

# Innovation & Change



TEWATOHNI'SAKTHA

Kahnawake Economic Development Commission

## 11th Annual Report

Tei-tonhontsohon tsohsara akwe:kon aietewaka'en:ion naho:ten ionkwaio'ten'en

tsi niiohseres tsi nonkwa:ne aohiatonhsara'shon:'a

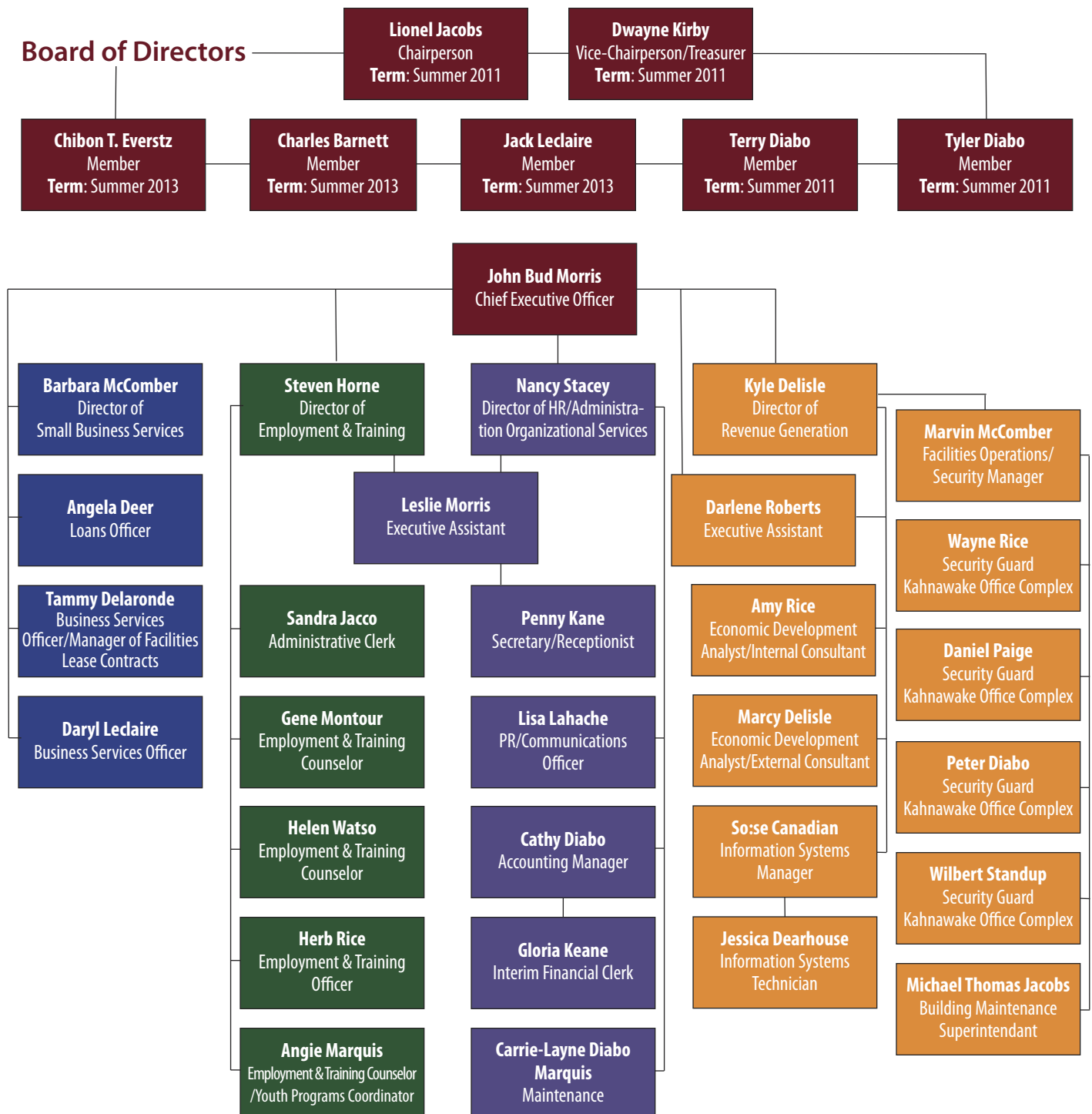
April 1, 2010 - March 31, 2011

1 Onerahtókha 2010 - 31 Enniskó:wa 2011

# Organizational Structure



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



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## Acknowledgements

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## GOING GREEN

We continue our efforts to “Go Green” by making simple and practical changes in our work habits, including reducing energy use, reusing and recycling, purchasing eco-friendly supplies and products, reducing paper use by sharing documents electronically and printing double-sided documents.

# Board of Directors



Tewaohnni'saktha Board of Directors, back row: Dwayne Kirby, Terry Diabo, Chuck Barnett. Front row: Jack Leclaire, Lionel Jacobs and Tyler Diabo. Absent: Chibon T. Everstz.

**In a challenging business environment, the success of our corporate strategy will rely on a continuing focus towards implementing real economic transformation for all Kahnawa'kehró:non.**

## **Lionel Jacobs Chairperson, Board of Directors**

Wa'tkwanonwera:ton:

In my second term as Chairman of Tewaohnni'saktha's Board of Directors I am pleased to share with you our results for 2010-2011. The integrity and determination of our staff and board members were key factors in the successes we have experienced this year. It is through their efforts that we continue to reach targeted goals and achieve historical milestones.

To remain successful, the Board recognizes that we must continually strive to improve services across our community and to continue to deliver real value to our customers, businesses and in-

dividuals alike. To meet customer needs in the future – and build a strong and profitable organization – both the Board of Directors and management agree we must be prepared to make significant investments in our future. During 2010-2011, the Board of Directors approved management's strategy to make these investments and continue to solidify the organization's presence as a strong, viable economic tool for the community.

As a result of this investment in our global future, Tewaohnni'saktha signed an historic agreement with Hydro Québec that will allow us to harvest wind energy. This partnership can have far reaching, positive effects on our community and our economy and is the first

such partnership of its kind in Quebec. As such, the Board recognizes the importance of this partnership and is pleased to play a key role in this vital activity.

Investing in our community and its workforce, both present and future, is our greatest investment. To achieve significant results that would have greater impact, the Employment & Training Division provided services to over 750 clients with a focus on more personal attention. This year E&T provided the community with over \$1,250,000 in programs and services. With the launch and delivery of two very successful Career Building Skills Programs, many participants have found employment or gone on to explore higher

education with increased knowledge and confidence in the labour market. E&T also delivered the Introduction to Construction Trades program, a unique pilot project combining both academics and construction trade methods, a first of its kind in the province of Quebec - 15 participants graduated. In addition the Small Business Services Division assisted in the start of 19 businesses, with \$264,962 in loans through the Tewaohnni'saktha Business Loan Fund. Both SBS and E&T were instrumental in assisting with the creation of 84 jobs.

The success of our organization would not be possible without the dedicated support of all the people who work behind the scenes to make sure our front line divisions have the tools and services they need to get their job done.

As we look ahead to 2011-2012, we see it is an exciting time for Tewaohnni'saktha filled with opportunities that will help us serve our community. With the CBS program launching its second season and the Strategic Community Health Careers Program well underway, we are fulfilling our vision of supporting our community in its economic endeavours. The upcoming Socio-Economic Household Survey is set to begin and we continue to actively pursue projects that will enhance our economic future.

We must continue our evolution as a dynamic, forward thinking organization and I am convinced we at Tewaohnni'saktha have the management team and dedicated employees to continue to operate successfully. The Board of Directors is committed to working together to be able to meet the needs of our community, today and tomorrow.





Tewatohnni'saktha Chief Executive Officer, John Bud Morris.

**John Bud Morris,**  
Chief Executive Officer

2010-2011 may go down in Tewatohnni'saktha's history book as a landmark year. The biggest

revenue generation project ever to reach this stage of possibility: A 20 year, multimillion dollar contract signed by Kahnawake Sustainable Energies (99% owned by Tewatohnni'saktha) for the supply and sale of wind generated electricity to Hydro Quebec!

What makes this development so special is that it finally gives Tewatohnni'saktha the opportunity to do what it was created to do – to generate long term sizable revenue for the community of Kahnawake. True, there are some hurdles to overcome, including local zoning, obtaining permits and decrees, but this project exemplifies why Tewatohnni'saktha was created and what it is supposed to do.

The importance of this is found in Tewatohnni'saktha's vision: "...a self sufficient community that fosters quality of life for Kanien'ke-

haka ne Kahnawa'kehró:non and creates collective prosperity for future generations..."

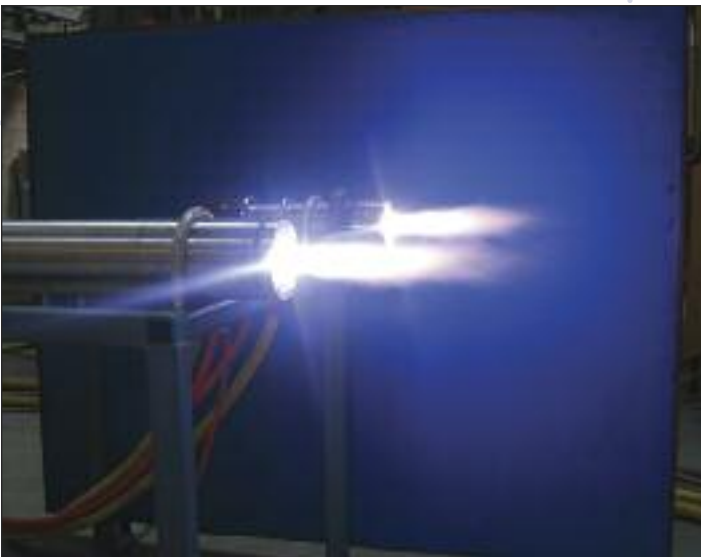
While this single contract with Hydro Quebec will not, by itself, create a self sufficient community, it is a building block that will generate revenue for other investments and community development. In turn those investments will generate revenue and jobs and the cycle can theoretically keep repeating itself until self sufficiency is reached. How long this will take will depend on many factors, especially the balance between risk and reward and the global economy, but what's critical is that we start the journey on a solid footing and keep moving forward.

So, what does the journey ahead look like? Kahnawake Sustainable Energies, the name of

Tewatohnni'saktha's subsidiary, was not chosen at random. It reflects our belief that sustainable energy production will continue to be a growth area as the demand for energy keeps rising. With that in mind, we are continuing to investigate waste to energy through gasification. In our humble analysis, it is only a matter of time and technology before waste is considered an energy source that is too valuable and injurious to our environment to bury in the ground and we want to be sure we are right there when it does.

Only time will tell for certain what the future holds for Kahnawake, but this past year showed that if we stay the course, our vision can become a reality. It will not be handed or given to us, but with the continued support of the community, we will get there.

**Tewatohnni'saktha has the opportunity to do what it was created to do – to generate long term sizable revenue for the community of Kahnawake.**



PyroGenesis' high temperature plasma torches, reaching temperatures comparable to the surface of the sun, can efficiently and safely convert any type of waste into energy without creating any hazardous by-products. No fossil fuels are used as they require only electricity and air to create the plasma.



Wind turbines in rural France, manufactured by Enercon. Kahnawake is currently in negotiations with Enercon to supply the turbines for Kahnawake Sustainable Energies' project. Photo: Enercon.

# Organizational Services

"Success is not the key to happiness. Happiness is the key to success. If you love what you are doing, you will be successful." ~ Herman Cain



Organizational Services team, standing L-R: Gloria Keane, Cathy Diabo, Lisa Lahache, Carrie-Layne Diabo. Seated L-R: Nancy Stacey, Leslie Morris, Penny Kane.

## Nancy Stacey, Director, Organizational Services

Another year gone by and what a busy year it was. Our message will give you a glance at some of the work and activities we were involved in.

On average Tewatohnhi'saktha has 30 full-time employees at the Kahnawake Business Complex and Kahnawake Office Complex, including our security and maintenance personnel. We also occasionally hire contract employees to work on specific projects on a short-term basis.

Tewatohnhi'saktha's hiring policy is designed to support career development by considering current employees for employment opportunities before recruiting candidates from outside the organization. The hiring committee considers transfers or promotions from within when an employee shows high potential for development and has the basic competencies needed to meet the job standards. This allows our employees to grow and have a longer career at

Tewatohnhi'saktha, which in turn supports our retention strategy. If a qualified candidate is not found from our current employees, recruitment for a qualified candidate takes place and a new employee may be hired through external job postings and competition.

## Talent Management System

Work continues on the implementation of our Talent Management System (TMS) and its strategies. Our TMS is designed to make how we attract, source, select, train, develop, promote, and move our employees throughout the organization strategically.

Last year we focused on:

- Updating our job description template putting all descriptions in a consistent format and adding measurable standards to job tasks.
- Developing a Rewards & Recognition System to sustain a high performance culture.

## Performance Management Process

We are in the process of re-vamping our performance appraisal process and documents to ensure compatibility with our job descriptions, strategic action initiatives, and key success measures. This will include:

- ✓ Designing an objectives template for each job description, making it easier for supervisors and employees to set annual objectives.
- ✓ One-on-one coaching sessions for supervisors on objective-setting to ensure expectations for each employee are clearly outlined and measurable.
- ✓ Developing a user guide to accompany our performance appraisal form that will guide supervisors throughout the performance appraisal process, ensuring consistency across the organization.
- ✓ Training for employees and supervisors on changes to our performance management process.

## Employee Satisfaction

Keeping employees satisfied and engaged is crucial in a high-performance organization so we invest in surveying regularly to find out where we are doing well and where we can do better. In November 2010, we surveyed employees and found out that our overall level of employee satisfaction was rated at 6.03/7. Using the survey results, we prioritized what needed to be changed and created an action plan to take the necessary steps for continuous improvement.

## Communications

Keeping an open line of communication with employees, clients, community members and our funding partners is important to us. Last year, our position of PR/Communications Officer was vacant and our communications suffered. This year we plan on getting back on track. Our PR/Communications Officer will be implementing a strategic communications plan for Tewatohnhi'saktha that will allow us to plan our future communications needs as well as be able to effectively promote new projects or initiatives that may arise. We will also be updating our Client Satisfaction Surveys to measure the effectiveness of our chosen methods of communicating, as well as client awareness of and satisfaction with our programs and services.

## Occupational Health and Safety

We are committed to providing and maintaining a safe and healthy work environment and to minimize the risk of work-related injuries and/or illnesses while at work. A Workplace Health and Safety Policy and Procedures Manual was implemented, and a committee was formed to assist Tewatohnhi'saktha management in fulfilling its duties and responsibilities regarding health and safety in the workplace.

## Employee Development

In order to sustain a high-performance workforce, we continue to invest in developing our employees so they can develop their knowledge and skills and perform with confidence and strength. Here is a list of workshops and conferences that were attended by our staff this year:

- Int'l 960 Windows Server (R) 2008
- Windows Server 2008: A Comprehensive Hands-On Introduction
- Management Skills for an IT environment
- Overview of Microsoft Office Applications
- Microsoft Word – formatting long documents and creating tables of contents
- Working Smart with Microsoft Outlook 2007
- Fundamentals of Finance for Administrative Professionals
- Feasibility and Market Study
- International Economic Development Council (IEDC) Real Estate Development and Reuse
- IEDC Leadership Summit
- Management Essentials: Managing and Coaching for Results
- Employee Assistance Program session for supervisors
- Effective Performance Management for Supervisors
- Confronting the Tough Stuff: turning managerial challenges into positive results
- Supervisor Refresher Training on Hiring Right; Documenting the Personnel File; and Terminating for Cause
- Communications Excellence for Front-line Staff
- Advanced Interpersonal Business Communications
- Project Management for Administrative Professionals
- The Art of Managing Conflict workshop (Basic)
- Conflict Resolution in the Workplace workshop (Advanced)
- Mental Health Workshop – KSCS Healing Lodge
- Cannexus Conference and Workshops
- Inclusion Works 10, Voices of Change



We invest in our employees so they can develop their knowledge and skills and perform with confidence and strength.

The Committee will work in collaboration with the MSI Occupational Safety & Health Program and the Kahnawake Health and Safety Department of the MCK Community Protection Unit, to place an ongoing priority on promoting occupational health and safety programs and practices in the workplace, and to ensure compliance with applicable health and safety regulations and standards.

### Community Involvement

Tewatohnni'saktha and its employees continue to make positive contributions in our community through various forms of giving, volunteering, and participation. Last year employees were involved in:

- Donating blood at Blood Donor Clinics
- Community Spring Clean-up
- Onake Community Dragon Boat Challenge
- Raising funds for The Cure Foundation for Breast Cancer
- Helping out at Tewatohnni'saktha's Business Golf Challenge and donating funds raised to the Turtle Island Theater
- Raising funds and participating in The Ride to Conquer Cancer
- Participating in community school career fairs and donating promotional giveaways for prizes
- Supporting local businesses by shopping locally as much as possible

This year, we plan on putting more attention and effort into encouraging employees to get involved in volunteering and/or participating in community events. Giving our time for community service is satisfying, fun and productive, and it is important to make a difference in the community that we work and live in.

### Work-life Balance

At Tewatohnni'saktha, we value our employees and we know employee health and wellness is important. Employees have access to several support programs and services that can assist them establish a sense of balance and manage work and life circumstances:

- An Employee Assistance Program giving employees and their family access to confidential professional counseling services, as well as plenty of written and online resources.
- Flexible work schedules to fulfill personal obligations while still meeting work responsibilities.
- A group benefits plan that provides financial assistance for private health care and disability programs providing benefits and security for employees and their family.
- A fitness/wellness subsidy program to encourage and assist employees in developing healthy

habits that support a healthy lifestyle.

- Paid sick, personal and vacation leave.

In today's fast-paced society, we need to take a proactive approach to stress management so that we can cope with stressful situations. This year we will be delivering two seminars on the topic of workplace stress management. These are intended to teach employees stress management strategies and techniques that will help them deal effectively with their stress.

As I reflect on the past year, I am proud of the progress that was made by the OSD Team as well as of all the accomplishments made by the other divisions at Tewatohnni'saktha. We are fortunate to have a stable and competent workforce and to have a strong management team and Board of Directors to set the direction and standards that drive a high-performance organization.

The OSD team remains focused on continuous improvement by applying ongoing effort to finding ways to improve small areas over time that will create efficiencies and effectiveness in the way we work. We are also very committed to doing our part to help Tewatohnni'saktha achieve its organizational goals and move closer towards achieving its vision and mission.



# Small Business Services



Small Business Services team, standing: Tammy Delaronde and Daryl Leclaire. Seated: Angela Deer and Barbara McComber.

## Barbara McComber, Director, Small Business Services

We are pleased to present the details of the productive year we enjoyed providing our business community with assistance in the form of loans, loan guarantees, non-repayable grants, comprehensive mentoring, aftercare and professional services. We would also like to highlight some of our division's key accomplishments.

### Grant Programs

We invested \$138,607 in direct contributions to community businesses through the following non-repayable grant programs:

<b>Business Assistance Fund (BAF)</b>	<b>\$19,971</b>
<b>Marketing Program Fund (MPF)</b>	<b>\$84,144</b>
<b>Professional Services Fund (PSF)</b>	<b>\$34,492</b>

Our grant programs have been a staple of Kahnawake Economic Development Authority / Commission / Tewaohnni'saktha since 1990 and

are intended to provide a support mechanism for the sustainability of viable community businesses, promote the overall well-being of our community and reinforce a stable economy. Our BAF grants provide an initial investment of \$5,000 into the business which must be paired with a loan of equal or greater value. It is enhanced by a 'half-BAF' contribution one year after the start date which injects a timely and significant boost to the business' equipment, inventory or other requirements.

This year, we awarded a total of seven BAF grants, 102 MPF grants and 42 PSF grants. Our MPF supports the marketing efforts of our community businesses and our PSF provides them with financial assistance to access consultants, accountants, multi-media or many other professional services not already offered by our division. We also offer various training seminars, as requested, and we readily welcome suggestions on other topics from the business community.

## SBS SUCCESS STORY

### Creating a business out of your passion

With 10-12 years of experience in the construction field, Colin Rice decided to start his own company, Turtle Clan Construction.

Previously, he traveled a lot throughout Ontario and New York for work. "I wanted to start my own business for my family," said Rice who has a five-year-old, three-year-old and a set of newborn twins at home. "I wanted to stay home to be able to help out and earn money as well," he added.

Rice attended the Entrepreneurship Training program offered by Tewaohnni'saktha. Tewaohnni'saktha also helped with all the paperwork in the process of applying for a loan and his business proposal.

With the business not even a year old, Rice already wants to expand from offering more than just general contracting services. "I want to start a flood recovery business and I want to be the one that they call in the middle of the night to get the water and damaged stuff out, rebuild it and make it look beautiful again," said Rice who already has all the necessary equipment.

Rice gives Kahnawa'kehrónon looking into starting their own business this advice, "Make sure you know what you are getting into and love what you are doing. And, if you need any construction, call me."



Colin Rice started Turtle Clan Construction in August 2010.



## Entrepreneurial Training

Every September, we offer a thirteen-week comprehensive business training for our aspiring entrepreneurs and are pleased to report that we had 18 graduates this year. We anticipate some of them pursuing self-employment as their career choice and look forward to providing them further support and services in their endeavors. This training is mandatory to obtain a business loan and is the first step in the application process.

## Loan Products and Services

We offer three loan products to our business community. Our Tewatohnhi'saktha Business Loan Fund (TBLF) provides loan guarantees to assist businesses in obtaining commercial loans. The fund guarantees 40% of loans in the form of collateral up to a maximum of \$110,000 per business.

Our TBLF offers direct financing of up to a maximum of \$100,000 at an interest rate of prime plus 4%, and our Kahnawake Youth Business Fund (KYBF) supports the creation or expansion of viable small businesses with direct loans at a maximum of \$15,000.

This fund offers a 25% forgiveness benefit and demands no equity or security. We provide the financial support and access to capital that they might not otherwise receive from conventional lending institutions because of their young age or lack of business experience. We awarded a total of \$264,961 in business loans to our community this past year.

## Heads-Up Summer Program

We sponsored, organized and managed the Heads-Up Summer Program geared specifically to our community youth. Two three-week sessions were held from June until August, 2010 with the goal of teaching participants the value of entrepreneurship through classroom lessons as well as hands-on experience running a business and

obtaining valuable work experience. The business chosen for this year's program was a car wash/barbeque and bake sale. Twenty-two students participated and their hard work generated revenue that they shared.

In addition to working the business, students also participated in an employee-for-a-day program and were able to make site visits with potential employers such as the Kahnawake Peacekeepers, Kateri Memorial Hospital Center and The Eastern Door, to name a few. They also enjoyed two fun trips (to the movies and La Ronde) to teach them that life is not all work and no play.

We had a very successful program and look forward to meeting and working with next summer's group of youth.

## Key Accomplishments

✓ A few years ago, we created a general information booklet that our new clients find helpful, which contains details of business start-up requirements, hiring new staff, minimum wage, etc. We welcome our clients to come to our offices at any time to obtain a free copy. The information in this booklet is revised every year to ensure our clients have current information at their fingertips.

✓ At the request of the Mohawk Council of Kahnawake, we calculated the number of passengers that a community shuttle bus would require in order to financially break even.

✓ We prepared a proposal and were successful in obtaining funds from Indian and Northern Affairs Canada for the 2010 socio-economic household survey and we also developed the work plan that provided the guidelines for the implementation of this activity.

## SBS SUCCESS STORY

### Helping make a difference

As a pastime, Tiffany Deer began catering for her boyfriend and his coworkers while she was pregnant with their second child. With the help of Tewatohnhi'saktha, she turned that pastime into Kwe Kwe Gourment, a catering business that specializes in fresh, healthy, and organic options that still taste delicious.

"I hope to change people's way of eating perceptions and teach them how to cook like this. The more people that are getting organic and intrigued about making a difference, then that is my role to help the environment, food wise, to help our people get healthier."

Having lived in the United States, Deer is appreciative of Tewatohnhi'saktha's services. "There is no one there giving you help like we have here at Tewatohnhi'saktha. Everything costs so much money, you are pretty much alone. You go stand in a line and it takes five days to get the paperwork and then the paperwork goes somewhere else; it is so challenging and difficult," said Deer.

Having access to Tewatohnhi'saktha has helped immensely. "They have kind of been the encourager because it is tough trying to take on your own business, feasibly and economically," said Deer.

Even though Kwe Kwe Gourmet is still in its first year of business, Deer provides this advice to future entrepreneurs, "It all comes down to following your heart. If you have that passion, then there is going to be that support behind you to encourage that passion, which is something I definitely felt from Tewatohnhi'saktha."



Kwe Kwe Gourmet owner, Tiffany Deer, prepares healthy and delicious lunches for Kahnawa'kehrónon.

## Small Business Services Division

✓ A map that we created a few years ago, which highlights Kahnawake businesses and organizations, was updated this fiscal year.

✓ We made a financial contribution and donated our map of Kahnawake businesses and organizations to the Kahnawake Beautification project with the intent that the information podiums being produced by this project would improve the visibility of our community businesses by displaying their location to tourists and potential customers. The podiums are scheduled to be installed in strategic locations within the community by the summer of 2011.

✓ And finally, at least once a year, we organize an information kiosk at the Services Complex lobby to promote and sell Shop Kahnawake gift certificates to the community. We chose November and December to promote awareness of our product



SBS sponsored, organized and managed the Heads-Up Summer Program geared specifically to our community youth.

and to provide a convenient opportunity for holiday gift purchases. This campaign was developed to encourage the purchase of local products and to support our economy.

In closing, our team is once again proud to boast a combined total of 47 years of dedicated service to our Kahnawa'kehró:n entrepreneurs and we look forward

to serving our existing businesses and potential new ventures in the new fiscal year.



## SBS SUCCESS STORY

### Turning a hobby into a business

lori:wase (kahnawakenews.com) is an online newspaper owned by journalist Greg Horn. "I was between jobs and I wasn't sure what I wanted to do, but I knew I wanted to stay in the local media field," said Horn, who launched the website in 2008.

"When I started, it was mostly as a hobby to keep me in practice with writing, taking pictures, and to have a creative outlet to continue doing what I was doing for 11 years."

Tewatohnhi'saktha aided Horn with marketing his business. "They also help out other small businesses, that end up buying ads on kahnawakenews.com. The services that they offer to small businesses is great; it allows a business like mine to make money from people who are advertising who otherwise wouldn't be able to afford it," said Horn.

Horn also took advantage of the Career Building Skills program by employing three interns, six weeks at a time. "lori:wase is basically a one man show with a few people who help out as columnists, but I'm doing the majority of the writing, editing, etcetera. Having someone else doing some writing really helped."

Horn gives this advice to individuals looking to start a small business, "Be prepared to work a lot. The freedom to running your own business is like no other because you are working for yourself, but at the same time because you are

responsible for everything that goes on, that means you never stop working. My workday starts 7am and usually ends when I go to bed."



Greg Horn launched kahnawakenews.com on October 23, 2008.





## Shop Kahnawake Participants 2011

The Shop Kahnawake First promotional campaign has been developed by SBS in an effort to encourage the purchase of local products and services. In support of Kahnawake businesses and our local economy, we encourage Kahnawake entrepreneurs to get involved in this campaign by contacting a Tewatohnhi'saktha Business Services Officer. Participating entrepreneurs will be promoted throughout the year. Each participant will receive a vinyl sticker, a poster and information on how to redeem Shop Kahnawake certificates. Various denominations of Shop Kahnawake certificates are available at Tewatohnhi'saktha.



Annie's Place

Armstrong Native Arts  
& Crafts

Aromatic Spirit

Bully's Truck Stop

Café Delight

Calico Cottage

Caughnawaga Golf Club

Central Station Customs

Club Rez

Deer Crossing

Diane's Kitchen

Earth Remedies

Echoes of a Proud Nation  
Pow Wow

Eileen's Cakes & Pastries

Electrolux Kahnawake

Evelyn's Convenience

Favors

Frosty's

Gene's Machines

Gene's Sound

Goodleaf Auto Supply

Goodleaf Convenience

Goodleaf Consulting

Goodleaf Plumbing

Hamburger Heaven

Homespun

J & J Mini Mart

J.R. Petroleum

Jacobs Hardware

Jo Jo's Nursery

K103 Mohawk Radio

Kahia:ton

Kahkotsi:io Beauty Salon

Kahnawake Condors

Kahnawake Gas & Grocery

Kahnawake Kids

Kahnawake Learning  
Center

Kahnawake Library

Kanawake Marina

Kwe Kwe Gourmet

Lafleur Meat Market

McComber Archery

McComber's Convenience

Mikie's Taxi

Mohawk Market

Mohawk Royal Equestrian  
Center

Native American Products

Native Designs by  
Selma Delisle

OCR Gas Bar

OCR Necessities

OCR Gas Bar  
& Car Wash

Okwaho's Movers

Okwaho's Outdoor  
Adventure

O'kwari

Old Malone Gas Bar

Onkwawenna Language  
Center

Otiohkwa Video

Patton's Woodcraft

Q & D's Supplies

Rice Mohawk Lawn &  
Landscaping

Robertson's Distribution

Sequoia Native Arts

Snow Bit Décor & Apparel

Stained Glassworks

Tammy Beauvais Designs

Tekanotoken TP

The Eastern Door

Tsi'niiohak Skin Care

Turtle Basket Flowers  
(seasonal)

Two O Seven Seafood  
& Grill

Village Variety

WJS Gas Bar

Wolf's Den

Wolfco

WWK Stacey





# Employment & Training



Employment & Training team, back row: Angie Marquis, Helen Watso, Kara Paul, Jonathan Rice, Erin Jacobs, Coreen Delormier, Sandra Jacco and Leslie Morris. Seated: Eugene L. Montour, Steven O. Horne and Herb Rice.

## Steven O. Horne, Director, Employment & Training

Sewakwekon Kahnawa'kehrónon. It is my pleasure to have this opportunity to communicate the Employment and Training Division's activities for the period of April 2010 to March 2011 in our 11th annual report.

In the following pages you will see the results of innovative new programs such as the Career Building Skills, Introduction to Construction Trades and the Strategic Community Health Careers, while at the same time we continue to innovate and improve our core programs such as the KSSEP and our other training and employment programs.

The past year witnessed significant changes in the administrative and policy framework of Service Canada/HRSCD, who is our funding source. The longstanding Aboriginal Human Resource Development Strategy was replaced by a new program; the Aboriginal Skills Employment Training Strategy.

These new guidelines and rules have not been accompanied with any increases in funding levels, which

have remained the same for over a decade. This situation has challenged the Employment & Training Division to meet the demands of our community for training and employment services. To cope with this situation, an internal E&T program and policy review was conducted. This resulted in changes to our client intake process, including a new focus for unemployed clients, substantive full time training, and a new counseling model which will allow us to better serve our clients while encouraging them to take a more active role in their career planning. Sken:nen.



Wahienhawi Barnes, Classroom Assistant at Step by Step Child & Family Center, KSSEP Participant.

## Youth Programs

### Angie Marquis Youth Programs Coordinator

Tewatohnhi'saktha Youth Programs are designed to provide youth with work experience that will complement their career goals and also aims to provide incentives to stay in school. Beginning in the fall, post secondary students had an opportunity to work part time during the school year under the Part Time Post Secondary Em-

ployment program. The much anticipated Kahnawake Summer Student Employment Program commenced in May.

### Part-Time Post Secondary Employment Program 2010-2011

- Five university students working part time in their chosen field of study while attending school.
- Students must be full time, and have a GPA of 2.7 or higher.
- The 2010-2011 budget was \$9869.82 for the Fall and Winter semesters.

### Kahnawake Summer Student Employment Program 2010

- A total of 103 students applied to the 2010 KSSEP.
- Wage rates went up \$0.50 for all positions.
- Four Career Development Workshops were offered: Professionalism in the Workplace, Interview with the Chiefs, Labor Market & Forecasted Jobs and Improving Communication/ Interpersonal Skills.



Brandon Borda, Support Worker at ILC, KSSEP Participant

### KSSEP STATS:

103 student applicants  
39 students employed  
(21 female, 18 male)  
38% find employment

**2010 KSSEP Budget \$115,389.38**  
Employment & Training \$58,425.00  
Kahnawake Education Center: \$56,964.38

## Career Building Skills

### Kara Paul, CBS Coordinator

The 2010/2011 fiscal year has been successful for Employment and Training's pilot project, the Career Building Skills (CBS) Program. The 17-week program began in March 2010 and consisted of workshops focusing on personal growth and development, cultural learning, labour market information, career decision-making and transition skills, and a six week stage.

Since the program's debut, three groups of students, 54 in total, have successfully completed the program. Many graduates have gone on to schools such as Concordia University and the Nova Career Center. Others have begun working and establishing their careers in areas such as Social Services, Customer Service, Childcare, and Administrative Support.



Leslie McComber

Leslie McComber, a Case Worker at KSCS's Assisted Living Center, has a bright career ahead of her. Leslie, a June 2010 graduate of the CBS Program, serves clients with intellectual, mental or physical barriers. Her primary role is to support and advocate for her clients and their families, ensuring that each client is living life to the fullest. Her principal duties include completing family assessments, developing and ensuring that clients' work plans are carried out.

Leslie, a mother of three, completed a DEC in college, and then decided to stay at home and focus on raising her children. In winter

2010, the opportunity to enroll in the CBS Program arose and she jumped at the chance since her children were in school. "The Program inspired me through guest speakers. Having the opportunity to meet community members who have met their goals was a huge inspiration." Leslie credits the CBS Program in helping her develop the self-confidence to pursue her career, stating, "the supportive staff combined with the challenging curriculum brought about more self-awareness and the belief that I too can achieve my dreams." Leslie thanks KSCS for allowing her to complete her stage at the Family and Wellness Centre. Once she got her foot in the door with KSCS she was able to make a statement with her strong work ethic and desire to assist families.

Leslie has been employed on a full time contract since August 2010 and hopes to continue working with families and advocating for her clients.



Joanne McGregor

For Joanne McGregor, entering the CBS Program was a great step towards starting a career and gaining valuable personal insight. Joanne, currently employed by the Kahnawake Education Center as a Librarian with Karonhianónhnha School, says that the CBS program couldn't have come at a better time. Prior to registering for the program, Joanne, a mother of two, decided that it was time for her to start looking at career options. Just then the CBS Program flyer appeared in her mailbox. "I wanted something different, something new, and this program was my answer. I am very grateful." Joanne took the leap and applied for the March 2010 session.

Joanne admits that the program was a challenge, "I had to present projects and get comfortable with public speaking in class. Also, I had to work with people I had never met before and for the shy person that I am, it was a challenge." Ironically, in her current position as Librarian, Joanne is required to work with students and parents alike and speak publicly on a daily basis. She credits the CBS Program in developing her skills and putting her up to the challenge. Joanne acknowledges that one of the most rewarding aspects of the

program was having the opportunity to meet new people, "I have developed a network of new friends and acquaintances who will be there to support me, as I will for them. Overall the program was great."

Joanne is currently employed on a two-year full time contract that began in August 2010. She is excited to be a part of a great team and enjoys going to work each day. "I love seeing children take an interest in books. I love to see the look on their faces when they get it and first start reading."

## E&T SUCCESS STORY

### Making the process easier

Courtney Horn, 21, was not sure what she wanted to do career-wise. "I went to Dawson for one semester and didn't like the course I was in, so I was just thinking of things that interest me and trying to figure out what I wanted to do," said Horn.

Having enjoyed baking when she was younger, she found a Pastry Making Program offered by PACC in LaSalle and decided to give it a try. After Horn decided she wanted to take the program, she called Tewatohnni'saktha. "The counselor helped me figure out exactly everything I needed to do and of course with the funding. They always keep in touch and make sure I am good with everything; the process was a lot easier with them," said Horn.

Upon completion of the program in July 2010, she began working at the W Hotel, located in downtown Montreal, in August 2010. Horn leaves this advice for community members looking into vocation training, "Just go for it, just push yourself because it is only going to better you in making a career for yourself. It is always good to have all kinds of stuff under your belt."



Courtney Horn has been working as a Pastry Chef for the W Hotel since last August.



# Strategic Community Health Careers

Kim Delormier, SCHC  
Coordinator

Strategic Community Health Careers (SCHC) was initiated in September 2010 to maximize the economic opportunities presented by existing and expanding health careers in the community. With the

upcoming expansion of the Kateri Memorial Hospital, there will be a significant increase in the demand for nurses and other health care workers in Kahnawake.

To meet this challenge, Kahnawake Education Center, Tewatohnhi'saktha Employment & Training Division and Kateri Me-

morial Hospital Center formed a partnership to strengthen our future health care workforce. Through this collaboration, SCHC is pro-active in promoting awareness to students at the high school and elementary levels, and in providing academic and financial support to post-secondary students in health career programs.

Information was presented at the 2011 KSS Career Fair and during individual visits to classes. An information session and presentation was also held at the Kahnawake Library, with health professionals on hand to speak with students. Ele-

Though not part of this course, two other students have been accepted into Nursing at John Abbott College.

Kristyn Brown, mother of two, was a student in the Environmental Science course, the last pre-requisite she needed to enter a Nursing program. As she was already attending Dawson College, having the evening class offered in Kahnawake was convenient for her. "It was a relaxed atmosphere as I knew people in the class. The teacher was amazing, offering lots of help. We all helped each other as well," Kristyn said. She began studying

## E&T SUCCESS STORY

### Offering help and support

Tina Rice, a wife and mother of three, looked to Tewatohnhi'saktha's Employment and Training Services when she wanted to attend a nursing program. "My mother is a nurse and my grandmother was the head nurse at the Kateri Memorial Hospital. I was a stay at home mom and wanted to do something that I'd love, so I went to Tewatohnhi'saktha," said Rice.

Rice attended an 18-month Registered Nursing Assistant program offered by the Chateauguay Valley Career Education Centre in Ormstown. Throughout the process, Rice has appreciated Tewatohnhi'saktha's help and support.

"If I needed anything, I just called them; they gave me money for gas, as Ormstown is far away," she said. "After I graduated, they kept in touch; they called me to check if I was hired and also helped me build my resume."

As of February, Rice has been employed by Care Plus (+) Nursing agency in Westmount. She leaves community members with this advice, "If you don't know what you want to do, Tewatohnhi'saktha can try to help you find what you like doing or what you are capable of. But no matter what, you can do it. I have three kids and was able to do it."



Tina Rice has been working as a Licensed Practical Nurse for a nursing agency in Westmount.



The upcoming hospital expansion will increase the demand for nurses and other health care workers.

mentary students enjoyed a presentation at the Kahnawake Youth Center, with medical students from McGill University providing fun and informative hands on activities.

SCHC has been working closely with Champlain College Saint-Lambert who implemented a new Nursing program that started in fall 2011. Preparatory courses were offered at Kahnawake Survival School, through John Abbott College, to give prospective students an opportunity to upgrade academically and secure the credits needed to enter Nursing or other health programs. Math and Physical Science courses were offered in fall 2010, with 18 and 20 students enrolled respectively. A Chemistry course recently ended on June 6, 2011, and 10 of the 14 students enrolled have been accepted into Champlain's Nursing Program.

Health Sciences in Ottawa six years ago to become a nurse, a goal she had since high school. She returned to Kahnawake and had two children which put her studies on hold for a while, but didn't give up and took a chemistry course last year to stay on track.

Kristyn says, "Now that the kids are a bit older, I'm ready to go through with the schooling. I'm really excited and can't wait to start and work with people in Kahnawake. It took me along time to get where I am now, and lots of studying. I also would like to be a role model for young mothers who think they can't achieve their goals or go back to school with small children. My long-term goal would be to get my bachelor degree in nursing and work with babies and children in Kahnawake."



# Introduction to Construction Trades

Coreen Delormier, ICT Program Coordinator

The Introduction to Construction Trades (ICT) Program began April 26, 2010 and ended on February 18, 2011. This 40 week pilot project was sponsored by Tewaotnhi'saktha and delivered by the New Frontiers School Board (Nova) at an offsite location in Chateauguay. Funding for the program was provided by the Aboriginal Skills and Training Strategic Investment Fund (ASTSIF) of Service Canada.

The program began with 20 participants and ended with 15 graduates! This unique program offered academic upgrading in French, English and Math up to Secondary 4 and 5 in conjunction with training modules in each of the following trades:

- ✳ Welding (The Trade & Training Process; Preparing Parts; Welding Steep Parts using the FCAW Process)
- ✳ Carpentry (Health & Safety; Hand & Portable Electric Tools; Alignment and Levelling; Scaffolding, Lifting, Handling)
- ✳ Electricity (Electrical Circuits, Cables and Conduits)
- ✳ Plumbing (Installing Drainage Systems, Hot & Cold Water Supply, Plumbing Fixtures and Accessories)

The goal of the ICT Program



Darryl Rice learning about alignment and levelling.

was to help prepare students to decide which vocational training program they would like to pursue or in some cases to decide to pursue other career options more suited to the participant.

Because of the various levels in all areas of academics, especially Math, we implemented an advanced computer class to replace the advanced math to accommodate students who had their grade 11 requirements.

All school boards involved and Employment and Training are very pleased with the positive and co-operative working relationships that developed with the New Frontiers School Board (Nova); Chateauguay Valley Career Education Centre (Ormstown); and Lester B. Pearson School Board in

Lachine. Our administrative bodies collectively and creatively approached problem solving when facing challenges during the delivery of this exciting project.

During the course of the program, the students also visited each of the Adult Education Centers where these trades are being offered. The Welding Module was held at Nova Career Center and they visited the Chateauguay Valley Career Education Centre in Ormstown for a tour of the Construction Trades program; Pearson Electrotechnology Centre in Lachine for a tour of the Electricity Program; and l'École des Métiers de la Construction in Montreal for a tour of their Plumbing Program. The students were also taken to the Beauharnois Generating Station, which is one of Hydro-Québec's most

powerful generating stations, as part of the Electricity component.

We celebrated the students and their accomplishments with a Graduation Ceremony. Awards in each of the trades and academic programs were given to students for Valedictorian, Most Improved Student and Student of the Trade (award for best work ethic, attitude and behaviour overall).

An Honourable Mention was awarded to Beverley Cross for positive attitude, work ethic and dedication in each of her studies. During the program, she completed her requirements in French and received her high school diploma! Cory Diabo and Hank Leblanc were awarded (by tie vote amongst their peers) the Most Valuable Student Overall in the ICT Program!

At the end of the program, two students decided to continue to complete their academic requirements to attain their high school diploma. Another is continuing to upgrade in Physical Science to meet the entrance requirements for the Electricity DEP Program. Four students are applying to the Plumbing Program and l'École des métiers de la construction and 3 students will pursue C.E.G.E.P and/or University Education for Policing, IT Technology and Computer Programming.

## E&T SUCCESS STORY

### Helping to better careers

In 2009, Thawennontie Thomas enrolled in the Numerical Control Machine Tool Operator program offered by Rosemount Technology Centre (RTC).

"I worked at a cigarette factory for four years. I noticed we needed some trades in Kahnawake, so two years ago I went to into the program. I was interested in other things when I was younger, but I knew I wanted a steady job and machinists can work everywhere and it can lead to mechanics and welding," said Thomas.

"Tewaotnhi'saktha funded me and offered to help me if I needed it. They were there for me, checked up on me and made sure I was alright."

Throughout his last few months at RTC, Thomas began working part-time for Kahnawake Machine Shop as a machinist. Upon completion of the program in December 2010, he became a full time member of their team.

Thomas values vocation training and hopes others do as well, "You can see the difference when you actually take the time to go into a trades program or just pick up things here and there through work experience. In technical aspects and know exactly what is going on can fix a problem right away."



Thawennontie Thomas has been employed full time at Kahnawake Machine Shop since January.

## Revenue Generation Division



Revenue Generation team, Standing, L-R: Sose Canadian, Marcy Delisle, Bud Morris, Jessica Dearhouse, Marvin McComber, Tammy Delaronde. Seated, L-R: Amy Rice, Kyle Delisle, Darlene Roberts.

Our mission is to generate revenue for the community by managing and growing community-owned business ventures and assets.

### Kyle Delisle, Director Revenue Generation

The Revenue Generation Division is responsible for generating revenues for Tewatohnni'saktha and for the community. Profits

from Tewatohnni'saktha Consulting, the Kahnawake Office Complex, and the Kahnawake Business Complex help to fund the Division's activities in developing community-owned projects, such as Kahnawà:ke Sustainable Energies.

These activities include performing feasibility studies, developing business plans, performing community consultation, and arranging financing for the project.

A portion of the profits from any community-owned business overseen by the Division would be used to fund additional community-owned projects and the remaining portion would be transferred to the Mohawk Council of Kahnawake to fund community programs and services.

As an example, profits from Continent 8 are being annually transferred to the MCK and are included in its annual budget and Tewatohnni'saktha's share of Continent 8 profits are being used to invest in Kahnawà:ke Sustainable Energies.

In addition, the Revenue Generation Division oversees Tewatohnni'saktha's Information Technology (IT) Department.

### Accomplishments:

- Developed job description for Director of Kahnawake Education Center position
- Managed the Kahnawà:ke Socio-Economic Survey
- Facilitated Cree Nation of Mistissini Economic Development Department strategic planning session
- Performed evaluations of Employment & Training Division's ICT and CBS programs
- Revised all of Tewatohnni'saktha's job descriptions
- Completed development of client-tracking database for Tewatohnni'saktha
- Signed Power Purchase Agreement with Hydro Quebec for a 24 megawatt wind farm
- Completed feasibility study assessment of community-owned pharmacy
- Ongoing study of waste management project for Kahnawake



Kahnawake Office Complex employees, standing L-R: Daniel Page, Marvin McComber, Darren Stacey. Seated, L-R: Peter Diabo, Wayne Rice. Absent: Michael T. Jacobs





Clinic Liu



National Aboriginal Circle Against Family Violence



Quebec Native Women's Association



Sequoia



Snackers



First Nations Human Resources Development Commission of Quebec



Edgewater Cafe & Grill



Tewatohnhi'saktha Kahnawake Economic Development Commission

## Kahnawake Business Complex

The Kahnawake Business Complex was completed in the fall of 2004. It offers approximately 31,500 square feet of first class retail and office space and is conveniently situated adjacent to the Caisse Populaire Kahnawake and the Canada Post Office. The facility is equipped with high speed Internet service and an electronic security system. The Kahnawake

Business Complex features modern architecture, terraces, abundant green space, ample parking, and a scenic view of the St. Lawrence Seaway.

Tenants of the Kahnawake Business Complex include:

### 1st Floor:

- Clinic Liu
- National Aboriginal Circle Against Family Violence
- Quebec Native Women's Association
- Sequoia
- Snackers
- Edgewater Café and Grill

### 2nd Floor:

- First Nations Human Resources Development Commission of Quebec

### 3rd Floor:

- Tewatohnhi'saktha Kahnawake Economic Development Commission

## Kahnawake Office Complex

The Kahnawake Office Complex was opened in June 2006 and offers approximately 40,800 square feet of office space. It is conveniently

located along the Old Malone Highway, adjacent to the Mercier Bridge via Highways 132 and 138. The complex features abundant green space, ample parking, as well as a scenic view of the St. Lawrence Seaway.

The Kahnawake Office Complex is a high quality facility equipped with several advanced features. The building is currently 100 percent occupied and the various tenants employ a combined total of 62 Kahnawake'kehrónon, as well as four security guards and one maintenance person.



Kahnawake Business Complex.



Kahnawake Office Complex.



# Kahnawà:ke Sustainable Energies (KSE)

Amy Rice, Economic Development Analyst

KSE is proud to communicate its accomplishments for the 2010-2011 fiscal year. On March 31, 2011 of this year KSE's president, John Bud Morris, signed a contract for electricity produced through wind energy with Hydro Quebec Distribution.

The project consists of 8 Enercon E-101 wind turbines, each with an installed capacity of 3 Megawatts (MW) which will be installed as part of the 24 MW wind farm in Saint-Cyprien-de-Napierville.

The proposed wind farm project is in line with our community's greater aspirations towards financial self-sustainability. KSE wishes to implement the project using an open and transparent approach by working with all local stakeholders involved, especially with the citizens and the municipality of St.-Cyprien-de-Napierville.

The road to achieving this project in December of 2015 still has some major milestones to accomplish and we are very optimistic that we will accomplish our goal by 2015.

For more information on this project please visit our website at [www.ksenergies.ca](http://www.ksenergies.ca)



## The Road to a Successful Wind Energy Project



June 25, 2010 -Tewatohnhi'saktha, MCK, and TCI representatives meet with landowners in Saint-Cyprien-de-Napierville.



July 1, 2010 – Kahnawà:ke Community Consultation Session held at Peacekeeper Station.



July 6, 2010 - KSE submits bid document on behalf of Kahnawà:ke to Hydro Quebec.



March 31, 2011 – KSE signs contract with Hydro-Québec.



December 20th, 2010 - KSE obtains approval for a 20 year power purchase agreement (PPA) by Hydro Quebec Distribution. Once constructed, the project will deliver enough electricity to power 3,500 homes.



Kahnawà:ke Sustainable Energies notes that the most critical step in the Project is the successful and timely achievement of the environmental authorizations and construction permits.



Construction is scheduled to begin in April until September of 2015 with testing to begin between October and November. The Project will employ the greatest number of people during the period of construction. It is anticipated that the construction period will last approximately 140 days during which approximately 60-80 people will be employed on a full-time basis.

# Mohawk Internet Technologies



## BALANCE SHEET

(in thousands of dollars)

### AS AT MARCH 31, 2010

(in Canadian Dollars)

#### ASSETS

##### Current

Cash	\$ 314	\$ 881
Accounts Receivable	467	62
Prepaid expenses and deposits	296	264
	<b>1,077</b>	<b>1,207</b>

##### Prepaid rent

	<b>234</b>	<b>293</b>
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Capital assets	<b>12,660</b>	<b>13,225</b>
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Intangible assets	<b>1,570</b>	<b>1,884</b>
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	<b>\$15,541</b>	<b>16,609</b>
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#### LIABILITIES AND EQUITY

##### Current

Accounts payable and accrued liabilities	\$ 1,008	\$ 1,160
Current portion of loan payable	1,535	1,373
	<b>2,543</b>	<b>2,533</b>

##### Loan payable

	<b>7,736</b>	<b>7,602</b>
	<b>10,279</b>	<b>10,135</b>

##### Equity

	<b>5,262</b>	<b>6,474</b>
	<b>\$15,541</b>	<b>16,609</b>

## STATEMENT OF OPERATIONS

(in thousands of dollars)

### FOR THE YEAR ENDED MARCH 31, 2010

(in Canadian Dollars)

Revenue	<b>\$ 6,066</b>	<b>\$ 6,551</b>
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Cost of Revenue	<b>3,470</b>	<b>3,726</b>
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Gross Profit	<b>2,596</b>	<b>2,825</b>
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#### Expenses

Selling, marketing and administration	<b>1,207</b>	<b>1,122</b>
Amortization	<b>2,600</b>	<b>2,935</b>
	<b>3,807</b>	<b>4,057</b>

Net loss	<b>\$ (1,211)</b>	<b>\$ (1,232)</b>
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Organizations that benefited from the MIT donations committee between April 1st, 2010 and March 31st, 2011.

The Eastern Door

K103 Radio

Kahnawake Beautification Signage Project Initiative (KBSPI)

Kahnawake Condors

Kahnawake Library

Kahnawake Minor Lacrosse

Kahnawake Peacekeepers

Kahnawake Pow-Wow Committee

Kahnawake Schools Diabetes Prevention Project (KSDPP)

Kahnawake School Board

Karihwanoron Mohawk Immersion School

Kateri Memorial Foundation

Tewatohnhi'saktha Business Golf Challenge

Turtle Island Theatre Company

# Key Success Measures

Key Success Measures are our outcome measures of success. They measure how effectively we are performing on a year-by-year basis. It is our scoreboard for continuous improvement of success. We annually report on these measures.



## Employment



Increase the number of clients that obtain full-time unsubsidized employment through the collaboration of all Tewatohnhi'saktha divisions.\*

**Target:** 25  
**Actual:** 27.9

LAST YEAR (2009-2010)

**Target:** 25  
**Actual:** 22

\*Measured in full-time equivalents: total number of hours worked by all clients divided by 1,875 hours.

## Revenue Generation

Generate Revenue in 2010-2011 through project investment and present business files:

- Tewatohnhi'saktha Business Loan Fund Interest
- Kahnawake Business Complex
- Onkwawista Holdings
- Consulting Fees
- Land Leases
- Office Space Leases and Meeting Room Rentals



**Target:** \$1,931,220  
**Actual:** \$1,825,142

LAST YEAR (2009-2010)

**Target:** \$1,964,128  
**Actual:** \$4,168,005

Correction: In Q-1 \$307,500 was reported as revenue from Onkwawista, when it was actually a foreign exchange gain and not classified as "revenue" by our auditors. In Q-3 we reported revenue of \$7,954,146.50, however this was income received by Onkwawista from Continent 8, and was not in any way held by Tewatohnhi'saktha. The revenue from Onkwawista shown as **Q-4 Revenue** is the actual funds that have been transferred from Onkwawista to Tewatohnhi'saktha this fiscal year. The balance of funds received by Onkwawista from Continent 8 in Q-3 is still being held by Onkwawista (and not Tewatohnhi'saktha), and is intended for large-scale projects such as the wind farm project, which will require \$20m in equity. Transfers from Onkwawista to Tewatohnhi'saktha will occur on an as-needed basis and reported as revenue at that time.



re achieving our vision, mission, and values on a  
ort on four categories:

## Client Services

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

**Target: 950**  
**Actual: 965**

### LAST YEAR (2009-2010)

Target: 800  
Actual: 1027



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

**Target: \$1,470,000**  
**Actual: \$1,558,963**

### LAST YEAR (2009-2010)

Target: \$1,470,000  
Actual: \$1,382,144

## Business Creation & Expansion



Increase the number of start-up businesses and/or business expansions in 2010-2011.

**Target: 7 Micro  
4 small  
1 medium**  
**Actual: 10 Micro  
7 Small  
1 Medium  
1 large**

### LAST YEAR (2009-2010)

Projected: 7 Micro  
4 Small  
1 Medium  
Actual: 9 Micro  
4 small  
1 Medium

Increase the number of new loans under the Tewatohnhi'saktha Business Loan Fund in 2010-2011.

**Target: \$310,000**  
**Actual: \$264,962**

### LAST YEAR (2009-2010)

Target: \$300,000  
Actual: \$348,855

**INDEPENDENT AUDITOR'S REPORT**

*To the Board of Directors of  
Tewatohnni'saktha*

We have audited the accompanying financial statements of **Tewatohnni'saktha**, which comprise the statement of financial position as at March 31, 2011 and the statements of operations and fund balances, change in net financial assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

**Management's responsibility for the financial statements**

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

**Auditor's responsibility**

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 comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the organization's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Opinion**

In our opinion, the financial statements present fairly, in all material respects, the financial position of **Tewatohnni'saktha** as at March 31, 2011 and the results of its operations, changes in its net assets and cash flows for the year then ended in accordance with Canadian public sector accounting standards.



1

Montreal, Quebec  
June 28, 2011

<sup>1</sup> CA Auditor permit no. 8595

# Tewatohnhi'saktha

## Statement of Financial Position

At March 31	2011 \$	2010 \$
<b>Financial assets</b>		
Cash	1,629,949	1,542,033
Term deposits held for transactions <i>[note 3]</i>	3,580,855	5,963,315
Contributions and accounts receivable	416,939	156,852
Accounts receivable - portfolio investment company <i>[note 9a]</i>	1,648,764	-
Loans receivable <i>[note 4]</i>	630,579	630,453
Investments and loans receivable <i>[note 5]</i>	16,228,387	14,572,500
<b>Total financial assets</b>	<b>24,135,473</b>	<b>22,865,153</b>
<b>Liabilities</b>		
Accounts payable and accrued liabilities	640,051	798,999
Long-term debt <i>[note 8]</i>	3,076,989	3,314,542
Net deficit in commercial enterprise <i>[note 10]</i>	366,504	-
<b>Total liabilities</b>	<b>4,083,544</b>	<b>4,113,541</b>
<b>Net financial assets</b>	<b>20,051,929</b>	<b>18,751,612</b>
<b>Non-financial assets</b>		
Rental properties <i>[note 6]</i>	10,037,876	10,566,185
Tangible capital assets <i>[note 7]</i>	1,014,222	970,043
Prepaid expenses	107,120	86,927
<b>Total non-financial assets</b>	<b>11,159,218</b>	<b>11,623,155</b>
<b>Accumulated surplus <i>[note 15]</i></b>	<b>31,211,147</b>	<b>30,374,767</b>

Approved on behalf of the board:

..... Grand Chief

..... Director

..... Director

See accompanying Notes to the Financial Statements



# Tewatohnhi'saktha

## Statement of Operations and Fund Balances

Year ended March 31, 2011

Description	Fund Balances March 31, 2010 \$	Transfers and adjustments \$	Revenues \$	Expenses \$
<b>Employment and Training</b>				
CRF	-	-	979,678	979,842
EIF	-	-	409,250	409,250
CRF (Youth)	4,216	-	159,778	163,994
CRF (Disabilities)	-	-	56,221	56,221
Youth Work Experience Initiative	-	-	109,017	109,017
Strengthening Our Ties	-	-	340,677	340,677
Introduction to Construction Trades	541	-	321,220	321,220
SCHC	-	30,000	61,364	18,260
FNEC, MCK and other	148,383	(30,000)	145,282	264,206
	153,140	-	2,582,487	2,662,687
<b>Administration</b>	195,941	(27,338)	1,165,500	970,889
<b>Economic Development</b>				
KEDC	5,656,643	-	1,897,809	445,306
Tewatohnhi'saktha consulting	(17,257)	245,402	138,351	366,496
	5,639,386	245,402	2,036,160	811,802
<b>Small Business Services</b>	(2,699)	(34,763)	959,974	837,587
<b>Business Loan Fund Ltd.</b>				
Business Loan Fund	1,163,042	-	44,637	102,118
Youth Business Fund	228,466	-	6,903	30,156
	1,391,508	-	51,540	132,274
<b>Kahnawake Business Complex</b>	(25,089)	(94,908)	510,427	407,785
<b>Kahnawake Office Complex</b>	250,867	(388,048)	955,005	688,855
<b>Kahnawake Sustainable Energies</b> [note 10]	-	-	-	366,603
<b>Investment Fund</b> [notes 5, 9(a)]	14,550,027	-	-	-
<b>Amortization</b>	-	546,231	-	546,231
Less: Internal invoicing	-	-	(1,243,201)	(1,243,201)
<b>Surplus</b>	-	246,576	7,017,892	6,181,512
<b>Externally restricted fund balance</b>	1,544,648	-	2,634,027	2,794,961
<b>Internally restricted fund balance</b>	20,608,433	246,576	4,383,865	3,386,551
<b>Capital assets fund balance</b>	8,221,686	(246,576)	-	-
	30,374,767	-	7,017,892	6,181,512

See accompanying Notes to the Financial Statements

Excess (deficiency) of revenues over expenses \$	Externally Restricted Fund Balance March 31, 2011 \$	Internally Restricted Fund Balance March 31, 2011 \$	Unrestricted Capital Assets Fund Balance March 31, 2011 \$
(164)	(164)	-	-
-	-	-	-
(4,216)	-	-	-
-	-	-	-
-	-	-	-
-	541	-	-
43,104	73,104	-	-
(118,924)	(541)	-	-
(80,200)	72,940	-	-
194,611	-	363,214	-
1,452,503	-	7,109,146	-
(228,145)	-	-	-
1,224,358	-	7,109,146	-
122,387	-	84,925	-
(57,481)	1,105,561	-	-
(23,253)	205,213	-	-
(80,734)	1,310,774	-	-
102,642	-	(17,355)	-
266,150	-	128,969	-
(366,603)	-	(366,603)	-
-	-	14,550,027	-
(546,231)	-	-	-
-	-	-	-
836,380	-	-	-
(160,934)	1,383,714	-	-
997,314	-	21,852,323	-
-	-	-	7,975,110
836,380	1,383,714	21,852,323	7,975,110

# Tewatohnhi'saktha

## Statement of Change in Net Financial Assets

Year ended March 31	2011 \$	2010 \$
<b>Annual surplus</b>	<b>836,380</b>	<b>3,393,235</b>
Acquisition of tangible capital assets	(62,101)	(434,583)
Amortization of tangible capital assets	546,231	579,088
	<b>1,320,510</b>	<b>3,537,740</b>
Acquisition of prepaid expenses	(107,120)	(86,927)
Use of prepaid expense	86,927	73,134
<b>Increase in net financial assets</b>	<b>1,300,317</b>	<b>3,523,947</b>
Net financial assets - beginning of year	<b>18,751,612</b>	<b>15,227,665</b>
<b>Net financial assets - end of year</b>	<b>20,051,929</b>	<b>18,751,612</b>

See accompanying Notes to the Financial Statements



# Tewatohnni'saktha

## Statement of Cash Flows

Year ended March 31	2011 \$	2010 \$
<b>Funds provided from (used for):</b>		
<b>Operating transactions</b>		
Annual surplus	836,380	3,393,235
<i>Item not requiring an outlay of cash:</i>		
Amortization	546,231	579,088
	<b>1,382,611</b>	<b>3,972,323</b>
<i>Net change in non-cash components of operating working capital:</i>		
<b>Decrease (increase) in:</b>		
Contributions and accounts receivable	(260,087)	(32,262)
Accounts receivable - portfolio investment company	(1,648,764)	4,288,420
Prepaid expenses	(20,193)	(13,793)
<b>Increase (decrease) in:</b>		
Accounts payable and accrued liabilities	(158,948)	399,048
Accounts payable - Mohawk Council of Kahnawake	-	(2,144,210)
	<b>(705,381)</b>	<b>6,469,526</b>
<b>Capital transactions</b>		
Acquisition of tangible capital assets	(62,101)	(434,583)
<b>Investing transactions</b>		
Purchase of investment in commercial enterprise	(99)	-
Increase in net deficit in commercial enterprise	366,603	-
Increase in investments and loans receivable	(1,655,887)	(12,500)
Increase in loans receivable	(126)	(157,485)
	<b>(1,289,509)</b>	<b>(169,985)</b>
<b>Financing transactions</b>		
Increase (decrease) in term deposits	2,382,460	(4,550,313)
Repayment of long-term debt	(237,553)	(219,724)
	<b>2,144,907</b>	<b>(4,770,037)</b>
Net increase (decrease) in cash	87,916	1,094,921
Cash - beginning of year	1,542,033	447,112
<b>Cash - end of year</b>	<b>1,629,949</b>	<b>1,542,033</b>

### Additional cash flow information

	2011 Expense \$	2011 Cash paid \$	2010 Expense \$	2010 Cash paid \$
Interest paid	214,134	214,134	235,022	235,022

See accompanying Notes to the Financial Statements

# Tewatohnhi'saktha

## Notes to the Financial Statements

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March 31, 2011

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### 1. Nature 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

#### *Basis of accounting*

These financial statements have been prepared in accordance with generally accepted accounting principles for governments as recommended by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants.

#### *Fund accounting*

The organization uses fund accounting procedures which result in a self-balancing set of accounts for each fund established by legal and contractual actions. The following funds are maintained:

- a) The employment and training fund is a restricted fund established to finance the employment and training programs.
- b) The business loan fund is a restricted fund established to provide loans and loan guarantees to native entrepreneurs.
- c) The internally restricted fund balance is comprised of funds restricted for their specific purposes.
- d) The capital assets fund is an unrestricted fund established to report the assets, liabilities, revenues and expenses related to the organization's tangible capital assets and rental properties.

#### *Revenue recognition*

All revenue is recorded on the accrual basis whereby amounts received or recorded as receivable but not earned by the end of the fiscal year are recorded as deferred revenue.

Funding received under the terms of contribution agreements with the government is recognized as revenue once eligibility criteria have been met. Funding is recorded as deferred revenue if it has been restricted by the government for a stated purpose, such as a specific program or the purchase of tangible capital assets. Deferred revenue is recognized in revenue over time as the recognition criteria are met.

All restricted contributions are recognized as revenue of the internally restricted or restricted fund. Unrestricted contributions and other revenues 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 tangible capital assets. Actual results could differ from these estimates.

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## Notes to the Financial Statements

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March 31, 2011

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### 2. Summary of significant accounting policies (continued)

#### *Asset classifications*

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

#### *Tangible capital assets*

Tangible capital assets include acquired, built, developed and improved tangible capital assets whose useful life extends beyond one year and which are intended to be used on an ongoing basis for delivering services.

Tangible capital assets are reported at gross cost. Contributions received to assist in the acquisition of tangible capital assets are reported as deferred revenue and amortized to income at the same rate as the related asset.

Certain assets which have historical or cultural value, including works of art, historical documents and historical and cultural artifacts, are not recognized as tangible capital assets. Assets under construction are not amortized until the asset is available to be put into service. Amortization of tangible capital assets is recognized as an expense in the statement of operations.

#### *Impairment of tangible capital assets*

Tangible capital assets are tested for recoverability whenever events or changes in circumstances indicate that the assets' carrying amounts may not be recoverable. An impairment loss is recognized when the carrying amount of the asset exceeds the sum of the undiscounted cash flows resulting from its use and eventual disposition. The impairment is measured as the amount by which the carrying amount of the asset exceeds its fair value.

#### *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%
Computers software	-	33.3%
Furniture and fixtures	-	20%
Office equipment	-	20%

...continued



# Tewatohnhi'saktha

## Notes to the Financial Statements

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March 31, 2011

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### 2. Summary of significant accounting policies (continued)

#### *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.

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's extension of loan credit is based on an evaluation of each applicant's ability to complete the loan program. Management reviews the payment schedule on loans and other factors relating to the risk that the loans may not be repaid according to the terms of the agreement. When appropriate, the carrying value of the loan would be reduced to provide for possible loss. The organization does not consider that it is exposed to undue credit risk taking into account the repayment policy indicated in Note 4.

The organization does not consider that it is exposed to undue credit risk for other loans and receivables.

##### *(d) Interest risk*

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

...continued

# Tewatohnhi'saktha

## Notes to the Financial Statements

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March 31, 2011

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### 2. Summary of significant accounting policies (continued)

#### *Net financial assets*

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

#### *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.

#### *Modified equity method*

This method is used for commercial enterprises which meet the definition of government business enterprises. This definition is provided in Note 10 to these financial statements. The modified equity method reports a commercial enterprise's net liabilities as net deficit in commercial enterprise on the statement of financial position. The net loss of the commercial enterprise is reported as a loss on the statement of operations. Inter-organizational transactions and balances are not eliminated. All gains or losses arising from inter-organizational transactions between commercial enterprises and other government organizations are eliminated. The accounting policies of commercial organizations are not adjusted to conform to those of other government organizations. The organization that has been included through modified equity accounting is Kahnawake Sustainable Energies Inc.

### 3. Term deposits held for transactions

Term deposits held for transactions bear interest at rates varying from .3% to 1.77 % and mature in March 2014.

### 4. Loans receivable

	2011 \$	2010 \$
9.75% loan receivable, maturing July 2016, secured by a vehicle conditional sales contract	20,000	73,770
Loans receivable issued by Tewatohnhi'saktha Business Loan Fund Ltd.	610,579	556,683
	<b>630,579</b>	<b>630,453</b>

...continued

# Tewatohnhi'saktha

## Notes to the Financial Statements

March 31, 2011

### 4. Loans receivable (continued)

The primary purpose of Business Loan Fund (BLF) and Youth Business Fund (YBF) loans are to help the youth and community of Kahnawake establish viable businesses. The general terms and conditions differ from conventional loan agreements. Amortization periods range from one to fifteen years depending on the size of the loan. Interest is charged at annual fixed rates of 7% (YBF) and prime plus 4% (BLF) compounded monthly. In addition, Youth Business Fund borrowers have the option of paying interest only during the first year of the loan and the corporation will forgive 25% of the loan once 75% of the loan is reimbursed and the borrower has met all the terms of the loan agreement.

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

### 5. Investments and loans receivable

	2011 \$	2010 \$
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 - Kahnawake Sustainable Energies Inc.	1,655,887	-
Loan receivable - Mohawk Council of Kahnawake	56	56
a) Loan receivable - Onkwawista Holdings Limited, non-interest bearing, unsecured	14,559,888	14,559,888
b) Investment in Regional Economic Investment Fund (REIF) - First Nations L.P., at cost	12,500	12,500
	<b>16,228,387</b>	<b>14,572,500</b>

- a) The fair value of the loan receivable - Onkwawista Holdings Limited cannot be determined as it has no terms of repayment.
- b) The organization has signed a commitment to invest an aggregate sum of \$50,000 in the REIF project which participates in the growth of Quebec First Nations controlled businesses.



# Tewatohnhi'saktha

## Notes to the Financial Statements

March 31, 2011

### 6. Rental properties

	2011			Ending Balance \$
	Opening Balance \$	Additions \$	Disposals \$	
<b>Cost</b>				
Business Complex	6,702,263	-	-	6,702,263
Office Complex	6,800,328	-	-	6,800,328
	13,502,591	-	-	13,502,591
<b>Accumulated amortization</b>				
Business Complex	1,837,244	243,251	-	2,080,495
Office Complex	1,099,162	285,058	-	1,384,220
	2,936,406	528,309	-	3,464,715
<b>Net carrying amount</b>	<b>10,566,185</b>	<b>(528,309)</b>	<b>-</b>	<b>10,037,876</b>

	2010			Ending Balance \$
	Opening Balance \$	Additions \$	Disposals \$	
<b>Cost</b>				
Business Complex	6,702,263	-	-	6,702,263
Office Complex	6,800,328	-	-	6,800,328
	13,502,591	-	-	13,502,591
<b>Accumulated amortization</b>				
Business Complex	1,581,190	256,054	-	1,837,244
Office Complex	799,100	300,062	-	1,099,162
	2,380,290	556,116	-	2,936,406
<b>Net carrying amount</b>	<b>11,122,301</b>	<b>556,116</b>	<b>-</b>	<b>10,566,185</b>

# Tewatohnhi'saktha

## Notes to the Financial Statements

March 31, 2011

### 7. Tangible capital assets

	2011			
	Opening Balance \$	Additions \$	Disposals \$	Ending Balance \$
<b>Cost</b>				
Vacant land	470,000	-	-	470,000
Computers	140,209	-	-	140,209
Computer software	415,000	62,101	-	477,101
Furniture and fixtures	154,251	-	-	154,251
Office equipment	133,976	-	-	133,976
	<b>1,313,436</b>	<b>62,101</b>	<b>-</b>	<b>1,375,537</b>
<b>Accumulated amortization</b>				
Computers	133,338	2,288	-	135,626
Furniture and fixtures	117,563	7,337	-	124,900
Office equipment	92,492	8,297	-	100,789
	<b>343,393</b>	<b>17,922</b>	<b>-</b>	<b>361,315</b>
<b>Net carrying amount</b>	<b>970,043</b>	<b>44,179</b>	<b>-</b>	<b>1,014,222</b>
	2010			
	Opening Balance \$	Additions \$	Disposals \$	Ending Balance \$
<b>Cost</b>				
Vacant land	70,000	400,000	-	470,000
Computers	140,209	-	-	140,209
Computer software	380,417	34,583	-	415,000
Furniture and fixtures	154,251	-	-	154,251
Office equipment	133,976	-	-	133,976
	<b>878,853</b>	<b>434,583</b>	<b>-</b>	<b>1,313,436</b>
<b>Accumulated amortization</b>				
Computers	129,908	3,430	-	133,338
Computer software	-	-	-	-
Furniture and fixtures	108,391	9,172	-	117,563
Office equipment	82,122	10,370	-	92,492
	<b>320,421</b>	<b>22,972</b>	<b>-</b>	<b>343,393</b>
<b>Net carrying amount</b>	<b>558,432</b>	<b>411,611</b>	<b>-</b>	<b>970,043</b>

Computer software includes a Native Economic Management System asset of \$442,338 and a household survey database of \$34,763 with no amortization recorded since the system will not be in use until 2012.

# Tewatohnhi'saktha

## Notes to the Financial Statements

March 31, 2011

### 8. Long-term debt

	2011 \$	2010 \$
6.85% loan payable, secured by a trust agreement in the lender's favour on the Business Complex, repayable in blended monthly instalments of \$20,136, renewable in July 2014	2,121,200	2,216,107
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, due in August 2011	955,789	1,098,435
	3,076,989	3,314,542
Current portion	1,048,083	229,398
	2,028,906	3,085,144

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

	\$
2012	1,048,083
2013	98,171
2014	104,423
2015	1,826,312
	3,076,989

### 9. Investment in commercial ventures

- 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. During the year, Tewatohnhi'saktha recorded a dividend receivable and income of \$1,700,000 US (2010 - \$4,126,150 US).
- The organization exercises operational control and management of Mohawk Internet Technologies (MIT), a band empowered entity. This investment is 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 a distribution of \$516 (2010 - \$21,258 and a restructuring fee of \$400,000) from MIT.
- The organization has an investment in the Kahnawake Services Complex which houses commercial tenants.



# Tewatohnhi'saktha

## Notes to the Financial Statements

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March 31, 2011

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### 10. Equity in commercial enterprise

Commercial enterprises are those organizations that meet the definition of government business enterprises as described by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants. Government business enterprises have the power to contract in their own name, have the financial and operating authority to carry on a business, sell goods and services to customers outside the First Nation as their principle activity, and that can, in the normal course of their operations, maintain operations and meet liabilities from revenues received from outside the First Nation government.

Kahnawake Sustainable Energies Inc. is included in this reporting entity. The company was incorporated under the Canada Business Corporations Act on July 2, 2010 for the purpose of building and operating a wind farm project in Saint-Cyprien-de-Napierville, Quebec. An investment of \$99 was made to acquire a 99% interest in this entity.

The following table presents condensed financial information for the company for the period ended March 31, 2011.

	\$
Cash and term deposits	743,407
Accounts receivable	67,662
Prepaid expenses	20,000
Deferred development costs	516,557
<b>Total assets</b>	<b>1,347,626</b>
Accounts payable and accrued liabilities	58,242
Loan payable - Tewatohnhi'saktha	1,655,887
<b>Total liabilities</b>	<b>1,714,129</b>
Deficit	(366,503)
<b>Total liabilities and deficit</b>	<b>1,347,626</b>
Revenue	1,964
Expense	(368,567)
<b>Net loss</b>	<b>(366,603)</b>

### 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.

# Tewatohnhi'saktha

## Notes to the Financial Statements

March 31, 2011

### 12. Financial instruments

Foreign exchange risk:

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

	2011		2010	
	US \$	CDN \$	US \$	CDN \$
Cash	3,285	3,285	-	-
Accounts receivable - investment company	1,700,444	1,648,764	-	-
Term deposits	73,487	73,487	4,163,301	4,226,680

### 13. Commitments and contingencies

- The organization has entered into contribution agreements with various government departments. Funding received under these contribution agreements is subject to repayment if Tewatohnhi'saktha fails to comply with the terms and conditions of the agreements.
- Tewatohnhi'saktha Business Loan Fund has guaranteed the Caisse Populaire Kahnawake for a portion of approved bank borrowings to a maximum of \$350,488 for native entrepreneurs under the loan guarantee program. As at March 31, 2011, the total guaranteed indebtedness amounted to \$266,979.
- The entity entered into an agreement with a service provider with respect to its investment in Kahnawake Sustainable Energies Inc. as described in Note 10. The agreement calls for a commitment to pay \$2,976,000 for specific services (of which \$528,000 had been paid prior to the year-end). The payments are based on achieving certain milestones and providing the special services.

In addition, there is a further commitment to pay a break-up fee of \$500,000 to the service provider in the event that certain specific circumstances occur. Kahnawake Sustainable Energies Inc. has provided a letter of credit of \$500,000 to secure this obligation.

- The entity has also entered into an agreement with another contractor / supplier for a commitment to pay \$22,761,000 Cdn and 16,245,150 Euros to construct the wind-farm facility on behalf of its subsidiary Kahnawake Sustainable Energies Inc. The commitment is conditional upon signature of a purchase contract which is presently subject to negotiation and other approvals.

# Tewatohnhi'saktha

## Notes to the Financial Statements

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March 31, 2011

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### 14. Lease commitment

The organization has entered into a long-term lease for certain premises for the period ending March 31, 2013. The minimum annual rent will be established at the end of each fiscal period and will be determined by the landlord. The minimum annual rent is \$18,460.

### 15. Accumulated surplus

	2011 \$	2010 \$
Externally restricted fund balances		
Employment and training fund	72,940	153,140
Business loan fund	1,310,774	1,391,508
	1,383,714	1,544,648
Internally restricted fund balance	21,852,323	20,608,433
Unrestricted fund balance		
Capital assets fund balance	7,975,110	8,221,686
<b>Total accumulated surplus</b>	<b>31,211,147</b>	<b>30,374,767</b>

### 16. Comparative figures

Comparative figures have been reclassified to conform with the presentation used in the current year. The changes have no effect on the 2010 statement of operations.





# People



## Our most valued asset!

The working relationship between an organization and its employees translates into give and take - we strive to give our people a pleasant work environment, employee incentives and benefits - we take your knowledge and skill, but most of all, we take your personal contributions with pride.



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 ía'teíakwakà:nere ne tsi tewaná:kere talakwatateníahesénhake. Né:'e aontatíatén:rohwe ne tsi nílonkwarihò:ten ne onkwehonwehnéha. Tánon'tho néntewe ne sénha aionkwaianerahstennihake tsi tionhnhe ne akwé:kon Kanien'kehá:ka Kahnawa'kehró:non, tánon' ne tahotikonhsotátie.