

OUR VISION

Our vision is a self-sufficient community that fosters quality of life for Kanien'kehá:ka ne Kahnawa'kehró:non and creates collective prosperity for future generations consistent with our cultural values.

Í:non ia'teiakwakà:nere ne tsi tewanákere taiakwatateniahesénhake. Né:'e aontatiatén:rohwe ne tsi niionkwarihò:ten ne onkwehonwehnéha. Tánon' tho néntewe ne sénha aionkwaianerahstenni'hake tsi tíónhnhe ne akwé:kon Kanien'kehá:ka Kahnawa'kehró:non, tánon' ne tahotikonhsotátie.



9TH ANNUAL REPORT

TEIOTONHONTSÓHON TSÓHSERA AKWÉ:KON  
AIETEWAKA'ÉN:ION NAHÖ:TEN IONKWAIO'TÉN:'EN  
TSI NIIÓHSERES TSI NONKWÁ:NE  
AOHIATONHSERA'SHÓN:A

APRIL 1, 2008 - MARCH 31, 2009  
1 ONERAHTÓKHA 2008 - 31 ENNISKÓ:WA 2009



KSSEP - Step By Step Family Center



Employment & Training - Heavy Lift crew



Heads Up Work Program 2008



Small Business Services - Sequoia

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Opportunities Start Here



TEWATOHNHI'SAKTHA  
Kahnawake Economic Development Commission

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TEWATOHNHI'SAKTHA  
KAHNAWAKE ECONOMIC DEVELOPMENT COMMISSION





MISSION

Tewatohnhi'saktha exists to stimulate and enhance Kahnawake's economic growth by investing in people and businesses, as well as other economic opportunities.

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GOING GREEN

We continued our efforts of "Going Green" by making simple and practical changes in our work habits to do our part to green our office. Some of our efforts included reducing the amount of energy we use, reusing and recycling, purchasing eco-friendly supplies and products, sharing documents electronically when appropriate and printing double-sided for items that must be printed, etc. A greener workplace can mean a lighter ecological footprint, a healthier and more productive place to work, and good news for the bottom line.



Shop Kahnawake

This year, Tewatohnhi'saktha purchased goods and services from the following:

- Abraira, Ronald J., Consultant
- By-The-Rapids Embroidery
- Caughnawaga Golf Club
- Club Rez
- Cross, Butch, Painting
- Deer, Annie
- Delormier, Coreen
- Delormier, Kim, Graphic Design
- Eastern Door, The
- Edgewater Café & Grill
- Eileen's Cakes & Pastries
- Franklin Empire
- Frosty's
- Fuel Media
- Gene's Sound Machine
- Jacobs Hardware & Supplies
- K103 Kahnawake
- Kahnawake Condors
- Kahnawake Driving Range
- Kahnawake Fire Brigade
- Kahnawake Lacrosse Association
- Kahnawake Mohawk Peacekeepers
- Kahnawake Pow Wow Committee
- Kahnawake Sports Complex
- Kahnawake Survival School (Employability Program)
- Kahnawake Telephone Directory
- Knights of Columbus
- Lafleur Golf Kahnawake
- Lahache, Dolores
- Loud Spirit Productions
- Mikie's Taxi
- Millennium Productions
- Mohawk Media
- Mohawk Princess Pictures
- Montour, Catherine, Atakon
- Montour, David M.
- Onake Paddling Club
- Paul Communications
- Rice, Cathy
- Season's Florist
- Simple Pleasures
- Slash Cavation
- Snow, Tracey
- Standup, Virginia
- Turtle Basket Flowers
- WWK Stacey



Message from Wayne Delormier, Chairperson of Board of Directors

Once again, as Chairperson of the Tewatohnhi'saktha Board of Directors, I am pleased to report on the activities in 2008-2009. I want to extend my thanks to the members of the Board who take the time out of their busy schedules to ensure the success of the organization. With the efforts of a hard working Board and the dedication of management and staff, we are moving toward our vision.

Although 2008 had its ups and downs, prospective projects were continually discussed. Unfortunately, the economic downturn affected our plans somewhat and we had to carefully choose projects and investments that would be of the most benefit to Tewatohnhi'saktha and the community. The organization keeps the Board up-to-date on what is occurring so we are able to advise, give feedback, guidance and ensure everything is done in the best interests of our community.

We are also happy to report that Tewatohnhi'saktha will be receiving a distribution of \$1.7 million from Continent 8 along with the Mohawk Council of Kahnawake. Tewatohnhi'saktha's portion will be used to invest in a potential business possibly in a waste to energy or wind energy project.

One of the newest initiatives in 2008 was the introduction of the Heads-Up Program. This program was geared toward youth who could not participate in the summer student employment program and would give them an opportunity to think about educational and career choices. Participants learned life and business skills and then put those skills to work in real life businesses during the two week sessions. The program was highly successful and we are looking forward to another program next year.

BOARD OF DIRECTORS



The Board of Directors is responsible for ensuring that its goals and objectives are achieved. It has broad responsibilities to ensure that appropriate policies are set, that the organization is being managed well, and that finances are sound.

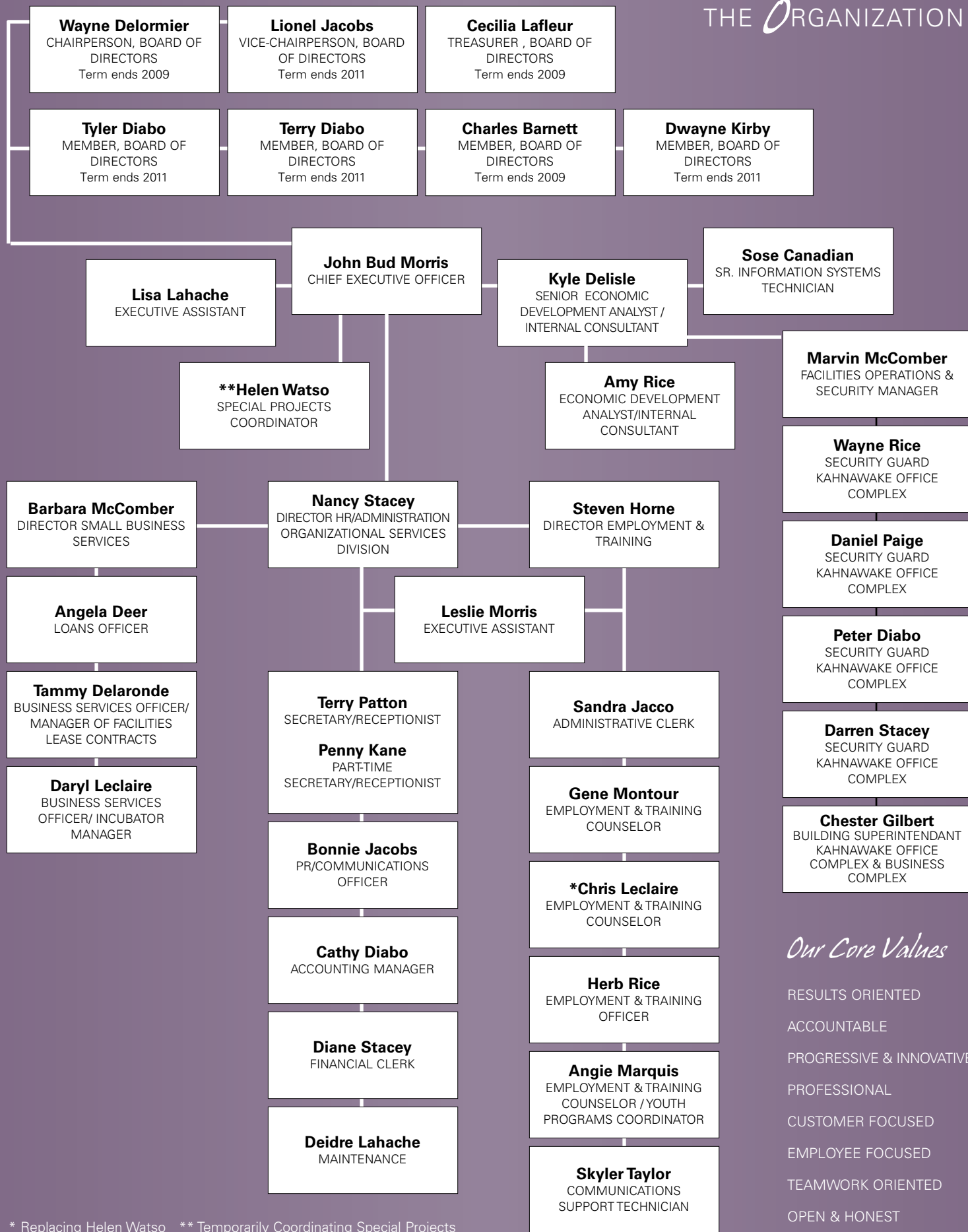
assistance of all staff, board members and various Chiefs of the MCK. There was excellent dialogue and feedback from all participants and we are well on our way to achieving our mission and vision.

I have been associated with Tewatohnhi'saktha for the past ten years and I have often been asked what's happening. I answered that communication is key. If anyone wants more information, the best thing to do is to ask questions, call, and visit. Our staff would be more than pleased to answer your questions and give you information.

Tewatohnhi'saktha is committed to building a prosperous future for our community. I am proud to be a part of the Board of Tewatohnhi'saktha and I thank everyone who contributed to its success over the past year.



Tewatohnhi'saktha Annual Business Golf Challenge raises much-needed funds for non-profit organizations in the community. The Kahnawake Youth Center was the recipient of the 2008 proceeds, which will help to fund programs and activities such as this nature hike.



## OFFICE OF THE C.E.O.



To provide overall direction and leadership to the organization, ensure systems and processes are in place to achieve strategic results and manage the organization in a fiscally responsible manner. To create opportunities for business and employment and to generate revenue for Kahnawá:ke and Tewaotohnni'saktha.

### By John Bud Morris Chief Executive Officer

2008/2009 was marked by several key developments for Tewaotohnni'saktha. For the first time since Continent 8 was established, Tewaotohnni'saktha will be receiving a distribution of \$1.7 million along with the Mohawk Council of Kahnawake. Tewaotohnni'saktha's portion will be used to invest in a business yet to be determined. Originally, the Board had agreed in principle to invest in an E-learning company focused on a pharmaceutical company located in Montreal, but negotiations to acquire 25% of the company's shares did not yield the terms the Board was looking for and a decision was made by Tewaotohnni'saktha to withdraw from the file.

Two personnel key to Revenue Generation returned to Tewaotohnni'saktha - Kyle Delisle and Amy Rice. Kyle returned after a year deployment in Afghanistan with the US Army. He returns to his former position as Senior Economic Development Analyst and the Chairperson of the Board of Supervisors of Mohawk Internet Technologies. In addition, he also is now heading up Tewaotohnni'saktha Consulting.

Amy returned from a one-year leave of absence during which she was employed with the Mohawk Council of Kahnawake and resumes her position as an Economic Development Analyst. Both of these personnel will be instrumental in assisting the Board to make business investment decisions.

Tewaotohnni'saktha continued to refine its planning processes. For the 2009-2012



Tewaotohnni'saktha has started a dialogue aimed at refining its relationship with the Mohawk Council of Kahnawake

planning cycle, all staff were invited to planning sessions ensuring our staff have a say in the direction of the organization. The feedback received was that this approach was significantly appreciated by the staff while the management team found their input very worthwhile and valuable.

We started a dialogue aimed at refining our relationship with the Mohawk Council of Kahnawake. While work remains to be done in this area, preliminary indications are that the relationship is improving. The underlying premise for this initiative is clarity of roles and how do we work together to achieve community objectives. Chief John Dee Delormier has been instrumental in leading this process.

Tewaotohnni'saktha played a technical role in creating an access point to the \$4.68 million Aboriginal Initiatives Fund for which the Mohawk Council of Kahnawake signed an agreement with Quebec in October 2008. Tewaotohnni'saktha has now been mandated to assist with getting projects through the approval process.

In November of 2008, Tewaotohnni'saktha signed a Memorandum of Understanding

with NRG-FX to investigate a waste to energy project for Kahnawake, and elsewhere. Preliminary results of the feasibility study are encouraging but the key point will be what to do with the energy once it is produced.

The Wind Energy project with our proposed partner, Innergex, is still alive, awaiting Hydro Quebec's Call for Tenders anticipated for April 30, 2009. A key point that will determine the project's feasibility will be the published purchase price. Hydro Quebec has been told that with their draft price of 9.5¢ per kWh, it is not economically feasible to produce wind generated electricity on the scale they are proposing (editor's note: The Call for Tenders was issued for the price of 12.5¢ per kWh which now makes the project feasible).

The plan, if we submit a proposal, is to locate the wind farm outside of Kahnawake, downstream, where there is more wind energy.

These are some of the major developments for 2008-2009 and despite the global recession and credit crisis, they position Tewaotohnni'saktha well for a positive year in 2009-2010. ✍



ORGANIZATIONAL SERVICES

OFFICE OF THE CEO HUMAN RESOURCES PR/COMMUNICATIONS OFFICE ADMINISTRATION ACCOUNTING INFORMATION TECHNOLOGY RECEPTION



Our mission is to support the strategic direction and priorities of Tewatohnni'saktha. We strive to meet and exceed the needs and expectations of our clients and stakeholders by continuously improving our timely, efficient and essential support services.

By Nancy Stacey  
Director

I am proud to provide you with a summation of some of the work and activities the OSD team collaborated on last year.

Strategic & Operational Plan

We closed the final chapter of our Strategic and Operational Plan for 2006-2009. We declared our accomplishments, identified our shortfalls, and reflected on our key learnings.

Together, our team aggressively delivered on most of our declared strategic action items and we successfully met all of our key success targets. This was not an easy task. The team had to carefully plan, prioritize and manage its strategic work while maintaining focus on delivering the day-to-day job duties and meeting their deadlines.

In total, OSD had 34 strategic action items (SAIs) to work on. Of the 34:

STATUS	#
Fully Completed	18
Reprioritized/Deferred to 2009	3
Partially Completed	8
Dropped	1
Little to No Progress	4

Planning ahead, we recently developed a new 3-Year Strategic Plan for the years 2009 to 2012 and we implemented an Operational Plan for Year-1. Having a clear set of organizational and divisional strategies allows us to properly allocate the human and financial resources required to support and deliver our strategic priorities. Having reflected on last year and learned from our experience, our team was more realistic in the amount of SAIs they set for this year.

Employee Retention

Of the 29 employees we employ, I am pleased to report that we had no voluntary turnover last year. In fact, 3 employees returned from their leaves of absence (Kyle Delisle, Amy Rice, and Helen Watso). Having



OSD Team, standing L-R: Cathy Diabo, Diane Stacey, Nancy Stacey, Bonnie Jacobs. Seated L-R: Leslie Morris, Penny Kane, Terry Patton. Missing: Sose Canadian, Lisa Lahache.

a stable workforce allows us to keep a steady pace in our progression of accomplishing our strategic and operational plans.

We did, however, lose 1 long-term valued employee. After almost 17 years of dedicated service, Terry Patton retired from her position as Receptionist/Secretary so she could begin a new chapter in her life and take a much deserved break.



Terry Patton retired from her position as Receptionist/Secretary in February 2009.

In the coming year, one of our retention strategies is to develop a talent management system. A system designed to ensure Tewatohnni'saktha has a continuous process that plans for future talent needs, builds an image to attract the very best, ensures that new hires are immediately productive, helps to retain the very best, and facilitates the continuous movement of tal-

ent to where it can have the most impact within the organization. Our goal is to have a system that is ultimately designed to influence organizational results.

Revenue Generated

Over \$60K was generated by our team this fiscal year by leasing some of our unused office space as well as renting out our classrooms and meeting rooms. We administered 2 leases for office space and 15 contracts for meeting and classroom rentals from our 3rd floor office space. This additional revenue is used to help subsidize our operational costs.

Going Green

We continued our efforts of "Going Green" by making simple and practical changes in our work habits to do our part to green our office. Some of our efforts included reducing the amount of energy we use, reusing and recycling, purchasing eco-friendly supplies and products, sharing documents electronically when appropriate and printing double-sided for items that must be printed, etc. A greener workplace can mean a lighter ecological footprint, a healthier and more productive place to work, and good news for the bottom line.

Employer of Choice

Exit Interviews were conducted last year with departing employees who either completed their contract term and/or retired. One of



Tewatohnni'saktha must continue to recruit, retain and motivate its employees to maintain its current business and support its projected growth. A loss of key employees or a significant shortage of high quality employees could jeopardize the organization's ability to meet its strategic targets.

VALUES TO GUIDE OUR ACTIONS

In serving our organization and community, we are guided by and proudly adhere to the following core values:

- RESULTS ORIENTED
- CUSTOMER FOCUSED
- ACCOUNTABLE
- EMPLOYEE FOCUSED
- PROGRESSIVE & INNOVATIVE
- TEAMWORK ORIENTED
- PROFESSIONAL
- OPEN & HONEST

PROFESSIONAL DEVELOPMENT

Below are a few of the courses, workshops, seminars and conferences attended by our employees this year:

- PRIORITY MANAGEMENT
- SECTION III OF THE CANADA LABOUR CODE
- HUMAN RESOURCE MANAGEMENT SYSTEM
- CAREER COUNSELLING
- MANAGEMENT ESSENTIALS
- ENTERPRISE LINUX SYSTEM ADMINISTRATION GL250
- SIMPLY ACCOUNTING
- ADOBE IN DESIGN CS# PART I
- PREPARING FOR LEADERSHIP
- BASIC FIRST AID & CPR
- 2007 MS WORD AND EXCEL (INTERMEDIATE & ADVANCED)
- PRINCIPLES OF PERSUASION
- EFFECTIVE PRESENTATION SKILLS
- PROPOSAL & REPORT WRITING
- INT'L ECONOMIC DEVELOPMENT COUNCIL LEADERSHIP SUMMIT

the questions in the interview asks them to rate Tewatohnni'saktha as an Employer of Choice. Pleasingly, the results revealed an average rating of 4.5 on a 5 point rating scale.

Employee Satisfaction

This year, we re-assessed employee satisfaction in 20 categories. Significant progress to improve employee satisfaction has been made over the past 5 years as was demonstrated in our 2008 survey results. We saw a 14% increase between 2008 and earlier results:

- 2008 = 6.24 on 7
- 2005 = 5.5 on 7
- 2002 = 5.5 on 7

Results from our surveys tell us where we are doing well and where we can do better.

Public Relations/Communications

We consistently strive to effectively communicate all programs, services, initiatives and economic direction of Tewatohnni'saktha to our external and internal stakeholders. In November 2008 a survey was conducted by a consultant to gauge the knowledge, attitude and support of Tewatohnni'saktha by Kahnawa'kehró:non. Compared to the survey conducted in 2004 (20% familiar with activities), respondents indicated a slight increase to 23% familiar. An internal staff communication survey in October 2008 revealed that 25% rate their overall level of satisfaction as Excellent and 58% as Very Satisfactory.

Summary of PR/Communication activities and initiatives:

Reintroduced quarterly Tewatohnni'saktha Review that appears as an insert in *The Eastern Door*; Developed a quarterly public relations/communications report; Introduced Facebook to interact with various audiences; Created 8th Annual Report of Tewatohnni'saktha results; Revamped websites ([www.kedc.biz](http://www.kedc.biz) & [www.shopkahnawake.com](http://www.shopkahnawake.com)); Launched Intranet Blog for faster internal communications; Optimized use of Outlook for internal and exter-

nal messages; Utilized numerous media outlets (television, radio, print, internet, etc.) to increase visibility and transmission of messages; Developed first phase of organizational public relations/communications strategy.

Involvement in Community Events

Tewatohnni'saktha and its employees continue to make positive contributions in our community through various forms of giving, volunteerism, and participation including involvement in:

- Local Blood Donor clinics
- Eastern Door Annual Spring Clean-up
- Onake Community Dragon Boat Challenge
- The Cure Foundation for Breast Cancer
- Donating proceeds from the Business Golf Challenge
- Radiothon for Kahnawake Fire Brigade
- Winter Carnival Organizational Bowling

Employee Well-being

Tewatohnni'saktha values its employees and encourages them to keep a healthy work/life balance. Focusing on health promotion and helping improve the well-being of employees, flextime work options and a fitness/wellness subsidy program are available. To enhance that, employees also benefitted from lunch and learn sessions on good nutrition and exercise and took away practical tools and tips. The return on this investment for Tewatohnni'saktha is that employees are making positive lifestyle changes. It may also continue to reduce absenteeism, health care claims, and improve productivity and morale.

Conclusion

On behalf of the OSD Team, I would like to thank our customers, co-workers, and especially our Board of Directors and Senior Management Team for their on-going solid leadership and support. We look forward to serving our organization and community in the coming year and promise to continue striving for excellence in the work we do and services we provide. ✍



Doing our part in The Eastern Door's Annual Spring cleanup.



## SMALL BUSINESS SERVICES



The primary objective of SBS is to ensure that all Kahnawa'kehró:non who choose self-employment as a career path have access to all the managerial, professional, financial and technical services necessary for the successful operation of their businesses.

**By Barbara McComber**  
Director

Wa'tkwanonwerá:ton sewakwe:kon:

Another year has passed and it's time to report to you our successes and accomplishments for this fiscal period. SBS is aware of the important role small businesses play in economic development. Entrepreneurs and small businesses stimulate job creation, develop crucial innovations in both products and services and promote the diversification of the economic base. Globally, as large businesses downsize, communities must encourage new business startups and must design viable support systems for smaller businesses. Fortunately, we've had these support systems in place now for many years, and in this past year, we're happy to report a total of 169 clients have accessed our programs and services.

### Changes to SBS Policies

This is the second year since the revision of SBS grant programs. Although the grant has been reduced from \$1,500 to \$1,000 for both the Marketing and Professional Services Funds, we have nonetheless invested \$199,012 in Kahnawake businesses this fiscal year.

### Business Assistance Fund

\$52,427 16 businesses

### Marketing Program Fund

\$105,678 130 businesses

### Professional Services Fund

\$40,907 56 businesses

### SBS Website

In keeping up with a myriad of technological changes and with people accessing more information via the internet, SBS will continue to provide as much business information as



SBS Team: Barbara McComber, Angela Deer, Tammy Delaronde, Daryl Leclaire.

possible directly on our websites, such as:

- ♦ Bilingual version of Shop Kahnawake was available online in April of 2008
- ♦ Total number of visitors to our site this past year was 8762 visits from 62 countries with the top 2 countries being Canada – 7580 visits and the United States – 814 visits.
- ♦ Online Business Resource Information section continues to grow
- ♦ “How to Keep Your Customers Happy” video now online

### The Kahnawake Business Directory

Every second year, Tewatohnhi'saktha and *The Eastern Door* collaborate to update, publish and distribute The Kahnawake Telephone Directory. A total of 3,500 copies of the 2009-2010 Edition were made available to the community in January 2009. One section is devoted exclusively to our community businesses called the **Kahnawake Business Directory**, which contains the names and contact numbers of 296 of our community businesses. This directory is a valuable resource which provides promotional and marketing benefits for businesses on a continuous basis and is

also produced as a separate handy reference document. The great news is that the total number of businesses listed in the directory is up from 283 in the previous 2007-2009 edition.

### Loan Fund Highlights for this Fiscal Year

#### Tewatohnhi'saktha Business Loan Fund Portfolio

- ♦ 15 new loans totaling \$300,000 (8 of which were new businesses).
- ♦ 11 loans paid in full totaling \$237,027.
- ♦ 4 Kahnawake Youth Business Fund (KYBF) businesses received forgiveness totaling \$10,000.

#### Total loan portfolio at March 31, 2009

♦ TBLF	\$374,027
♦ KYBF	\$95,178
♦ TOTAL	\$469,205

### Revision of SBS General Business Information Guide

SBS has developed a “General Business Information Guide” that provides information for Kahnawa'kehró:non-owned businesses explaining what is required when starting a new business or hiring new staff. We also included responses to specific questions asked by our business community related to matters such as taxation issues, implications of local businesses expanding ‘off-reserve’, etc. All of this information will be easily accessible on our website [www.kedc.biz](http://www.kedc.biz) in the new fiscal year.

Note that this information should be used as a preliminary guide only and does not replace actual government guidelines or their respective brochures. In addition, the responses are not intended as specific legal advice and you should always consult a lawyer prior to entering into a particular business transaction.

### CANDO Conference Brings Economic Benefits to Kahnawake

The Council for the Advancement of Native Development Officers (CANDO) provides education, training, networking opportunities and support to people across the country working in the Aboriginal community economic development sector. They held their 15th Annual CANDO National Conference and AGM in Montreal from October 5 to 8, 2008 and Tewatohnhi'saktha and the Cree Regional Authority had the honor of being the joint host organizations.

As hosts, we received numerous benefits for our community including networking opportunities, a very positive economic impact, new partnerships and positive profiling. Here is a brief summary of some of the activities:

- ♦ CANDO's 6th annual National Indigenous Economic Education Fund (NIEEF) Charity Golf Tournament was held at Lafleur's Golf Club. This was an excellent setting for the 76 delegates, stakeholders and guests to help raise funds for CANDO's sister charitable organization, the NIEEF, who provide annual scholarships to students across Canada.
- ♦ Every year, local artisans are invited to the conference to showcase their artwork and talent to conference delegates. In attendance were Tammy Beauvais Designs, Cree Native Arts & Crafts, Sequoia, Turtle Island Arts & Crafts and Vista Seminars. On display was an incredible array of beautiful native inspired clothing, jewelry and wonderful bath and body products.
- ♦ Food, entertainment and laughter concluded the CANDO Cultural Event held at the Knights of Columbus hall. It is important that when CANDO puts on a conference, they allow delegates to experience the traditions of the host community. Delegates were treated to an absolutely spectacular traditional Mohawk Feast catered by Diane's Kitchen that included smoked sturgeon, salmon, fry bread, goose sausage and caribou stew. All in all, the incredible food and fun will not be soon forgotten.
- ♦ And finally, a tour of Kahnawake given by Cathy Rice received rave reviews and departing delegates expressed their very positive impression of our community.

I want to congratulate the SBS team for their dedication and hard work over the past year and we look forward to supporting our business community towards achieving their goals. ✍



Robyn Regis receiving her Entrepreneurship Training Certificate.

### EFFECTS OF LEAKAGE

**AWARENESS CAMPAIGN:** 5-part series published in *The Eastern Door*

**PART 1:** KAHNAWAKE'S ECONOMY (Vol. 17 No. 42) Nov. 7/08 issue.

**PART 2:** SPENDING – LEAKAGE (VOL. 17 NO. 43) NOV. 14/08 ISSUE.

**PART 3:** LEAKAGE FACTORS PART I (Vol. 17 No. 44) Nov. 21/08 issue.

**PART 4:** LEAKAGE FACTORS PART II (Vol. 17 No. 45) Nov. 28/08 issue.

**PART 5:** SHOP KAHNAWAKE FIRST (Vol. 17 No. 46) Dec. 5/08 issue.

**IN ADDITION:** December 11, 2008 - Noon hour talk show on KIO3 featuring Mr. Ron Abaira and Director of SBS.

### OTHER VALUABLE SBS RESOURCES FOR THE COMMUNITY

**TOURISM BROCHURE** – Updated and 15,000 copies printed - 2000 copies sent to St. Joseph's Oratory for distribution;

**SHOP KAHNAWAKE MAP** – 10,000 copies produced for mass distribution locally, at the Pow-Wow, and 2,000 copies sent to St. Joseph's Oratory;

**MONTREAL SCOPE** – 1-page ad in May to September issues highlight Kahnawake businesses in the tourism sector and is distributed in over 900 locations on the Island of Montreal, Laval and South Shore.

**LE GUIDE PRESTIGE** – 1-page ad in July-September issue also highlighting Kahnawake businesses. Distributed exclusively in all rooms of 74 Montreal area hotels, Airport of Montreal and Infotourist Center.

Seven (7) “**BIZ WATCH**” articles appeared in *The Eastern Door* from May to October showcasing Kahnawake entrepreneurs.

Five (5) **profiles of entrepreneurs** aired at various intervals during a six-month period on Sawen:na Aorihwa:ke.



**By Kyle Delisle**  
Chairman of the Board of Supervisors

While MIT did not experience any substantial growth during the fiscal year of 2008/2009, MIT was able to maintain its level of revenues. An indicator that is used to measure the growth of the business is the amount of bandwidth that our clients utilize. When the United States passed the Unlawful Internet Gaming Enforcement Act (UIGEA) in October 2006, MIT’s bandwidth usage decreased by approximately 50%. Since that time, we have slowly been increasing the usage of bandwidth with the goal being to have the bandwidth usage back to pre-UIGEA levels. Within the past fiscal year, we have managed to bring the bandwidth usage to the same level as before the UIGEA was enacted. As well, MIT reinvested in its facilities by refitting one of the server rooms in order to meet the technological and electrical power demands of our clientele.

In spite of the economic crisis that became widespread in late 2008, the impact on the operations of MIT has been minor. While land-based casinos have been severely impacted by the crisis, the online gaming industry has not been affected as severely. Nonetheless, the economic crisis has caused the industry to go through an unprecedented amount of consolidation with various gaming operators buying other gaming companies that are not performing as well. As a result, we have witnessed online gaming operators decrease the amount of required server rack rental. However, we have been able to mitigate these losses through aggressive sales efforts and pricing and by increasing the offering of managed services to our clients. In addition, MIT has had to reconstruct its

pricing structure to help its services be more affordable to clients that are being affected by the decreased spending of our clients’ customers.

The economic impact that MIT has had on Kahnawà:ke over the past year includes \$39,576.11 in donations to various community organizations. In addition to the 12 Kahnawà:kehro:non that are directly employed by MIT, the various clientele of MIT that are located in the Kahnawà:ke Office Complex employ an additional 69 Kahnawà:kehro:non. The Kahnawà:ke

Office Complex, which is currently 100% occupied by clients of MIT as well as the Kahnawà:ke Gaming Commission, directly employs 4 security guards and 1 maintenance person and generated \$239,000 for Tewatohnhi’saktha that will be used to help the funding of other programs administered by the Employment and Training Division.

In closing, I would like to thank Ron Abraira for assuming the duties as Chairman of the Board of Supervisors during my one-year Army National Guard deployment to Afghanistan. ✍



The economic impact that MIT has had on Kahnawà:ke over the past year includes over \$39,000 in donations to various community organizations, like the Skawenni:io Tsi Iewennahnotákhkwa Library.

**MOHAWK INTERNET TECHNOLOGIES**

**STATEMENT OF OPERATIONS**

(in thousands of dollars)

<b>FOR THE YEAR ENDED MARCH 31, 2009 (in Canadian Dollars)</b>		<b>2009</b>
<b>Revenue</b>		<b>\$ 7,560</b>
<b>Cost of Revenue</b>		<b>4,554</b>
<b>Gross Profit</b>		<b>3,006</b>
<b>Expenses</b>		
Selling, marketing and administration	<b>1,315</b>	
Amortization	<b>2,975</b>	
		<b>4,290</b>
<b>Net loss</b>		<b>\$ (1,284)</b>

**BALANCE SHEET**

(in thousands of dollars)

<b>AS AT MARCH 31, 2008 (in Canadian Dollars)</b>	
<b>ASSETS</b>	
<b>Current</b>	
Cash	<b>\$ 984</b>
Accounts Receivable	<b>98</b>
Prepaid expenses and deposits	<b>207</b>
	<b>1,289</b>
<b>Capital assets</b>	<b>15,341</b>
<b>Intangible assets</b>	<b>2,198</b>
	<b>\$ 18,828</b>
<b>LIABILITIES AND EQUITY</b>	
<b>Current</b>	
Accounts payable and accrued liabilities	<b>\$ 1,272</b>
Current portion of loan payable	<b>1,653</b>
	<b>2,925</b>
<b>Loan payable</b>	<b>8,176</b>
	<b>11,101</b>
<b>Equity</b>	<b>7,727</b>
	<b>\$18,828</b>



Mohawk Internet Technologies gives back to the community. During this past fiscal year, MIT provided a total of \$39,576.11 in donations to the following community organizations:

KAHNAWAKE LIBRARY	
Donation	6,000.00
Computer equipment	4,000.00
KAHNAWAKE POW-WOW COMMITTEE	
Sponsorship	10,000.00
Full page ad	350.00
TEWATOHNHI'SAKTHA BUSINESS GOLF CHALLENGE	1,700.00
KAHNAWAKE CONDORS rink board ad Kahnawake Arena	1,000.00
INDIAN WAY SCHOOL	
Donation for larger bus	2,000.00
KAHNAWAKE UNITED CHURCH	
Maintenance and upkeep	2,500.00
EASTERN DOOR Halloween	
House decoration contest	300.00
KAHNAWAKE FIRE BRIGADE	
Radio-thon pledge	2,000.00
KAHNAWAKE CHRISTMAS BASKETS FUND	500.00
NATIVE FRIENDSHIP CENTER OF MONTREAL/SEAGULL INT'L clothing	1,226.11
KARONHIANONHNHA TSI IONTERIHWAIENSTAHKHA	
End of year incentive	2,000.00
THE RIDE TO CONQUER CANCER	
Larry Cross	1,000.00
Brandon White	1,000.00
Joann Patton	1,000.00
KAHNAWAKE SURVIVAL SCHOOL	
Graduation	1,000.00
PARENTS COMMITTEE INDIAN WAY SCHOOL Graduation	2,000.00





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



Employment & Training Unit, Top L-R: Herb Rice, Steven Horne, Chris Leclaire, Gene Montour, Sandra Jacco, Leslie Morris. Seated L-R: Angie Marquis, Skyler Taylor, Helen Watso.

By **Steven O. Horne**  
Director

Sewakwe:kon Kahnawa’kehró:nnon:

It is my pleasure to take this opportunity to inform the community of the activities of the Employment and Training Division for the period of April 2008 to March 2009 in our 9th Annual Report.

This past year witnessed a very high level of activity in E&T as we served over 600 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 Kahnawa’kehró:nnon by improving employability through our employment and training services programs.

EMPLOYMENT & TRAINING AT A GLANCE

New Clients	235
Number of clients on a training measure at any given time throughout the year (avg.)	216
Clients who attained employment (in full-time equivalents-468.75 hours/quarterly or 1,875 hours/year)	146

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 Employment and Training funding was allocated towards subsidizing the tuition costs, living allowances, and childcare expenses of individuals in order to allow our clients access to academic upgrading and training courses to achieve their career goals. This strategy is working extremely well as we have witnessed great results in the numbers of unsubsidized clients securing employment.

A new communication strategy was implemented that focused on creating proactive messages within the community. A major section of this initiative was focused on our youth. A DVD appropriately titled “Stay N Skool” was produced to highlight the importance of continuing education. The production featuring five segments aired on our television stations and featured local youth actors. Presentations and discussions on the segments were held in the elementary schools and high school where Angie Marquis, Youth Employment Counselor and Skyler Taylor, Communication Support Technician, engaged in discussions with the students on why post-secondary education choices are so important.

To complement our efforts for the stay in school initiative, a career fair was coordinated in January at the Knights of Columbus by Helen Watso. Helen worked with a steering committee composed of representatives from ten public service organizations. The purpose of the fair was to provide an opportunity for local organizations to come together and present a portrait of employment prospects in the Kahnawake public sector within the next five to ten years. The fair was very well attended by students, teachers and parents.



Heads Up Program participants and KSSEP Heads Up Program Facilitators, Kara Paul and Corleigh Beauvais.

HEADS UP PROGRAM

In the summer of 2008, 36 Kahnawake students had the opportunity to take part in the Heads Up pilot program. The primary objective of the program was to get youth to begin to think about career choices and to make wise education choices sooner than later. This program offered the youth the chance to learn life-skills and business skills during the first week of the program. The second week the skills were put into action as real life businesses were operated. The program also provided fun activities and day trips during the afternoons of week 1 that allowed the youth to have fun and become familiar with one another. They visited local businesses and organizations to get an idea of possible careers in and around the community. See sidebar for statistics.

The Heads Up program, another new project, was piloted in the summer and was geared toward youth who are younger than the students who participate in our summer student employment program. Our research has indicated that early interventions with youth are more effective and result in youth making strong educational and career choices.

This pilot program proved to be so popular and successful, a lottery was needed to be held to accept registrations into the program.

Employability programs continue to be another strategy that allows for integration of newly trained individuals into the workforce. Minimum wage subsidies are provided to qualified employers to provide these internships.

Finally, Employment & Training continues to participate and represent the human resource development interests of Kahnawake at the First Nations Human Resource Development Commission of Quebec (FNHRDCQ). 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.

In the past year we have worked productively with the business community, public organizations, and our existing and upcoming workforce in order to be able to continuously provide for ourselves and to maintain the prosperity and wealth of Kahnawake. We are ready and look forward to doing the same in the coming year.

TEWATOHNNHI’SAKTHA  
SUMMER YOUTH PROGRAMS  
2008

KSSEP 2008

The Kahnawake Summer Student Employment Program is a very popular program for Kahnawake Students.

This year 120 Students registered for the KSSEP, and 46 students found employment through the KSSEP: 14 High School, 19 CEGEP and 13 University students.

The objective of the KSSEP is to provide quality work experience to the youth through the summer months.

Funding Partners:

Kahnawake Education Center	\$60,607.00
Social Development Unit MCK	\$15,000.00
Tewatohnnhi’saktha	\$90,118.00

TOTAL BUDGET	\$165,725.00
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Shotehra Rice, KSSEP Residential Support Worker at the Independent Living Center.

HEADS UP 2008

Heads Up Businesses:

Lawn Care Service
Bar-B-Q Vendor
Catering Service

Total revenue generated by both groups:	\$3,485.08
Heads Up budget:	\$10,746.04

Average age of participants:	14.5 years
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86% of participants said they would recommend the Heads Up program to others and 90% of parents felt the same.

The pilot program was a great success and you can look forward to seeing this program in future years.





AIANA GOODLEAF

## Never give up!

For many people, it sometimes takes a while before they find the career that makes them happy to go to work each day. For Aiana Goodleaf, it was the dissatisfaction of not doing much with her time that made her decide to go back to school.

With help from Tewatohnni'saktha's Employment & Training, she attended Kine Concept to study in a 4-month intensive course on massage therapy. She learned about the muscles, bones and systems of the body, the professional skills and ethics that are involved in her trade, and the actual maneuvers and techniques of massage.

"I liked the challenge. As difficult as I thought it was at the time, I'm really glad I stuck it out. I learned so much," Aiana remembers, "It was an awesome experience."

After she graduated, her counselor at Tewatohnni'saktha helped her to update her résumé and gave her advice on how to go about applying for a job and where to go. The job search didn't take long. She was hired at Concept Santé, a paramedical spa in LaSalle and works 4 days a week as a certified massage therapist. Aiana enjoys her new career and has plans to go back to school to learn new techniques in the future. "My advice to others is simple," Aiana shares, "Never give up!"

## Finding a career after motherhood

For Charlena Phillips, being a mom was her first priority – until her children grew up, that is. She then decided it was time for a career, so she visited Tewatohnni'saktha's Employment & Training for guidance.

Her counselor informed her about the different programs available and Charlena decided to attend Nova Career Center in Chateauguay to study a one-year administrative assistant course. Upon graduation in September 2006, Tewatohnni'saktha assisted her through their employment placement program and she began working with Awimel Consulting on the Quebec Bridge Memorial Project.

"It was a great job. I was a part of a team and I felt very supported," Charlena recounted, "I did everything from taking care of reception to archiving research to the accounting. It was a little bit of everything."

In March 2009, Charlena was laid off when the project was completed, but with her training and on-the-job experience, she is confident she will find another administrative assistant job. "I also want to go back to school to take an accounting course," Charlena explained, "And Tewatohnni'saktha will be the first place I'll go for help!"



CHARLENA PHILLIPS

## Just do it!

For her young age, Leslie Paradis has tried many different jobs - sales, babysitting, cleaning, bread stocking, wood staining, hardware store employee - and while she learned a lot, she realized that none were the right fit for her. With encouragement and support from her mother, she decided to go back to school to become a bus driver. Her first stop was Tewatohnni'saktha's Employment & Training division, who helped her financially with the expensive course and with her résumé after she graduated.

"I'm thankful and happy with everything Tewatohnni'saktha helped me with. I encourage everyone to check it out. They are really welcoming," Leslie shares.

In 2007 she attended classes for three months at Technic Driving School and had to pass a 100-question written test. Upon

passing, she received her permit and three months later, passed her driving test. She has been working for the Kahnawake Bus Depot for just over a year and loves her new career. "I'm really happy. The kids are good and the pay and hours are good. There are benefits too. I like the security that comes with it. Plus, working for the community, I feel like I'm doing something that helps out." For others unsure of what to do with their lives, Leslie's advice is simple: "If you are scared, just do it. Don't make excuses. If you take a chance, you will find something you really like to do."



LESLIE PARADIS



FUNBOUNCE

## Funbounce born out of intuition

Sean Stacey had a hunch four years ago after throwing a birthday party for one of his four children: massive inflatable toys were the way of the future!

After renting one of the mammoth fun-machines from a company in Dorion, and observing its popularity with the wee ones, he decided to open his own rental store. As is the case for many successful businesses, Funbounce was born out of his intuition and not the standard route of studying market possibilities.

"I didn't want to travel anymore," remembers the former ironworker, "So now I can stay home with my family. I'm glad it worked out!"

Funbounce is presently a seasonal business because a lot of space is needed for the giant inflatables, so most often they are set up in a backyard. He has 11 units to rent; the largest holds 10 children; the smallest holds four children.

Sean approached Tewatohnni'saktha back in 2004 and they helped him with training, funding and support. He attended the Entrepreneurship Training course and was able to successfully access grants and loans through Small Business Services. His advice to others out there with a great idea: "If you don't take a chance, you'll never know! Visit Tewatohnni'saktha because they can help make it possible!"

## If it's your dream, it's worth it

Expanding the family business into the restaurant sector has always been the dream of Debbie Phillips. She has been a part of Chilly Willy's Convenience since her father opened it in the 1980s. In February 2008, she decided the time had come.

Relying on her love of cooking and her family's support, she opened Chilly Willy's Super Subs. With a diverse menu, including a vast array of submarines, chicken and beef burgers, popcorn chicken, breaded mushrooms, chicken wings, fries and poutine, as well as healthy choices, including Herbal Magic, she receives a steady stream of satisfied patrons Monday to Friday.

"It makes me feel really good and to see how much I can accomplish through hard work. We just love it!" Debbie shares, "It's stressful but as you gain experience, you get more confident. The compliments from our customers make it worth it!"

Tewatohnni'saktha's Small Business Services played a key role in helping her. She completed the business entrepreneurship course, which taught her many new things about running a business. She was assisted with the creation of her business plan and she accessed Tewatohnni'saktha's loan and grant program. "They are there for you if you have any problems. Nothing is too small!" Debbie says. "It's not easy in the beginning, but if it's your dream, it's worth it. Tewatohnni'saktha is there to help every step of the way."



DEBBIE PHILLIPS

## Start small and grow organically

Knowing that hard work pays off, local Olympian Waneek Horn Miller has added running a jewelry and fashion accessory company to the list of her many pursuits. Dividing her time as director of The First Peoples' House at McGill, traveling for motivational speaking and appearing on APTN and CBC as a sports broadcaster, she decided she needed a creative outlet as well, and launched *Uniquely Waneek* in the fall of 2008.

"I've always really liked fashion and I've seen so much throughout all of my travels. I wanted to bring it home to share it," Waneek recounts.

She designs unique fashion jewelry using Murano style glass beads, pearls, semi precious stones and Swarovski crystals for earrings, necklaces, bracelets and pendants. She sells her creations through home parties and will soon be available online.

Waneek approached Tewatohnni'saktha's Small Business Services to inquire about their services and was blown away by the help they offered her. "I've received encouragement, advice, and funding. Everything I've needed to help me be successful," Waneek raves, "Their staff is informative and friendly."

Her advice to other budding entrepreneurs: "Start small and grow organically. Minimize your risk but don't be afraid to go for it!"



WANEK HORN MILLER



## AUDITORS' REPORT

To the Board of Directors of  
Tewatohnhi'saktha

We have audited the statement of financial position of **Tewatohnhi'saktha** as at March 31, 2009 and the statements of revenues and expenses and fund balances, capital assets fund balance and cash flows 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, 2009 and the results of its operations and cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

*Horwath Leebosh Appel LLP* 1

Montreal, Quebec  
May 14, 2009

<sup>1</sup> Chartered accountant auditor permit no. 8595

## Tewatohnhi'saktha

### Statement of Financial Position

At March 31	2009 \$	2008 \$
<b>Assets</b>		
<i>Current assets</i>		
Cash	447,112	452,681
Term deposits held for transactions [note 3]	1,413,002	2,098,552
Contributions and accounts receivable	124,590	226,011
Accounts receivable - portfolio investment company [note 10 (a)]	4,288,420	-
Prepaid expenses	73,134	58,519
	6,346,258	2,835,763
Loans receivable [note 4]	472,968	466,284
Investment and loans receivable [note 5]	14,560,000	14,560,000
Rental properties [note 6]	11,122,301	11,707,685
Capital assets [note 7]	178,015	207,586
	32,679,542	29,777,318
<b>Liabilities</b>		
<i>Current liabilities</i>		
Accounts payable and accrued liabilities	399,951	536,966
Accounts payable - Mohawk Council of Kahnawake	2,144,210	-
Current portion of long-term debt [note 8]	223,375	200,712
	2,767,536	737,678
Long-term debt [note 8]	3,310,891	3,537,136
	6,078,427	4,274,814
<b>Fund balances</b>		
Appropriated fund	18,835,065	17,325,081
Capital assets fund	7,766,050	8,177,423
	26,601,115	25,502,504
	32,679,542	29,777,318

Approved on behalf of the board:

*[Signature]* Grand Chief

*[Signature]* Director

*Wayne Adamus* Director

See accompanying Notes to the Financial Statements



Tewatohnhi’saktha

Statement of Revenues and Expenses and Fund Balances

Year ended March 31, 2009

Description	Fund Balances March 31, 2008 \$	Revenues \$	Expenses \$	Excess (deficiency) of revenues over expenses \$	Fund Balances March 31, 2009 \$
<b>Employment and Training</b>					
CRF	-	1,068,554	1,068,554	-	-
EIF	-	340,642	340,642	-	-
CRF (Youth)	-	159,482	123,912	35,570	<b>35,570</b>
CRF (Disabilities)	(293)	18,332	18,039	293	-
Youth Work Experience Initiative	-	85,626	85,626	-	-
FNEC, MCK and other	316,747	110,136	294,148	(184,012)	<b>132,735</b>
	316,454	1,782,772	1,930,921	(148,149)	<b>168,305</b>
<b>Administration</b>	298,403	1,092,456	1,132,267	(39,811)	<b>258,592</b>
<b>Economic Development</b>	861,473	4,405,401	2,835,900	1,569,501	<b>2,430,974</b>
<b>Small Business Services</b>	34,094	810,126	892,518	(82,392)	<b>(48,298)</b>
<b>Business Loan Fund Ltd.</b>					
Loan Guarantee Fund	1,078,385	59,335	11,159	48,176	<b>1,126,561</b>
Youth Business Fund	254,071	12,344	26,478	(14,134)	<b>239,937</b>
	1,332,456	71,679	37,637	34,042	<b>1,366,498</b>
<b>Kahnawake Business Complex</b>	(40,890)	425,030	400,306	24,724	<b>(16,166)</b>
<b>Kahnawake Office Complex</b>	(26,936)	826,431	674,362	152,069	<b>125,133</b>
<b>Investment Fund</b> [notes 5, 10 (a)]	14,550,027	-	-	-	<b>14,550,027</b>
Less: Internal invoicing	-	(1,060,315)	(1,060,315)	-	-
<b>Sub-total</b>	17,325,081	8,353,580	6,843,596	1,509,984	<b>18,835,065</b>
<b>Capital assets fund</b>	8,177,423	203,582	614,955	(411,373)	<b>7,766,050</b>
	<b>25,502,504</b>	<b>8,557,162</b>	<b>7,458,551</b>	<b>1,098,611</b>	<b>26,601,115</b>

See accompanying Notes to the Financial Statements



Tewatohnhi’saktha

Statement of Capital Assets Fund Balance

Year ended March 31	2009 \$	2008 \$
<b>Balance - beginning of year</b>	<b>8,177,423</b>	10,015,765
Transfer to Kahnawake Office Complex	-	(1,540,000)
Transfer to Economic Development	-	(239,355)
Other	-	(3,960)
	<b>8,177,423</b>	8,232,450
Mortgage principal payments	<b>203,582</b>	189,491
Transfer from KEDC II - QKR	-	374,930
Transfer from administration	-	20,100
	<b>203,582</b>	584,521
Less: amortization		
Business Complex	<b>269,530</b>	283,716
Office Complex	<b>315,854</b>	322,611
Computers	<b>5,142</b>	7,710
Furniture and fixtures	<b>11,465</b>	14,331
Office equipment	<b>12,964</b>	11,180
	<b>614,955</b>	639,548
<b>Sub-total</b>	<b>(411,373)</b>	(55,027)
<b>Balance - end of year</b>	<b>7,766,050</b>	8,177,423

See accompanying Notes to the Financial Statements

Tewatohnhi’saktha

Statement of Cash Flows

Year ended March 31	2009 \$	2008 \$
<b>Funds provided from (used for):</b>		
<b>Operating activities</b>		
Excess (deficiency) of revenues over expenses	<b>1,098,611</b>	(818,596)
<i>Items not requiring an outlay of cash:</i>		
Amortization	<b>614,955</b>	639,548
Transfer from Appropriated fund - Economic Development	-	(383,942)
Adjustment to Economic Development	-	(51,192)
	<b>1,713,566</b>	(614,182)
<i>Net change in non-cash components of operating working capital:</i>		
<b>Decrease (increase) in:</b>		
Contributions and accounts receivable	<b>101,421</b>	(28,328)
Accounts receivable - portfolio investment company	<b>(4,288,420)</b>	-
Prepaid expenses	<b>(14,615)</b>	(4,619)
<b>Increase (decrease) in:</b>		
Accounts payable and accrued liabilities	<b>(137,015)</b>	77,743
Accounts payable - Mohawk Council of Kahnawake	<b>2,144,210</b>	-
	<b>(480,853)</b>	(569,386)
<b>Investing activities</b>		
Additions to rental properties	-	(374,930)
Additions to capital assets	-	(20,100)
Increase in loans receivable	<b>(6,684)</b>	(88,741)
	<b>(6,684)</b>	(483,771)
<b>Financing activities</b>		
Decrease in term deposits	<b>685,550</b>	926,332
Repayment of long-term debt	<b>(203,582)</b>	(189,491)
	<b>481,968</b>	736,841
Net decrease in cash	<b>(5,569)</b>	(316,316)
Cash - beginning of year	<b>452,681</b>	768,997
<b>Cash - end of year</b>	<b>447,112</b>	452,681

Additional cash flow information

	2009		2008	
	Expense \$	Cash paid \$	Expense \$	Cash paid \$
Interest paid	<b>259,190</b>	<b>259,190</b>	273,238	273,238

See accompanying Notes to the Financial Statements



Notes to the Financial Statements

March 31, 2009

1. Purpose of the organization

Tewatohnhi’saktha was established in 1999 and is the economic development commission of Kahnawake. It was created by legislation from 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

Fund accounting:

The organization follows the restricted fund method of accounting for contributions.

The Capital Assets Fund reports the assets, liabilities, revenues and expenses related to the organization’s capital assets and rental properties.

Revenue recognition:

All restricted contributions are recognized as revenue of the appropriate restricted fund. Unrestricted contributions are recognized as revenue in the related fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Use of estimates:

The preparation of these financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingencies at the date of the financial statements and the reported amounts of revenues and expenses during the year. Important estimates include provision for bad debts and estimated lives of capital assets. Actual results could differ from these estimates.

Amortization:

Amortization is provided for over the estimated useful lives of the related assets on a diminishing balance basis at the following rates:

Rental properties	-	5%
Computers	-	33.3%
Furniture and fixtures	-	20%
Office equipment	-	20%

Amortization expense is reported in the Capital Assets Fund.

Financial instruments

(a) Recognition and measurement

Management has classified its financial instruments as follows:

The cash and term deposits have been classified as held for trading and are therefore carried at fair value at each date of the statement of financial position with the changes in fair value recorded in the statement of revenues and expenses in the period in which these changes arise.

The interest rates on the loans receivable (except for the loan receivable - Onkwawista Holdings Limited, see note 5) were deemed to approximate the effective interest rate therefore the face value of the loans is equivalent to the amortized cost.

The accounts payable and accrued liabilities and accounts payable - Mohawk Council of Kahnawake are classified as other financial assets.

...continued

Notes to the Financial Statements

March 31, 2009

2. Summary of significant accounting policies (cont’d)

The financial instruments classified as contributions and accounts receivable, accounts receivable - portfolio investment company, accounts payable and accrued liabilities and accounts payable - Mohawk Council of Kahnawake are carried at cost using the effective interest method. The interest income or expense is included in the statement of revenues and expenses in the period.

(b) Fair value:

The carrying amount of cash, term deposits, contributions and accounts receivable, accounts receivable - portfolio investment company, accounts payable and accrued liabilities and accounts payable - Mohawk Council of Kahnawake is a reasonable approximation of fair value given their short-term maturity.

The carrying amount of long-term debt approximates fair value because the interest rates are close to market rates.

(c) Credit risk:

The organization does not consider that it is exposed to undue credit risk.

(d) Interest risk:

The organization is exposed to interest rate fluctuations on its long-term debt which bears interest at various rates.

Foreign currency translation

Monetary assets and liabilities denominated in foreign currencies are translated into Canadian dollars at the rates of exchange prevailing at the year end date. Other assets and liabilities are translated at historical exchange rates. Foreign currency transactions are translated into Canadian dollars at the rates of exchange in effect when the transaction was entered into. Any resulting exchange gains or losses are included in the determination of excess of revenues over expenses in the current period.

3. Term deposits held for transactions

Term deposits held for transactions bear interest at rates varying from 1.75% to 2.94% and mature in November 2009.

4. Loans receivable

	2009 \$	2008 \$
9.75% loan receivable, maturing July 2016, secured by a vehicle conditional sales contract	73,770	61,303
Loans receivable issued by Tewatohnhi’saktha Business Loan Fund Ltd., bearing interest at rates ranging from 6.5% to 10.25% per annum, maturing between one to ten years	399,198	404,981
	472,968	466,284

Tewatohnhi’saktha

Notes to the Financial Statements

March 31, 2009

5. Investment and loans receivable

	2009 \$	2008 \$
Investment in 50% of the issued ordinary shares of Onkwawista Holdings Limited, a private company incorporated under the provisions of the Isle of Man Companies Act - at cost	56	56
Loan receivable - Mohawk Council of Kahnawake	56	56
Loan receivable - Onkwawista Holdings Limited, non-interest bearing, unsecured	14,559,888	14,559,888
	14,560,000	14,560,000

The fair value of the loan receivable - Onkwawista Holdings Limited cannot be determined as it has no terms of repayment.

6. Rental properties

	Cost \$	Accumulated Amortization \$	2009 Net \$	2008 Net \$
Business Complex	6,702,263	1,581,190	5,121,073	5,390,603
Office Complex	6,800,328	799,100	6,001,228	6,317,082
	13,502,591	2,380,290	11,122,301	11,707,685

7. Capital assets

	Cost \$	Accumulated Amortization \$	2009 Net \$	2008 Net \$
Vacant land	70,000	-	70,000	70,000
Computers	140,209	129,908	10,301	15,443
Furniture and fixtures	154,251	108,391	45,860	57,325
Office equipment	133,976	82,122	51,854	64,818
	498,436	320,421	178,015	207,586

Tewatohnhi’saktha

Notes to the Financial Statements

March 31, 2009

8. Long-term debt

	2009 \$	2008 \$
7.15% loan payable, secured by a trust agreement in the lender’s favour on the Business Complex, repayable in blended monthly instalments of \$20,949 including interest, renewable in July 2009	2,302,133	2,380,403
6.5% loan payable, secured by a trust agreement in the lender’s favour on the Office Complex, repayable in blended monthly instalments of \$17,486 including interest, due in 2011	1,232,133	1,357,445
	3,534,266	3,737,848
Current portion	223,375	200,712
	3,310,891	3,537,136

Principal repayments are due as follows assuming renewal at current rates:

	\$
2010	223,375
2011	238,955
2012	1,059,247
2013	111,078
2014	119,285
2015 and thereafter	1,782,326
	3,534,266

9. Lease commitment

The organization has entered into a long-term lease for certain premises for the period ending March 31, 2010. The minimum annual rent will be established at the end of each fiscal period and will be determined by the land-lord. The minimum annual rent for fiscal 2010 is \$18,460.

10. Investment in commercial ventures

(a) The organization has a 50% investment in the issued ordinary shares of Onkwawista Holdings Limited (OHL), an investment holding company. This investment is being carried at cost, being \$56. OHL has a 100% interest in Onkwawista Limited (OL), whose primary asset is a 40% interest in an operating company, Continent 8 Technologies, Plc. (Continent 8). OHL, OL and Continent 8 are incorporated under the provisions of the Isle of Man Companies Act. Tewatohnhi’saktha does not exercise effective control or significant influence with respect to its ultimate 20% investment in Continent 8, a portfolio investment company, without the cooperation of the majority shareholders. Prior to March 31, 2009, Tewatohnhi’saktha recognized \$3.4 million US (\$4,288,420 Cdn) (2008 - \$nil) of restructuring fee revenue from Continent 8. At year end, this amount is outstanding.

...continued



Notes to the Financial Statements

March 31, 2009

10. Investment in commercial ventures (cont’d)

- (b) The organization exercises operational control and management of Mohawk Internet Technologies (MIT), a band empowered entity. This investment is being carried at cost, being nil, since Tewatohnhi’saktha does not exercise effective control over MIT’s assets, liabilities and surplus without the cooperation of other significant stakeholders. During the year, Tewatohnhi’saktha received \$9,864 (2008 - \$nil) for sundry fees from MIT.
- (c) The organization has an investment in the Kahnawake Services Complex which houses commercial tenants.

11. Bank line of credit

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

12. Financial instruments

Foreign exchange risk:

The Canadian dollar equivalent of financial instruments denominated in US dollars and included in the current assets and current liabilities in the statement of financial position are as follows:

	2009		2008	
	US	CDN	US	CDN
	\$	\$	\$	\$
Cash	29,903	37,716	-	-
Accounts receivable - portfolio investment company	3,400,000	4,288,420	-	-
Accounts payable - Mohawk Council of Kahnawake	(1,700,000)	(2,144,210)	-	-

13. Contingent liabilities

Tewatohnhi’saktha Business Loan Fund has guaranteed the Caisse Populaire Kahnawake for a portion of approved bank borrowings to a maximum of \$308,137 for native entrepreneurs under the loan guarantee program. As at March 31, 2009, the total guaranteed indebtedness amounted to \$167,012.

Notes to the Financial Statements

March 31, 2009

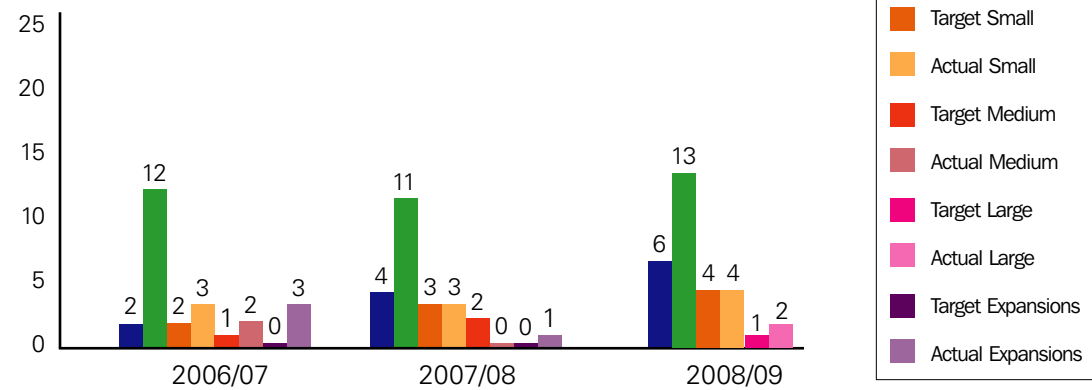
14. Impact of accounting pronouncement not yet adopted

The Canadian Institute of Chartered Accountants issued amendments to the recommendations in Section PS 1200 Financial Statement Presentation. PS 1200 establishes general reporting principles and standards for the disclosure of information in government financial statements. The amendments to this Section consisted of expanding its scope to include local governments and introducing a new financial statement reporting model based on full accrual accounting principles. Revised PS 1200 is effective for interim and annual financial statements of local governments with fiscal years beginning on or after January 1, 2009.

Pursuant to the INAC Year-end Reporting Handbook, First Nations are considered governments from an accounting perspective. Generally accepted accounting principles for First Nations must be based on the application of the CICA recommendations for local governments as outlined in the PSA Handbook. The organization expects to apply PS 1200 for its year end financial statements dated March 31, 2010.

## BUSINESS CREATION & EXPANSION

Increase the number of new start-up businesses and or business expansions.

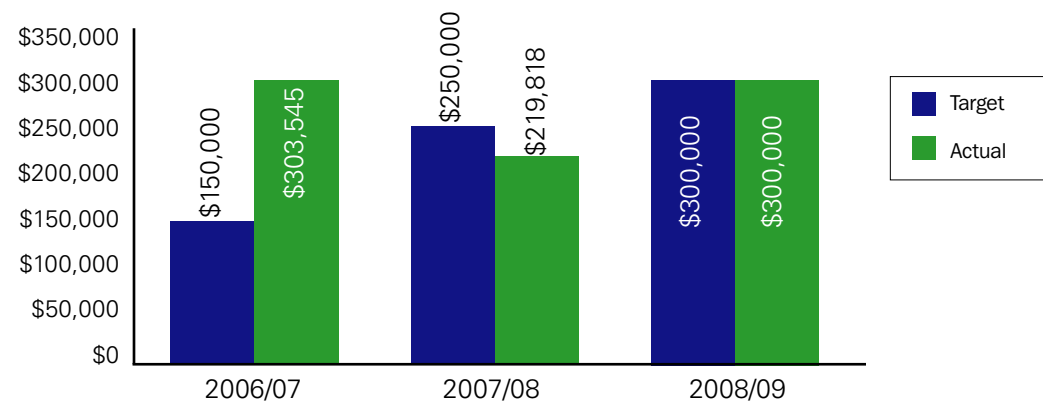


Legend:

Micro Business: 1 Employee Small Business: 2-5 Employees Medium Business: 5-10 Employees

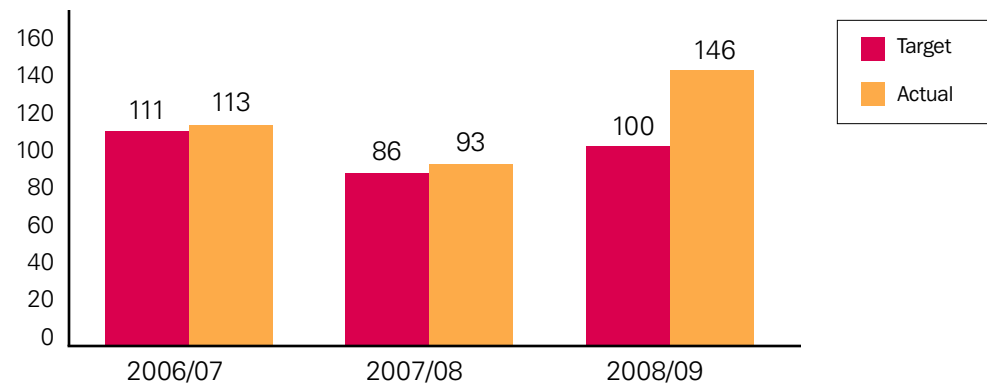
Large Business: 10+ Employees; Expansions: Increase in number of employees; increase in physical size of business; 2nd loan; additional product line/service; new market/location

Increase the number of new loans under the Tewatohnhi'saktha Business Loan Fund.



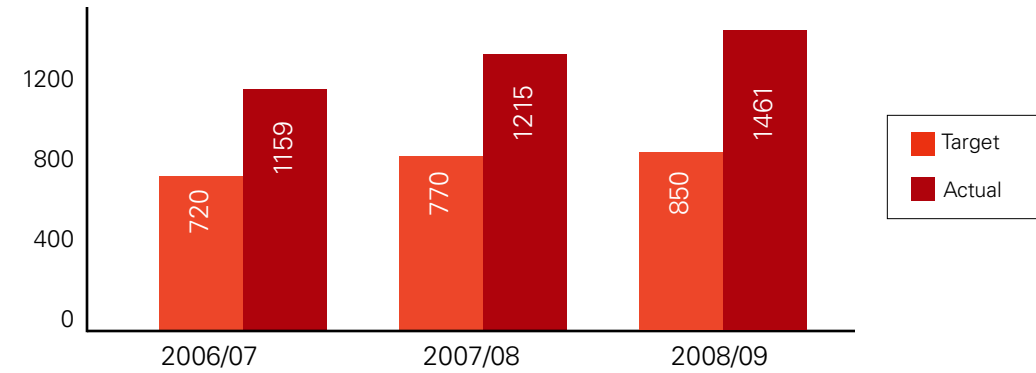
## EMPLOYMENT

Increase the number of clients that obtain full-time employment through the collaboration with all Tewatohnhi'saktha Divisions.

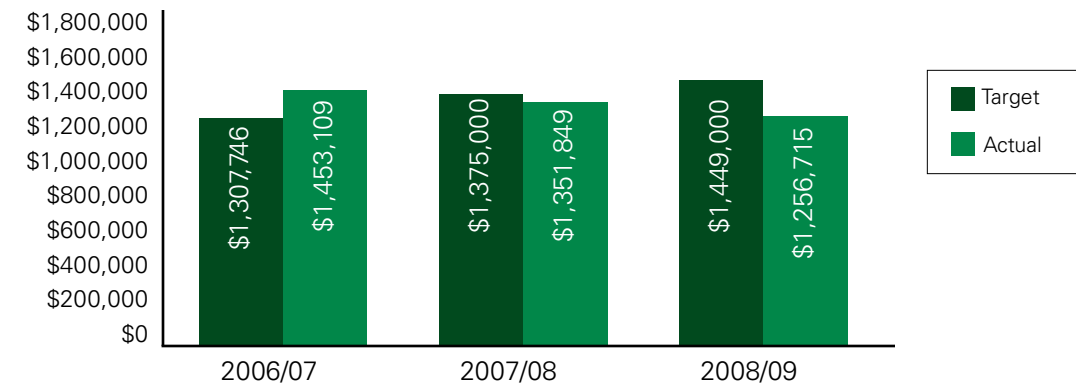


## CLIENT SERVICES

The number of clients who obtained services from Employment Counselors and/or Business Services Officers. Measured through the number of clients served.

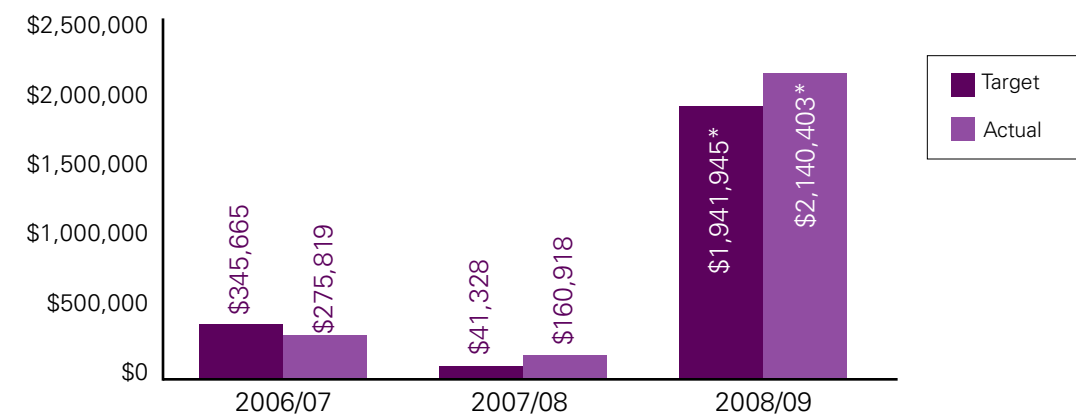


Increase the dollar value of products, tuition, and allowances administered to or utilized by clients.



## REVENUE GENERATION

Generate revenue through project investment through the present business files: Kahnawake Business Complex - Mohawk Internet Technologies - Consulting Fees - Land Leases, Office Leases, and Rentals



\*NOTE: These include an amount of \$1.7M USD that has not yet been exchanged into CDN \$.

Results at a Glance