



# 1st Annual Report

April 2000 - March 2001



TEWATOHNNHI'SAKTHA

KAHNAWAKE ECONOMIC  
DEVELOPMENT COMMISSION

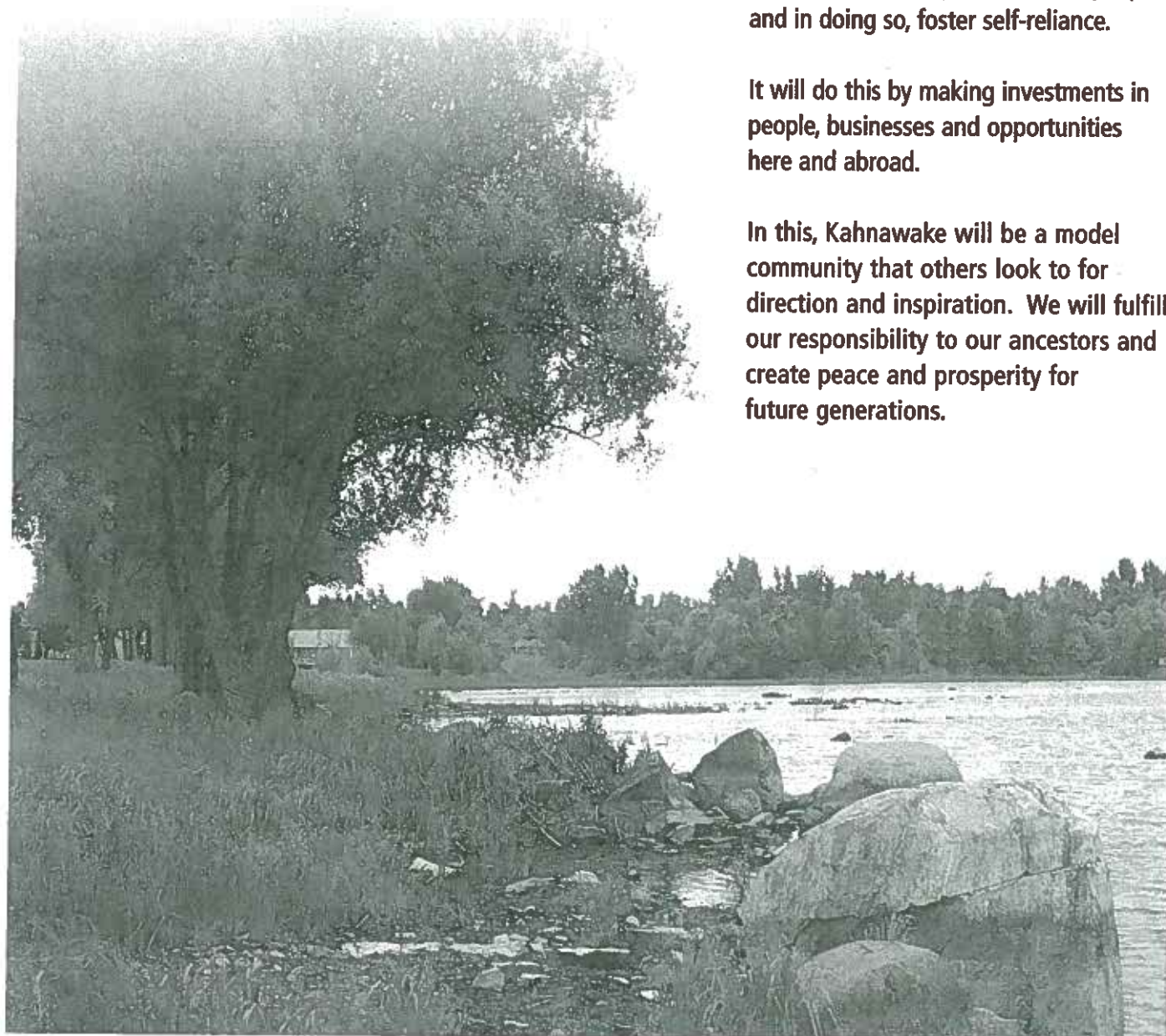


## VISION

It is the vision of Tewatohnhi'saktha that Kahnawake build an economy capable of supporting a quality of life for its people, and in doing so, foster self-reliance.

It will do this by making investments in people, businesses and opportunities here and abroad.

In this, Kahnawake will be a model community that others look to for direction and inspiration. We will fulfill our responsibility to our ancestors and create peace and prosperity for future generations.



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# Introduction

Established in 1999, Tewatohnhi'saktha is the Economic Development Commission of Kahnawake; created by legislation from the Mohawk Council of Kahnawake. Our mandate is to create jobs, wealth, and self-sufficiency for Kahnawa'kehró:non by focusing new and existing resources, both human and financial, with an integrated approach to business development and human resource investment.

The groups of services, which are outlined in this report, focus on helping individuals, businesses and businesses who employ individuals, all of whom are Kahnawa'kehró:non. Our services are designed to help clients reach their goals through an extraordinary variety of programs and services, all delivered through one easy to access administration.

The purpose of this report is to formally introduce ourselves to the community by providing an inside look into the operations of Tewatohnhi'saktha. We hope you are pleased with what you read.



**Wayne Delormier, Board Member, Bud Morris, CEO**  
**Iris Rice, Board Member, Allison Diabo, Vice Chairperson, Cissy Lafleur, Treasurer**

*Missing:*

**Joseph Tokwiro Norton, Chairperson**  
**Louie Deer, Secretary**  
**Davis Rice, Board Member**



## Message from the Chairperson

**A**s chairperson of the Board of Tewatohni'saktha, it is my pleasure to provide you with my first ever community message. First of all, I would like to express my personal appreciation to the Board of Directors of Tewatohni'saktha who volunteer their time to contribute to the success of our organization, as well as to help promote employment and economic development in Kahnawake.

Next, I would like to express my utmost admiration to the management and staff for their excellent work and tremendous loyalty to the organization. Without a hard working Board and an equally competent administrative infrastructure, we would not be a success.

I have had the honor of having a hand in the creation of Tewatohni'saktha from conception to birth and believe me, it has not been easy. As the saying goes though, "Good things don't come easy." Although the organization has gone through it's growing pains, it continued, and continues to provide the best possible service to the people of Kahnawake.

It's not an easy task to bring under one roof, all the various components of Tewatohni'saktha that were scattered throughout the community. Although the various programs were separate, the staff continued to maintain a good level of service. Of course, the quality has greatly improved with the service delivery under one roof. All things considered, I would say the organization has done itself proud in the short time it has been in existence.

This brings me to the point of Tewatohni'saktha's existence. What are we here for? To make a long story short, 'Social Economic Development'.

As Kahnawake moves along in time, it has become apparent that the needs of our community are ever changing. Our population has almost tripled in a very short time period. We have gone from a community which based its economy largely on the construction industry and some small to medium sized businesses, to mega-sized developments. The people of Kahnawake no longer will settle for simply being the employee; they now want to be the employer. Consequently, there is a need to create a vehicle that will allow this to happen; Tewatohni'saktha is that vehicle.

We perform our duties without forgetting our responsibility to the social and cultural environment in Kahnawake. During all of the many board meetings of Tewatohni'saktha, no one has ever ignored these two very important factors in our thought and decision making processes. There are always discussions surrounding what the impact will be socially, as well as culturally, on various project proposals that cross our table. We remain constantly aware of these very important aspects of Kahnawake life.

On the whole the future looks very bright for the economy in Kahnawake. The constant demand for improved services will keep Tewatohni'saktha on its toes. This, in turn, will cause us to become much more efficient in assisting the community in it's development.

Again, I take my hat off to the Board and staff of Tewatohni'saktha for a job well done and wish the community well in the future. ☺



**John Bud Morris**  
CHIEF EXECUTIVE OFFICER



## Message from the CEO

It is my pleasure to submit Tewatohnhi'saktha's first annual report to the community of Kahnawake. The core of Tewatohnhi'saktha's business is found in three areas – to invest in people, businesses and opportunities. So what have we done in these areas? Did they improve people's lives and the economic well being of the community?

I have always believed that our success as a community is dependent on our greatest resource – people. So it should not be surprising to learn that this is where we have invested the bulk of our resources. Our Employment and Training Division can take credit for helping over 500 people obtain training geared to their career objectives. We helped create 128 jobs with 35 different employers. A total of 167 of our clients found employment and another 187 continued on to further education or training. In addition, we sponsored 87 paid summer employment positions for students with 13 private and 13 public employers in conjunction with the Education Center and the Social Assistance Department of the Mohawk Council of Kahnawake.

These are important and significant numbers, especially when you consider the long term implications. Conceivably, every one of our clients who finds employment can aspire to self-sufficiency and the ability to contribute to a household. From the construction or renovation of houses to the supply of life's other necessities and conveniences, new opportunities for businesses in Kahnawake are created as they work to capture the spending of these new wage earners. And as these businesses grow, so does the number of people they hire to keep their clients satisfied.

We understand Kahnawake's economy is more complex than that. Businesses require capital and new markets to grow.

To date, accessing capital has been problematic on any Indian Reserve. The problem lies in the taking of security on a reserve, the reluctance of major banks to respond to the situation and sometimes the lack of knowledge by business people on financing requirements. Our Small Business Services division has responded by providing entrepreneurial training to 36 clients last year in addition to \$230,199. in grants. Cumulatively, our loan fund had 19 clients who had residual loan guarantees of \$474,253. on original loans of \$1,565,841. Two hundred and fifty five clients accessed our youth business program, 199 of whom were female.

Did we get it right? We helped people get jobs, and assisted business start-ups and expansions. Certainly, there's always more that can be done to improve results and we will continue to research, develop and refine our programs. The big news is Tewatohnhi'saktha will be able to issue direct commercial loans, starting this year, for loans up to \$100,000. to qualified businesses.

More than that, however, we need to generate opportunities. The project to develop the St. Lawrence Seaway Lots on the north side of highway 132 is a step in the right direction if we can obtain community approval and the relocation of Hydro Quebec's tower line. In the interim, Phase 2 of the Kahnawake Services Complex with 30,000 square feet of retail and office space is in the planning stage. A heavy equipment training center, operating as a community owned business, is also in the works.

I hope you find our annual report informative and useful in understanding what Tewatohnhi'saktha does and I look forward to telling you more success stories in our next annual report. ☉

# Auditor's Report

Lippman Leeboosh April

To the Directors of Tewatohnhi'saktha

We have audited the balance sheet of **Tewatohnhi'saktha** as at March 31, 2001 and the statements of revenues and expenditures and unappropriated and appropriated fund balances and capital assets fund balance for the year then ended. These financial statements are the responsibility of the organization's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the organization as at March 31, 2001 and the results of its operations for the year then ended in accordance with generally accepted accounting principles.

*Lippman Leeboosh April* Chartered Accountants

## Balance Sheet

At March 31, 2001	\$
<b>Assets</b>	
Current assets	
Cash	1,802,075
Term deposits	1,899,227
Contributions and accounts receivable	209,856
Prepaid expenses	56,462
	3,967,620
Loans and advances receivable [note 5]	221,632
Investments in private companies, at cost	12,500
Capital assets [note 6]	42,039
	4,243,791
<b>Liabilities</b>	
Current liabilities	
Accounts payable and accrued liabilities	186,879
<b>Fund balances</b>	
Appropriated fund	3,797,898
Unappropriated fund	216,975
Capital assets fund	42,039
	4,056,912
	4,243,791

Approved on behalf of the board:

*[Signature]* Grand Chief  
*[Signature]* Director

# Statement of Revenues and Expenditures and Unappropriated and Appropriated Fund Balances

Year ended March 31, 2001

Description	Supplementary Information Reference	Unappropriated Fund Balance March 31, 2000 \$	Adjustment / Repayment (Note 2) \$
<b>Employment and Training</b>			
CRF [note 2]	8	158,329	(8,318)
EIF	8	-	-
CRF (Youth)	8	40,659	-
CRF (Disabilities)	8	-	-
Youth Work Experience Initiative	9	-	-
Youth Awareness Program	10	16,454	-
FNEC	11	-	-
Administration [note 2]	-	17,377	(17,377)
		232,819	(25,695)
<b>Administration [note 2]</b>	12	387,602	(331,329)
<b>Economic development</b>			
KEDC - QKR	13	-	-
KEDC	14	-	-
		-	-
<b>Resource development</b>			
KRDP	15	-	-
<b>Project development</b>	16	-	477,000
<b>Tourism office</b>	17	-	-
<b>Small business services</b>			
General	18	-	43,700
Gift Certificates	19	-	-
		-	43,700
<b>Business Loan Fund</b>			
Loan Guarantee Fund	20	1,043,658	-
Youth Business Fund	21	351,806	-
NACCA Activities Fund [note 3]	22	42,527	(18,671)
		1,437,991	(18,671)
<b>Sub-Total</b>		2,058,412	145,005
Less: Internal invoicing		-	-
		2,058,412	145,005

Revenues	Expenditures	Surplus (Deficit)	Appropriated Fund Balance March 31, 2001	Unappropriated Fund Balance March 31, 2001
\$	\$	\$		\$
1,276,790	1,159,676	117,114	267,125	-
612,962	612,962	-	-	-
164,235	70,290	93,945	134,604	-
8,816	7,192	1,624	1,624	-
92,956	92,956	-	-	-
-	3,025	(3,025)	13,429	-
124,000	124,000	-	-	-
-	-	-	-	-
2,279,759	2,070,101	209,658	416,782	-
668,703	465,227	203,476	-	259,749
868,304	572,483	295,821	295,821	-
818,662	472,612	346,050	346,050	-
1,686,966	1,045,095	641,871	641,871	-
523,628	327,896	195,732	195,732	-
942,436	507,231	435,205	912,205	-
4,049	46,823	(42,774)	-	(42,774)
724,448	620,788	103,660	147,360	-
12,269	12,230	39	39	-
736,717	633,018	103,699	147,399	-
80,435	47,146	33,289	1,076,947	-
72,404	47,620	24,784	376,590	-
45,368	38,852	6,516	30,372	-
198,207	133,618	64,589	1,483,909	-
7,040,465	5,229,009	1,811,456	3,797,898	216,975
(677,875)	(677,875)	-	-	-
6,362,590	4,551,134	1,811,456	3,797,898	216,975

## Statement of Capital Assets Fund Balance

Year ended March 31, 2001	\$
<b>Balance - beginning of year</b>	-
Transfer from Economic Development (Mohawk Council of Kahnawake)	35,510
Transfer from KJETA	25,695
	<b>61,205</b>
Amortization - computer	(11,825)
Amortization - leasehold improvements	(7,341)
	<b>(19,166)</b>
<b>Balance - end of year</b>	<b>42,039</b>

## Notes to the Financial Statements

March 31, 2001

### 1. Organization

Established in 1999, Tewatohnni'saktha is the economic development commission of Kahnawake. It was created by legislation from the Mohawk Council of Kahnawake with a mandate to create jobs, wealth and self-sufficiency by focusing new and existing resources, both human and financial, on an integrated approach to business development and human resource investment.

### 2. Adjustment to fund balance

The organization was formed from a combination of various departments and organizations. The adjustments to opening fund balances results from this combination.

### 3. Repayment of contributions

Pursuant to the NACCA agreement, during the year, the Business Loan Fund repaid \$18,671 representing the 2000 year-end cash surplus.

### 4. Significant accounting policy

*Amortization of capital assets:* Amortization is provided for over the estimated useful lives of the related assets at the following rates and methods:

Computers	- 33.3% diminishing balance
Leasehold improvements	- 20% straight-line

### 5. Loans and advances receivable

	\$
Loans receivable bear interest at rates ranging from 8.5% to 11.0% per annum, maturing between one to six years depending on the nature of the business	147,245
Advances receivable, non interest bearing with no specific terms of repayment	25,900
Advances receivable, bearing interest at prime, borrower is in default of repayment terms	48,487
	<b>221,632</b>

## Notes to the Financial Statements

March 31, 2001

### 6. Capital assets

	Cost \$	Accumulated Amortization \$	2000 Net \$
Computer	53,265	29,580	23,685
Leasehold improvements	36,707	18,353	18,354
	89,972	47,933	42,039

### 7. Lease commitment

The organization has entered into a long-term lease for periods ending up to March 31, 2010. The minimum annual rent will be established at the end of each fiscal period and will be determined by the landlord. The minimum annual rent for fiscal 2001 will be \$48,507.

### 8. Related party transactions

During the year, rent of \$40,467 was paid to the Services Complex. The organizations are related by virtue of common management.

### 9. Financial instruments

The organization has available a bank line of credit of \$100,000.

### 10. Statement of cash flows

A statement of cash flows has not been prepared as it would not provide any additional significant information.

### 11. Contingent liabilities

The corporation has guaranteed the Caisse Populaire Kahnawake and the Royal Bank of Canada for a portion of approved bank borrowings to a maximum of \$596,823 for native entrepreneurs under the loan guarantee program. As at March 31, 2001, the total indebtedness guaranteed amounted to \$474,253.

### 12. Comparative figures

The organization was formed from a combination of various departments, therefore comparative figures would not be representative of the present administrative structure.

# Bridging the gap to a Prosperous Future

## APRIL 2000

### SMALL BUSINESS SERVICES

- SBS staff attended an excellent Strategic Planning session to focus on techniques to improve service delivery to the community.

### EMPLOYMENT & TRAINING

- Beginners Computer – teaches introduction to Windows, Microsoft Word, Microsoft Excel, Microsoft PowerPoint and Microsoft Outlook.
- Intermediate Computer – includes intermediate Microsoft Word and Microsoft Excel.

## MAY 2000

### SMALL BUSINESS SERVICES

- An 'Open Forum' session was offered to the business community to give them the opportunity to voice their opinions and concerns regarding SBS programs, services and service delivery.
- Our 12-week Entrepreneurship Training summer session began this month. Twenty community members attended.

### EMPLOYMENT & TRAINING

- Beginners Computer – teaches introduction to Windows, Microsoft Word, Microsoft Excel, Microsoft PowerPoint and Microsoft Outlook.
- Intermediate Computer – includes intermediate Microsoft Word and Microsoft Excel.

### PROJECT DEVELOPMENT

- Community survey conducted on Saint Lawrence Seaway Lands Project, resulting in 1,443 replies.

## JUNE 2000

### SMALL BUSINESS SERVICES

- Three different training opportunities were offered to the business community: Stress Management, Customer Service and E-Commerce.

### EMPLOYMENT & TRAINING

- Beginners Computer – teaches introduction to Windows, Microsoft Word, Microsoft Excel, Microsoft PowerPoint and Microsoft Outlook.
- Intermediate Computer – includes intermediate Microsoft Word and Microsoft Excel.

## JULY 2000

### SMALL BUSINESS SERVICES

- Industry Canada injects \$50,000 into our Youth Business Fund initiative, geared specifically to our youth clients, aged 15 to 19 years.

### EMPLOYMENT & TRAINING

- Beginners Computer – teaches introduction to Windows, Microsoft Word, Microsoft Excel, Microsoft PowerPoint and Microsoft Outlook.
- Intermediate Computer – includes intermediate Microsoft Word and Microsoft Excel.
- UPS information session - 32 participants/job recruitment.

## AUGUST 2000

### SMALL BUSINESS SERVICES

- Eighty-six community members were treated to a dinner celebration sponsored by SBS to honor their achievement and completion of our Entrepreneurship Training sessions. Certificates were also given to each student. A good time was had by all.
- One of our youth entrepreneurs attends a Youth Summit in New York.

### EMPLOYMENT & TRAINING

- Ironworker testing/OCQ safety course - 11 participants

### PROJECT DEVELOPMENT

- Negotiations initiated between Hydro Quebec and Tewaohnni'saktha on SLS Project result in a draft Memorandum of Understanding between the two organizations regarding the re-routing/burial of power lines on SLS lands.

## SEPTEMBER 2000

### SMALL BUSINESS SERVICES

- SBS held its annual Business Exhibition in conjunction with Tewaohnni'saktha's Business Golf Tournament. This activity offers Kahnawake's business community an opportunity to network with each other and celebrate their contribution to the economic development of our community. Fourteen businesses participated in the exhibition.
- SBS staff begin an intensive 30-week Mohawk training to enable them to provide service to the community in the Mohawk language.
- Twenty-one people signed up for our fall Entrepreneurship Training session which began this month.
- The business community was invited to participate in our Business Satisfaction Survey to determine whether they were aware of Tewaohnni'saktha's services, whether they availed themselves of all our services and were they satisfied with our services. Approximately 150 people responded with positive results; 90 of these used some of the SBS services with satisfaction and 60 companies did not use our services because they were not aware of all that we offer. A more aggressive marketing scheme will be initiated in the new fiscal year to correct this.

### EMPLOYMENT & TRAINING

- French language beginners – teaches greetings, verbs, months, etc. - 15 participants
- Customer service – teaches dynamic listening, team power, developing lifetime customers, etc. - 29 participants.
- Entrepreneur training - orientation; includes expectations, business plan and support

## OCTOBER 2000

### SMALL BUSINESS SERVICES

- SBS made a presentation to the grade 11 students at Survival School to give them information regarding the opportunities, programs and services available to fulfill their entrepreneurial spirits.
- Two training opportunities were offered to the community with good attendance at both. They were "Marketing Techniques for Small Business" and "Introduction to Accounting/Bookkeeping".

### EMPLOYMENT & TRAINING

- Beginners Computer – teaches introduction to Windows, Microsoft Word, Microsoft Excel, Microsoft PowerPoint and Microsoft Outlook.
- Intermediate Computer – includes intermediate Microsoft Word and Microsoft Excel.
- French Conversation – teaches basic day-to-day situations for adults requiring the use of the French language.
- Mohawk Language Class – teaches the Mohawk language for beginners and intermediate
- (Special Request) Nursing Training – Distance Education – Kateri Hospital nursing staff vying for their Bachelor Degree in Nursing.
- Adult Care Computer Training – basic concepts in Microsoft Word, Microsoft PowerPoint, Microsoft Outlook, Microsoft Publisher and Exploring the Internet.

## NOVEMBER 2000

### SMALL BUSINESS SERVICES

- SBS initiated a more efficient data-base system to track key statistical data and information covering SBS services and dollars provided to the business community.

# Our Future for Kahnawake

## YEAR IN REVIEW

### EMPLOYMENT & TRAINING

- Beginners Computer – teaches introduction to Windows, Microsoft Word, Microsoft Excel, Microsoft PowerPoint and Microsoft Outlook.
- Intermediate Computer – includes intermediate Microsoft Word and Microsoft Excel.
- Mohawk Language Class – teaches the Mohawk language for beginners and intermediate.
- (Special Request) Nursing Training – Distance Education – Kateri Hospital nursing staff vying for their Bachelor Degree in Nursing.
- French Conversation – teaches basic-focus on day-to-day situations for adults requiring the use of the French language.
- Literacy Program – teaches adults to read and gives them the confidence to learn.
- Adult Care Computer Training – basic concepts in Microsoft Word, Microsoft PowerPoint, Microsoft Outlook, Microsoft Publisher and Exploring the Internet.
- Computer Training – MCK upgrade.
- (Special Request) Police Training – computer usage – provided their own trainer.

## DECEMBER 2000

### EMPLOYMENT & TRAINING

- Beginners Computer - teaches introduction to Windows, Microsoft Word, Microsoft Excel, Microsoft PowerPoint and Microsoft Outlook.
- Intermediate Computer - includes Intermediate Microsoft Word and Microsoft Excel.
- Mohawk Language Class - teaches the Mohawk language for beginners and intermediate.
- (Special Request) Nursing Training - Distance Education - Kateri Hospital nursing staff vying for their Bachelor Degree in Nursing.
- Literacy Program - teaching adults to read and give them the confidence to learn.
- Adult Care Computer Training - basic concepts in Microsoft Word, Microsoft PowerPoint, Microsoft Outlook, Microsoft Publisher and Exploring the Internet.
- Computer Training - ALMASS
- Class Room - SBS - Data Entry Training.

## JANUARY 2001

### SMALL BUSINESS SERVICES

- Our Entrepreneurial Training winter session began this month with 16 community members attending.
- SBS had the pleasure of participating in an information-sharing session with the community via radio on K103.

### PROJECT DEVELOPMENT

- Negotiations initiated between the Tewatohnni'saktha and Kanien'kehaka Onkwawén:na Raotiohkwa Board of Directors regarding potential partnership in the planning, implementation, and operation of the SLS Project between the two organizations.
- Preliminary feasibility study of the Kahnawake market regarding the Kahnawake Services Complex Phase II was completed.

### EMPLOYMENT & TRAINING

- Beginners Computer - includes introduction to Windows, Microsoft Word, Microsoft Excel, Microsoft PowerPoint and Microsoft Outlook.
- Intermediate Computer - includes Intermediate Microsoft Word and Microsoft Excel.
- French Conversation - basic-focus on day-to-day situations for adults requiring the use of the French language.
- Mohawk Language Class - teaches the Mohawk language for beginners and intermediate.
- (Special Request) Nursing Training - Distance Education - Kateri Hospital nursing staff vying for their Bachelor Degree in Nursing.
- Literacy Program - teaching adults to read and give them the confidence to learn.
- Adult Care Computer Training - basic concepts in Microsoft Word, Microsoft PowerPoint, Microsoft Outlook, Microsoft Publisher and Exploring the Internet.
- Computer Training - KMHC staff training.

- Computer/Internet Usage

## FEBRUARY 2001

### SMALL BUSINESS SERVICES

- SBS participated in a Career Information Day hosted by Survival School. We had the opportunity to reach grade 5 and 6 students from Kateri, Karonhianónhna and the Alternative school.

### EMPLOYMENT & TRAINING

- Beginners Computer - includes introduction to Windows, Microsoft Word, Microsoft Excel, Microsoft PowerPoint and Microsoft Outlook.
- Intermediate Computer - includes Intermediate Microsoft Word and Microsoft Excel.
- French Conversation - basic-focus on day-to-day situations for adults requiring the use of the French language.
- Mohawk Language Class - teaches the Mohawk language for beginners and intermediate.
- (Special Request) Nursing Training - Distance Education - Kateri Hospital nursing staff vying for their Bachelor Degree in Nursing.
- Literacy Program - teaching adults to read and give them the confidence to learn.
- Adult Care Computer Training - basic concepts in Microsoft Word, Microsoft PowerPoint, Microsoft Outlook, Microsoft Publisher and Exploring the Internet.
- Computer Training - KMHC staff training.
- Aboriginal Statistical Training - Module 4 (offered 3 times) analytical framework, case study, identifying variables and units of analysis, geography presentation, interpreting the data and digging deeper, do's and don'ts with graphs.
- Introduction to Manual Accounting - intro to terminology and balance sheets, t-accounts, income statements, journal entries, ledger entries and closing the books.
- Computer/Internet Usage.

## MARCH 2001

### SMALL BUSINESS SERVICES

- A very informative pension session was offered to the business community. The focus was to present local entrepreneurs with the positive benefits of offering some form of long-term program, to their own staff.

### PROJECT DEVELOPMENT

- Heavy Equipment Training Center: Feasibility study regarding the Quebec/Canada/United States market initiated. Estimated completion in June 2001. Pilot project performed in April 2001 resulting in all students passing Quebec certification theory examination. If feasibility study is favourable, implementation of training center targeted for Fall 2001.

### EMPLOYMENT & TRAINING

- Beginners Computer - includes introduction to Windows, Microsoft Word, Microsoft Excel, Microsoft PowerPoint and Microsoft Outlook.
- Intermediate Computer - includes Intermediate Microsoft Word and Microsoft Excel.
- French Conversation - basic-focus on day-to-day situations for adults requiring the use of the French language.
- Mohawk Language Class - teaches the Mohawk language for beginners and intermediate.
- (Special Request) Nursing Training - Distance Education - Kateri Hospital nursing staff vying for their Bachelor Degree in Nursing.
- Literacy Program - teaching adults to read and give them the confidence to learn.
- Adult Care Computer Training - basic concepts in Microsoft Word, Microsoft PowerPoint, Microsoft Outlook, Microsoft Publisher and Exploring the Internet.
- Computer Training - KMHC staff training.
- Introduction to Manual Accounting - intro to terminology and balance sheets, t-accounts, income statements, journal entries, ledger entries and closing the books.
- Effective Speaking Workshop - norms and team building, effective and non-effective approaches, native learning styles, methods of support to becoming an effective speaker, student oral presentations and peer evaluations.
- Computer/Internet Usage.



**Nancy Stacey**

HR Coordinator, Office Manager

**T**he Organizational Services Unit is an umbrella unit that provides a number of services to Tewatohnhi'saktha. This section will focus on the Administration, Office Management and Human Resource Management services of the Unit.

As Office Manager/HR Coordinator, the scope of my responsibilities are defined in the following areas:

### **Administration**

Administration ensures that quality customer service is provided to clients and that efficient and reliable administrative support and secretarial services are provided to staff (greeting clients, receiving, screening and forwarding callers, filing, archiving, typing reports/correspondence, scheduling).

### **Office Management**

Office Management manages and directs the day-to-day administration of Tewatohnhi'saktha; facility management, supervision of administrative support staff, central filing system, assessing office equipment requirements and drafting administrative procedures, practices and policies, preparation and monitoring of annual administration budget for both Tewatohnhi'saktha locations — head office and training center.

### **Human Resource Management**

Human Resource Management coordinates the human resource functions of Tewatohnhi'saktha; job description, job evaluation, employment, recruitment, selection, policy development, training, salary, employment benefits (including enrolments/terminations/amendments and processing group

insurance claims), employee services, compensation strategies and performance management)

Other services under the Organizational Services Unit include: Office of the CEO, Project Development, Training Coordination, Accounting, Communications, IT Management, Data Management.

As Office Manager/HR Coordinator, my role is to help plan and deliver the goals set out in Tewatohnhi'saktha's Strategic Plan 2000-2002 and to support the activities of Employment and Training Services and Small Business Services.

In the past year, I have had the opportunity to oversee the creation of a centralized filing system and an electronic inventory database, both of which will assist with the information retrieval process and administration efficiency. A new client intake function has also been created to keep client data complete and up to date; this project is expected to be complete by 2002.

Strategic Planning Sessions were held with the Organizational Services Unit. As Office Manager/HR Coordinator, it is my responsibility to ensure that our staff continues to grow with the changes that evolve in the organization. Last year, the staff participated in 13 areas of personal development training. In order to motivate our employees, we encourage personal development to provide our staff with the tools to do the best job possible. The investment thus far has paid off. I see the importance of investing in our most important asset, human resources.

Although our schedules are busy throughout the year, we encourage staff participation in community activities. In the past year, our staff has participated in the Annual Spring Cleanup, Spring Into Action 5 Kilometre Walk/Fundraising Campaign and the fight against breast cancer by contributing to the "Donate \$5, Wear Denim and Fight Breast Cancer" campaign.

Of course, all of the achievements realized in the past year could not have been accomplished without a great team. Of the 13 full-time and 13 part-time employees, our organization has developed a professional working group.

In the year 2000 - 2001, I am proud to say that we have hired six new people to our team:

**Steven O. Horne**, Director of Employment and Training Services

**Linda Delaronde**, Training Coordinator

**Luke McGregor**, Information Systems Technician

**Laurie Jacobs**, KHRDG Coordinator

**Allison Jacobs**, Communications Officer

**Richard Basque**, Business Services Officer

My position as Office Manager/HR Coordinator has also been developed during this period. I am also proud to announce that Barbara McComber has been promoted to the position of Director of Small Business Services. Barbara has six years experience in the department of Small Business Services and brings a wealth of knowledge to her new position.

We have also had the opportunity to mentor five summer students within our organization. The staff offered support and guidance throughout the 8 to 12-week program.

In the coming year, and as always, I will continue to ensure our administration team provides the best possible service to the community. With the new administrative services implemented and new client intake function near completion, improvements to service delivery is expected.

As with every year, we see the Administration, Office Management and HR Management Team becoming more and more efficient and effective in providing its support services to the organization and to the Community. The roles and responsibilities of our employees are clearly defined and with the

appropriate protocols in place, they will continue to place our clientele, our community, first and foremost. We look forward to serving our community in the coming year. ☀



## LESSONS

- ▼ Continue to develop a professional working group to service the community.
- ▼ Never overlook the most important assets, human resources. Continue to provide personal development training where needed.
- ▼ Support the needs of the staff, listen and learn with the team.



**Kyle Delisle**

Senior Project Development Officer

The primary function of Project Development is to investigate potential investment opportunities and community-size projects. In addition, the department also provides services internally to the other departments of Tewatohnhi'saktha.

In regards to investment opportunities, the department initiates negotiations with project promoters, investors and joint venture/partnership groups. The proposed investments are assessed on their economic viability and technical feasibility. These assessments consider employment opportunities, loan repayment capacity, revenue and income produced, in addition to social and environmental effects. Upon completion of the assessment, Project Development provides a recommendation to the Tewatohnhi'saktha Board of Directors as to whether or not the investment should be pursued.

Project Development's second major activity is the implementation of community-size projects. This activity includes planning, assisting and guiding in determining the availability of the necessary labor force, land resources, training resources, capital funds, and legal requirements. The department also prepares the financial projections and investment/financial analysis of the proposed projects and engages in community consultation. Upon acceptance of a community project, Project Development assesses the best method for project implementation, prepares and coordinates the Request For Proposal and hiring of the project manager and ensures the project is completed according to specifications and budget.

Project Development's secondary functions include advising the Tewatohnhi'saktha Board of Directors on various projects

and economic initiatives and the preparation and implementation of promotional attractions and/or programs for businesses to locate in Kahnawake. In addition, Project Development lobbies government and industry for implementation and enforcement of policies and services that benefit Kahnawake's economic growth and development.

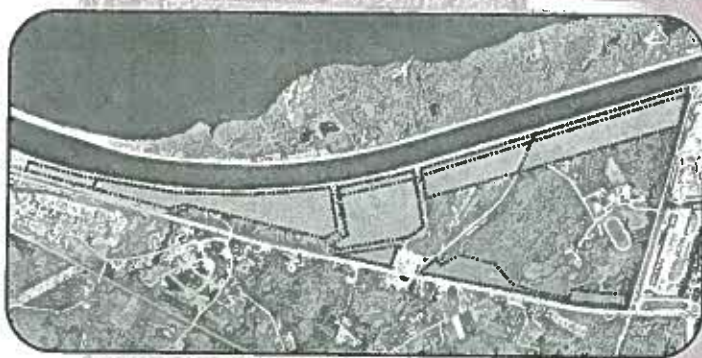
Services provided by Project Development to other departments within Tewatohnhi'saktha include assessing loan applications to the Tewatohnhi'saktha Business Loan Fund and the performance of internal audits to assess the effectiveness and efficiency of various operations within the organization. Additionally, Project Development supervises the Information Technology function of Tewatohnhi'saktha.

### Organization Services

#### Results

Planning on two community projects, the SLS Project and the Kahnawake Services Complex Phase II, were initiated during FY 2000/2001. Although timelines have been exceeded, both projects continue to move forward.

Regarding the SLS Project, objectives were set for the project, a community survey was conducted, and negotiations with Hydro Quebec regarding the re-routing/burial of the power lines is in the preliminary stages. In addition, several meetings between the Tewatohnhi'saktha and Kanien'kehaka Onkwawén:na Raotitiohkwa Board of Directors have taken place with the goal of forming a partnership between the two organizations to plan, implement and operate the SLS Project.



The Kahnawake Services Complex Phase II has been delayed due to the issue of land use. The Mohawk Council of Kahnawake's Public Works and Capital Works Units currently utilizes the land on which the new building will be located. However, negotiations are underway and the situation appears to be favourable.

Project Development was approached by several business people, both local and non-local, regarding investments into their business or project ideas. However, several of the proposals were deemed too risky for usage of community funds and were therefore not pursued. A number of proposals are still currently being investigated.

### Objectives

Implement three successful community projects that will create 500 new jobs and 50 business opportunities, including spin-offs, within five years.

Within five years, to create sufficient revenues through business investments to fund 100% of Tewatohnhi'saktha's operational departments and eliminate dependence on external funding agencies.

Within 10 years, to reduce the unemployment rate of Kahnawake to less than 5% through the implementation of community-based projects and initiatives.

### Specific Goals

#### Statistics

Based on the usage of the Fiscal Year 2000 - 2001 budgeted funds, Project Development estimates job creation to occur from the following projects:

**SLS Project: 400 - 600**  
**KSC Phase II: H\*30**  
**Other Investments: 5 - 50**

Based on the usage of the Fiscal Year 2000 - 2001 budgeted funds, Project Development estimates business development/opportunities to occur from the following projects:

**SLS Project: 25 - 75**  
**KSC Phase II: 5 - 10**  
**Other Investments: 3 - 5**

Although Project Development did not obtain any firm results this fiscal year, the work performed in the past year has laid down the foundation needed for results this coming year and in future years. The SLS Project has given the department much needed experience in community consultation that will be essential for any project undertaken in the future. It is realized that for any project to be successful all community members must be kept informed of developments and be given several opportunities to voice their concerns. In addition, the department has broadened its working relationships with other community stakeholders, such as various Mohawk Council of Kahnawake departments and the Kanien'kehaka Onkwawén:na Raotitiohkwa.

Regarding business investments, several opportunities have been presented to the organization during the past year. However, many of these opportunities were deemed by Project Development to be of too high a risk for the use of community funds. The department is seeking investments in businesses, both local and non-local, that are strategically aligned with Kahnawake's historical proficiency, which is in the construction industry. Several opportunities are currently being investigated and it is envisioned that a number of them will be favourable. 🌀

## LESSONS

- ▼ Community consultation is vital to any successful project.
- ▼ Timelines are not always achievable, stumbling blocks occur throughout the development of projects. Set more realistic timeframes for major projects such as S.L.S.
- ▼ Although there is an element of risk with any potential business opportunity, keep the checks and balances in place to ensure that there is minimal risk of community funds.



**Barbara McComber**

Director, Small Business Services

It is my pleasure to report on the activities of the Tewatohnhi'saktha Small Business Services (SBS) department for the fiscal year 2000/01.

The mandate of Small Business Services is to support the economic development and self-sufficiency of Kahnawàkehrónon by improving small business development services and programs, entrepreneurship, access to financing and to assist entrepreneurs in obtaining and/or accessing capital for business start-ups or expansions.

In May 2000, the Kahnawake Community Consultation Service was contracted to consult the business community of Kahnawake to determine the level of satisfaction with services, awareness of services and how services could be improved.

In response to this survey, Small Business Services will focus its attention on providing more follow-up, customer service and personal contact. Within this past fiscal year, we have received positive input, both written and verbal, from the business community, acknowledging the excellent service they received from our staff. New this year is the introduction of a loan requirement for clients to obtain contributions from the Business Assistance Fund. Clients 30+ years must pair their grant with a direct loan at a 50/50% ratio from the TBLF, and youth applicants aged 15 to 29 must pair their loan from the KYBF at the same ratio.

The strategic direction for Small Business Services will focus primarily on strengthening our team and heightening the services provided by our core group of Business Services Officers and Loans Officer. We will accomplish this by providing superior aftercare (including one-on-one in house bookkeeping and accounting services), business consulting, increased site visits, business loans, a multitude of training opportunities and business seminars.

### Specific Goals

Our objectives for the new fiscal year are:

- Achieving total customer satisfaction through various programs and services;
- Ensuring that our new database software is fully functional and able to produce the yearly statistic reports we require, including all current and historical information;
- Reviewing and revising all policy manuals that pertain to programs and services in the department.

### Highlights & Significant Issues

This fiscal year, a total of 36 clients completed our Entrepreneurship Training Program. Of these clients, half have pursued some form of business or technical support from one of our other programs. A total of \$220,119 in direct grants and \$19,621 in seminar and training costs were contributed to the business community, as follows: out of our total SBS budget of \$706,922 from DIAND, \$239,740 was spent directly on clients and/or seminars and training; \$49,000 was spent on Tourism, \$355,182 on administration and an estimated surplus of \$63,000 will be re-injected into program dollars available to the business community in the new fiscal year. Direct grant contributions for the new fiscal year have been budgeted at \$340,000 for all financial services.

### Tourism Office

In the fall of 1998, the Tewatohnhi'saktha Small Business Services assumed responsibility for salaries and operating expenses for this service. Actual inquiries and visitors accessing the services offered by the Tourism Office proved to be disappointingly low, consequently, financially prudent considerations prompted its closure on April 1, 2001. However, the support services still offered to promote Kahnawake Tourism are: the Kahnawake website ([www.Kahnawake.com](http://www.Kahnawake.com)), the Kahnawake

Business Directory (listing local businesses) and the Kahnawake Tourism Map (distributed at the 10<sup>th</sup> Annual Echoes of a Proud Nation Pow Wow and on the website).

### **Kahnawake Youth Business Fund (KYBF)**

Revenue for the KYBF is obtained from Industry Canada and is geared specifically for young native entrepreneurs 15 to 29 years of age. The KYBF has a proven track record of success, with a good portion of our youth entrepreneurs in the process of major expansions and/or subsequent employment opportunities for our community. The KYBF still boasts an unprecedented 0% default rate of loans. As in previous years, we continue to enjoy a modest but steady growth. We are happy to report net assets of \$381,248 consisting of \$272,355 is cash operation and \$108,892 loaned out to a total of 15 youth entrepreneurs. This fund will continue to meet its objectives by providing business financing for youth in our community who may not qualify for loans from traditional financial institutions.

### **National Aboriginal Capital Corporation Association (NACCA) Youth Fund**

Revenue for this fund is obtained from Indian and Northern Affairs Canada (INAC) through NACCA. This fund is also geared specifically for youth clients. This fiscal year, we received a total contribution of \$43,353, which was spent on a combination of micro and equity matching loans, counseling, mentoring and aftercare. A total of 119 females and 136 males received one or more of these services during the past year.

### **Tewatohnni'saktha Business Loan Fund Ltd. (TBLF)**

The mandate of the TBLF is to assist entrepreneurs in obtaining and/or accessing capital for business start-ups or expansions. A new feature of this fund is that we now offer direct business loans up to a maximum of \$100,000 per single business or associated business. We are pleased to report that we already have one client who has received a loan from the TBLF.

- ▼ Keep abreast of our client's needs. Increase our site visits throughout the year.
- ▼ Strive to exceed our past performance, although positive input from the business community acknowledged our service to be excellent, we can always perform better.
- ▼ Current and historical information regarding our clients was not efficient. A new database software is expected to keep us up to date so that we can better service our clientele.

Loan guarantees provide collateral of 40% of commercial financing up to a maximum of \$110,000 per business. This allows the client to leverage up to \$275,000 in debt financing from either one of our partnering financial institutions, the Caisse Populaire Kahnawake or the Royal Bank of Canada.

Of the \$1,034,281 of assets, \$463,766 is locked into current loan guarantees. To date, we have 19 clients who were successful in securing a total of \$1,565,841 in bank loans for their business. In the coming months, we will be working closely with our Communications Officer to develop a strategy for the promotion of the business loan fund.

### **Closing Comments**

On behalf of the staff of Small Business Services, I would like to thank the community, the business community in particular, for the trust they have placed in our services. We look forward to working with you to meet your business objectives and are truly committed to your business success! ☺





**Steven O. Horne**

Director, Employment & Training

**S**ewakwekon Kahnawa'kehró:non. It is my pleasure to have this opportunity, presented by the first ever Annual Report of Tewatohnhi'saktha, to be able to communicate the activities of the Employment and Training Division for the period of April 2000 to March 2001.

This past year, we witnessed a very high level of activity in the Employment and Training unit as we served over 800 community members in one fashion or another. All of these efforts are aimed at the economic development and self-sufficiency of Kahnawa'kehró:non by improving individuals employability through our employment and training services programs.

Individuals accessed a variety of services from consulting and career planning with our employment counselors to active enrollment in professional and vocational courses. The bulk of our funding was allocated towards subsidizing both the tuition costs as well as living allowances of individuals in order to allow them to pursue their respective career plans.

In addition to our counseling/career planning facilities that are located in the Kahnawake Services Complex, we operate and maintain the Tewatohnhi'saktha Training Center which is located in the north-end of the Kateri Hall. At our Training Center the community has access to a computer lab, labour market resources center, and a training room which together allows us to organize and offer special custom designed course for the community. During this past year, 27 courses were held

in a variety of disciplines. Courses such as accounting, entrepreneurship, effective speaking, a variety of computer training and OCQ courses are a representative sample of the types of activities that were offered in 2000-2001.

A new activity that began this past year at our training center in cooperation with the Chateauguay Valley Literacy Council is access to basic literacy training. This type of basic adult literacy training had previously only been accessible outside of the community.

Another key area of activity that we pursued was what we call employability projects. These projects are intended to allow individuals with employment barriers access to meaningful work under the supervision and monitoring of experienced business and their respective personnel. An example of this is the Summer Student Employment Project, which allowed 26 private, and public entities host 86 high school, CEGEP and University students gain meaning-full work experience.

A new addition to our 'employability projects' was introduced this past year. The self-employment program now offers financial support to bona fide beginning businesses. Individuals who have completed our Entrepreneurship Training Program and are in the start-up phase of their business may receive a living allowance and childcare support to facilitate the start-up of their business.

## LESSONS

- ▼ With each new year, the training needs of the community continue to change. We must keep abreast of the new trends in counseling and career planning.
- ▼ Entrepreneurship training is an important element of any start-up phase of business. Successful businesses continue to flourish in part from the commitment of the business person and in part by Tewatohnhi'saktha continued support in the area of employment and training.
- ▼ Work experience can provide the stepping stone for career oriented individuals. A well supervised and monitored work experience is worth its weight in gold.

From a management perspective two significant themes emerged for our unit: 1) Case Management, whereby the Employment and Training Unit adopted a holistic approach to training that takes into consideration the needs and objectives of the other units of Tewatohnhi'saktha; and secondly, 2) Capacity Building whereby the Employment and Training Unit continued to develop its capacity to manage and deliver first-rate human resource development services and programs. Continuous staff training and the development of new systems and processes accomplished this in order to meet the needs of our community.

Finally, the Employment & Training Unit participated and represented the human resource development interests of Kahnawake at the FNHRDCQ (First Nations Human Resource Development Commission of Quebec). This alliance is important to our community as it ensures both information and financial support for the present and future years in order to meet our human resource development needs.

On behalf of the Employment and Training Unit of Tewatohnhi'saktha I would like to affirm our commitment to working with the key stakeholders in the coming year. We are confident that we will work productively with the businesses community, public organizations, and our existing and up coming workforce in order to be able to continue to provide for ourselves and to maintain the health and wealth of Kahnawake. Sken:nen. ☺



**Joseph Tokwiro Norton**  
Chairperson

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Secretary

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**Erica Delisle**  
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**Cynthia Martin**  
Evening Reception

**Deidre Lahache**  
Maintenance

**Marsha Thomas**  
Maintenance

## ORGANIZATION STRUCTURE 2001

# KAHNAWAKE

## Changes to our landscape

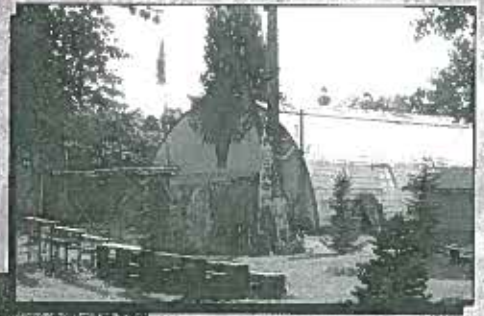
The business landscape is much different today than it was just 10 years ago. The pace and scope of change experienced in Kahnawake and elsewhere is a mere glimpse into a more prosperous future.

As is our vision, we want to help build an economy capable of supporting a quality of life for our people.

Tewatohnhi'saktha understands that managing in a world of constant change requires skills and knowledge.

Ultimately, it is the people who build the economy, Tewatohnhi'saktha and its team support and guide those who choose the route of success.

Our team is here to deliver exceptional, personalized training and business services to meet the needs of all Kahnawa'kehró:non. We realize the potential of our people, it has been proven time, and time again.



## Realizing the potential of the Mohawk People of Kahnawake

# ACKNOWLEDGEMENTS

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**Old Malone's**

**Village Variety**



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