



**Tewatohnhí'saktha**

Kahnawá:ke's Economic Development Commission

**12th Annual Report • April 1, 2011 - March 31, 2012**

Teiotonhontsohon Tsohsera Akwe:kon Aietewaka'en:ion Naho:ten  
lonkwaio'ten'en tsi Niiohseres tsi Nonkwa:ne Aohiatonhsersa'shon'a  
1 Onerahtókha 2011 - 31 Enniskó:wa 2012

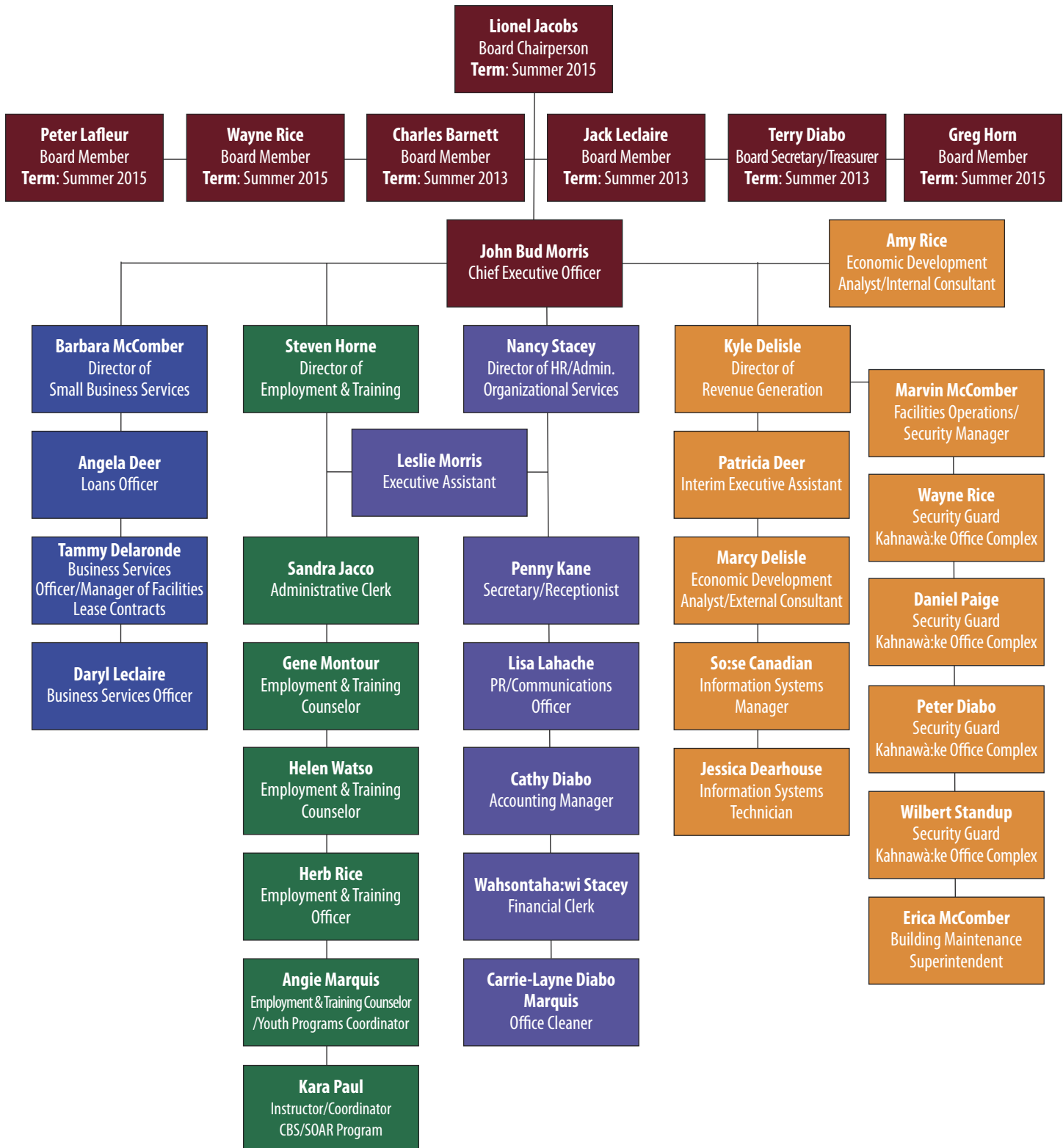
## Everyone Contributes to the Economy





## 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.



## Acknowledgements

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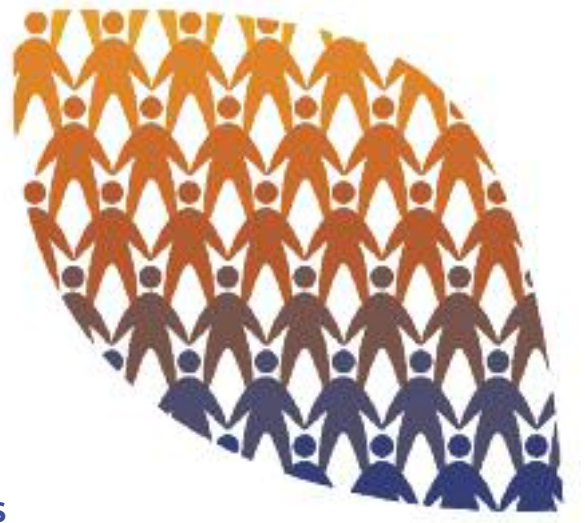
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## Going Green

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



Tewatohnhi'saktha Board of Directors, standing: Peter Lafleur and Wayne Rice. Seated from left: Greg Horn, Jack Leclaire, Lionel Jacobs, and Terry Diabo. Missing: Charles Barnett.



## Everyone can contribute to Kahnawà:ke's Economy

**Lionel Jacobs**  
Chairperson of the Board

Wa'tkwanonwera:ton:

**T**ewatohnhi'saktha's mission is to stimulate and enhance Kahnawà:ke's economic growth, and this year's Annual Report theme highlights the contributions each and every individual in Kahnawà:ke make to the local economy. Whether they are small business clients, job seekers, students, or consumers, all of these groups contribute to the economy. In the 2011-2012 fiscal year, we have spent time getting feedback and planning the best ways to communicate our messages and support

the economic growth of our community. We also recognize that one of the key contributors to accomplishing our mission is the talented staff we have at Tewatohnhi'saktha.

The strategic planning process for the 2012-2013 fiscal year included a number of focus group sessions, whereby public service organizations, the community at large, and our business contacts from surrounding communities were asked where they think Tewatohnhi'saktha should focus our energies over the next three years. What we found was that there is a need for increased communications within the community of Kahnawà:ke and that there are opportunities to forge rela-

tionships with our neighboring communities. We also developed a three year communications strategy that focuses on delivering information in a way that is relevant to our clients and on gathering feedback on our programs and services. We want to ensure that current and future clients are aware of all Tewatohnhi'saktha has to offer, and that feedback is not only heard, but also addressed.

Our Small Business Services Division has focused on new business development, however, this year we identified the need to encourage existing businesses to expand. The Shop Kahnawà:ke website underwent changes to

better promote our local businesses and a communications plan was developed to further emphasize the importance of spending within Kahnawà:ke to help our local economy.

The Employment & Training Division's programs such as Career Building Skills, Strategic Community Health Careers, and our Youth initiatives ensure that our sights are always on the horizon and the future of the labour market. Future labour market needs are continually assessed and programs are developed as needed to ensure that jobs in Kahnawà:ke are filled by trained and qualified Kahnawà'kehrónon.

In addition to investments in individuals and small businesses, Tewatohnhi'saktha spends a significant amount of time and energy in research and development of community-owned businesses through the Revenue Generation Division. This year the two major projects in development were the Highway 30 Project and Kahnawà:ke Sustainable Energies' wind farm project.

The Organizational Services Division supports all of Tewatohnhi'saktha's strategic direction and priorities by providing timely, efficient, and essential support in the form of accounting, communications, human resources, IT, and maintenance services. As a team, the staff at Tewatohnhi'saktha all work towards enhancing Kahnawà:ke's economy every day, through their service to clients.

Together, the Board of Directors have a combined 190 years experience as entrepreneurs. The success of each of our initiatives is due in part to Kahnawà:ke community members, in the form of employees, suppliers, and business associates. Participating on a volunteer board such as Tewatohnhi'saktha's allows us to give back to the community by helping to develop the employees, suppliers, and business associates of the future. ♦





**John Bud Morris**  
Tewatohnhi'saktha Chief Executive Officer

As I have previously written in these pages, everything we do at Tewatohnhi'saktha's is related to our three part mission to help Kahanawà:ke create jobs, prosperity, and achieve economic independence. We do this by investing in community owned businesses, people and assisting privately owned business. This is only part of the equation.

More important to creating success is the participation of the community in a social contract to do what is necessary to succeed. In 2011-2012, we made this our focus, starting with our Career Building Skills program. This innovative program creates a more collaborative approach to career development where Tewatohnhi'saktha provides the tools for assessment, planning and development and the participants provide the desire for a better tomorrow. Both the participants and Tewatohnhi'saktha now feel more confident about the graduates' chosen career paths and that will help increase success rates. One outcome should be increased self sufficiency at the individual/family level.

The program shows what is possible when we work together. Out of seven different class groups, 100% stated in a survey that the program met their objectives. Our Small Business Services will soon be undertaking a more collaborative approach to their

program design by obtaining feedback from focus groups on how to make our programs more effective. The basic concept is we provide the process and stakeholders provide the feedback in improving our menu of programs and services to help businesses get started and to grow.

Revenue Generation is also considering how a collaborative approach can increase a major project's overall acceptance in the community. While approaches to build social acceptability are time consuming and expensive, they increase the chances of success by seeking to build support and avoid division. It is the creation of a social contract between Tewatohnhi'saktha and the stakeholders that allows for factual information to be exchanged, to listen to the concerns and to try and mitigate those concerns as much as possible.

If we work together, we can achieve wonderful results. Our job is to initiate and support the process to educate stakeholders

about proposed projects, to listen to their concerns and to try and mitigate those concerns; the stakeholders role is to participate in a constructive manner first to learn what the project is, or what the issues are, and then to provide feedback.

Social contracts are not new but they have often failed because there was no real engagement by the stakeholder allowed in the process. Tewatohnhi'saktha aims to avoid this mistake and work directly with its stakeholders as we move forward, and we need your participation to make it work.

There are issues to resolve that have long plagued economic development, particularly lack of trust. We do not expect that this will be resolved easily or quickly given the fragmentation that exists in and outside of our community but two things are certain: it will not resolve itself and chances for a better tomorrow are increased if we all work together. ♦



The chances for a better tomorrow are increased if we all work together.

## ORGANIZATIONAL SERVICES DIVISION



Organizational Services, clockwise from top left: Leslie Morris, Lisa Lahache, Wahsontaha:wi Stacey, Carrie-Layne Diabo Marquis, Penny Kane, Nancy Stacey, and Cathy Diabo.

### **Nancy Stacey**

Director, HR/Administration

On many levels, 2011-2012 was another good year for the Organizational Services Division (OSD) and Tewatohnhi'saktha as a whole.

Our message reflects the strides and concerted efforts the OSD team made last year towards enhancing the support we provide to the organization, our co-workers and our customers in the areas of reception and administration, public relations/communications, human resources and accounting.

We continued to engage employees and customers in surveys to measure how we are doing and gather feedback about their perceptions, needs and satisfaction on the services we provide. Feedback from respondents told us what we are doing well and what we could be doing better. We use this information to address specific challenges and prioritize what action we will take that will result in continuous improvement.

### **Public Relations/Communications**

The PR/Communications function spent a considerable amount of time and effort during 2011-2012 devel-

oping a communications strategy for the organization and all divisions. We recognized the need for constant, reliable, and thorough information to be released to the community on our services and activities. The activities in the communications strategy are scheduled to begin in the first quarter of 2012-2013, so keep a lookout for more information about us, and more opportunities to tell us what you think of our programs and services.

### **Accounting**

The accounting staff worked closely with our information technology team to provide input into the design of Tewatohnhi'saktha's newest client-tracking database which will be implemented in 2012-2013. The new database is intended to facilitate the tracking and managing of client information by having all of our information in one place. It was created to accommodate our data processing and reporting needs, reduce data redundancy, create efficiency in our client payment processing and reduce risk for error.

### **Administration**

The administrative staff worked together to re-organize Tewatohnhi'saktha's central filing system.

Shelves were de-cluttered, space was assigned and clearly labelled for each department to use and active files were separated from in-active files. Users can now file their documents easily and find them fast. Our objective is to maintain a well-organized workable filing system that will save time, effort and money in the future.

### **Human Resources**

#### **Performance Management**

Last year we told you we were revamping our performance management program (PMP). I am pleased to report that this task was completed. April 1, 2012 marked the implementation of our new PMP. We have several tools and processes required for performance management in place that include our organizational and divisional strategic plans, individual work plans, job descriptions, key performance indicators, employee appraisal forms and performance evaluation procedures.

Revising our PMP took a lot of resources but we are confident we will see a return on our investment in the years ahead. This project required collaborative effort, commitment and patience from supervisors and employees to see-

ing it to its completion and we are very grateful for their support.

We are confident we have laid a firm basis for the effective implementation of a solid performance management process that will facilitate a cyclical process for supervisors to help their employees achieve performance excellence. Training on our new tools and processes was provided to both supervisors and employees, as well as a user guide designed to assist them through every step of the PMP on a going forward basis.

The success of our PMP will require ongoing commitment, learning, and cooperation from our supervisors and their employees. It is a team effort. The outcomes will help shape Tewatohnhi'saktha's future and contribute to our organization's success.

### **Hires/Promotions/Turnover**

Number of new hires: **5**

Number of promotions: **1**

Annual Employee Turnover rate: **3**

### **Employee Satisfaction/Retention**

Over the years, we have incorporated several initiatives that contribute to employee satisfaction and employee retention. The following are some examples:

Not only do we want Tewatohnhi'saktha to be a good place to work, we also want it to be a fun place to work. An increasing body of research demonstrates that when organizations create a fun workplace, there is a significant increase in the level of employee trust, creativity and communication, leading to lower turnover, higher morale and a stronger bottom line. In 2011-2012, we encouraged our employees to organize and participate in activities that added fun to our workplace. The following are some of the activities that were carried out:

- © Staff luncheon at a Sugar Shack
- © Valentine's Day Challenge
- © St. Patrick's Day Challenge
- © Easter Challenge

Employee participation in these activities was high, feedback was positive, and it didn't impact on our



work schedule because they were held during break time and lunch time. These types of initiatives are very low cost and build morale and social bonds. They also help create a positive atmosphere. With our fast-paced, demanding work environment, we believe it's important to have a culture that is positive and supportive of employees.

Last year, we continued to conduct Exit Interviews with all departing employees (including summer students). Exit Interviews give us valuable information to include in our retention strategies.

Tewatohnhi'saktha continues to support its employees in achieving work-life balance by continuing to offer options for programs and services that can help them manage the demands at work and in their personal life. Employees have different needs, giving them choices is the best way to support their diverse requirements. Some of our options include:

- Option for scheduling of flextime
- When possible, we allow work-from-home a few days per year
- Employee Assistance Program for employees and their eligible dependants
- Paid sick and personal leave
- Fitness/Wellness Subsidy Program
- Group insurance benefits for employees and their eligible dependants

Last but not least, key and critical to retention success is that our employees must feel rewarded, recognized and appreciated. Although we have some formal methods of recog-

nizing and rewarding employees for their contributions and accomplishments on a quarterly and annual basis, we know it is important to continue building a culture of recognition. It needs to be a way of life and not a once a year program. We need to have a combination of formal, informal and day-to-day recognition practices. Adopting a holistic approach will not only create a culture of recognition, it will contribute to a performance culture that enhances employee engagement, performance and retention.

Our retention strategies not only help us retain our top talent, they help us attract the best talent too.

*Always treat your employees exactly as you want them to treat your best customers. - Stephen R. Covey*

#### **Investing in our Employees**

We believe that our employees are well equipped to do their jobs; however, in order to help them grow their careers and their knowledge and skills, we must foster a learning environment that encourages employee growth. Our employees have op-



Tewatohnhi'saktha staff participated in the Annual Spring Clean-up in May 2011.

tions to try new opportunities, to sit on committees, and attend courses and seminars. We also provide options for financial assistance to those wishing to continue their education.

#### **Community Involvement**

Tewatohnhi'saktha employees continue to make positive contributions in and around our community through various forms of giving, volunteering, and participation. In 2011-2012, employees were involved in:

- Volunteering at the "Inclusion Works 11 Event" hosted by Aboriginal Human Resource Council
- Participating in the Community Spring Clean-up
- Participating in National Denim Day and raising funds for the CURE Foundation for Breast Cancer
- Paddling in the Onake Community Dragon Boat Festival
- Helping out at Tewatohnhi'saktha's Business Golf Challenge
- Participating in the Winter Polar Plunge and raising funds for the Kahnawà:ke Youth Center
- Supporting local businesses by

shopping locally as often as possible

- Hosting stagier students studying in the Information Technology field, Administrative Assistant field and interested in the Building Maintenance field

#### **Workplace Health and Safety**

Tewatohnhi'saktha is committed to the health, safety and wellbeing of our employees. We take all reasonable precautions to provide and maintain a healthy and safe workplace and take all reasonable care to ensure the health and safety of our employees, clients and workplace visitors.

Our workplace has health and safety representatives that assist in implementing and monitoring our occupational health and safety procedures to ensure we meet the requirements set by the Kahnawà:ke Occupational Health and Safety Department.

In conclusion, our message demonstrates that OSD was very busy working on specific projects in addition to carrying out its day-to-day job functions. While we acknowledge we had many successes in implementing key objectives, we are equally aware that there may not always be enough time to do everything we set out to do for varying reasons. Together as a team however, we stand committed in our determination to keep on exploring innovative strategies that will enable us to continue to effectively deliver timely and quality services to our customers. ♦

Investing in our employees and providing them with the knowledge they need to be successful is part of our retention strategies. The following are some of the learning opportunities our employees participated in:

- Ergonomics seminar
- Essential Management Skills course
- "Basic Leadership Skills for Everyone and Every Job" seminar
- Fearless Presentations Public Speaking course
- IEDC First Nations Entrepreneurial Strategy course
- IEDC "Creating a Successful Social Media Strategy for a High Return on Investments" webinar
- Energy Savings seminar
- Natural Resources Canada - Energy Management Planning seminar
- Natural Resources Canada - Spot the Energy Savings Opportunities seminar
- Powering Up Aboriginal Energy - Clean Energy Empowering Economic Development Across Canada conference

- 401 Deploying and Managing Windows 7: Hands On course
- A Comprehensive Introduction to Networking course
- Project Management for Software Development course
- Photoshop course
- Graphic Design course
- Administrative Assistant's conference
- Employment Standards seminar
- Terminations seminar
- Intellectual & Developmental Disabilities workshop
- Motivational Interviewing for difficult clients workshop
- The 5 Choices to Extraordinary Productivity course
- Surveys from Start to Finish course
- Influence and Assertiveness course
- Advanced Interpersonal Business Communication course
- Basic First Aid/Heart Saver course
- Cannexus National Career Development Course



Small Business Services Team, clockwise from top left: Tammy Delaronde, Daryl Leclaire, Barbara McComber and Angela Deer.

### Barbara McComber

Director, Small Business Services

The small business sector is important to Kahnawà:ke because small businesses provide jobs, innovation and flexibility for owners and employees and supply much needed products and services within our community.

Our base of small businesses, 293 in total as listed in our 2012-2013 Kahnawà:ke Business Directory, remains an important part of Kahnawà:ke's economy and contributes to our overall development and success. These businesses make valuable social and economic con-

tributions to our community and will continue to do so for generations to come.

The benefits of Small Business Services' (SBS) grant contributions to our local economy are two-fold. First, business owners receive funding that subsidizes some of their marketing, operating, and professional services expenses, which increases their bottom line. Secondly, they purchase products and services from other local businesses whose owners and employees then reinvest by shopping locally. This produces a steady, healthy and positive cycle of economic growth and we are pleased

to report that a total of \$148,561 was invested into our economy, as follows:

#### **Business Assistance Fund**

\$28,977 9 businesses

#### **Marketing Program Fund**

\$86,544 102 businesses

#### **Professional Services Fund**

\$33,040 44 businesses

SBS's mission is to provide opportunities and encourage further success by providing the required skills necessary that encourage and support self-employment as a career choice. If you think you have some of the common qualities of an entrepreneur such as the desire for independence, self-re-

liance and the need to be your own boss, then participating in our Entrepreneurship Training Course would be a good place to start.

Our Fall 2011 session had a total of 20 students registered with 13 receiving their Certificate of Completion. By receiving their certificate, they have completed one of the requirements to access the Tewatohnhi'saktha Business Loan Fund.

Our Heads-Up Summer Program participants, youth aged 12-16, gained valuable business experience by researching a business idea and its viability. They immediately put this new-found knowledge to the test by running their own business – a Bar-B-Q/car wash with all participants earning an average of approximately \$112.00 each, between two different sessions.

In an effort to provide additional practical information to small businesses, SBS hosted two 1-day professional seminars offered by the Canadian Payroll Association. The "Employment and Labour Standards" seminar is a reference tool designed to assist payroll practitioners in meeting the provincial labour requirements in the day to day operations of an organization/business.

Our second seminar, "Terminations", examined the issues surrounding termination of employment including the employment/labour standards in federal and provincial jurisdictions. It also reviewed the documentation that must be completed when employment is terminated. We had a total of 27 participants for both seminars with 25 from community organizations and 2 from private business.

### **The Business Loan Fund TBLF**

Over the past 5 years our new loans distribution averaged approximately \$287,436 per year. This year we experienced a low - \$59,030 in new loans to a total of 5 businesses, however, our total outstanding loan portfolio is \$649,852. ♦



## SBS SUCCESS STORY: SKYE'S THE LIMIT

### Overcoming the first year

Skye's the Limit caters to Kahnawà:ke's Italian food lovers. In addition to specializing in homemade Panini subs, the eatery and catering company also dishes out a variety of pastas and sauces daily.

Celebrating their first year of business on July 31, 2012, owner Jill Skye noted how there have been challenges along the way, such as dealing with slow business.

"We've had a great deal of time to learn through experience, trial and error. Any entrepreneur is always going to have challenges in their business and that's what makes it exciting: it's forever changing," said Skye.

Tewatohnhi'saktha's Small Business Services has been instru-



Jill Skye opened Skye's the Limit on July 31, 2011. Photo: Jessica Deer

mental in helping Skye surpass some of the business' struggles. "They've been very good with the advertising components, such as funding me for advertising, which is really beneficial. We wouldn't be where we are today without

Tewatohnhi'saktha, so I thank them very much for believing in our project here. We're not giving up," said Skye.

According to Skye, it is important for entrepreneurs to have a great deal of self-confidence in order to

not be discouraged when business is slow. Remaining optimistic and looking for ways to get people to come to your business, such as advertising, is the key to success.

"Consumer challenge is something many businesses face. Don't lose hope. Stay with it, especially if you're a young business, it usually takes a couple of years to get stabilized," said Skye.

Tewatohnhi'saktha also helped Skye formulate her business plan before opening the restaurant.

"It was a lot of research, a lot of running around, a lot of phone calls, a lot of emails, a lot of faxes, and they were very helpful in that aspect as well."

Skye leaves community members looking to start their own small business with these tips, "Do your homework. Make sure you do the proper research. Talk to other business owners, they are very helpful in giving you tips."

## SBS SUCCESS STORY: DEPANNEUR & GAS GUIMOND

### Venturing outside of Kahnawà:ke

Although Gina Deer's latest business venture initiated out of a joke, her new business, Dépanneur et Gas Guimond, located in Sainte-Lucie, will be celebrating its first anniversary in July.

Prior to Deer buying and restoring the store, it had been closed for nearly two years forcing those living in or visiting the area to travel further to Sainte-Agathe for gas. Being someone who regularly frequents Tioweró:ton, she grew tired of having to travel the extra distance and jokingly told her husband they should buy it.

"The more we kept thinking about it, I started to look into it, met with the realtors and just kept digging into it," said Deer.

Tewatohnhi'saktha has helped her business become a reality. Deer registered for the Entrepre-



Dépanneur et Gas Guimond is located at 1632 Ch de Ste Lucie, Sainte-Lucie, QC. Photo courtesy of Gina Deer.

neurship Training program, which she found informative. The grant offered also offset the difference she was looking for.

The process of opening a business outside of Kahnawà:ke was met with many challenges, from dealing with the government for permits to the Office Québécois de la langue Française (OQLF) to naming the store.

"Everything we did required a permit. We had to have permits to renovate, permits to sell gas, permits to sell tobacco, alcohol etc." said Deer.

Deer has had a business in Kahnawà:ke where she could see the differences.

"We have inspectors that show up periodically. They come and make sure everything is the way

it's suppose to be according to law," said Deer, "It's very different and a great learning experience."

Deer leaves local entrepreneurs with this advice, "Do a lot of research. I had to do a lot of learning along the way. I could have done a little more research, so that is what I would recommend: Research what you're interested in and what you're going to need to get it done."

## Dedication, time and commitment pays off

After the Ice Storm in 1998, Charlie Patton felt it was time to move on from his small family farm to a different project: a small golf course.

Patton and his family opened Patton's Glen in 2002.

"We put all our life savings into the place," said Patton, who said he did most of the work including planting hundreds of the trees on the property.

One of the biggest challenges the business faced over the past decade has been financial stability. According to Patton, the pro-

jected growth of the golf course in the original business plan was positive.

"It really looked beautiful, but that's not the real world, it is only paper. The real world is much meaner," said Patton. "None of that came true that was projected. I was lucky to even tread water in the first 5 years; we were lucky to survive."

Patton's Glen will be heading into their 10th year of business at the end of the summer and only now does Patton feel they are starting to get on their feet. One

of the biggest mistakes Patton felt he made was choosing to install artificial greens.

"After about three and a half years of apologizing for crummy greens, we were able to replace three greens a year as we could afford it. Now we are back to real grass and don't have to apologize for anything," said Patton.

Despite the challenges, Patton appreciates Tewatohnhi'saktha's programs and services for small businesses.

"Tewatohnhi'saktha has been really good to us. They supported

us all the way around," said Patton.

Patton leaves entrepreneurs with this advice, "The main thing you have to do is to have a vision of what you want and you have to put in the hours to make it happen. You have to be committed and spend hours and hours doing work for almost for nothing: I worked here for almost 10 years without collecting a salary, 7 days a week. This is what I had to do to make this business work," said Patton.



Patton's Glen is going to be heading into their 10th year of business at the end of the summer. Photo: Jessica Deer





"Shop Kahnawà:ke First" is an awareness campaign initiated by SBS to encourage shopping in Kahnawà:ke before looking elsewhere and to encourage positive growth within our economy. Making a conscious choice to spend your money in Kahnawà:ke supports our collective wealth.

The "multiplier effect" illustrates the economic impact of spending locally. This multiplier (1.269) estimates that for every dollar spent in our community, there is a multiplier effect of 1.269 in terms of economic activity. Therefore, if an additional \$100,000 was spent in Kahnawà:ke, the economic impact would be multiplied by 1.269 or \$126,900 of economic impact. Sales of Shop Kahnawà:ke Certificates totalled \$47,405 this year. If we use the multiplier effect, we can see that the economic impact translates to \$60,156 in terms of economic activity.

To support this effort, SBS has created gift certificates that can be redeemed at Kahnawà:ke businesses who are participating in this initiative. They make great gifts and ensure that the money will be spent locally. If you want to be a part of positive economic change for Kahnawà:ke, contact SBS to register as a participating business at (450) 638-4280.

## Shop Kahnawà:ke Participants 2012

Alan Goodleaf-Plumbing

Aromatic Spirit

Black Berries Specialty Foods

Bully's Truck Stop

Cafe Delight

Calico Cottage Quilt & Gift Shop

Caughnawaga Garage

Caughnawaga Golf Club & Dining Room

Central Station Customs

Club Rez

Cutie Couture

Deer Crossing

Diane's Kitchen

Dustin's

Earth Remedies

Eastern Door, The

Echoes of a Proud Nation Pow Wow

Eileen's Cakes and Pastries

Electrolux

Evelyn's Convenience Store

Favors

Flo's Convenience

Frosty's

Gene's Machines

Goodleaf Consulting; Psychological Services

Goodleaf Convenience

Hamburger Heaven

Homespun

Hot Spots

J & J Mini Mart

J. R. Petroleum

J.R.'s Evergreen Lawn Service

Jacobs Hardware & Supplies

JoJo's Nursery

K-103 Mohawk Radio C.K.R.K. FM

Kahkotsi:io Beauty Salon

Kahnawake Condors Junior "AAA" Hockey Club

Kahnawake Gas & Grocery

Kahnawake Kids

Kahnawake Learning Center

Kahnawake Library

Kahnawake Pizza & Subs

Kanawake Marina

Kwe Kwe Gourmet

Lafleur Meat Market

McComber Archery

Mikie's Taxi

MMA Fight Shop

Mohawk Market

Mohawk Princess Productions

Native American Products (NAP)

Native Designs

OCR Gas Bar & Car Wash

OCR Necessities

OCR Necessities Gas Bar

Okwaho's Mohawk Moving Systems

Okwaho's Outdoor Adventure

Okwari

Old Malone Gas Bar

Onkwawén:na Language Center

Otiohkwa Video

Patton's Woodcraft

Robertson Distribution

Sequoia

Sound Machine

Stained Glassworks Enterprises

Storage Solutions

Tammy Beauvais Designs

Tekanatoken Natural Remedies

Tekanatoken Souvenir & Craft Supplies

Tsi' Niiohak (Keeping Your Skin Nice)

Turtle Basket Flowers (seasonal)

Village Variety

Wayne's Complete Tree Service

WJS Excavating

WJS Gas Bar

Wolf's Den

Wolfco

WWK Stacey Printing & Office Supplies



## EMPLOYMENT & TRAINING



Employment & Training, clockwise from top left: Steven O. Horne, Herb Rice, Eugene Montour, Sandra Jacco, Helen Watso, Angie Marquis, Kara Paul, Kiera Beauvais.

### Steven O. Horne

Director, Employment & Training

**S**ewakwekon Kahnawà'kehrónon: It is my pleasure to have this opportunity to communicate the activities of the Employment and Training Division for the period of

April 2011 to March 2012 in our 12<sup>th</sup> Annual Report.

The theme of this year's report "Everyone contributes to Kahnawà:ke's Economy" is certainly true with the Employment and Training Division. In the past year, we have developed part-

nerships with over 40 private and public organizations both within Kahnawà:ke as well as outside. We act as intermediaries between our clients and partners in a variety of vocational training, academic upgrading and employability initiatives.

Another partnership in development is with the new First Nation School Board; in October 2011 our proposal to be a host community for a new First Nation Adult Education center was approved. This will certainly impact our local economy as well as academic upgrading for our adult population.

In the following pages, you will see how these collaborations support our programs and initiatives such as the Career Building Skills, Kahnawake Summer Student Employment Program, Strategic Community Health Careers, as well as many individualized training projects.

We have also continued to invest in our community by implementing an improved career counseling model. This mandatory counseling leads to individualized career action plans supported by tuition and allowances.

In summary, all Kahnawà'kehrónon contribute to the economy either by working (the supply of labour) or by employing (the demand for labour). Our efforts in workforce development contribute to both sides of this equation. Sken:nen. ♦

## Youth Programs and Initiatives

### Angie Marquis

Youth Programs Coordinator

**O**ur most popular youth program is the Kahnawà:ke Summer Student Employment program. This year, it provided 37 students with work experience that will benefit their future career goals. With 100 students applying to the program, it is great to know we have so many students focused on their education and seeking valuable work experience.

Complementary workshops are offered every year to all participants which are meant to provide them with additional skills and information. This year's topics were: Occu-

pational Health and Safety & Sun Safety for Children, Safe Talk, Suicide Prevention, Saving Money for the Future, and When Opportunity Knocks: Careers in Retrospect.

In addition to the KSSEP, a variety of initiatives were carried out geared towards Kahnawà:ke youth. These included: Employment & Training attending the Kahnawà:ke Survival School (KSS) Career Fair in April, providing résumé workshops to KSS and KSSEP students in May, hosting a week long Actua Science camp for 22 youth in August, and airing re-runs of the Stay-In-Skool DVD on community television during the month of November. ♦



Tewatohnhi'saktha providing information to the youth at the 2011 KSS Career Fair.

## Career Building Skills



**Kara Paul**

Career Building Skills Coordinator

After the original three sessions of the first CBS program, our efforts to secure a second generation CBS program paid dividends. In September we received confirmation that a renewed CBS program would be supported by Service Canada for an additional 3 years. The curriculum of the program was re-evaluated, revamped, and reorganized to ensure continuous improvements and change while meeting the needs of our clients.

The improved CBS program has been condensed to a 12-week session from the original 17-week program. Here is a breakdown of the new structure:

**Weeks 1-2:** Intensive self awareness/social skills component.

**Weeks 3-4:** Labour market information and educational exploration. Program participants have the opportunity to visit local schools ranging from adult education/vocational centers, colleges, and universities. This component is designed to offer students the opportunity to explore and experience the school first hand and gain some valuable insight into the programs and services it has to offer.

**Weeks 5-7:** Work readiness and start up skills - students learn about the fundamentals of working and learn new skills and tricks to become successful in the workforce as well as school.

**Weeks 8-11:** Work placements – work placements are designed to give each

student the opportunity to “test out” an area of interest. For example: if you are someone interested in working with children, you are encouraged to work with one of our local schools, day care centers or after school programs to assist in determining if this is a career you would like to pursue.

**Week 12 :** Follow up and evaluations. The new version of the Career Building Skills Program began on September 26, 2011 with a group of 20 students and saw a total of 18 graduates who completed all components of the program, including the stage which was held on November 14, 2011 through to December 9, 2011.

The latest graduating group began on January 9, 2012 with a total of 15 students graduating on March 30, 2012. All CBS students had the opportunity to apply for work placements in all areas of interest within the community of Kahnawà:ke as well as outside of the community. Students secured placements ranging from pri-

vate to public organizations and businesses, including: the Mohawk Council of Kahnawà:ke, Shakotii'a'takehnhas Community Services, the Kahnawà:ke Education Center schools, Step By Step Child and Family Center, the Kateri Memorial Hospital, Ioriwa:se and the Eastern Door. We are extremely grateful for all the support and enthusiasm we have received over the years from our participating partners for accepting stagiers and encouraging our students.

The Career Building Skills Program has been successfully operating for a period of two years and has seen a total of 87 students successfully complete the program and transition back to school or into the labour market. If you are interested in participating in the next session of the CBS program; set to begin in January 2013, you can contact Kara Paul, Program Coordinator; Jonathan Rice, Assistant Coordinator or Kiera Beauvais, Administrative Assistant for any questions. ♦

## Strategic Community Health Careers



**Kim Delormier**

SCHC Coordinator

The field of health care is burgeoning with career opportunities and Nursing is at the forefront. Since 2010, Strategic Community Health Careers (SCHC), a collaboration between Kahnawà:ke Education Center, Tewatohnni'saktha and Kateri Memorial

Hospital Center, has been steadily working toward the goal of strengthening Kahnawà:ke's own health care workforce, in preparation of the expansion of the Kateri Memorial Hospital (KMHC). This three-year project is playing a key role in preparing students to study Nursing and other health careers and recent enrollment in these programs has increased significantly.

The expansion of the KMHC will create approximately 41 new jobs, mainly nurses, nursing assistants and orderlies. There are also opportunities in the areas of physical and occupational therapy and radiology. Employment opportunities for these positions and more are available in most hospitals, clinics, elder care facilities and home care settings, locally and globally.

Enrollment in Nursing went from a handful of students three

years ago to over a dozen in 2011. SCHC wants to ensure that Kahnawà:ke's non maximize existing and future employment opportunities and SCHC does this through promotion and academic support.

Through classroom visits, participation in career fairs and hands-on presentations to elementary students, SCHC strives to enlighten students about the many promising careers that can be attained in the health field. This year, a promotional video was created, geared towards encouraging high school students, which features local health care workers and Nursing students speaking about their careers and education experiences.

Algebra, science and chemistry courses were once again offered in the evenings at Kahnawà:ke Survival School this past academic

year, which helped several students get the prerequisites they needed to enter a CEGEP health career program. Tutoring was also offered to students who needed the extra help and the SCHC coordinator was available to help them make their CEGEP applications.

The future of Kahnawà:ke's health care system and the care of our growing population of elders will improve with a larger, well equipped hospital staffed by many of our own trained and educated nurses and assistants, doctors, therapists and technicians, among other occupations. The SCHC project has been crucial in preparing for the existing and future health care needs of Kahnawà:ke, and in preparing students for careers that can be fulfilled in their own community and beyond. ♦

## Overcoming the transition from training to working

Kiera Beauvais, 20, has been working for Tewaohnni'saktha since January 2012 as the Administrative Assistant for the Career Building Skills Program. Her responsibilities include helping with day-to-day tasks such as writing documents, sending faxes and other administrative duties.

Acquiring a steady job in the administrative field has been a long journey.

"After high school, I had no idea what to do. My classes that I took to prep me for CEGEP didn't really help me. I wasn't interested in CEGEP," said Beauvais.

She made the decision to take the Administrative Assistant program offered at NOVA Career Centre and graduated from the year long program in August of 2010.

"It was a great program and I really loved it. It gave me a lot of experience," said Beauvais.

The transition from her training to working has been difficult, but her career counselor at Tewaohnni'saktha has helped along the way.

"My career counselor was Angie Marquis. She was a great help and got me all the information I needed to apply for the program and how to go about that. When I was done, she helped me send out my résumé to all the organizations, to hopefully find a job," said Beauvais.

Beauvais was accepted to a few places, but as a temp.

"I noticed that it was hard to get a job right out of school. There's a lot of people going into the administrative assistant pro-

gram, but it's hard for them to find a job when they come out, at least for people from town, because they lack French," said Beauvais.

Beauvais finally caught the break she was looking for while working as an on-call receptionist at Tewaohnni'saktha for a week. The posting for her current position became available; she applied and got the job.

Beauvais leaves community members interested in pursuing administrative careers with this advice, "I would say to definitely try to learn French while you're in the program. Look at your options outside of Kahnawà:ke because it is very limited here. There are positions in Kahnawà:ke, but there are a lot of people who are qualified for them," said Beauvais.



Kiera Beauvais is the Administrative Assistant for the Career Building Skills Program. Photo: Jessica Deer

## E&T SUCCESS STORY: JIMMY JACCO

### Offering support during difficult times

Jimmy Jacco, 27, has been a Kahnawà:ke Peacekeeper for nearly a year and a half. During the summer of 2010, he left Kahnawà:ke for a six-month basic training program at the RCMP Academy, "Depot" Division in Regina, Saskatchewan.

The decision to become a Peacekeeper was initiated by his friends who were inside the department at the time.

"I heard a lot of great stories and a lot of stuff that they do and bring back to the community. It made me want to try and see how it was," said Jacco.

Being away from home for six months was difficult for Jacco, who left for training a few days after his daughter was born. The financial support offered by Tewaohnni'saktha was appreciated.

"I wasn't working because I was in training. My wife wasn't work-



Jimmy Jacco has been a Kahnawà:ke Peacekeeper for nearly a year and a half. Photo: Jessica Deer

ing. We had a newborn at home, so she was at home all the time with her. The money benefitted me a lot, and my family," said Jacco.

Jacco began working in February of 2011.

"I've seen a lot. I've seen almost everything that you can do with the job from big files to little files. But, when you come home from training, although they teach you a lot, you don't know the whole thing. They

teach you the standard level of what you're supposed to know and then you come home and you still need a training officer for the first six months; you still have to ride around with someone," said Jacco.

The job also comes with some challenges.

"To me, being a police officer in your own town is hard. It's not the easiest thing to do. You have to go to work in the uniform, provide for

the community, and ensure safety and respect. Then when you're off duty, you're in the same town and still have to see the same people. It's just hard sometimes," said Jacco.

Nonetheless, he loves his job and leaves this advice for community members interested in pursuing a career as a Kahnawà:ke Peacekeeper, "If you want to help the community as much as you can, then this the job for you," said Jacco.



## Following in his father's footsteps

Clive McComber, 21, attended the welding program at the NOVA Career Centre in September 2009 after he graduated from high school. "I had a lot of fun, there was a lot of hands on experience," said McComber.

He finished the program in December 2011 and immediately started working fulltime for his father at McWeld.

"Sometimes it is frustrating because it's my dad," joked McComber who added that his father has had a big influence on his career choice to pursue welding. "I've pretty much been welding my whole life. He would always hire me for small jobs; it was a lot of experience," said McComber.

After the decision was made to apply to the program, McComber looked to Tewatohn-hi'saktha for financial aid. "I always heard about their services all over; it's always in the paper and my cousin suggested it," said McComber.

If the funding was not available, McComber admitted he

would have just started working for his father right away.

However, the importance of going to school for the trade was obvious to him, rather than just relying on experience in the

workplace. Not only did his schooling give him a diploma to add to his résumé, but he was also able to gain new skills.

"NOVA was good. It helped me a lot with blueprint drawing and

other types of welding. I have it written down on paper that I'm a welder now. I had nothing on paper to prove that I'm a good welder, that's what NOVA did," said McComber.



Clive McComber.



Clive McComber graduated from the Nova Career Center welding program in December 2011. Photos: Jessica Deer

## REVENUE GENERATION DIVISION



Revenue Generation, clockwise from top left: Sose Canadian, Marcy Delisle, Bud Morris, Jessica Dearhouse, Marvin McComber, Tammy Delaronde, Darlene Roberts, Kyle Delisle and Amy Rice.

### Kyle Delisle

Director, Revenue Generation

Over the past year, the Revenue Generation Division has been focusing its efforts in two main areas. The first area is in developing community businesses. The reason for Revenue Generation developing community-owned businesses is to create profits for Kahnawà:ke that can be reinvested in additional community businesses and to fund under-funded community programs and services overseen by the Mohawk Council of Kahnawà:ke. At the same time, these projects must generate an adequate return on our investment for a moderately low risk. Currently, the majority of Kahnawà:ke's self-generated revenues is through the data center industry with Continent 8.

Revenue Generation's role is to diversify community revenues by investing in projects and businesses in different industries in the event that an industry faces decreasing revenues due to economic conditions, such as a recession. The primary industries that Revenue Generation is investigating includes health care, waste management, and sustainable energy.

The second area that Revenue Generation Division has focused on

this year is providing consulting services through Tewatohnhi'saktha Consulting. The reason for providing consulting services is to generate revenue to cover the costs of operating the Division. These costs include salaries, administrative expenses, and consulting fees for feasibility studies and business plans. Unlike other Divisions, Revenue Generation Division does not receive any federal or provincial funding and therefore must cover all of its costs by generating its own profit, just like a business.

Some of the consulting contracts that we completed this year include developing job descriptions for the Tamiskaming First Nation's band council, undertaking the Kahnawà:ke socio-economic survey, developing the terms of reference for the project manager of the Kateri Memorial Hospital Center's expansion, and providing internal consulting services to the Employment & Training Division as well as the Organizational Services Division.

Both the Kahnawà:ke Business Complex and the Kahnawà:ke Office Complex provide economic infrastructure for businesses to locate in Kahnawà:ke while providing retail space for local businesses. External businesses who have located in Kahnawà:ke bring with them employ-



Maintenance, from left to right: Marvin McComber, Wayne Rice, Shane Reid, Peter Diabo, Wilbert Standup

ment opportunities and rental revenue that contribute to the strength of our local economy. The profits from the buildings are used to supplement program funding in other divisions as well as Revenue Generation Division.

The Kahnawà:ke Business Complex was constructed in 2004 and offers approximately 31,500 square feet of first class retail and office space. Tenants of the Kahnawà:ke Business Complex include:

#### 1st Floor

- Clinic Liu
- National Aboriginal Circle Against Family Violence
- Quebec Native Women's Association

- Sequoia
- Chunky's
- Edgewater Café and Grill

#### 2nd Floor

- First Nations Human Resources Development Commission of Quebec

#### 3rd Floor

- Tewatohnhi'saktha Kahnawà:ke Economic Development Commission

Construction of the Kahnawà:ke Office Complex was completed in 2006 and offers approximately 40,800 square feet of office space. The tenants of the Kahnawà:ke Office Complex employ approximately 255 people, of which 56 of these employees are Kahnawà:kehrónon. ♦





Kahnewà:ke Business Complex.



Kahnewà:ke Office Complex.



Quebec Native Women's Association.



Edgewater Cafe & Grill.



Tewatohnhi'saktha Kahnewà:ke Economic Development Commission.



Clinic Liu.



Chunky's Snack Bar.



National Aboriginal Circle Against Family Violence.



First Nations Human Resources Development Commission of Québec.



Sequoia.





**Lynn Jacobs**  
KSE Project Coordinator

2011-2012 has been a year filled with mostly “behind the scenes” activity for KSE’s wind energy project. One of KSE’s major actions was the hiring of the new Project Coordinator, Lynn Jacobs. Lynn has a Bachelors Degree in Environmental Science and a Masters Degree in Environmental Management. Her principal responsibility is to coordinate the project evaluation activities.

## Next Steps

As per standard procedure, KSE is carrying out an Environmental Impact Assessment (EIA) to identify

potential impacts and ways of addressing them. The EIA report will be submitted for review to the Québec Ministry of Sustainable Development, Environment and Parks. Once the EIA fulfills all requirements, the project will be subject to a public evaluation process, with final approval coming from the Québec Government. For more information on this project please visit our website at [www.ksenergies.ca](http://www.ksenergies.ca)

## The Project at a Glance

Estimated Capital Cost of the Project:	\$67 M
Number of wind turbines:	8
Total Power:	24 MW
Minimal Distance from Residences:	750 m
Height of Masts:	99 m
Rotor Diameter :	101 m

The collector system will be buried.



“Wind energy is one of the most sustainable energy technologies available today. Through this project, Kahnawà:ke Sustainable Energies aims to address local interests and concerns and to help fulfill our responsibilities to the natural world and the future generations. The KSE Wind Energy Project is an opportunity for our community to lead the way in contributing to a cleaner energy future.” Lynn Jacobs – KSE Project Coordinator



KSE Project team, left to right: Amy Rice, Lynn Jacobs, Lionel Jacobs, Bud Morris, Terry Diabo, Kyle Delisle.

# Mohawk Internet Technologies



## BALANCE SHEET

(in thousands of dollars)

			January 1, 2010
<b>AS AT MARCH 31</b>	<b>2012</b>	<b>2011</b>	
(in Canadian Dollars)			
<b>ASSETS</b>			
<b>Current</b>			
Cash	\$ 544	\$ 314	\$ 881
Accounts Receivable	117	467	62
Prepaid expenses and deposits	225	296	264
	886	1,077	1,207
<b>Prepaid rent</b>	175	234	293
<b>Capital assets</b>	10,720	12,660	13,225
<b>Intangible assets</b>	1,256	1,570	1,884
	\$ 13,037	\$ 15,541	\$ 16,609

## LIABILITIES AND EQUITY

<b>Current</b>			
Accounts payable and accrued liabilities	\$ 785	\$ 1,008	\$ 1,160
Current portion of loan payable	1,717	1,535	1,373
	2,502	2,543	2,533
<b>Loan payable</b>	6,455	7,736	7,602
	8,957	10,279	10,135
<b>Equity</b>	4,080	5,262	6,474
	\$ 13,037	15,541	16,609

## STATEMENT OF OPERATIONS

(in thousands of dollars)

<b>FOR THE YEAR ENDED MARCH 31</b>	<b>2012</b>	<b>2011</b>
(in Canadian Dollars)		
<b>Revenue</b>	\$ 6,417	\$ 6,066
<b>Cost of Revenue</b>	3,452	3,470
<b>Gross Profit</b>	2,965	2,596
<b>Expenses</b>		
Selling, marketing and administration	1,254	1,207
Amortization	2,893	2,600
	4,147	3,807
<b>Net loss</b>	\$ (1,182)	\$ (1,211)

# Key Success Measures

Key Success Measures are our outcome measures of success. They measure how effectively for continuous improvement and success. We annually report on four categories:

## Employment

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

**Target:** 27  
**Actual:** 36

LAST YEAR (2010-2011)

Target: 25  
Actual: 27.9

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

## Revenue Generation\*

Generate Revenue in 2011-2012 through project investment and present business files:

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

**Target:** \$2,027,543\*\*  
**Actual:** \$2,599,220\*\*\*

LAST YEAR (2010-2011)

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

\* Includes Onkwawista income, which in US dollars.

\*\* Annual Billboard Revenue \$9,972 as opposed to \$9,600 projected due to an unreported increase in a lease contract.

\*\*\* The Revenue Generation target for 2011-2012 was adjusted mid-year to account for an Onkwawista dividend that was increased by \$500,000 from the original target of \$1,700,000.



we are achieving our vision, mission, and values on a year-by-year basis. It is our scoreboard

## Client Services

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

**Target:** 950  
**Actual:** 1,060

LAST YEAR (2010-2011)

Target: 950  
Actual: 965

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

**Target:** \$1,181,950  
**Actual:** \$1,071,223

LAST YEAR (2010-2011)

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

## Business Creation & Expansion

Increase the number of start-up businesses and/or business expansions in 2011-2012.

**Target:** 7 Micro  
4 small  
1 medium  
**Actual:** 8 Micro  
5 Small

LAST YEAR (2010-2011)

Projected: 7 Micro  
4 Small  
1 Medium  
Actual: 10 Micro  
7 small  
1 Medium  
1 Large

Increase the number of new loans under the Tewatohnhi'saktha Business Loan Fund in 2011-2012.

**Target:** \$300,000  
**Actual:** \$60,038

LAST YEAR (2010-2011)

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

## INDEPENDENT AUDITOR'S REPORT

*To the Board of Directors of  
Tewatohnhi'saktha*

We have audited the accompanying financial statements of Tewatohnhi'saktha, which comprise the statement of financial position as at March 31, 2012 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 Tewatohnhi'saktha as at March 31, 2012 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.

### Other matters

The financial statements of Tewatohnhi'saktha for the year ended March 31, 2011 were audited by Horwath Leebosh Appel LLP of Montreal, Canada, prior to its merger with MNP SENCRL, srl. Horwath Leebosh Appel LLP issued an independent auditor's report without reservation on these statements on June 28, 2011.

Montréal, Québec

June 21, 2012



<sup>1</sup> CPA Auditor, CA permit no. A103961

# Tewatohnhi'saktha

## Statement of Financial Position

At March 31	2012 \$	2011 \$
<b>Financial assets</b>		
Cash	760,236	1,629,949
Term deposits held for transactions [note 3]	4,819,110	3,580,855
Contributions and accounts receivable	1,010,348	416,939
Accounts receivable - portfolio investment company [note 9a]	2,228,288	1,648,764
Loans receivable [note 4]	589,394	630,579
Investments and loans receivable [note 5]	17,223,989	16,228,387
<b>Total financial assets</b>	<b>26,631,365</b>	<b>24,135,473</b>
<b>Liabilities</b>		
Accounts payable and accrued liabilities	589,538	640,051
Long-term debt [note 8]	2,820,922	3,076,989
Net deficit in commercial enterprise [note 10]	983,451	366,504
<b>Total liabilities</b>	<b>4,393,911</b>	<b>4,083,544</b>
<b>Net financial assets</b>	<b>22,237,454</b>	<b>20,051,929</b>
<b>Non-financial assets</b>		
Rental properties [note 6]	9,535,982	10,037,876
Tangible capital assets [note 7]	1,055,998	1,014,222
Prepaid expenses	60,475	107,120
<b>Total non-financial assets</b>	<b>10,652,455</b>	<b>11,159,218</b>
<b>Accumulated surplus [note 15]</b>	<b>32,889,909</b>	<b>31,211,147</b>

Approved on behalf of the board:

.....Grand Chief

.....Director

.....Director



# Tewatohnhi'saktha

## Statement of Operations and Fund Balances

Year ended March 31, 2012

Description

	Fund Balance March 31, 2011 \$	Transfers and adjustments \$	Revenues \$
<b>Employment and Training</b>			
CRF	(164)	-	978,087
EIF	-	-	408,031
CRF (Youth)	-	-	208,999
CRF (Disabilities)	-	-	62,755
Skills link Program	-	-	5,646
Strengthening Our Ties	-	-	-
Introduction to Construction Trades	541	-	-
Strategic Opportunity Advancement Realization	-	-	153,620
SCHC	73,104	-	-
FNEC, MCK and other	(541)	-	62,099
	72,940	-	1,879,237
<b>Administration</b>	363,214	(148,811)	1,027,604
<b>Economic Development</b>			
KEDC	7,109,146	-	2,374,762
Tewatohnhi'saktha consulting	-	313,458	80,356
	7,109,146	313,458	2,455,118
<b>Small Business Services</b>	84,925	-	981,132
<b>Business Loan Fund Ltd.</b>			
Business Loan Fund	1,105,561	-	792,068
Youth Business Fund	205,213	-	5,497
	1,310,774	-	797,565
<b>Kahnawà:ke Business Complex</b>	(17,355)	(101,139)	520,586
<b>Kahnawà:ke Office Complex</b>	128,969	(568,385)	901,815
<b>Kahnawà:ke Sustainable Energies Inc. [note 10]</b>	(366,603)	-	-
<b>Investment Fund [notes 5, 9(a)]</b>	14,550,027	-	-
<b>Amortization expense</b>	-	515,927	-
Less: Internal invoicing	-	-	(1,010,094)
<b>Surplus</b>	-	11,050	7,552,963
<b>Externally restricted fund balance</b>	1,383,714	-	2,676,802
<b>Internally restricted fund balance</b>	21,852,323	11,050	4,876,161
<b>Appropriated funds</b>	-	193,000	-
<b>Capital assets fund balance</b>	7,975,110	(204,050)	-
	31,211,147	-	7,552,963

Expenses \$	Excess (deficiency) of revenues over expenses \$	Externally Restricted Fund Balance March 31, 2012 \$	Internally Restricted Fund Balance March 31, 2012 \$	Unrestricted Capital Assets Fund Balance March 31, 2012 \$
977,923	164	-	-	-
408,031	-	-	-	-
164,703	44,296	44,296	-	-
62,755	-	-	-	-
5,646	-	-	-	-
48,565	(48,565)	(48,565)	-	-
-	-	541	-	-
154,072	(452)	(452)	-	-
60,501	(60,501)	12,603	-	-
5,498	56,601	56,060	-	-
1,887,694	(8,457)	64,483	-	-
1,049,376	(21,772)	-	192,631	-
516,060	1,858,702	-	8,967,848	-
393,814	(313,458)	-	-	-
909,874	1,545,244	-	8,967,848	-
833,407	147,725	-	232,650	-
31,525	760,543	33	-	-
(4,632)	10,129	1,866,104	-	-
26,893	770,672	215,342	-	-
375,030	145,556	2,081,446	-	-
669,148	232,667	-	27,062	-
616,946	232,667	-	(206,749)	-
-	(616,946)	-	(983,549)	-
-	-	-	14,550,027	-
515,927	(515,927)	-	-	-
(1,010,094)	-	-	-	-
5,874,201	1,678,762	-	-	-
1,914,587	762,215	2,145,929	-	-
3,959,614	916,547	-	22,779,920	-
-	-	-	193,000	7,771,060
5,874,201	1,678,762	2,145,929	-	-
			22,972,920	7,771,060

# Tewatohnhi'saktha

## Statement of Change in Net Financial Assets

Year ended March 31	2012 \$	2011 \$
<b>Annual surplus</b>	<b>1,678,762</b>	836,380
Acquisition of tangible capital assets	(55,809)	(62,101)
Amortization of tangible capital assets	515,927	546,231
	<b>2,138,880</b>	1,320,510
Acquisition of prepaid expenses	(60,475)	(107,120)
Use of prepaid expense	107,120	86,927
<b>Increase in net financial assets</b>	<b>2,185,525</b>	1,300,317
Net financial assets - beginning of year	<b>20,051,929</b>	18,751,612
<b>Net financial assets - end of year</b>	<b>22,237,454</b>	20,051,929



# Tewatohnhi'saktha

## Statement of Cash Flows

Year ended March 31	2012 \$	2011 \$
<b>Funds provided from (used for):</b>		
<b>Operating transactions</b>		
Annual surplus	1,678,762	836,380
<i>Item not requiring an outlay of cash:</i>		
Amortization	515,927	546,231
	<b>2,194,689</b>	<b>1,382,611</b>
<i>Net change in non-cash components of operating working capital:</i>		
<b>Decrease (increase) in:</b>		
Contributions and accounts receivable	(593,409)	(260,087)
Accounts receivable - portfolio investment company	(579,524)	(1,648,764)
Prepaid expenses	46,645	(20,193)
<b>Increase (decrease) in:</b>		
Accounts payable and accrued liabilities	(50,513)	(158,948)
	<b>1,017,888</b>	<b>(705,381)</b>
<b>Capital transactions</b>		
Acquisition of tangible capital assets	(55,809)	(62,101)
<b>Investing transactions</b>		
Purchase of investment in commercial enterprise	-	(99)
Increase in net deficit in commercial enterprise	616,947	366,603
Increase in investments and loans receivable	(995,602)	(1,655,887)
Increase in loans receivable	41,185	(126)
	<b>(337,470)</b>	<b>(1,289,509)</b>
<b>Financing transactions</b>		
Increase (decrease) in term deposits	(1,238,255)	2,382,460
Repayment of long-term debt	(256,067)	(237,553)
	<b>(1,494,322)</b>	<b>2,144,907</b>
Net increase (decrease) in cash	<b>(869,713)</b>	<b>87,916</b>
Cash - beginning of year	<b>1,629,949</b>	<b>1,542,033</b>
<b>Cash - end of year</b>	<b>760,236</b>	<b>1,629,949</b>

### Additional cash flow information

	2011 Expense \$	Cash paid \$	Expense \$	Cash paid \$
Interest paid	190,065	190,065	214,134	214,134

# Tewatohnhi'saktha

## Notes to the Financial Statements

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March 31, 2012

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### 1. Nature of the organization

Tewatohnhi'saktha was established in 1999 and is the economic development commission of Kahnawà:ke. It was created by legislation from Mohawk Council of Kahnawà:ke 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.

March 31, 2012

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**2. Summary of significant accounting policies** *(Continued from previous page)**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%



**Notes to the Financial Statements**

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March 31, 2012

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**2. Summary of significant accounting policies** *(Continued from previous page)*

*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 loans receivable - Kahnawà:ke Sustainable Energies Inc., Onkwaw-ista 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 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 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 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*

Financial instruments that potentially subject the organization to concentrations of credit risk consist of loans and contributions and accounts receivable.

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.

As at March 31, 2012 accounts receivable from one government agency accounted for 74% of accounts receivable. The organization believes that there is no unusual exposure associated with the collection of this receivable as they are in compliance with regulatory requirements and funding contracts in place.

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

**Notes to the Financial Statements**

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March 31, 2012

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**2. Summary of significant accounting policies** *(Continued from previous page)*

(d) Interest risk

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

*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 Kahnawà:ke Sustainable Energies Inc.

**3. Term deposits held for transactions**

Term deposits held for transactions bear interest at rates varying from 0.21% to 1.31 % with maturity dates ranging from May 2012 to January 2013.

# Tewatohnhi'saktha

## Notes to the Financial Statements

March 31, 2012

### 4. Loans receivable

	2012 \$	2011 \$
Loan repaid	-	20,000
Loan receivable - employee	55,255	-
Loans receivable issued by Tewatohnhi'saktha Business Loan Fund Ltd.	534,139	610,579
	<b>589,394</b>	<b>630,579</b>

The primary purpose of Business Loan Fund (BLF) and Youth Business Fund (YBF) loans are to help the youth and community of Kahnawà:ke 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

	2012 \$	2011 \$
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 - Kahnawà:ke Sustainable Energies Inc.	2,651,489	1,655,887
Loan receivable - Mohawk Council of Kahnawà:ke	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>17,223,989</b>	<b>16,228,387</b>

a) The fair value of the loans receivable - Kahnawà:ke Sustainable Energies Inc., Onkwawista Holdings Limited cannot be determined as they have 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, 2012

### 6. Rental properties

	2012			
	Opening Balance \$	Additions \$	Disposals \$	Ending Balance \$
<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	2,080,495	231,089	-	2,311,584
Office Complex	1,384,220	270,805	-	1,655,025
	3,464,715	501,894	-	3,966,609
<b>Net carrying amount</b>	<b>10,037,876</b>	<b>(501,894)</b>	<b>-</b>	<b>9,535,982</b>

	2011			
	Opening Balance \$	Additions \$	Disposals \$	Ending Balance \$
<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>

# Tewatohnhi'saktha

## Notes to the Financial Statements

March 31, 2012

### 7. Tangible capital assets

	2012			
	Opening Balance \$	Additions \$	Disposals \$	Ending Balance \$
<b>Cost</b>				
Vacant land	470,000	-	-	470,000
Computers	140,209	-	-	140,209
Computer software (i)	477,101	55,809	-	532,910
Furniture and fixtures	154,251	-	-	154,251
Office equipment	133,976	-	-	133,976
	<b>1,375,537</b>	<b>55,809</b>	-	<b>1,431,346</b>
<b>Accumulated amortization</b>				
Computers	135,626	1,526	-	137,152
Furniture and fixtures	124,900	5,870	-	130,770
Office equipment	100,789	6,637	-	107,426
	<b>361,315</b>	<b>14,033</b>	-	<b>375,348</b>
<b>Net carrying amount</b>	<b>1,014,222</b>	<b>41,776</b>	-	<b>1,055,998</b>

	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>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>361,315</b>
<b>Net carrying amount</b>	<b>970,043</b>	<b>44,179</b>	-	<b>1,014,222</b>

- (i) Computer software includes a Native Economic Management System asset of \$498,149 (2011 - \$442,338) and a household survey database of \$34,761 with no amortization recorded since the system will not be in use until 2013.

# Tewatohnhi'saktha

## Notes to the Financial Statements

March 31, 2012

### 8. Long-term debt

	2012 \$	2011 \$
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	2,020,060	2,121,200
4.25% (2011 - 6.50%) loan payable, secured by a trust agreement in the lender's favour on the Office Complex, repayable in blended monthly instalments of \$16,576, due in October 2012	800,862	955,789
	<b>2,820,922</b>	3,076,989
Current portion	<b>899,033</b>	1,048,083
	<b>1,921,889</b>	2,028,906

Principal repayments are due as follows:

	\$
2013	899,033
2014	104,423
2015	1,817,466
	<b>2,820,922</b>

### 9. Investment in commercial ventures

- (a) The organization has a 50% investment in the issued ordinary shares of Onkwawista Holdings Limited (OHL), an investment holding company. This investment is being carried at cost, being \$56. OHL has a 100% interest in Onkwawista Limited (OL), whose primary asset is a 40% interest in an operating company, Continent 8 Technologies, Plc. (Continent 8). OHL, OL and Continent 8 are incorporated under the provisions of the Isle of Man Companies Act. Tewatohnhi'saktha does not exercise effective control or significant influence with respect to its ultimate 20% investment in Continent 8, a portfolio investment company, without the cooperation of the majority shareholders. During the year, Tewatohnhi'saktha recorded a dividend receivable and income of \$2,200,000 US (2011 - \$1,700,000 US).
- (b) 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 \$NIL (2011 - \$516) from MIT.
- (c) The organization has an investment in the Kahnawà:ke Services Complex which houses commercial tenants.



# Tewatohnhi'saktha

## Notes to the Financial Statements

March 31, 2012

### 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.

Kahnawà:ke 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, 2012.

	2012 \$	2011 \$
Cash and term deposits	1,018,991	743,407
Accounts receivable	154,236	67,662
Prepaid expenses	20,000	20,000
Deferred development costs	590,404	516,557
<b>Total assets</b>	<b>1,783,631</b>	<b>1,347,626</b>
Accounts payable and accrued liabilities	115,592	58,242
Loan payable - Tewatohnhi'saktha	2,651,489	1,655,887
<b>Total liabilities</b>	<b>2,767,081</b>	<b>1,714,129</b>
<b>Deficit</b>	<b>(983,450)</b>	<b>(366,503)</b>
<b>Total liabilities and deficit</b>	<b>1,783,631</b>	<b>1,347,626</b>
<b>Revenue</b>	<b>9,911</b>	<b>1,964</b>
<b>Expense</b>	<b>(626,858)</b>	<b>(368,567)</b>
<b>Net loss</b>	<b>(616,947)</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.

**Notes to the Financial Statements**

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March 31, 2012

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**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:

	2012		2011	
	US \$	CDN \$	US \$	CDN \$
Cash	7,946	7,946	3,285	3,285
Accounts receivable - investment company	2,200,000	2,193,840	1,700,444	1,648,764
Term deposits	1,777,389	1,775,789	73,487	73,487

**13. Commitments and contingencies**

- a) 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.
- b) Tewatohnhi'saktha Business Loan Fund has guaranteed the Caisse Populaire Kahnawà:ke for a portion of approved bank borrowings to a maximum of \$305,488 for native entrepreneurs under the loan guarantee program. As at March 31, 2012, the total guaranteed indebtedness amounted to \$206,900 (2011 - \$266,979).
- c) The entity entered into an agreement with a service provider with respect to its investment in Kahnawà:ke Sustainable Energies Inc. as described in Note 10. The agreement calls for a commitment to pay \$2,976,000 for specific services (of which \$636,000 had been paid prior to the year-end). The payments are based on achieving certain milestones and providing specific 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. Kahnawà:ke Sustainable Energies Inc. has provided a letter of credit of \$500,000 to secure this obligation.

- d) 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, Kahnawà:ke Sustainable Energies Inc. The commitment is conditional upon signature of a purchase contract which is presently subject to negotiation and other approvals.
- e) The company has entered into agreements with the distributor of wind energy as follows:
- \$150,000 to secure a commitment to produce a feasibility study report on the grid interconnection
  - \$240,000 to ensure a commitment to begin delivery of contractual energy

The company has provided letters of credit of \$390,000 to secure these obligations. The company is further committed to pay \$420,000 in consultation fees for social feasibility studies.

# Tewatohnhi'saktha

## Notes to the Financial Statements

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March 31, 2012

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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

	2012 \$	2011 \$
Externally restricted fund balances		
Employment and training fund	64,483	72,940
Business loan fund	2,081,446	1,310,774
	2,145,929	1,383,714
Internally restricted fund balance	22,972,920	21,852,323
Unrestricted fund balance		
Capital assets fund balance	7,771,060	7,975,110
<b>Total accumulated surplus</b>	<b>32,889,909</b>	<b>31,211,147</b>





# 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.



## Vision

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

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

