
Utilities	41,818	106,610	88,952
	1,531,977	1,321,241	2,177,177
Surplus before other items	824,254	2,092,703	1,648,672

Continued on next page

Schedule 6 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus*For the year ended March 31, 2025*

	2025	2024
Surplus before other items <i>(Continued from previous page)</i>	824,254	2,092,703
Other income (expense)		
Loss on transfer of debt to Mohawk Council of Kahnawà:ke	-	(8,438,443)
Gain on transfer of investment to Mohawk Council of Kahnawà:ke	-	3,785,234
Transfer to Kahnawà:ke Collective Impact	(439,546)	-
	(439,546)	(4,653,209)
Surplus (deficit) before transfers	824,254	1,653,157
Transfers between programs		
Transfers between programs	(1,437,036)	(569,240)
Transfers to capital fund	(88,598)	(33,785)
Principle payments on long-term debt	(204,144)	(206,166)
	(1,636,009)	(809,191)
Surplus (deficit)	620,110	17,148
Accumulated surplus, beginning of year	-	2,773,578
Accumulated surplus, end of year	620,110	2,790,726

Schedule 7 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus*For the year ended March 31, 2025*

	2025 <i>Budget</i>	2025	2024
Revenue			
Government funding			
Indigenous Services Canada			
Block funding	-	5,206	5,139
Interest and dividend income	107,487	167,974	118,717
Other revenues	4,003	1,200	-
Rental income	1,200	7,025	901
	112,690	181,405	124,757
Expenses			
Bank charges and interest	3,601	1,386	3,382
Covid-19 payments	1,200	1,451	2,112
Employee benefits	161,109	139,260	96,212
Insurance	21,177	6,437	19,577
Meeting	4,200	7,816	3,243
Miscellaneous	36,324	21,148	26,602
Office supplies and expenses	194,548	145,214	132,143
Overhead costs and recoveries	(609,574)	(609,574)	(653,210)
Professional fees	156,709	216,043	169,280
Promotion and marketing	122,000	100,982	83,865
Rent	181,521	180,148	176,076
Repairs and maintenance	60,000	34,437	29,330
Salaries	838,267	858,354	582,410
Telephone	23,966	19,780	17,584
Training costs	74,140	51,793	33,670
Travel	18,700	14,464	6,481
	1,287,888	1,189,139	728,737
Deficit before transfers	(1,175,198)	(1,007,734)	(603,980)
Transfers			
Transfers between programs	-	982,226	(187,741)
Transfers to capital fund	-	(51,854)	(9,868)
	-	930,372	(197,609)
Deficit	(1,175,198)	(77,362)	(801,589)
Accumulated surplus, beginning of year	-	177,298	978,887
Accumulated surplus, end of year	(1,175,198)	99,936	177,298

Schedule 8 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus*For the year ended March 31, 2025*

	2025 Budget	2025	2024
Revenue			
Other revenues	41,000	74,137	194,781
Expenses			
Bank charges and interest	4,500	828	-
Business assistance and support	10,000	10,161	8,656
Employee benefits	38,675	32,496	18,475
Insurance	300	1,365	-
Meeting	1,600	541	29
Miscellaneous	7,350	4,206	4,629
Office supplies and expenses	39,720	28,738	29,291
Professional fees	21,160	22,651	73,442
Promotion and marketing	52,000	38,911	37,416
Repairs and maintenance	15,500	36,765	8,888
Salaries	284,861	311,566	221,438
Telephone	8,440	7,273	6,710
Training costs	10,190	2,152	4,399
Travel	10,999	28,863	10,942
Utilities	2,400	2,431	(1,879)
	507,695	528,947	422,436
Deficit before transfers	(466,695)	(454,810)	(227,655)
Transfers between programs			
Transfers between programs	-	454,810	227,655
Surplus and accumulated surplus, end of year	(466,695)	-	-

Schedule 9 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus*For the year ended March 31, 2025*

	2025 <i>Budget</i>	2025	2024
Revenue			
Government funding			
Indigenous Services Canada			
Block funding	-	574,349	765,799
Fixed Funding	-	504,495	307,783
	-	1,078,844	1,073,582
Mohawk Council Kahnawà:ke	1,055,351	-	-
Other revenues	-	-	289,552
Deferred revenue - prior year	-	1,305,319	-
Deferred revenue - current year	550,000	(896,742)	(1,305,319)
	1,605,351	1,487,421	57,815
Expenses			
Employee benefits	-	11,351	-
Other employment and training costs	155,000	197,208	1,800
Overhead costs and recoveries	12,000	-	-
Participant allowances	1,417,851	501,565	56,015
Participant wages	-	51,843	-
Salaries	-	67,775	-
Travel	20,500	12,670	-
	1,605,351	842,412	57,815
Surplus and accumulated surplus, end of year	-	645,009	-

Tewatohnhi'saktha

Capital

Schedule 10 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus

For the year ended March 31, 2025

	2025 Budget	2025	2024
Expenses			
Amortization	-	254,837	269,331
Deficit before transfers	-	(254,837)	(269,331)
Transfers between programs			
Transfers to capital fund	-	140,452	52,340
Principle payments on long-term debt	204,144	110,375	206,166
	204,144	250,827	258,506
Deficit	204,144	(4,010)	(10,825)
Accumulated surplus, beginning of year	-	5,071,825	5,082,650
Accumulated surplus, end of year	204,144	5,067,815	5,071,825

Tewatohnhi'saktha
Appropriated funds

Schedule 11 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus

For the year ended March 31, 2025

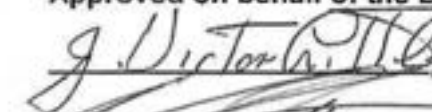
	<i>2025 Budget</i>	<i>2025</i>	<i>2024</i>
Transfers between programs			
Transfers between programs	-	-	984,302
Surplus	-	-	984,302
Accumulated surplus, beginning of year	-	1,177,302	193,000
Accumulated surplus, end of year	-	1,177,302	1,177,302

MOHAWK INTERNET TECHNOLOGIES**BALANCE SHEET****AS AT MARCH 31, 2025**

(in thousands)

	2025	2024
ASSETS		
Current		
Cash	\$ 186	\$ 3
Accounts receivable (Note 3)	915	1,397
Prepaid expenses and deposits	61	235
	1,162	1,635
Capital assets (Note 4)	1,395	1,702
	\$ 2,557	\$ 3,337
LIABILITIES AND EQUITY		
Current		
Accounts payable and accrued liabilities (Note 5)	\$ 987	\$ 1,518
Current portion of loan payable (Note 6)	509	662
	1,496	2,180
Loan payable (Note 6)	1,005	1,145
	2,501	3,325
Equity	56	12
	\$ 2,557	\$ 3,337

The accompanying notes are an integral part of these financial statements.

Approved on behalf of the Board of Supervisors
J. Victor Hill, Director

[Name], Director

Mandate

Workforce Development

To enable individuals to acquire knowledge, skills and attitudes for gainful employment or improved work performance and providing employers with an effective means to communicate and meet their demand for skills to decrease the number of unemployed and under-employed community members.

Business Retention & Expansion

To ensure that businesses located within Kahnawà:ke maintain and expand (as measured by increasing the number of individuals employed) their operations within the Territory.

Entrepreneurship & Business Services

To provide entrepreneurs with access to developmental loans and other financial contributions, training, mentoring and the technical assistance they need to start-up and expand their business.

Economic Development Marketing & Tourism

To market the overall community, individual properties or sites, or specific programs or policies for the purposes of attraction, retention, and expansion of businesses, increasing the number of tourists, and improvement of the community's image locally, nationally, and internationally.

Economic Policy Advisory

To provide research and analysis of how economic policy, commercial regulations, and macroeconomic trends could impact Kahnawà:ke's economy and businesses.



PROGRAMS

Transitions
Bookkeeping and Aftercare
Builders of the Future
Counselling and Advice
Mentor a Student Intern Program
Self Employment Assistance



TRAINING

Entrepreneurship Training
I Want to Learn a Trade
Looking for a New Career
Training for my Staff
Vocational Training
PATH



JOB

Help Applying for a Job
Looking for a Job
Looking for a Summer Job
Job Seekers
Looking to Hire
Post a Job



FUNDING

Indigenous Initiatives Fund (IIF IV)
Business Assistance Fund
Business Contribution Fund
Business Loan Fund
Marketing Program Fund
Professional Services Fund
School/Training
Wage Subsidy
External Funding Opportunities



YOUTH

Counselling-Youth Engagement
Heads Up Program
Kahnawà:ke Youth Business Fund
Skills Link Program
Kahnawà:ke Summer Student
Employment Program (KSSEP)
Up & Atom STEAM Camp

Kahnawà:ke Tourism



Visitor Information Center

Experience Kahnawà:ke's vivid culture with a guided tour of the community or visit one of our many attractions and museums.



Guided Tours: Walking and Bus Tours

To experience all that Kahnawà:ke has to offer we invite you to book one of our many fun and informative tours or join us at one of our many cultural events.



Shop Kahnawà:ke Certificate Sales

The Kahnawà:ke Welcome Center offers Shop Kahnawà:ke Certificates that are accepted by over 150 local businesses!



Directs Visitors to Kahnawà:ke Businesses

Kahnawà:ke Tourism offers recommendations and provides information and directions to businesses throughout Kahnawà:ke.



Features Annual Food Fests and Events

Food Fests are a collective event with community culinary creations that are promoted throughout the community for the designated month!



Coordinate Dance Troupe

Visitors are greeted by a local dance troop, who showcase traditional dancing and singing.



Cultural Demonstrations

Beadwork, Corn Husk Doll Making, Lacrosse Demonstrations, Basket Making, and more!



Promotes Public Community Events

Public community events often spotlight local talents and businesses, contributing to the economic and cultural vibrancy of the area.



Handcrafted Art & Beadwork Sales on Consignment

Offer a unique opportunity for artisans to showcase their creativity and skill while reaching a broader audience.



BOOK A TOUR!

KAHNAWAKETOURISM.COM



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