



TEWATOHNHI'SAKTHA

KAHNAWAKE ECONOMIC DEVELOPMENT COMMISSION

APRIL 2001 - MARCH 2002



BOARD OF DIRECTORS

Joseph Tokwiro Norton
CHAIRPERSON



Three years have passed since Tewatohnhi'saktha took over the reins of several of Kahnawake's service institutions and refocused them into common strategic direction. What is that direction and how does it better serve the community are appropriate questions to ask now that we have had an opportunity to show what can be done.

In 1999, the direction was and continues to be a concentration on making sure the variety of programs that had a direct relation to economic development were working together to improve the quality of life in Kahnawake. Did we achieve that objective? In many significant ways, yes we have. Programs that previously didn't communicate, or plan together, are now doing so. An example of this can be found in the proposed Kahnawake Business Complex headed up by Project Development. Let me explain how it is working.

Project Development begins planning the Kahnawake Business Complex, which was originally conceived of as the second phase of the Services Complex. Aside from the complexity of initiating a project of this size, Project Development coordinates with Small Business Services on how the first floor can best benefit local business development. An action plan between them results in a concept that will utilize some of the space to help new and emerging businesses grow to larger markets.

As part of the project requirements, a sales person is engaged to lease the space to prospective clients. Care is taken not to infringe upon existing businesses' territory, a concern that had been expressed by the Mohawk Council of Kahnawake during a project briefing. This same concern was also identified by Small Business Services. One of the conditional leases entered into is with a major First Nations organization for the entire second floor. Employment and Training were instrumental in securing this lease as was support from the Mohawk Council of Kahnawake. Employment and Training will now be assessing the human resource requirements of this client and working to develop Kahnawakero:n to compete for any jobs that may be available.

This is just one example, among many, that we have experienced; to date, more than 1000 community members have received one service or another from Tewatohnhi'saktha; a service that responded to their present needs. And with over 70 years combined and successful business experience, the Board of Directors is well placed to provide the organization with appropriate direction and reasoned decisions on policy, major expenditures and investments.

I am proud to be a part of Tewatohnhi'saktha. We have high quality people who have shown the capacity for results in a relatively short period of time. With the community's participation, our successes will continue.



Allison Diabo
VICE CHAIRPERSON



Cissy Lafleur
TREASURER



Iris Rice
BOARD MEMBER

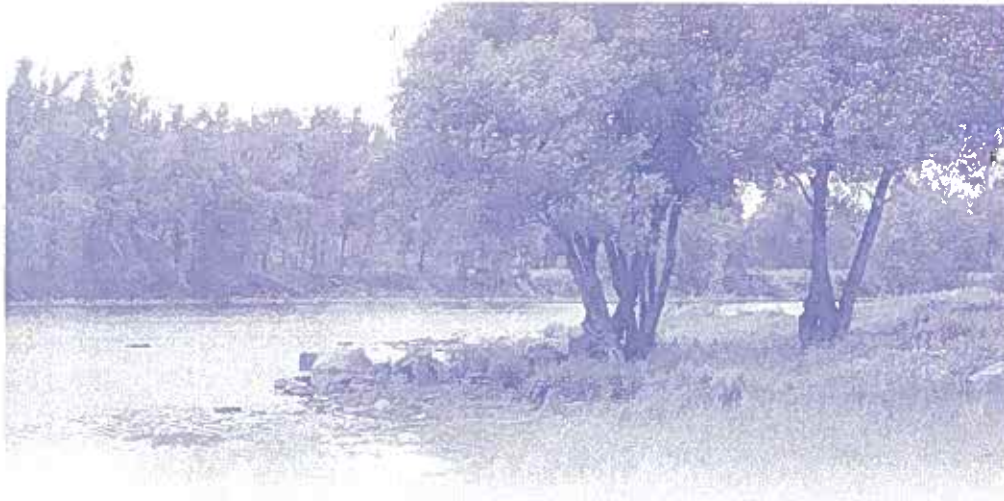


Davis Rice
BOARD MEMBER



Wayne Delormier
BOARD MEMBER

MISSING:
Louie Deer
SECRETARY



GENERAL COMMENTS

This 2002 Annual Report of Tewatohnni'saktha provides you with an overview of the activities performed by the organization's operations over a twelve-month period. At Tewatohnni'saktha, our goal is to continue to focus new and existing resources, both human and financial to further the development of business and human resource investment. There are a broad spectrum of opportunities open to the community to further their knowledge in the areas of education and business. Tewatohnni'saktha is there to deliver the support that you need.

It is without a doubt that the team at Tewatohnni'saktha are dedicated to the community. Continually striving to improve client services as well as adjusting programs to suit the ever changes needs of the community. This report reflects the results of their efforts as well reports on the many success stories that Kahnawakero:non have to tell.

On behalf of Tewatohnni'saktha, we wish to thank all Kahnawakero:non for your support throughout the year as we continue to work together for a strong economy that supports us today and for many generations to come.

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OFFICE OF THE CEO

Since Tewatohnni'saktha's inception, we have always looked to the horizon to see what was coming and to try and prepare for it. Now, perhaps more than ever, Kahnawake is at a crossroad and decisions taken over the next few years will shape our future. From Tewatohnni'saktha's viewpoint, there continue to be several common theme, regardless of which political directions are taken. All of the themes are built upon the central notion that Kahnawake can and will restore self-reliance to the degree that it is possible within the context of a global economy.

Invest In People

The first common theme we see on the horizon is that we will need a strong competitive labour force. The stronger our labour force is, the more competitive we become in supplying goods and services. As we level the playing field, we gain market share and in consequence, strengthen Kahnawake's political position. As market share increases, so does the demand for people to fill employment opportunities. More demands on the service sector are created as disposable income levels move upward, and so on.

It's a nice little scenario that Kahnawake is on the verge of experiencing, but there are downsides. Try hiring at minimum wage these days and you will find that there are not many who will accept job offers in this wage category. As the demand increases, and the supply does not, prices increase as do the demands for better working conditions and higher job entry skills. To date, there are no organized labour activities (unions) in Kahnawake but this may change if employers ignore employee well being.

Striking a balance between the supply and demand is necessary to maintain forward momentum. Tewatohnni'saktha has and will continue to do its part by contributing substantially and strategically to developing Kahnawake's human and business resources. The employers have their role to play by responding to their employees' needs. Words like pension and insurance are almost foreign in Kahnawake's private sector, but we will not be able to sustain a long period of growth without taking care of the worker's short and long term welfare.



John Bud Morris
CHIEF EXECUTIVE OFFICER

"We need to generate about \$50 million a year to maintain the level of services we currently have in Kahnawake."

Invest In Businesses

The second common theme in any scenario is that in order to become more competitive and to provide the community with higher paying jobs, Kahnawake's entrepreneurial base, a longtime mainstay, will have to adapt to the new economy and global market opportunities. Business start-ups should be looking beyond Kahnawake for their principal market in order not to cannibalize the "mom and pop" businesses. Again, increasing our share of the market will be key to longer-term prosperity.

There are challenges to be met in our financial and economic infrastructure. One major challenge is related to financing. Emerging businesses need to understand the requirements of business financing and Tewatohnni'saktha has to find new and practical ways to help them, something the Kahnawake Business Forum would be well placed to advise on.

More economic infrastructure, such as a second financial institution within Kahnawake, will also be required to respond competitively to the commercial needs of the community.

Our failure to grow larger businesses limits employment opportunities. Our invest-

ments in human resources may benefit outside companies if the opportunities are not available here for both the existing and emerging talents of Kahnawakehronon.

Invest In Opportunities

The third common theme we can discern is that we will need to have the financial capacity to support the level of services the community determines should be provided. Under most probable scenarios, the future relationship with Canada is based upon a recognition of Kahnawake or the Mohawk Nation's authority to govern itself, a reconciliation of their past due accounts and their withdrawal of transfer payments. Whether we can bring Canada to settle these accounts before they withdraw is a serious legal and political issue that should be resolved in a fair and legitimate way. Whichever way it goes, and I hope Canada reconciles its accounts sooner rather than later, it would seem appropriate to develop financial capacity.

To put it another way, we need to generate about 50 million dollars a year to maintain the level of services we currently have in Kahnawake. Finding the appropriate businesses to invest in, that will help generate community revenue, continues to be a significant challenge but it is one that we should double our efforts on to ensure we achieve results. In this regard, we all need to become more realistic on how we should develop our little "gold mine". This is not an easy task given this community's spirited opinions on what type of businesses are acceptable, but it is a task that must be done if we are to prepare for the future.

To The Horizon

As the Chairman noted in his message, Tewatohnni'saktha is well placed to meet the challenges. The community is rich with talent and strength. It is strategically located and has easy access to the largest market in the world. Technology is at our fingertips to give us access to the rest of the world markets. We have a common objective and purpose and we know what our challenges are. We are Kanien'kehaka; we can do this. ☉

AUDITORS' REPORT

To the Directors of Tewatohnhi'saktha

We have audited the balance sheet of **Tewatohnhi'saktha** as at March 31, 2002 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 Canadian 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, 2002 and the results of its operations for the year then ended in accordance with Canadian generally accepted accounting principles.

Lippman Leebosh April

Chartered Accountants

Montreal, Quebec

May 17, 2002

Tewatohnhi'saktha**Balance Sheet**

At March 31	2002 \$	2001 \$
Assets		
<i>Current assets</i>		
Cash	1,671,421	1,802,075
Term deposits	2,299,687	1,899,227
Contributions and accounts receivable	81,498	209,856
Prepaid expenses	55,858	56,462
	4,108,464	3,967,620
Loans receivable [note 3]	156,895	221,632
Investments in private companies	-	12,500
Net investment in leases [note 4]	113,937	-
Capital assets [note 5]	26,811	42,039
	4,406,107	4,243,791
Liabilities		
<i>Current liabilities</i>		
Accounts payable and accrued liabilities	142,588	186,879
Deferred revenue [note 6]	97,197	-
	239,785	186,879
Fund balances		
Appropriated fund	3,765,825	3,797,898
Unappropriated fund	259,749	216,975
Capital assets fund	140,748	42,039
	4,166,322	4,056,912
	4,406,107	4,243,791

Approved on behalf of the board:

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

Tewatohnhi'saktha**Statement of Revenues and Expenditures and Unappropriated and Appropriated Fund Balances**

Year ended March 31, 2002

Description	Appropriated Fund Balance March 31, 2001 \$	Unappropriated Fund Balance March 31, 2001 \$
Employment and Training		
CRF	267,125	-
EIF	-	-
CRF (Youth)	134,604	-
CRF (Disabilities)	1,624	-
Youth Work Experience Initiative	-	-
Youth Awareness Program	13,429	-
FNEC and MCK	-	-
	416,782	-
Administration	-	259,749
Economic Development		
KEDC II - QKR	295,821	-
KEDC	346,050	-
	641,871	-
Resource Development		
KHRDG	195,732	-
Project Development	912,205	-
Tourism Office	-	(42,774)
Small Business Services		
General	147,360	-
Gift Certificates	39	-
	147,399	-
Business Loan Fund Ltd.		
Business Loan Fund	1,076,947	-
Youth Business Fund	376,590	-
NACCA Activities Fund	30,372	-
	1,483,909	-
Sub-Total	3,797,898	216,975
Less: Internal invoicing	-	-
	3,797,898	216,975

Revenues	Expenditures	Surplus (Deficit)	Appropriated Fund Balance March 31, 2002 \$	Unappropriated Fund Balance March 31, 2002 \$
\$	\$	\$	\$	\$
1,283,477	1,337,824	(54,347)	212,778	-
569,468	569,468	-	-	-
164,235	269,799	(105,564)	29,040	-
18,911	8,865	10,046	11,670	-
92,956	92,956	-	-	-
-	13,429	(13,429)	-	-
189,166	189,166	-	-	-
2,318,213	2,481,507	(163,294)	253,488	-
754,154	754,154	-	-	259,749
867,490	242,153	625,337	921,158	-
47,000	239,336	(192,336)	153,714	-
914,490	481,489	433,001	1,074,872	-
131,055	230,614	(99,559)	96,173	-
37,725	350,527	(312,802)	599,403	-
42,774	-	42,774	-	-
736,498	625,778	110,720	258,080	-
3,071	3,110	(39)	-	-
739,569	628,888	110,681	258,080	-
107,610	83,035	24,575	1,101,522	-
15,402	46,392	(30,990)	345,600	-
41,819	35,504	6,315	36,687	-
164,831	164,931	(100)	1,483,809	-
5,102,811	5,092,110	10,701	3,765,825	259,749
(900,302)	(900,302)	-	-	-
4,202,509	4,191,808	10,701	3,765,825	259,749

Tewatohnhi'saktha

Statement of Capital Assets Fund Balance

Year ended March 31st	2002 \$	2001 \$
Balance - beginning of year	42,039	-
Net investment in leases	120,000	-
Transfer from Economic Development (Mohawk Council of Kahnawake)	-	35,510
Transfer from KJETA	-	25,695
	120,000	61,205
Amortization - net investment in leases	(6,063)	-
Amortization - computers	(7,887)	(11,825)
Amortization - leasehold improvements	(7,341)	(7,341)
	(21,291)	(19,166)
Balance - end of year	140,748	42,039

Tewatohnhi'saktha

Notes to the Financial Statements

March 31, 2002

1. Organization

Established in 1999, Tewatohnhi'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. Summary of significant accounting policies

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

Capital assets fund: This fund is comprised of capital assets and net investment in leases.

Amortization of net investment in leases: Amortization is provided for over the term of the leases equivalent to the interest revenue recognized during the year.

3. Loans receivable

	2002 \$	2001 \$
Loans receivable issued by Tewatohnhi'saktha Business Loan Fund Ltd., bearing interest at rates ranging from 8.5% to 11 % per annum, maturing between one to ten years	156,895	147,245
Advances receivable, written-off during the year	-	74,387
	156,895	221,632

4. Net investment in leases

	2002 \$	2001 \$
Net investment in leases, repayable in blended monthly instalments of \$3,727 including interest at 7%, maturing in November 2004, secured by construction equipment	113,937	-

Tewatohnhi'saktha

Notes to the Financial Statements

March 31, 2002

5. Capital assets

	Cost \$	Accumulated Amortization \$	2002 Net \$	2001 Net \$
Computers	53,265	37,467	15,798	23,685
Leasehold improvements	36,707	25,694	11,013	18,354
	89,972	63,161	26,811	42,039

6. Deferred revenue

Deferred revenue consists of interest and other revenues which the organization did not expend during the year. The total unexpended revenues relate to the following administrative expenses:

	2002 \$	2001 \$
Consulting fees	25,000	-
Advertising and promotion	3,000	-
Acquisition of fixed assets	5,000	-
Employee assistance program	2,000	-
Capacity building	37,197	-
Communications website	25,000	-
	97,197	-

Tewatohnhi'saktha

Notes to the Financial Statements

March 31, 2002

7. Lease commitment

The organization has entered into long-term leases for periods ending up to March 31, 2010. The minimum annual rents will be established at the end of each fiscal period and will be determined by the landlords. The minimum annual rents for fiscal 2002 will be \$48,507.

8. Related party transactions

During the year, rent of \$18,460 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 \$519,443 for native entrepreneurs under the loan guarantee program. As at March 31, 2002, the total indebtedness guaranteed amounted to \$424,521.

Tewatohnni'saktha Profiles

Surveying his future



Chad Cross works as a surveyor for Jacobs-Roxboro on the Route 138 reconstruction project, thanks to Tewatohnni'saktha, who funded Cross to train as a surveyor at Lincien College in Cornwall, ON. He was hired by Jacobs-Roxboro in early May.

Cross' job is to check elevations and to make sure that all piping goes in straight. This, he said, is quite different than what he learned in school, by surveying properties.

"It's the same but different," Cross said.

Since completing his five-month training course Cross is now

working ten hours a day, five days a week. Cross said he had no problems and recommends to Kahnawakehro:non to use Tewatohnni'saktha's services for funding educational needs.

"I would recommend (becoming a surveyor) if you're up for a lot of walking and being outside all day," he laughed. ☺

A clean sweep to success

Jeremiah Johnson says that without Tewatohnni'saktha there would be no Johnson's Professional Carpet Cleaning. Johnson opened his business last September and has been enjoying success.

"It's very easy to start a business," Johnson said, "the hard part is running it. All the hard work came after it was opened."

Johnson's Professional Carpet Cleaning not only cleans and restores carpets, but also restores upholstery and household furniture from fire and flood damage, works with car interiors and can fireproof items. Through Tewatohnni'saktha Johnson has received youth entrepreneur training, taken a marketing course and received small business loans. He employs two people and hopes to expand and hire another employee next year.

With funding from Tewatohnni'saktha, Johnson was trained and certified through the Washington D.C.-based Institute of Inspection, Cleaning and Restoration. Each year Johnson must re-train and re-certify to keep up with current technology and techniques of the industry. He has also been working with larger household and carpet cleaners in the area.

If there is a job he cannot do, he'll ask these companies for advice or have them do it. He will also subcontract for them when they are too busy to serve their customers.

"I find that friendship is always better than competition," he said. ☺



Starting fresh

When Cheryl Delaronde saw the opportunity to buy All Nations Sports from former owner Kevin Sandy of Six Nations, ON, she jumped on it. She changed the name to Mohawk Nation Sports. Selling lacrosse equipment, as well as casual and sportswear, Delaronde is an authorized Carhardt dealer. By no means is she new to the business. She ran the former All Nations Sports for Sandy for two years.

Delaronde has used many of Tewatohnni'saktha's services, and for a third year, will employ a summer student through Tewatohnni'saktha's summer student employment program.

She has also taken advantage of the computer training courses offered through Tewatohnni'saktha's Training Center, and has learned accounting software and Microsoft Excel. She has also taken Tewatohnni'saktha's Youth Entrepreneur Training program.

"I found it really, really helpful," Delaronde said of the training she received, "they are always sending me information about different opportunities. There's always someone there to help you."

Delaronde also does graphic design for Digital Dreamcatchers and all of her training courses have been funded through Tewatohnni'saktha. ☺



Computer know-how

Marnie Lahache works for Tewatohnni'saktha as a Junior Information Systems Technician, along with Senior Information Systems Technician Luke McGregor, on maintaining Tewatohnni'saktha's computer network. "Half the job is user support," she said, "the other half is looking after the network."

She and McGregor work on Tewatohnni'saktha's Internet connection, as well as install software and other components to their computer systems. "I wanted to acquire more skills and do something in this field but I didn't know what," Lahache said.

Gene Montour at Tewatohnni'saktha suggested a course at Delta College in information systems technology, which she attended from December 2000 to November 2001. As part of this course Lahache did a stage at Tewatohnni'saktha and was offered a contract position. Prior to taking the course at Delta College, Lahache worked in customer service at Mohawk Internet Technologies.

"I really like working at Tewatohnni'saktha, it's a great place to work," she said. "They took into consideration that I just finished school and that I would like to continue with my studies." Tewatohnni'saktha is also funding Lahache's Web Design night course at Delta College. ☺

Reaching for success

Tewatohnni'saktha helped Jennifer Montour when she wanted to complete her high school education at Nova Career Centre in Chateaugay. Tewatohnni'saktha is now funding Montour's enrollment in Secretarial Studies (Administrative Assistant) at the Nova Career Center. She first went to see counsellor Gene Montour about getting into the program for the fall, but he made a call and got her enrolled this year.

"Gene's my counsellor, we talk and he's very helpful," Montour said. "He helped me make up my mind about the secretarial course."

She wanted to become a nurse's aide but changed her mind and pursued another career. She decided to take this course because it deals with various aspects of office work, and once she completes it, Montour plans to take both medical and legal secretarial courses available at Nova Career Centre. Then she will either enter the workforce or go back to school for a paralegal course.

She recommends Tewatohnni'saktha for help with career needs because of how helpful the organization has been to her. ☺



An adventure of body and spirit

Okwaho's Outdoor Adventure was born of Stuart Myiow Jr.'s hobby and was never intended to be a business. It was his way to keep physically fit, several years ago when he was unemployed. He was soon investing every penny he made. Now Okwaho's Outdoor Adventure provides camping, weight training, physical conditioning and cultural awareness to individuals and groups and Myiow is planning to start a camp this summer to provide an environment where community members can be immersed in the Mohawk language.



He began building parts of his business several years ago when he was unemployed.

"I didn't register my business because of my political beliefs," he said, and soon found out there were not too many open doors for a business that is not registered.

"I spoke to Barbara McComber and told her how hard it was not being a registered business, because I couldn't get funding," Myiow said.

After completing Tewatohnni'saktha's Entrepreneur Training Course, he was able to acquire funds for advertising, professional services and equipment. Myiow also hired eight summer students last year. "I got a lot of benefits from Tewatohnni'saktha," he said. ☺

Creating his own landscape

Karl Diabo was no longer challenged working for other people, so he opened his own business, West Island Tree Service, in 1998. Diabo now employs five people and does everything from cutting and pruning to trimming, shaping, manicuring, hedge work and stump removal.

Diabo has 28 years of experience in this field and felt the time was right to work for himself and enrolled in Tewatohnni'saktha's Entrepreneur Training program.

"Tewatohnni'saktha helped me get better insight into how to run my business and with my goals," Diabo said.

He recommends that people, especially young people, see Tewatohnni'saktha if they want to start their own business. Diabo wishes he started his business when he was younger, because of the opportunities available to youth.

Diabo said whenever he had problems or questions, Richard Basque, his Business Service Officer, was just a phone call away. Tewatohnni'saktha has helped Diabo's business get funding for new tools and marketing. ☺



TEWATOHNNHI'SAKTHA

Committed to Your Success!

Catching the future

Sharon Cross has come full circle and Tewatohnni'saktha has been there with her every step of the way. Two years ago Cross opened Digital Dreamcatchers, a multi-media company specializing in web site design, CD-ROM presentations, desktop publishing as well as business card size CD-ROMs.

"If we can't do it then we'll find someone who can," Cross said from her office located on the Old Malone Highway. Three years ago, after taking the multi-media training course that Tewatohnni'saktha offered, Cross realized there was no place in Kahnawake where she could use her newly-learned skills, so she opened Digital Dreamcatchers.

Cross enlisted in Tewatohnni'saktha's Entrepreneur Training Course, which was helpful with the financial aspects of starting and running a business, as well as with marketing skills.

Cross' administrative assistant was hired through Tewatohnni'saktha's job training program and Digital Dreamcatchers will be using the summer student program for additional staffing this summer. The business service officers have been helpful with Cross' questions and with working through her business plan preparation.

"Tewatohnni'saktha has been very supportive [of my business]," Cross said, "right from the beginning they've been helpful." ☺



Tewatohnni'saktha success story

Joann Johnson needed a career change and went to Tewatohnni'saktha for help.

She was a teacher's aide and enrolled in McGill University's Aboriginal Teaching program, but after work and school, along with raising her three children, she was emotionally drained and began feeling the pressure.

Tewatohnni'saktha funded an Office Automation course at the Nova Career Centre in Chateauguay, but Johnson encountered a problem as she was a registered member of Akwesasne and not yet transferred to Kahnawake.

"I went to Tewatohnni'saktha and Gene (Montour) was very helpful," she said.

She enrolled in the full-time program from January to December 2001 but took a beginner's computer course at the Tewatohnni'saktha Training Center prior, as she was not computer literate.

"Once I got in (to the program) I knew I was in the right place," she said.

Johnson prefers to work on-call because it gives her more time to spend with her children. ☺





HUMAN RESOURCE/ OFFICE MANAGEMENT



Nancy Stacey
HR DIRECTOR/OFFICE MANAGER

I am pleased to have this opportunity to share with you some of the activities of Tewatohnhi'saktha's Organizational Services Division for the fiscal year 2001/2002. This Division provides a number of services to Tewatohnhi'saktha including: Office of the CEO, Project Development, Training Coordination, Accounting, Communications, IT Management, Data Management, Administration, Office Management and Human Resource Management.

This section will focus on the services of Administration, Office Management, Human Resource Management, Communications and Data Management.

Administration

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

Office Management

Office Management manages the daily activities of Tewatohnhi'saktha's administration on behalf of the Directors and CEO. The aim is to ensure the requirements for a smooth running operation are identified and met. Areas of responsibility include facility management; administrative support staff supervision; global filing system; office equipment requirements including acquisition and maintenance; 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 and directs the human resource functions of Tewatohnhi'saktha by contributing to effective strategic planning at the divisional and organizational level. Managing and

"Each year we see the Organizational Services Unit becoming more efficient and effective in providing its services to the organization and to the community."

directing the day to day administration of the HR Department; developing and overseeing the application of the hiring procedures and policies of Tewatohnhi'saktha, ensuring that the most competent employees possible are hired, trained and retained and implementing a Performance Management Program are yet a few of the responsibilities of this function.

Communications

Communications focuses on the operations and initiatives of Tewatohnhi'saktha, and is responsible for developing, implementing, and coordinating communication strategies and products. Ensuring that all three (3) target audiences are properly informed and kept up-to-date on the operations of Tewatohnhi'saktha; our target audiences include: the Staff, the Board of Directors and CEO, the community and other stakeholders. The focus of communication this past fiscal year is to improve internal communications. An internal monthly newsletter has been developed keeping the staff abreast of activities in all divisions. An intranet site has also been developed providing staff

with a communication tool that gives easy access to administrative forms and documents as well as highlights important meeting dates and activities. The Intranet continues to develop and evolve around suggested resources required by employees. For a second year, Communications has developed this annual report to reach our target audience and ensure transparency of the operations of Tewatohnhi'saktha.

Data Management

Data Management provides support to the Employment and Training Division, ensuring that accurate data is entered, processed and maintained in a controlled and efficient manner in the Almass database. Data Management also provides the service of client intake and screening, ensuring the referral of clients to the appropriate service provider.

As HR Director/Office Manager, my role is to ensure that we have the core people with the required knowledge and skills to deliver the goals set out in Tewatohnhi'saktha's Strategic Plan 2000-2002 and, to contribute to the effective strategic planning of the activities for future goals. In the past year, I have had the opportunity to oversee the completion of the global filing system; the implementation of a new client intake function, of an Employee Assistance Program and of an Employee Fitness Subsidy Program.

This year, my focus and commitment will be to continue implementing the best HR practices to build employee engagement and help Tewatohnhi'saktha achieve the status of being the 'Employer of Choice' in the Community.

We are in the process of designing the framework for a Performance Management Program (PMP). A PMP will help our organization achieve its strategic goals by aligning individuals' goals with our strategic objectives, thus providing a clear direction for individuals

and clarifying their opportunity to contribute to the success of Tewatohnni'saktha. It will help employees understand what they are accountable for, the deliverables or performance levels that are expected of them and the behaviours that they should demonstrate. We believe that managing individual performance is about achieving balance between the professional development of our staff and the requirement to achieve organizational business goals.

Strategic Planning Sessions for Tewatohnni'saktha's Strategic Plan 2003-2005 will be underway in June 2002. As HR Director, it is my responsibility to plan and ensure that our staff continue to grow as Tewatohnni'saktha evolves. Good HR Planning enables Tewatohnni'saktha to estimate future human resources requirements and develop strategies that meet those requirements.

Last year, staff participated in 30 areas of personal and professional development training. Tewatohnni'saktha strongly believes in investing in its staff by encouraging personal and professional development, increasing our skill base so we have the necessary skills and knowledge to do the best job possible. The success of Tewatohnni'saktha is dependant on our people. Therefore, investing in our people is key to our success. The investment thus far has paid off.

Of course, all of the achievements realized in the past year could not have been accomplished without a great team. Of the 19 permanent and 11 contractual employees, our organization has developed a professional working group.

In the year 2001-2002, I am proud to say that we have hired five new people to our team. Daryl Leclaire, Business Services Officer; Alana Atwin, Employment Officer; Lorna Delaronde-Stalk, Assistant to the HR Director/Office Manager; Elizabeth Taylor, Financial Clerk; Marnie Lahache, Jr. Information Systems Technician

In addition to the new hires, I have been fortunate to have the assistance of an HR Director/Office Manager assistant work along side me this year. It is without a doubt that my assistant was instrumental in the achievements realized throughout the year in the Organizational Services Division.

We also welcomed the return of a former staff member - Louie John Diabo. Louie John returned to work for Tewatohnni'saktha as our Senior Project Officer and brings a wealth of knowledge and experience to his new position.

I am also proud to announce that Erica Delisle was promoted to the position of Business Services Officer. Before her promotion, Erica was our Financial Clerk. She has many years experience in the financial field and will undoubtedly make a positive contribution to the Small Business Services Division.

We have also had the opportunity to mentor one summer student and two stage students. Staff offered support and guidance throughout the programs.

Although our schedules are busy throughout the year, we continue to encourage staff to participate in community activities. This past year, some of the events that

- We know that if we look after our staff, they will look after us!
- If our staff believe passionately in Tewatohnni'saktha's vision/mission, success will come!
- Engagement is the state of emotional and intellectual commitment to an organization or group.
- Having an engaged workforce = higher morale and a more productive team.

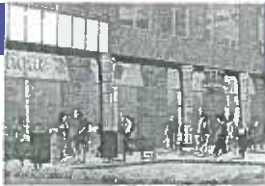
staff participated in include: the Annual Spring Clean-up, Spring Into Action 12-hour Walk, Fund Raising Campaign to Fight Breast Cancer, KSDPP Healthy Breakfast Information Campaign for Diabetes Awareness Month and KSDPP Youth Walk.

As with each year, we see the Organizational Services team becoming more and more efficient and effective in providing its services to the organization and to the community.

In the coming year, we will continue to ensure that our team is equipped with the knowledge and skills required to provide quality customer service. We aim to be a leader of high customer satisfaction and established relationships. We will continue to place our clients and our community first and foremost and we look forward to serving you in the coming year. ☉



Left: Beverly Rice, Secretary/Receptionist. Right: Nancy Stacey, HR Director/Office Manager.



PROJECT DEVELOPMENT



Louie John Diabo
SENIOR PROJECT OFFICER

The Mission of Project Development is to create opportunities for business, employment and to generate revenues for Kahnawake and Tewatohnni'saktha. Project Development accomplishes this mission by investigating, analyzing and implementing community sized projects that will benefit the community of Kahnawake by fostering economic development. Additionally, Project Development negotiates partnerships, joint ventures and/or shareholder agreements with proposed and existing businesses for the purpose of community growth and development.

This mission is functionally achieved through the creation of three different streams of activity. Those activities are:

Project Development

Project Investment

Project Implementation

The team of the Chief Executive Officer of Tewatohnni'saktha, John Bud Morris and Louie John Diabo in conjunction with the Board of Directors and any required consultants, performs these activities. The former Sr. Officer, Mr. Kyle Delisle, moved on to the Mohawk Council of Kahnawake in February of 2002 to work on implementing its Planning and Development Unit. Louie John Diabo has been leading the department in achieving its mandate since that time.

Feasibility studies, business plans, proposals and any other significant data is forwarded to Project Development and then is streamlined into one of the following categories:

Project Development

What this component of activities entails is taking an idea from scratch and building a business case around it. Once there is significant interest in the project concept by the Board of Directors, a feasibility study on the project is performed. If deemed feasible by the Board, based upon many economic variables (projected profitability, job cre-

"Investigating viable joint ventures and investment opportunities for Kahnawake requires careful scrutiny.

The division has investigated the feasibility of 17 projects over the past 12 months.

Some files were deemed too risky after further investigation, however, there are files presently that show much promise."

ation, potential growth, community-fit, etc.) the project then moves to the Business Plan phase. This phase produces much more information for all stakeholders (Board, partners, government agencies, financial institutions, community).

One project that is in the process of ending this phase and entering the Implementation stage is Phase II of the Services Complex, entitled the Kahnawake Business Complex. The feasibility study indicated viability and led to the final stages of the business plan. All indicators are positive at this point and we are anticipating positive responses from our stakeholders.

The SLS Project, mentioned in last year's Annual report, is currently on the 'back

burner' as land access is still an issue due to the existing Hydro Quebec towers situated on the SLS lot. Discussions with Hydro Quebec on the issue continue.

Approximately four other projects are currently being worked on that are designated as development. Although accurate projections cannot be made at this time, two projects have a substantial upside in potential for job creation and potential spin offs.

Project Investment

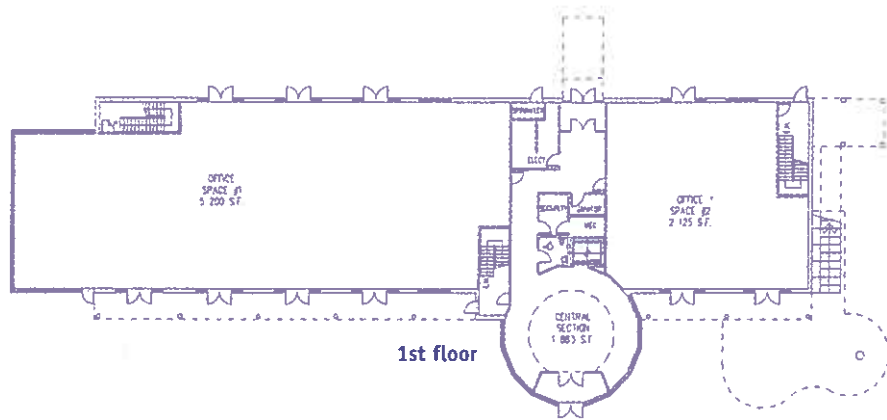
In theory, investment in a project usually occurs with an existing business that is in its growth stage of the business cycle. The project/business promoter would usually propose a joint venture or offer an equity position to us within the existing business. If a business person approaches us with an idea for a start up, then it is categorized under Development.

Unfortunately, businesses that are in very good financial health do not traditionally approach an equity investor like us, as they do not wish to dilute their ownership. They would either re-invest profits or obtain commercial financing to sustain their growth.

That generally leaves businesses that are limited in their cash reserves and may not have the credit repayment capacity to finance their desired expansion/growth. That is where we and other venture capitalists fit into the financing picture.

Tewatohnni'saktha is currently working on a number of potential investments, to determine if they meet our investment criteria. If the past is any indication of the future, the chances are not high of finding an acceptable risk and meeting community standards. Nevertheless, we continue to search for suitable investments.

We receive inquiries and opportunities often, but only act on a few that meet our criteria and risk tolerance as we are investing community dollars.



- Availability of accessible commercial land is vital to the future of Kahnawake's economy
- Technology will play an ever increasing role in Kahnawake's job force and business opportunities
- Investment in businesses that meet our criteria is the most difficult challenge.



Project Implementation

As previously mentioned, the Kahnawake Business Complex is entering the Implementation stage once sufficient tenant interest is identified through signed leases. These signed leases will provide the stakeholders with the level of comfort required to provide the project financing.

The facility is a three-floor, 30,000 square foot facility with the following mandate:

To create and foster an environment for business to locate, grow, create employment, complement each other and mutually benefit from these synergies created. This will be done through the creation of a high quality, aesthetically appealing and customer friendly

Complex benefiting from the clientele already frequenting the adjacent Kahnawake Services Complex.

The first floor will be primarily retail space; the second floor will be business office space (with a few major tenants demonstrating much interest) with Tewatohnni'saktha's offices taking up the third floor. This will centralize Tewatohnni'saktha's operations, including the Training Center, to better serve our valued clientele's needs.

Tewatohnni'saktha Project Development is entering into some very exciting times and will continue striving towards the main goal of creating a better standard of living for all Kahnawakehro:non. ☉



Artist's view of the proposed Phase II Kahnawake Business Complex



Wat'kwanonwerah:ton Kahnawakero:non.

It is my pleasure to report on the activities of Tewaohnni'saktha Small Business Services (SBS) for the fiscal year 2001-2002.

In keeping with our mandate to support the economic development and self-sufficiency of Kahnawakero:non, SBS continues to provide our core business services which consist of business consulting, bookkeeping/aftercare, business plan preparation, business seminars and our financial programs comprised of our Business Assistance Fund (BAF), Marketing Program Fund (MKT), Professional Services Fund (PRO) and loans and loan guarantees from our TBLF, KYBF and NACCA funds.

Looking back at the objectives SBS had set last year: to achieve total customer satisfaction through various programs and services; to ensure our new database software is fully functional and able to produce yearly statistical reports when required, including all current and historical information; and the review and revision of all policy manuals that pertain to programs and services in the SBS department; I am pleased to report that all three were achieved.

We realize that achieving total customer satisfaction through various programs and services is an on-going process. We must constantly listen to our business community to get feedback that will ensure we are meeting their needs.

Our statistical database 'Robuster' is fully functional, and although it still requires some fine-tuning, it has provided the information necessary for this fiscal year's reports.

We have completed the review and revisions of all three of our policy manuals, namely for the BAF, MKT and PRO, and are in the final stage of board ratification for two of the three.



Barbara McComber
DIRECTOR

"We must constantly listen to our business community to get feedback that will ensure we are meeting their needs."

Direct grants totaling \$202,758 have been provided to our local businesses from our BAF, MKT and PRO funds. A total of \$37,063 was spent for seminar costs, including a provision for our annual Business People's Exhibition which is held in conjunction with the annual Business People's Golf Tournament held in September. Through our Business Loan Fund, SBS has been instrumental in assisting our clients to leverage a total of \$1,371,241 in business loans from external sources and have provided in-house business financing for three businesses totaling \$58,103. The Kahnawake Youth Business Fund has extended financing to a total of 20 businesses, totaling \$205,855 and NACCA, another youth funding initiative, funded loans to eight businesses totaling \$31,500.

SBS was host to 10 seminars throughout the year, with an average attendance of 10 people per seminar for a total of 99 people. Seminar topics included Taxation Issues, Women Entrepreneurs, Legal Implications of Owning a Business in Kahnawake; Coaching Employees for Peak Performance;

How to Evaluate Employee's Performance; How to Recruit and Interview Potential Employees, Marketing Techniques; EI presentation, Pension presentation and Bartering and Negotiating with Suppliers.

A total of 25 individuals, both men and women, participated in the Fall and Winter session of the entrepreneurial training. Of these clients, a third of them have pursued some form of business or technical support from one of our other programs.

I feel that SBS's most important accomplishment this year was the creation of the Business People's Forum. In order to continue to effectively serve and support Kahnawake businesses, it was necessary to find ways to meet their needs. One solution was to facilitate/host regular meetings where business people could get together to discuss issues of common concern, develop a cooperative network and contribute their ideas and recommendations on how to improve the Kahnawake business environment.

Our inaugural meeting was held on Wednesday, March 27, 2002 at the Batting Cage and we had a total of 35 people in attendance, which included the SBS Team and representation from Employment and Training.

We have since created an awareness of this Forum and have received positive feedback from the business community. The biggest challenge to ensure the success of this initiative is to maintain a group of committed business people to participate regularly. The monthly meetings are pre-scheduled for the last Wednesday of every month, from 6:30 to 9:30 p.m. at the Batting Cage. All meetings are chaired by an independent facilitator. Minutes are available for pick-up at Tewaohnni'saktha's reception within five working days after each Forum.

To-date, some of the issues on which



Business People's Forum participants.

participants have requested information and follow-up are taxation matters, border crossing rights and local support for Kahnawake businesses.

This year, the goals of SBS will be driven by the issues raised by our entrepreneurs at the Business People's Forum, and our role will be to ensure that all issues raised are addressed.

I would like to invite the business com-

munity to come to our meetings where you will have an excellent opportunity to network. You can voice your concerns about business-related matters; share your knowledge, expertise and business experience with other entrepreneurs, indirectly market your products, programs and services, and to remain current on business activities occurring within our community. I look forward to seeing you there. Nia:wen. ☺

- Keep abreast of client's needs as it is an ongoing process.
- Take the opportunity to touch base with clients, the Business People's Forum is a great opportunity to achieve this.
- Talk to the clients, don't assume what their business needs are.
- Don't 'rest on your laurels', assuming clients know what your products or services are. Keep clients updated on the products and services of the division.



E-commerce for Profit seminar participants, Kahnawake entrepreneurs, June 2002.



Sewakwekon Kahnawakehron:non:

It is my pleasure to have this opportunity to be able to communicate to the community in regards to the activities of the Employment and Training Division (E&T) for the period of April 2001 to March 2002.

This past year witnessed a very high level of activity in the E&T unit as we served over 800 community members and partnered with over 50 community organizations and businesses in one fashion or another. All of these efforts are aimed at the economic development and self-sufficiency of Kahnawakehron:non by improving individuals employability through our employment and training services programs.

In order to achieve Tewatohnhi'saktha's broader and wholistic mandate towards economic development and self sufficiency, the E&T unit included in its targets the business community. This was accomplished by revisions and modifications to the employability program and projects which have been enhanced to accommodate small business development. These projects are primarily intended to allow individuals with employment barriers access to meaningful work under the supervision and monitoring of experienced businesses and their respective personnel.



Steven O. Horne
DIRECTOR

**"The Tewatohnhi'saktha
Training Center continues
to play an instrumental role
in building the skills of
our community."**

The Kahawake Summer Student Employment Project was a major initiative which allowed 26 private and public entities to host 86 high school, CEGEP and university students in order to gain meaningful work experience and skills development. This type of investment in our youth is sure to pay dividends into the future.

Individuals continue to access 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.

A new addition to the E&T Unit was the creation and staffing of the position of Employment Officer. This new approach will allow for improved follow-up of clients who have completed training and employability projects. It will facilitate their transition to finding work. Also, the community can look forward to improved access to information regarding jobs and employment.

In addition to our counseling/career planning facilities that are located in the Kahnawake Services Complex, the Tewatohnhi'saktha Training Center, located in the north-end of the Kateri Hall, continues to play an instrumental role in building the skills of our community.

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 courses for the community. During this past year, 41 courses were held in a variety of disciplines. Courses such as accounting, entrepreneurship, truck-driving, effective speaking and a vari-



Doppler the Operator (radar training) Training participants, Kahnawake Peacekeepers (19).



Caileen Cross, Registered Nurse, Kateri Memorial Hospital.

- Continue to represent the human resource development interests of Kahnawake.
- Reduce employment barriers for individuals seeking work.
- Closely monitor client follow-up of clients who complete training and employability projects.
- Focus on strategic career planning to fill the gaps and needs of the community.
- We need to continue to expand partnership with organizations and businesses.

ety of computer training courses represent a sample of the of activities offered in 2001-2002.

In the past year a new partnership was established with the Eastern Township School Board. This has allowed us to offer distance learning as a viable option to Kahnawakehronnon who wish to complete high school or other courses as prerequisites to other types of training. The community has responded positively to this new initia-

tive as enrollment has been brisk.

Finally, the E&T Unit continues to participate and represent 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 continue to provide for ourselves and to maintain the health and wealth of Kahnawake.

Sken:nen. ☉



Introduction to Computers participants, adults with disabilities.

The business landscape is constantly changing. Business growth is steady and holding its own. Kahnawakero:nnon supply an array of products and services through businesses located in the community. Tewatohnhi'saktha is proud to be able to purchase products locally and obtain professional services from these Kahnawake Businesses:

Batting Cage - Theresa Diabo
Carolyn's Planners - Carolyn Deer
Caughnawaga Golf Club
Club Rez
Community Consultations
Copyworks Plus
Eileen's Cakes & Pastries
Frosty's Educational Distribution
Gene's Sound
Grace's Cakes
J. Diabo Electric
Jacobs Hardware & Supplies
Joe Deom Associates
K103 Kahnawake
Kahia:ton
Kahnawake Marina
Kahnawake Propane Reg'd
Michael L. Rice Consultant
Millennium Productions
Mohawk Mobile Service
Mohawk Trail Tours
Okwaho's Mohawk Moving Systems
Paul's Communications
Quick Quality Products
Sharon Horne's Catering
Skyworld - Kim Delormier
Swift Eagle Engravers
Tentsations
The Eastern Door
Total Comfort Kahnawake
Turtle Basket Flowers
V.I.S.T.A. Variety
Village Variety
W.W.K. Stacey

Support Kahnawake Business by "Shopping Kahnawake"

Support for the Kahnawake businesses must come not only from organizations both public and private, but from the individual community members who make up the fabric of Kahnawake. It is now that we must take the steps to change the mindset of shopping out side of the territory. Employment and wealth must first come from within, before we can look to expand elsewhere.

Tewatohnhi'saktha

Kahnawake Economic Development Commission
P.O. Box 1110
Kahnawake Mohawk Territory J0L 1B0

Office Location:

Training Center (in the back of the Kateri Hall)
Kahnawake Services Complex (two doors past the Post Office)

Tel: (450) 638-4280 (services complex)

Fax: (450) 638-3276

Email: kedc@mck.ca

Tel: (450) 635-5382 (training center)

Fax: (450) 635-5300

Hours of Operation:

8:30 a.m. to 4:00 p.m. Monday to Friday (Services Complex)

8:30 a.m. to 9:00* p.m. Monday to Friday (Training Center)

*Evening hours may be adjusted during summer months, depending on training schedule.

Established in 1999, Tewatohnhi'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 for Kahnawakero:nnon by focusing new and existing resources, both human and financial, on an integrated approach to business development and human resource investment.

Organizational Services Division

- Office of the CEO
- Human Resource/Office Management
- Project Development

Mandate - Project Development:

To own and operate businesses on behalf of the Kahnawake collective. Tewatohnhi'saktha's interest in viable joint ventures and investment opportunities on and off the Territory of Kahnawake.

Small Business Services Division

Mandate:

To support the economic development and self-sufficiency of Kahnawakero:nnon by improving small business development services and programs, entrepreneurship and access to financing

- Business Consulting
- Bookkeeping Aftercare
- Business Seminars
- Business Plan Preparation
- Business Assistance Fund-BAF
- Marketing Fund-MKT
- Professional Services Fund - PSF
- Tewatohnhi'saktha Business Loan Fund Ltd. - TBLF
- Kahnawake Youth Business Fund - KYBF
- National Aboriginal Capital Corporation Association - NACCA

Employment & Training Services Division

Mandate:

To help develop Kahnawake's human resources by providing effective labour market integration services to individuals, groups and businesses.

SUPPORT AND GUIDANCE

- Labour market information
- Professional Resources
- Research and Development

TRAINING AND DEVELOPMENT

- Professional training
- General academic upgrading
- On-The-Job-Training

EMPLOYABILITY

- Job Creation Initiative
- Self-employment Assistance

YOUTH

- Kahnawake Youth Work Experience Program
- Kahnawake Summer Student Employment Program (KSSEP)

Self Reliance for Kahnawake is Tewatohnni'saktha's Vision

ACKNOWLEDGEMENTS

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Articles/photos
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Graphic Design
Kim Delormier

Printing Production
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Business Services Officer

Angela Deer
Loans Officer



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.

