

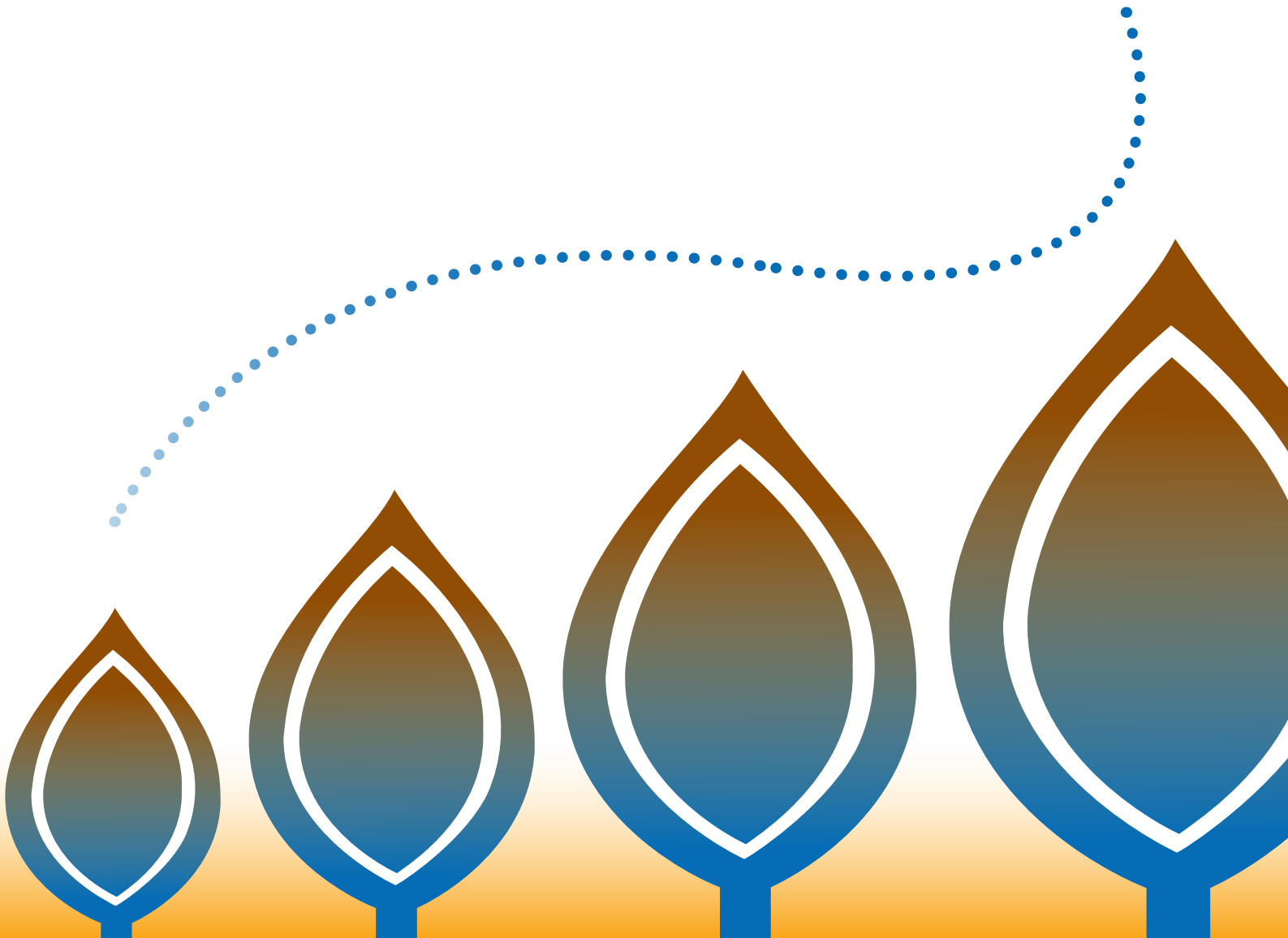


TEWATOHNHI'SAKTHA
Kahnawá:ke's Economic Development Commission

13th Annual Report
April 1, 2012 - March 31, 2013

Tei-tonhontsohon Tsohsera Akwe:kon Aietewaka'en:ion Naho:ten
lonkwaio'ten:'en tsi Niihseres tsi Nonkwa:ne Aohiatonhserashon:'a
1 Onerahtókha 2012 - 31 Enniskó:wa 2013

OUR BEST INVESTMENT IS YOU



ORGANIZATIONAL STRUCTURE

Lionel Jacobs
Chairperson
Board of Directors
Term: 2015



Peter Lafleur
Board Member
Term: 2015

Wayne Rice
Board Member
Term: 2015

Charles Barnett
Board Member
Term: 2013

Jack Leclaire
Board Member
Term: 2013

Terry Diabo
Board Member
Term: 2013

Greg Horn
Board Member
Term: 2015

Bud Morris
Chief Executive
Officer

Steven Horne
Director
Employment
& Training

Nancy Stacey
Director
Human Resources

Marcy Delisle
Director
Finance &
Administration

Barbara McComber
Director
Small Business
Services

Kyle Delisle
Director
Revenue Generation

Sandra Jacco
Administrative Clerk

Kristy Kennedy
Interim Executive
Assistant

Sose Canadian
Information Systems
Manager

Tammy Delaronde
Business Services
Officer / Facilities
Manager

Daryl Leclaire
Business Services
Officer / Heads Up
Coordinator

Marissa Leblanc
Executive Assistant

Gene Montour
Employment &
Training Counselor

Lisa Lahache
PR/Communications
Officer

Penny Kane
Secretary/
Receptionist

Marvin McComber
Facilities Operations/
Security Manager

Angela Deer
Loans Officer

Amy Rice
Economic
Development Analyst

Helen Watso
Employment &
Training Counselor

Cathy Diabo
Accounting Manager

Wayne Rice
Security Guard
Kahnawake Office
Complex

Ron Murray
Project Development
Officer TBCF

Herb Rice
Employment &
Training Officer

Wahsontaha:wi
Stacey
Financial Clerk

Travis Rice
Security Guard
Kahnawake Office
Complex

Angie Marquis
Employment &
Training Counselor/
Youth Programs
Coordinator

Peter Diabo
Security Guard
Kahnawake Office
Complex

Kara Paul
Instructor/
Coordinator
CBS/WES/SOAR
Program

Wilbert Standup
Security Guard
Kahnawake Office
Complex

Erica McComber
Building Maintenance
Superintendent

Carrie-Layne Diabo
Marquis
Office Cleaner

ACKNOWLEDGEMENTS

Coordinator

Lisa Lahache

Graphic Design

Cheryl Delaronde

Articles

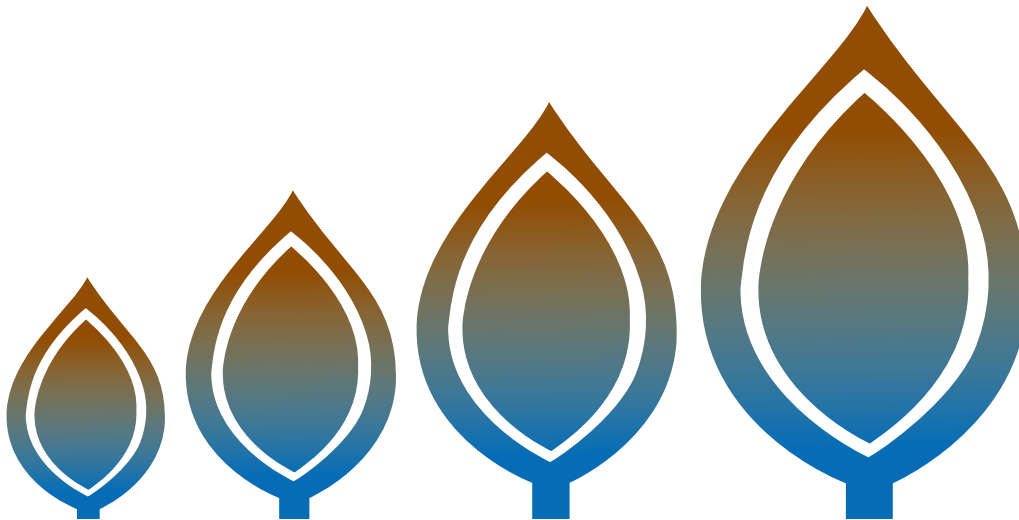
Amy Rice
Angie Marquis
Barbara McComber
Bud Morris
Kara Paul
Kim Delormier
Lionel Jacobs
Kyle Delisle
Nancy Stacey
Steven O. Horne
Tammy Delaronde

Photos

Cole Delisle
Jordan Standup
Kahnawake Environment Office
Kim Delormier
Lisa Lahache
Lisa Peterson
Valerie Pyke Photography

Printing

Impression Expo



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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 CHAIRMAN'S MESSAGE 2012-13

By Lionel Jacobs, Board of Directors Chairperson



Board of Directors: Wayne Rice, Terry Diabo, Lionel Jacobs, Jack Leclair, Greg Horn. Absent: Chuck Barnett, Peter Laffeur.

The Board of Directors is made up of entrepreneurs who have a minimum of 3 years' experience as business owners. Throughout the life of our businesses, we have depended on the community of Kahnawà:ke to help make our businesses thrive. With over 100 years of combined experience, being a member of the Tewatohnhi'saktha Board of Directors is an opportunity to give back to our community. By attending Board meetings and setting the overall direction for the organization, members of the Board regularly invest our time into making Kahnawà:ke a hospitable environment for economic development on all levels - from students and job seekers to entrepreneurs and community-owned projects.

This year the Annual Report's theme is "Our best investment is you." For the Board of Directors, that is the first step towards our Vision of a self-sustaining community. Healthy, happy, productive individuals are the foundation of a self-sustaining community, and investing human and monetary resources in the future of our community members is the most logical place to start. Our Employment and Training and Small Business Services

Division invested \$1.7 million in tuitions, allowances, and small business grants during the fiscal year, helped find 33 full-time jobs, loaned out \$200,000 in small business loans, and saw a total of 1,011 individual clients last year alone!

Tewatohnhi'saktha's strategic direction in 2012-2013 was decided after holding a number of focus group sessions with public service organizations, an open session with the community, and sessions with business contacts from surrounding communities. During these sessions there was an expressed need for increased communications within the community, and the three-year communications strategy identified a number of priorities to improve our communications with you. The first step was a revamped website and social networking accounts to set up a network to get our information out to the community.

In addition to investing in individuals and businesses, Tewatohnhi'saktha researches investments in community-owned businesses. The businesses currently being researched will either replace community programs and save money for the community,

address a social need, or generate revenue to support the other programs and services Tewatohnhi'saktha provides. It is because of any revenue generated by the organization that some of our programs can survive the changing reporting and spending requirements from our funding sources, as well as stagnant funding levels. For instance, revenue generated by the cell phone tower next to the Kahnawà:ke Office complex were contributed to the Kahnawà:ke Summer Student Employment Program. However, more funding for the program is required to meet the community's needs. In the summer of 2012, 143 students

competed for 41 available jobs. More funding will ensure that more of our youth get the work experience they need to succeed later in life. Our Revenue Generation division has the ultimate goal of ensuring that any underfunded programs are taken care of in the future.

Tewatohnhi'saktha's three main functions are as follows: investing in people, investing in small businesses, and investing in community owned enterprises. The first two goals are supported by our two outward-facing divisions and all the services available to our clients, and the third goal exists to generate revenue for the community.



CEO MESSAGE 2012-13

By Bud Morris, Chief Executive Officer



Valerie Pike Photography

This past year, I have often been reminded that we need to communicate Tewatohnni'saktha's broader mandate. This year's theme, our best investment is you, seems timely considering the efforts we have invested in what we refer to as social policy. At the risk of oversimplifying this complex field, the Mohawk Council of Kahnawà:ke, Kahnawà:ke Shakotii'a'takehnhas Community Services, Kahnawà:ke Education Center and Tewatohnni'saktha have been working together to figure out how we can improve the way we invest in people.

A bit of background is in order. One of the things we always ask ourselves is if there is a better way of servicing the community. Historically, this question and the subsequent answers have focused on programs and services provided by the organization and it has not, for the most part, challenged the existing structural paradigm

that separates individual services provided by the different organizations. More simply, if we were an assembly line, we'd have some serious quality control issues. Human resource development is not and should not be done in the context of isolation. On the contrary, it should be an inclusive process that has a simple principle: that the organizations and the people providing services to community members should work collaboratively together. It sounds so easy that one might mistakenly take this for granted but the reality is we have grown accustomed to working in the silos that we have either designed ourselves or accepted as the way to do things because that is how the program was devolved to us by the federal or provincial government. For quite a few years now, we realized that the silo approach was not the way we should be doing business but change is not always easy. An entrenched bureaucratic system, privacy issues, uncertain legal environment, different organizational cultures, and limited resources are some of the reasons we have not been able to make any major breakthroughs up until now. So what have we done that merits this writing? All four of the aforementioned organizations have agreed to the following social policy statement:

"For the well-being for all Kahnawà:kehró:non, we must work together to assist individuals to understand their responsibilities to provide for themselves and their families through encouraging

their overall human development through lifelong learning of what it means to be a contributing member of our community".

What will this mean for community members? The objective is to develop a "strategically integrated, social development support system for those in need." Such an approach must be based on common objectives and principles related to the following four (4) components:

Basic Assistance - meeting the first level needs of the community in terms of food, shelter, clothing, health care, etc.

Training - to increase the knowledge, skills and abilities of the community.

Education - through learning, increase the self worth and self-sufficiency of the community.

Social Counselling - to address individual growth and responsibilities."

How is this overall initiative related to Tewatohnni'saktha's mandate? One of our three pillars is to invest in people and this has historically been our largest investment area. Through this new initiative, we are acknowledging that there is a better way of doing business and the community deserves the better way. We have to reverse the trend of focusing the community's precious resources on treating the symptoms at the expense of foregoing prevention. It will take time before we reap the rewards out of this initiative but if we persevere and stay true to this new direction, the benefits will be felt throughout all Kahnawà:ke families and households.



Photo Courtesy of the Kahnawà:ke Environment Protection Office

FINANCE & ADMINISTRATION

By Marcy Delisle, Director



OSD Staff: (Back row) Cathy Diabo, Sose Canadian, Kristy Kennedy, Marvin McComber, Lisa Lahache. Front Row: Erica McComber, Nancy Stacey, Penny Kane, Marcy Delisle, Wahsontaha:wi Stacey.

The year 2012-13 brought about several changes in the Organizational Services Division (OSD). In September 2012, we restructured the division to accommodate the new Director of Finance & Administration position, and the Director of Human Resources. Under the direction of these two positions, the division is now comprised of Finance, IT Services, Facilities, Security and Maintenance, Human Resources, and Communications. Previously OSD was made up of Human Resources,

Accounting, Reception, and Communications. By reorganizing the structure of OSD, our team has grown significantly and now accommodates all key support services under one umbrella.

In the new structure, all services and departments that provide administrative support to the other divisions within Tewaohnnhi'saktha are contained in one cohesive division. Grouping administrative functions together will enable us to better serve our internal and external

clients by providing easy access to services and promoting efficiency in the allocation of resources. Our mission is to support Tewaohnnhi'saktha's strategic direction and priorities, by providing the highest quality of innovative support services to the organization and its clients.

Over the winter months, the OSD team participated in several strategic planning sessions to identify how best to support the other divisions in achieving their goals and objectives and ultimately provide the best possible

experience to you, the client. We take this role very seriously and are eager to provide clients of Tewaohnnhi'saktha with: a superior customer service focused approach (Reception); access to the latest innovative uses of technology (IT); strict financial accountability and controls (Finance and Accounting); and office and commercial space rental in a secure, well equipped environment (Facilities, Security and Maintenance).



Security and Maintenance Staff: Marvin McComber, Wilbert Standup, Peter Diabo, Travis Rice, Wayne Rice, Erica McComber.

HUMAN RESOURCES

By Nancy Stacey, Director

The Human Resources (HR) Department plays an important role in allowing Tewatohnni'saktha to remain a high performance organization, and we are proud that we are consistently recognized by current and past employees as one of the top employers in Kahnawà:ke. We offer employees a workplace that is challenging and fulfilling, and we encourage personal and professional growth. For the HR Department, our number one customers are our employees. We know that we need to look after our employees first so that they can in turn look after our customers.

The HR Department is staffed by one and a half persons and some of the functions we oversee include:

- Recruitment and staffing
- Performance management
- Employee engagement
- Rewards and recognition
- Employee welfare
- Training and development
- Community involvement
- Workplace health and safety

RECRUITMENT AND RETENTION

We have several strategies that support the recruitment and retention of our staff; the first and most important step we take is hiring the right people for the right jobs through our extensive hiring process. Another step we take is to conduct exit interviews with departing employees. The information gathered provides us with valuable information to measure the organization's success, to improve our workplace, and retain critical employees. In 2012-13, we are pleased to report that only one employee left the organization voluntarily.

PERFORMANCE MANAGEMENT

We also have a comprehensive performance management process (PMP) that encourages performance excellence. Our PMP is designed to be as objective as possible, and offer the opportunity for employees to see how their contributions help the organization meet its goals and objectives. The 12-month performance cycle identifies employees' individual goals and objectives at the beginning of the year, and measures their achievement at the end of the cycle. The success of an organization depends largely on its employees, so recognizing and rewarding

them should be an integral part of any business culture.

EMPLOYEE ENGAGEMENT

In order to be successful, organizations need an engaged and motivated staff that are passionate about their work and organization. Engaged employees work more effectively, find ways to improve, share information with colleagues, develop creative solutions, speak up for the organization, and try harder to meet customers' needs. We measure employee satisfaction on a regular basis through employee surveys, and starting this year we will be measuring employee engagement. Our next survey will take place in May of 2013.

In addition we want Tewatohnni'saktha to be a fun place to work. During the past year we held three free or low-cost, informal at-work activities for our employees. This type of engagement increases creativity and communication, leading to lower turnover and higher morale. In an effort to maintain the relationship within our staff and board, we will continue these types of activity.

EMPLOYEE RECOGNITION

Tewatohnni'saktha also has an Employee Service Recognition Program that acknowledges the years of dedicated service from our employees to the organization. This award takes place every summer and is given to the employees who have reached a service milestone. In July 2012 we celebrated six employees reaching service milestones.

WORK/LIFE BALANCE

Tewatohnni'saktha supports our employees in achieving work-life balance by offering options for programs and services that can help them manage the demands at work and in their personal life. Employees have different needs so giving them choices is the best way to support their diverse requirements.

PROFESSIONAL DEVELOPMENT

Learning and professional development are critical to building capacity in any organization. In order to keep up with changes in today's fast-paced business environment, we must foster a learning environment that encourages employee growth.

The following are some of the learning opportunities employees participated in last year:

- Fundamentals of Successful Project Management and Managing Multiple Projects and Deadlines
- Adobe InDesign I
- Strategic Talent Acquisition Conference
- Strategic Workforce Planning
- Priority Manager using Microsoft Outlook
- Working Smart with Microsoft Outlook
- Developing User Requirements: The Key to Project Success
- Wind Energy Conference
- End User Computing Conference
- Building Better Work Relationships: New Techniques for Results Oriented Communication
- 7 Habits of Highly Effective People
- Administrative Assistants Conference

COMMUNITY INVOLVEMENT

We encourage our employees to make positive contributions in and around our community through various forms of giving, volunteering, and participation. In 2012-13, employees were involved in:

- Participating in the Fundraising Penny Collection for Kariwahnoron Mohawk Immersion
- Coordinating activities for staff in support of "Spirit of Wellness Month"
- Participating in the Community Spring Clean-up
- Helping out at Tewatohnni'saktha's Business Golf Challenge
- Supporting local businesses by shopping locally as often as possible

WORKPLACE HEALTH AND SAFETY

We are committed to the health, safety, and well-being 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, customers and workplace visitors. I am pleased to report that we had no incidences of work related injuries and illnesses in 2012-2013.

CONCLUSION

I hope you now have a good idea of some of the work we do in the Human Resources Department. In the year ahead, we will remain committed to doing everything possible to do our jobs well and deliver quality services to our employees and customers.

SMALL BUSINESS SERVICES

2012-2013 ANNUAL REPORT

By Barbara McComber, Director



SBS Staff: (Back) Daryl Leclaire, Ron Murray. (Front) Tammy Delaronde, Barbara McComber, Angela Deer.

In an effort to ensure that our programs & services meet the needs of our business community, SBS conducted a policy review of the Business Assistance Fund (BAF). The intent of this review was to maximize the use of funds to support small business development in Kahnawà:ke and to promote the overall economic well-being of the community, while at the same time limiting any negative effects on existing businesses.

We have a healthy small business sector as confirmed by the many micro and small businesses that have opened over the years. We are looking to revise the policy to focus more on assisting businesses who would like to expand and making resources available to them for their expansion. Business expansion can mean an additional location, additional product, additional service, or additional employees.

Our goal is to ensure that the policy continues to facilitate business development while supporting and encouraging business expansion.

Small Business Services' most exciting accomplishment this year was receiving approval for the Tewatohnhi'saktha Business Loan Fund Ltd. (TBLF) to become a Program Delivery Partner.

The implementation of the Program Delivery Partner Initiative (PDP) is in response to the government's need to find more efficient and cost-effective ways of doing business. PDP is simply a change in delivery model, moving the program delivery out of governmental control and into qualified Aboriginal Financial Institutions like the TBLF. This change in delivery is expected to improve service to Aboriginal entrepreneurs by moving the decision-making closer to them and their communities.

The non-repayable contribution provides support to Aboriginal entrepreneurs for a range of activities such as:

- Business planning
- Business support

- Business start-up and acquisitions
- Business expansion
- Marketing

What does this mean to you the business owner? It means a "one-stop shop" approach for all your business needs. This fund is an important tool in the financing package for any business start-up or expansion because one of the biggest challenges facing entrepreneurs is coming up with the equity requirements by potential funding agencies.

We expect this addition to our financial programs to increase the demand for loans from the Tewatohnhi'saktha Business Loan Fund and the Kahnawà:ke Youth Business Fund.

Our target this year was to lend a total of \$250,000 in new loans. We distributed a total of \$200,615 to 8 businesses which included 2 youth clients who accessed loans from the Kahnawà:ke Youth Business Loan Fund.

A total of \$150,238 was invested in 168 community business through our grant programs. Details are as follows:

BAF	\$28,221	8 businesses
MKT	\$92,350	119 businesses
PRO	\$29,667	41 businesses

We had another successful entrepreneurship training session that saw 18 students complete the course requirements and receive their certificate of completion. Since the inception of the entrepreneurship training course in 1997, we have had 625 students register for the course and 450 of them completed the course requirements and received their certificate of completion. Of those 450, one hundred and fifty six students went on to open a business and sixty-nine of them accessed a loan from the Tewatohnhi'saktha Business Loan Fund.

HEADS-UP SUMMER PROGRAM

By Barbara McComber



Students visit the PK Station as part of a group activity.

In an ongoing effort to improve programs to meet our clients' needs, Career Building Skills workshops were integrated into the Heads-Up Summer Program to complement the entrepreneurship components of the program. As a result of the integration, the program was extended to a total of 18 days per session.

A total of 29 youth took part in the four-week session where they were exposed to various career opportunities available to them, as well as important skills needed to run a successful business.

The "Employee for a Day Program" allows them to understand the various stages and hard work that goes into becoming a successful entrepreneur.

The program was divided into two sessions, with 16 participants in the 1st session and 13 in the 2nd session.

Because of the success of the barbecue and car wash business held in previous years, the students in both sessions each hosted one once again. The students had the opportunity to put their newfound skills to work by operating their business for three days under the direct supervision of the program facilitators. All profits earned by the business were shared equally by the group. The first group was plagued by poor weather, and earned \$135 each, while the second session had better weather and was able to earn \$160 each.

An integral learning tool of the program is the site visits. This year's visits included a trip to Concordia University, the Kahnawà:ke Fire Brigade, Kahnawà:ke Peacekeepers, Douglas Mental Health University Institute, and PACC Vocational Center. In order to keep learning fun, the students also participated in outings to La Ronde, a Jet Boat ride and a trip to the movies.

SBS SUCCESS STORY:

By Jordan Standup

JACOBS HARDWARE SERVING KAHNAWAKE FOR THREE DECADES

Jacobs Hardware first opened its doors to the community on May 15, 1983 at Joe Stalk's restaurant and bicycle shop, located in what is now the parking lot of the Kahnawake Fire Brigade on the Old Malone Highway.

After a successful five-year run at that location, owner Elmer Jacobs decided to move the business to its current home in the Jacobs Mall.

"The business started picking up, so we had no choice but to expand," said store manager Ronald Cross, who has been with the business since day one.

Since then, the store has been providing the best service to its faithful customers from Kahnawake and neighboring communities.

"There are people still coming here today that were coming here when we opened 30 years ago," said store owner Cynthia Jacobs. "We treat our customers like family. They've helped bring the business to where it is today."



The business started off small by carrying essential carpentry tools and material. These days the store has everything from paint to power tools, every size of nails and screws and even it's own lumber yard.

"People are surprised at the amount of stuff we have here," Jacobs said. "We have a motto that if we don't have it, we can get it."

The staff at Jacobs Hardware have built a solid reputa-

tion for their excellent customer service and always positive attitude.

"That's the real key to success," Cross said. "We serve people so that we will see them again and again."

Although the store has grown by leaps and bounds over the last 30 years, the management plans to continue expanding in the coming years.

Both Jacobs and Cross agreed that none of this would

have been possible without the support of the community.

"More than 95% of our customers are from Kahnawake and we want to thank them for shopping Kahnawake first," Cross said.

To thank the community for its continued support, the store held a special sale to commemorate the 30th anniversary on May 17 and 18.

SBS SUCCESS STORY:

By Jordan Standup

OKWARI ARTS AND RAPID WATER GALLERY STUDIO IS A LEARNING EXPERIENCE



Okwari Arts is a name familiar to most community members, but it is the business that is now sharing a new building with one that people may not know just yet.

Okwari owner Lynn Delisle moved her business from its

long-time location on Route 138 to the Old Malone Highway, across from the old courthouse.

Okwari shares the building with the Rapid Water Gallery Studio, owned and operated by Delisle's boyfriend, local artist Ross Montour.

The businesses began moving into their new home last August.

"We wanted to have at least Okwari all moved in for Christmas," Delisle said.

Okwari is an established business that offers moccasins, dream catchers, earrings and almost everything and anything related to Native American culture. There truly is something for everyone.

Rapid Water includes an impressive gallery and studio, where community members are welcome to visit and have a look at Montour's amazing paintings and even watch him work.

Both business owners insist that the store offers so much more than shopping.

"We want people to come in here and learn," Delisle said. "We have an opportunity to teach people about Mohawk culture."

With the new building, the businesses now have a large back yard, which is currently used for extra parking, but the owners have bigger plans for the area this summer.

"There's plenty of room to do things on the grounds. We can use that space to host cultural events," Montour said.

"We can put on craft fairs and things like that," Delisle said.

In addition to a new home, the owners plan to take their businesses online to reach more customers.

"We have to create a market, we can't wait for it to come to us," Delisle said.

Montour also plans to expand his side of the business as well by offering to paint portraits by order as well as possibly teach painting and drawing classes.

SBS SUCCESS STORY:

By Jordan Standup

IORI:WASE WAS NO OVERNIGHT SUCCESS

When veteran journalist and photographer Greg Horn launched the online newspaper Iori:wase (www.kahnawakenews.com) on October 23, 2008, he admits that he didn't know what to expect.

"I was in between jobs and I wanted to keep up my journalism and photography skills," Horn said when asked why he started the website.

Over the years, Horn worked tirelessly to turn Iori:wase into a household name in Kahnawake and on December 24, 2012 he got an early Christmas present when the website reached one million hits.

"Talks about a paper began in late September, early October 2012. At that time, it went from being a pipe dream to 'let's do this'," he said.

Less than a year, Horn finally

saw his dream of owning a newspaper become a reality when he released the very first printed edition of Iori:wase on April 11.

Horn found it difficult to describe the emotions he felt on that day, but did his best to sum it up.

"Stress, anxiety and relief," he said. "When I saw the paper for the first time, I said, 'Wow, this is real,' I was in disbelief."

Horn believes that turning his business into a success without the support of the community would have been impossible.

"The support has been immense. Without the community allowing us to tell their stories, we wouldn't be here," he said. "People go out and buy the paper every week and I can't thank them enough for that."

Horn also acknowledged the staff he recruited to get the paper



off the ground.

"None of this would've been possible without them," he said.

As Iori:wase continues to grow and improve, Horn knows he still has a lot of work ahead of him, but he's up for the challenge.

He also shared his key to success with other potential business owners.

"Perseverance. If you have an idea for a business that you want to do, work as hard as you can to make sure it works," Horn said.

Shop KAHNAWAKE

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Café Delight
Calico Cottage
Caughnawaga Garage
Caughnawaga Golf Club
Club Rez
Deer Crossing
Dustin's
Earth Remedies
Eastern Door, The
Echoes of a Proud Nation Pow Wow
Eileen's Cakes & Pastries
Electrolux Kahnawake
Flo's Convenience
Frostys
Gene's Machines
Gene's Sound
Goodleaf Consulting
Goodleaf Convenience
Hamburger Heaven
Heart Wisdom
Homespun
Hot Spots
J&J Mini Mart
J.R. Petroleum
Jacobs' Hardware
Jo Jo Nursery
Jo Jo's Pawn Shop & Fireworks
K103 Mohawk Radio
Kahkotsi:io Beauty Salon
Kahnawake Condors
Kahnawake Gas & Grocery
Kahnawake Kids

Kahnawake Library
Kahnawake Market
Kahnawake Pizza & Subs
Kahnawake Marina
Kwe Kwe Gourmet
Lafleur Meat Market
Learning Centre, The
McComber Archery
McComber's Convenience
Mikie's Taxi
Mohawk Princess Productions
More Guns & Survival Gear
Native American Products
Native Designs by Selma Delisle
OCR Gas Bar & Car Wash
OCR Necessities & Gas
Okwaho's Movers
Okwaho's Outdoor Adventure
O'kwari Arts/Rapidwater Studio
Gallery
Old Malone Gas Bar
Onkwawenna Language Center
Otiohkwa Video
Patton's Woodcraft
Robertson's Distribution
Sequoia Native Arts
Stained Glassworks
Storage Solutions
Tammy Beauvais Designs
Tekanatoken TP
The Rail
Tsi'niihahk Skin Care
Turtle Basket Flowers (seasonal)
Village Variety
WJS Excavation
WJS Gas Bar
Wolfco
Wolf's Den
WWK Stacey

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Tewatohni'saktha—Kahnawake Business Complex—3rd Floor
Mon. to Fri. 8:30 am—4:00 pm

www.shopkahnawake.com



EMPLOYMENT & TRAINING

By Steven O. Horne, Director



ET&T Staff: (Back Row) Herb Rice, Steven Horne, Gene Montour, Jonathan Rice.
(Front Row) Kara Paul, Helen Watso, Angie Marquis, Kiera Beauvais, Sandra Jacco.

Sewakwekon
Kahnawà'kehró:non:

Investing in Businesses, investing in Opportunities, and investing in People are the main pillars upon which Tewatohnhi'saktha is built. The Employment and Training Division focuses on the latter: Investing in our People, and our name has become synonymous

with opportunities to attend vocational training and adult education. We have invested significantly over the years by supporting hundreds of community members in one fashion or another. These may have been through career counseling, career action plans, tuition, and living allowance support for full-time students attending formal training. All of

this leads to our clients finding meaningful jobs.

After several years of work on the project, a First Nation Adult Education School Council was formed with representation from Tewatohnhi'saktha on the School Board. The school council selected Kahnawà:ke as the host community for the English center, which will facilitate academic upgrading and certification for our adult population. This academic foundation will allow them to progress to further post-secondary education or vocational training.

In partnership with the Kateri Memorial Hospital Center and the Kahnawà:ke Education Center, we continued to offer the Strategic Community Health Careers Program to students interested in pursuing a career in the health sector. The program

provides CEGEP and University prerequisites and guidance towards health programs of study, in alignment with the community's future needs once the Kateri hospital expansion is completed.

In the following pages you will see other initiatives and investments in our labour force, such as the Career Building Skills, KSSEP, the Introduction to Construction Trades Program, and many other individualized training projects.

In summary, investments in education and skill development are strategic and essential for a strong self sufficient community, and the Employment & Training Division recognizes the value of investing in the individual.

Sken:nen

KAHNAWÀ:KE SUMMER STUDENT EMPLOYMENT PROGRAM

By Angie Marquis, Youth Programs Coordinator



Maylan Jacobs and Kahentiostha Foote as animators for the Turtle Island Theatre Company

In early 2012 the E&T team met to discuss ways to improve the KSSEP program while continuing to operate within our

budget. It was at this meeting that a major decision was made regarding the eligibility requirements for the program. For the first time, only full-time high school, CEGEP, and University students were eligible for the KSSEP Program. There were mixed reviews on this change, however the program is now seen as an incentive to stay in school. The KSSEP Objective was modified to;

"The objective of the KSSEP is to encourage our youth to stay in school and pursue post secondary education. In

addition, it will prepare students for the job market by providing opportunities to explore career options and develop life and work skills."

There is a growing awareness that Tewatohnhi'saktha needs to promote working outside the community, therefore in 2012 the KSSEP was promoted to outside employers who rely on Kahnawà:ke business.

Other improvements were made to the program; online applications, an additional financial sponsor, new employer

applicants, and a unified look to the outgoing advertisements were all successfully implemented. We emphasized environmentally friendly practices by developing a one-page brochure for the program rather than two separate 10-page guideline packages for students and employers.

A total of 41 jobs were offered through the program: 13 part-time and 28 full-time jobs. A total of 143 students applied; an increase of 24% from 2011.

STUDENT APPLICANTS BY EDUCATION LEVEL AND EMPLOYED

Education Level	# of applicants	# who found employment	Percentage employed in this category	Percentage jobs occupied overall (out of 41)
High School	77	10	12.9%	24.4%
CEGEP	30	11	36.6%	26.8%
University	36	20	55.5%	48.8%

INTRODUCTION TO CONSTRUCTION TRADES

By Kim Delormier, Program Administrator



Welding module.

In October 2012, Tewatohnhi'saktha began the Introduction to Construction Trades (ICT), a nine-month program intended to teach participants the basics of welding, carpentry, electricity and plumbing, and to help them to decide which trade they would like to pursue.

ICT is a combination of academic and vocational training, designed to enable students to enter a DEP professional trades program while transferring accumulated ICT training hours and credits. The academic component is offered for those students who need to acquire the Secondary IV level requirements to enter into a full time vocational program, or in some cases, to complete their Secondary V diploma.

ICT is working in conjunction with the New Frontiers School Board and courses have been taking place at the Nova Career Center in Chateaugay. The classroom and workshop for ICT's 20 students was located at Nova's spacious and well-equipped garage where the former RV Repair & Maintenance program was held. The students began with welding in Nova's high-tech welding shop and then moved to the garage for carpentry, where they built workbenches, as well as walls and floors to be used in the electricity and plumbing modules which have yet to take place.

The program participants have proven to be highly motivated, and four have signed up for this fall's Carpentry Program

at Chateaugay Valley Career Education Center in Ormstown. Some have shown an interest in the Electricity Program at the Pearson Electrotechnology Center in Lachine, and all look forward to the last ICT module which is Plumbing. The program will end in June 2013, after which a Work Experience Project is being planned whereby students will build storage sheds to sell in the community.



Plumbing module.



Carpentry module.



Electricity module.

CBS MESSAGE

CAREER BUILDING SKILLS

By Kara Paul, Program Coordinator

The Career Building Skills Program has just completed its third year of operation. A total of 137 students have successfully completed the program and moved on either to enroll in school or to re-enter the labour market. In 2012-2013, the Career Building Skills Program offered three sessions, with a total of 48 community members completing the program. The work placement part of the program was particularly successful this year, with a total 17 new workplaces hosting stage students over the course of the year. We are tremendously grateful for all the support and interest we have received over the years from all of our participating work placement partners.

Session 1: April - July 2012

This session graduated a total of 13 participants and was especially exciting as five new employers participated in the program: Proxim Pharmacy, Stardust Poker, Kwe Kwe Gourmet, DevComm Installations, and Skye's the Limit. All of the students thoroughly enjoyed their experiences and have moved on to post secondary education, vocational training programs or are now employed.

Summer Session: Heads up

During the summer of 2012 the CBS staff teamed up with Small Business Services and offered some Career Building Skills workshops to the Heads up Summer Program. Not only did we assist with some workshops but we also had a great time participating in the annual BBQ and car wash.

Session 2: September - December 2012

In the fall of 2012, the program had 51 applicants, which is the program's largest and most successful recruitment process. Unfortunately Tewaohnni'saktha can only accommodate a limited number of participants and a total of 19 students graduated in December.

Session 3: January - April 2013

The New Year brought with it a new session of the CBS program, and 16 students successfully completed the program. During the fall and winter sessions, the new work placement businesses and organizations were located within Kahnawà:ke and in the surrounding municipalities, including: The Douglas Hospital, MMA fight shop, the Native Friendship center of Montreal,

Quick 8 Construction, The Rail, Paul Communications, Eileen's Bakery and Boucherie aux Portes de la nature.



E&T SUCCESS STORY:

By Jordan Standup

HARD WORK AND DEDICATION PAYS OFF FOR ELLIE JACOBS



Kahnawa'kehró:non Ellie Jacobs' loving and caring personality, coupled with her excellent work ethic, led her to a career that suits her perfectly.

In order to make her dream job a reality, Jacobs recently received Nurse's Aide training at the Nova Career Centre in Chateauguay as well as Patient Attendants training, also known as P.A.B., at the Chateauguay Valley Career Education Centre in Ormstown.

She decided to pursue this special career based on personal experiences with her family.

"What made me decide to take this course was from taking care of my grandparents and my mother while they were sick," Jacobs explained.

She acknowledged that the training programs were a lot of hard work, but the support of her loved ones along the way certainly helped.

"My family and my boyfriend were very

supportive," Jacobs said.

She was also grateful for the assistance she received from Kahnawake's leader in economic development, Tewaohnni'saktha.

"Tewaohnni'saktha helped me with registration and the funding because I was not working," she said.

Jacobs' training led to her landing a job at the Kateri Memorial Hospital Center as a nurse's aide, depending on her availability.

"My boyfriend told me this was a job for me because I am a caring person," she explained.

Jacobs follows a simple philosophy in order to achieve her goals.

"The key to success is hard work and determination," she said.

Jacobs plans to have a long and successful career in the field and sees herself accomplishing many great things in the future.

E&T SUCCESS STORY:

By Jordan Standup

THE POSSIBILITIES ARE ENDLESS FOR ELAINA MONTOUR



Elaina Montour plans to see and learn about the world, so it's no surprise that she choose to pursue a career that will present many opportunities to do just that.

Montour recently participated in a six-month intensive training

course in travel and tourism at College April-Fortier in Montreal, which concluded this March.

"The program was comprised of five months of classroom lessons followed by a two week stage, which eventually led to a certificate in the Organization of

National and International Travel program," she explained.

Montour decided to pursue this career because she needed a change of 'scenery.'

"I had been working at my previous job for years and though I enjoyed certain aspects of it, I decided it was time for a change. I decided to think more long term and go back to school to train for something that would eventually be my career," she said.

"I've always been interested in learning about different destinations in the world and was interested in sharing with others," she said of why she chose travel and tourism.

Following her training, she secured a job at HRG North America in Montreal as a junior travel consultant.

"I've been working for HRG for a few months now and plan to continue working for them in

the long term and to continue learning what I can about the travel industry," Montour said.

While pursuing her education, she received a great deal of support from Tewatohni'saktha, family and friends.

"My friends and family were extremely supportive in my decision to go back to school. I hadn't been in a classroom setting in years and it was a bit daunting at first, especially with the classes being so intensive," she said.

Montour shared a few words of encouragement with others who are considering returning to school.

"You have to believe in yourself and what you are doing in order to achieve your goals," she said. "Just don't give up and stay focused on the end result."

E&T SUCCESS STORY:

By Jordan Standup

MELANIE STACEY DISCOVERS PASSION FOR TEACHING

When Melanie Stacey signed up for Tewatohni'saktha's Career Building Skills program in the fall of 2010, she admits that she wasn't sure what to expect.

"There was a big question mark over my head," Stacey said. "I didn't know what I wanted to do as a career. I just took a chance."

Fast forward less than two years later and Stacey is now a teacher's assistant at Kateri School.

"When I was in the career program I went to Kateri School to do my stage and I really liked it. After the program I became a substitute there," she explained.

She pursued a job at the school because she had a feel-

ing that it would become her career.

At the start of the 2012-2013 school year, Stacey landed the full-time teacher's assistant position.

"I was really surprised with the (CBS) program. It led to a career," she said.

Although she never pursued it before, Stacey always had it in the back of her mind to get involved with education.

One of the most fulfilling parts of her job is watching the children learn.

"It's nice to see them learn things that I helped teach them. The accomplishments of the students is one of the biggest and best parts of the job for me," she said.

Now that she is working in



the field, Stacey plans to get certified as a teacher's assistant as soon as she can.

Stacey believes that others

are capable of accomplishing what she's done.

REVENUE GENERATION

By Kyle Delisle, Director of Revenue Generation



Revenue Generation Staff: Marissa Leblanc, Amy Rice, Kyle Delisle, Lynn Jacobs, Bud Morris.

Over the past year, the Revenue Generation Division has been focusing its efforts in developing projects that will provide both revenues and jobs for the community. The process followed by the division regarding projects is to first identify the potential opportunity. For the division to identify a project as a potential opportunity, the project must be in a sector that has the potential for future growth. The sectors that Tewaohnnhi'saktha has identified are energy, health care, and transportation. Once the potential project has been identified and approved by the Board of Directors, a feasibility study is then prepared to determine whether the project will generate a profit for the community. If the feasibility study is positive, a business plan is then developed that will be used to guide Tewaohnnhi'saktha in the implementation and operation of the business, as well as to secure financing.

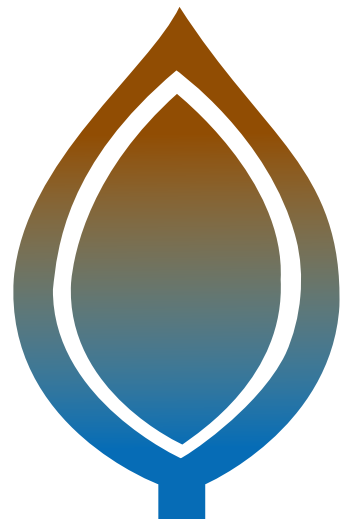
During the year, we have completed the feasibility study and business plan for a community-owned gas station that will be located along Highway 30 in order to take advantage of the increased traffic on the new highway. Once the returning lands along Highway 30 have been secured, the project can be implemented. We have also completed a feasibility study, done in partnership with the Kahnawà:ke Environment Protection Office, on the possibility of utilizing an environmentally-friendly gasification system developed for small communities to handle Kahnawà:ke's household waste. Although the feasibility study showed that it would not be financially feasible to carry out such a project in Kahnawà:ke, due to the size of its population, it has shown that there is a market for this technology. Tewaohnnhi'saktha will be continuing to work with the developer and the manufacturer of the waste

management system, Terragon Environmental Technologies, to market and sell the systems to other First Nations communities.

The Board of Directors has also approved two projects that will have feasibility studies carried out in the coming year. The first of these projects is to construct and operate a retirement home, similar to the Elders' Lodge, in Hemmingford. The Mayor and City Council of Hemmingford approached Tewaohnnhi'saktha to examine this potential opportunity. The second project approved to have a feasibility study prepared is an intermodal project to be located on the returning Highway 30 lands and on the SLS lands along the St. Lawrence Seaway. The feasibility study will be examining whether it is viable to have distribution centers, cross-docking facilities and possibly a small port in Kahnawà:ke that will generate both revenues and jobs for the community in the logistics and transportation

industry.

Finally, the Division continued to offer consulting services. In 2012, Tewaohnnhi'saktha Consulting was awarded the contract to be the Third Party Manager for the Pakua Shipi First Nation for a one year period. Our contract to provide these services was renewed for an additional year beginning in April 2013.



KAHNAWÀ:KE BUSINESS COMPLEX



The Kahnawà:ke Business Complex is home to Tewatohnhi'saktha's operations. The building offers a total of 31,500 square feet of rental space for office and retail tenancy. It features contemporary architecture, terraces, green space, parking lots, and a scenic view of the St. Lawrence Seaway. Situated in the heart of Kahnawà:ke, it offers convenient access the Caisse Populaire Kahnawà:ke and the Canada Post Office. Tenants of the Kahnawà:ke Business Complex include:

1ST FLOOR:



Clinic Liu

KAHNAWÀ:KE OFFICE COMPLEX



The Kahnawà:ke Office Complex offers approximately 40,800 square feet of office rental space. The building is equipped with abundant green space, ample parking and a scenic view of the St. Lawrence Seaway. It is conveniently located along the Old Malone Highway, adjacent to the Mercier Bridge via Highways 132 and 138 and is just a minute's drive to the heart of Kahnawà:ke. The Kahnawà:ke Office Complex is a high quality facility equipped with the following features:

- 24-Hour Security Guard Services
- Monitored Camera System
- Front and Rear Keyless Electronic Entry
- Maintenance, Snow Removal, Garbage and Recycling Collection
- Full-Scale Generator to Power the Entire Building
- UPS Battery Back-Up System to Bridge Gap between Power Failure and Generator Start-Up
- "Smart" Configuration for Computing and High-Speed Fiber Optic Link to Mohawk Internet Technologies



Quebec Native Women's Association



National Aboriginal Circle Against Family Violence



Sequoia

2ND FLOOR:



Edgewater Cafe & Grill



First Nations Human Resources Development Commission of Québec

3RD FLOOR:



Tewatohnhi'saktha Kahnawà:ke Economic Development Commission

KEY SUCCESS MEASURES

Key Success Measures are our outcome measures of success. They measure how effectively we are achieving our vision, mission, and

Employment

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

This year 2012-2013

Target: 33

Actual: 30

Last year 2011-2012

Target: 27

Actual: 36

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



Revenue Generation*

Generate revenue in 2012-2013 through project investment and present business files

This year 2012-2013

Target: \$1,968,794

Actual: \$2,299,697

Last year 2011-2012

Target: \$2,027,543

Actual: \$3,599,220

*Includes Onkwawista income, which is in US dollars



values on a year-to-year basis. It is our scoreboard for continuous improvement and success. We annually report on four categories:



Client Services

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

This year 2012-2013

Target: 950

Actual: 1,011

Last year 2011-2012

Target: 950

Actual: 1,060

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

This year 2012-2013

Target: \$1,406,000

Actual: \$1,791,770

Last year 2011-2012

Target: \$1,181,950

Actual: \$1,071,223

Business Creation & Expansion

Increase the number of start-up businesses and/or business expansions in 2012-2013

This year 2012-2013

Target: 5 Micro

3 Small

1 Medium

Actual: 8 Micro

4 Small

Last year 2011-2012

Target: 7 Micro

4 Small

1 Medium

Actual: 8 Micro

5 Small



Increase the number of new loans under the Tewatohnhi'saktha Business Loan Fund in 2012-2013

This year 2012-2013

Target: \$225,000

Actual: \$200,615

Last year 2011-2012

Target: \$300,000

Actual: \$60,038

KSE ANNUAL REPORT MESSAGE 2012-2013

BALANCING THE NEEDS OF PEOPLE AND THE PLANET

By Amy Rice, Business Development Officer



KAHNAWA:KE
SUSTAINABLE
ENERGIES

Kahnawà:ke Sustainable Energies (KSE) was founded with the vision of contributing to a more sustainable and responsible energy future by developing renewable energy projects that benefit Kahnawà:ke, the host communities, and the surrounding regions. As our name implies, sustainability is a primary driving force for our company. The decisions we make today regarding our energy choices will shape the wellbeing of the future generations. For KSE, sustainability involves practices that reflect long-term thinking and informed decision-making for balancing the needs of people and the planet. This is our motto and our responsibility.

For KSE, 2012-2013 has been a year filled with important decisions regarding the St.-Cyprien-de-Napierville (SCN) wind farm. At the start of the fiscal year, KSE was prepared to implement the comprehensive social approach it had developed with guidance from our consulting company, Transfert Environnement, with the end goal of fostering social acceptability for the project to the various stakeholders.

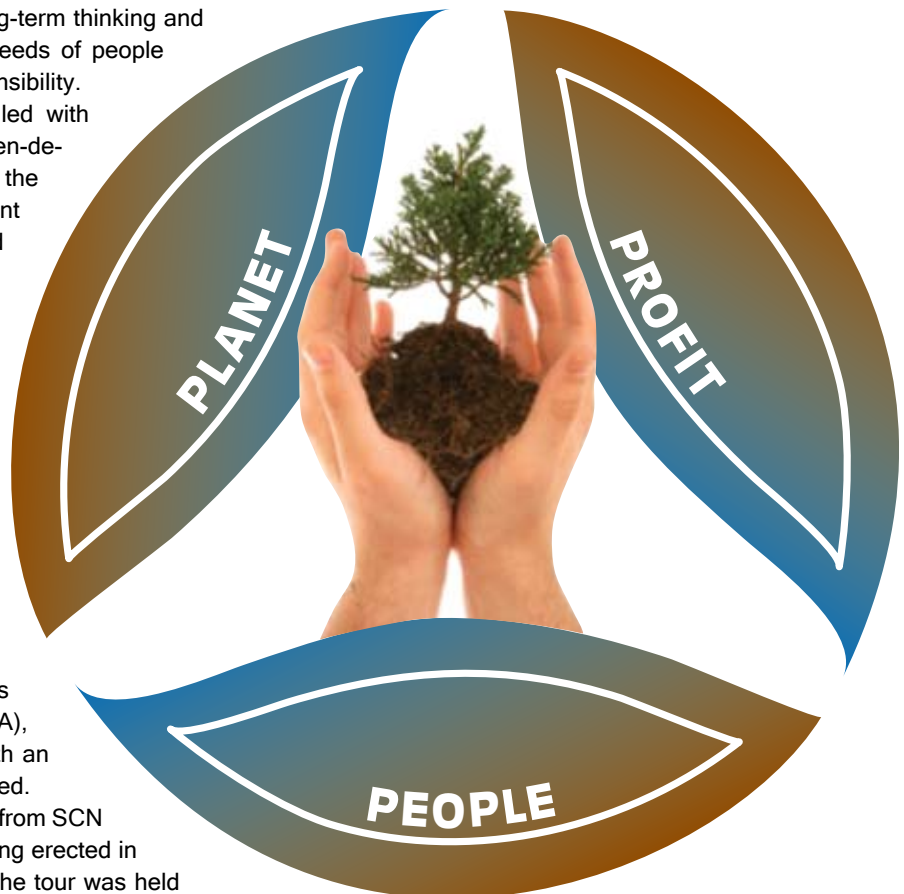
Important first steps included pre-consultation activities within Kahnawà:ke. In Kahnawà:ke, presentations were made to the staff and board of Tewatohnhi'saktha, the Kahnawà:ke Environment Protection Office, and the Mohawk Council of Kahnawà:ke. Next, KSE was hoping to meet and establish a dialogue with the host municipality of SCN.

The KSE Project Steering Committee continued to make efforts to complete the studies for the Environmental Impact Assessment (EIA), and to initiate the pre-consultation process with an extensive list of stakeholders previously identified.

On July 10, 2012, the signatory landowners from SCN were invited to a tour of Kruger's wind farm being erected in several municipalities within the Montérégie. The tour was held

on July 17, 2012 and was well-attended and generated constructive discussion about the project.

KSE then revised its consultation plan focusing on meetings with stakeholder groups in the region including la conseil régionale de l'environnement de la Montérégie (CRE), the David Suzuki Foundation, l'institute de développement durables des Premières Nations du Québec & Labrador, Federal MPs, and a member of the national assembly. The targeted stakeholders reflected a representative cross-section of interests and perspectives in relation to wind energy development in SCN and the broader region. All feedback from these meetings was documented in a consultation report that is included in the EIA report. KSE's EIA report is now completed and the final draft should be approved shortly. KSE's goal remains to think towards the future and our energy needs.



Mohawk Internet Technologies



BALANCE SHEET (in thousands of dollars)

AS AT MARCH 31 (In Canadian Dollars)	2013	2012
ASSETS		
Current		
Cash	\$ 558	\$ 544
Accounts receivable (Note 2)	40	117
Prepaid expenses and deposits	263	225
	861	886
Prepaid rent	117	175
Capital assets (Note 3)	7,876	10,720
Intangible asset (Note 4)	942	1,256
	8,935	12,151
	\$ 9,796	\$ 13,037
LIABILITIES AND EQUITY		
Current		
Accounts payable and accrued liabilities	\$ 584	\$ 785
Current portion of loans payable (Note 5)	1,608	1,717
	2,192	2,502
Loans payable (Note 5)	4,704	6,455
	6,896	8,957
Equity	2,900	4,080
	\$ 9,796	\$ 13,037

STATEMENT OF OPERATIONS (in thousands of dollars)

FOR THE YEAR ENDED MARCH 31 (In Canadian Dollars)	2013	2012
Revenue	\$ 6,225	\$ 6,417
Cost of revenue	3,402	3,452
Gross profit	2,823	2,965
Expenses		
Selling, marketing and administration	1,075	1,254
Amortization	2928	2893
	4,003	4,147
Net loss	\$ (1,180)	\$ (1,182)

To the Members and Board of Directors of Tewatohnhi'saktha:

We have audited the accompanying consolidated financial statements of Tewatohnhi'saktha, which comprise the consolidated statement of financial position as at March 31, 2013, and the consolidated statements of operations and accumulated surplus, change in net 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 Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated 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.

Auditors' Responsibility

Our responsibility is to express an opinion on these consolidated 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 about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated 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 entity'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 consolidated 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 consolidated financial statements present fairly, in all material respects, the financial position of Tewatohnhi'saktha as at March 31, 2013 and the results of its operations, change in net assets and its cash flows for the to then ended in accordance with Canadian public sector accounting standards.

Other Matter

The accompanying consolidated schedules of operations and accumulated surplus (deficit) are for information purposes and are not audited.

Montréal, Québec

June 17, 2013

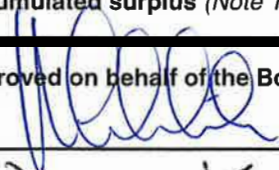


Tewatohnhi'saktha
Consolidated Statement of Financial Position

As at March 31, 2013

	2013	2012
Financial assets		
Cash	1,302,799	887,693
Temporary investments (Note 3)	7,231,683	5,710,644
Accounts receivable (Note 4)	2,670,522	3,392,872
Portfolio investments (Note 5)	12,556	12,556
Loans receivable (Note 6)	15,097,049	15,149,338
Total financial assets	26,314,609	25,153,103
Liabilities		
Accounts payable and accruals	1,180,900	705,131
Deferred revenue (Note 8)	571,907	-
Long-term debt (Note 9)	2,545,362	2,820,922
Total liabilities	4,298,169	3,526,053
Net financial assets	22,016,440	21,627,050
Contingencies and commitments (Note 14)		
Non-financial assets		
Tangible capital assets (Note 10)	10,264,362	10,591,980
Prepaid expenses	73,195	80,475
Development costs (Note 11)	590,404	590,404
Total non-financial assets	10,927,961	11,262,859
Accumulated surplus (Note 15)	32,944,401	32,889,909

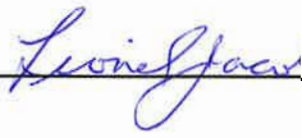
Approved on behalf of the Board



 Wayne Thie

Grand Chief

Director



Director

Tewatohnni'saktha

Consolidated Statement of Operations and accumulated surplus

For the year ended March 31, 2013

	<i>Schedules</i>	<i>2013</i>	<i>2012</i>
Revenue			
Aboriginal Affairs and Northern Development Canada	1,493,644	1,576,245	
Service Canada	824,288	159,266	
	2,317,932	1,735,511	
Additional audit costs	1,800	1,800	
Consulting revenue	347,753	63,332	
FNHRDCQ	1,532,910	1,656,072	
Interest income	200,118	141,599	
Investment income	1,727,200	2,193,840	
Kateri Memorial Hospital	60,000	-	
Other revenue	219,452	126,358	
Kahnawake education centre	57,844	-	
Province of Quebec	60,000	180,000	
Rental income	1,467,416	1,478,697	
Deferred revenue - current year <i>(Note 8)</i>	(527,844)	-	
	7,464,581	7,577,209	
Expenses			
Employment and Training	2,438,900	1,837,911	
Administration	32,785	98,000	
Economic Development	1,670,003	905,525	
Small Business Services	851,317	843,156	
Business Loan Fund Ltd.	144,857	26,893	
Kahnawake Business Complex	383,039	375,030	
Kahnawake Office Complex	642,628	669,148	
Kahnawake Sustainable Energies Inc.	758,736	626,857	
Capital	487,824	515,927	
Total expenses <i>(Schedule 1)</i>	7,410,089	5,898,447	
Surplus	54,492	1,678,762	
Accumulated surplus, beginning of year	32,889,909	31,211,147	
Accumulated surplus, end of year	32,944,401	32,889,909	

Tewatohnhi'saktha
Consolidated Statement of Change in Net Assets

For the year ended March 31, 2013

	2013	2012
Annual surplus	54,492	1,678,762
Purchases of tangible capital assets	(160,206)	(55,809)
Amortization of tangible capital assets	487,824	515,927
Acquisition of prepaid expenses	(73,195)	(80,475)
Use of prepaid expenses	80,475	127,119
Acquisition of development costs	-	(73,847)
Increase in net assets	389,390	2,111,677
Net assets, beginning of year	21,627,050	19,515,373
Net assets, end of year	22,016,440	21,627,050

Tewatohnhi'saktha
Consolidated Statement of Cash Flows

For the year ended March 31, 2013

	2013	2012
Cash provided by (used for) the following activities		
Operating activities		
Cash receipts from contributors	8,558,720	6,176,103
Cash paid to suppliers	(3,628,262)	(2,829,312)
Cash paid to employees	(2,647,921)	(2,309,793)
Interest income	200,118	141,599
Interest on long-term debt	(163,033)	(189,932)
	2,319,622	988,665
Financing activities		
Repayment of long-term debt	(275,560)	(256,067)
Development costs	-	(73,847)
Capital activities		
Purchases of tangible capital assets	(160,206)	(55,809)
Investing activities		
Purchase of temporary investments	(1,521,039)	(1,388,255)
Decrease in loans receivable	52,289	41,185
	(1,468,750)	(1,347,070)
Increase (decrease) in cash resources	415,106	(744,128)
Cash resources, beginning of year	887,693	1,631,821
Cash resources, end of year	1,302,799	887,693

1. Nature of the organization

Tewatohnni'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. Significant accounting policies

These consolidated financial statements are the representations of management, prepared in accordance with Canadian public sector accounting standards and including the following significant accounting policies:

Basis of presentation

Sources of revenue and expenses are recorded on the accrual basis of accounting. The accrual basis of accounting recognizes revenue as it becomes available and measurable; expenses are recognized as they are incurred and measurable as a result of the receipt of goods or services and the creation of a legal obligation to pay.

Asset classification

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 normally provide resources to discharge existing liabilities but are employed to deliver government services, may be consumed in normal operations and are not for resale in the normal course of operations. Non-financial assets include rental properties, tangible capital assets and prepaid expenses.

Net financial assets

The Organization's financial statements are presented so as to highlight net financial assets as the measurement of financial position. 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.

Measurement uncertainty

The preparation of consolidated financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenue and expenses during the reporting period.

Accounts receivable are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary. Amortization is based on the estimated useful lives of tangible capital assets.

Revenue recognition

Government Transfers

The Organization recognizes a government transfer as revenue when the transfer is authorized and all eligibility criteria, if any, have been met. A government transfer with stipulations giving rise to an obligation that meets the definition of a liability is recognized as a liability. In such circumstances, the Organization recognizes revenue as the liability is settled. Transfers of non-depreciable assets are recognized in revenue when received or receivable.

Externally restricted revenue

The Organization recognizes externally restricted inflows as revenue in the period the resources are used for the purpose specified in accordance with an agreement or legislation. Until this time, the Organization records externally restricted inflows in deferred revenue.

Rental income

Revenue from multi-year leases is recorded based on the average annual revenue earned over the term of the lease on a straight line basis. The difference between the revenue recognized and the amounts contractually due are recorded in other assets on the balance sheet.

2. Significant accounting policies *(Continued from previous page)*

Investment Income

Interest income is recorded on the accrual basis as it is earned. Dividends are recorded as income when they are declared.

Foreign currency translation

Transaction amounts denominated in foreign currencies are translated into their Canadian dollar equivalents at exchange rates prevailing at the transaction dates. Carrying values of monetary assets and liabilities reflect the exchange rates at the statement of financial position date. Translation gains and losses are included in current year surplus.

Loans

Loans are recorded at principal amounts, less any allowance for anticipated losses, provisions for debt forgiveness plus accrued interest and unamortized loan fees. Interest revenue is recorded on the accrual basis. Loan and administration fees are amortized over the term of the loan.

Allowance for loan impairment

The Organization maintains an allowance for loan impairment that reduces the carrying value of loans to their estimated realizable amount. The allowance is increased by a charge for loan impairment, which is charged to income, and reduced by write-offs, net of recoveries.

A specific allowance is established on an individual loan basis, to reduce the carrying values to estimated realizable amounts. Estimated realizable values are determined by discounting the expected future cash flows at the effective interest rate inherent in the loans. When the amount and timing of future cash flows can not be reliably established, estimated realizable values are determined by reference to market prices for the loans or their underlying security value.

In addition, a general allowance may be established where, in management's opinion, it is required to absorb losses inherent in the loan portfolio, for which a specific allowance cannot yet be determined. A general provision is established when doubt exists within groups of loans but is not sufficient to allow identification of individually doubtful loans. Provision for loss is estimated based on historical credit loss experience, known portfolio risks and current economic conditions and trends.

Portfolio investments

Long-term investments in entities that are not owned, controlled, or influenced by the Nation reporting entity are accounted for using the cost method. They are recorded at cost, less any provision for other than temporary impairment.

Tangible capital assets

Tangible capital assets are initially recorded at cost based on historical cost accounting records for rental properties, office equipment, land and computer hardware and software and furniture and fixtures assets. Contributed tangible assets are recorded at their fair value at the date of contribution.

Amortization

Tangible capital assets are amortized annually using the following methods at rates intended to amortize the cost of the assets over their estimated useful lives:

	Method	Rates
Building	declining balance	5%
Office equipment	declining balance	20%
Furniture and fixtures	declining balance	30%
Computer hardware	declining balance	33.3%
Computer software	declining balance	33.3%

2. Significant accounting policies *(Continued from previous page)*

Long-lived assets

Long-lived assets consist of tangible capital assets. Long-lived assets held for use are measured and amortized as described in the applicable accounting policies.

The Organization performs impairment testing on long-lived assets held for use whenever events or changes in circumstances indicate that the carrying amount of an asset, or group of assets, may not be recoverable. The carrying amount of a group of long-lived assets is not recoverable if the carrying amount exceeds the sum of the undiscounted future cash flows from their use and disposal. Impairment is measured as the amount by which the assets' carrying amount exceeds their fair value. Fair value is measured using discounted future cash flows. Any impairment is included in surplus for the year.

Recent accounting pronouncements

Financial instruments

In June 2011, the Public Sector Accounting Board (PSAB) issued PS 3450 *Financial Instruments* to establish standards for recognition, measurement, presentation and disclosure of financial assets, financial liabilities and non-financial derivatives. As a result of issuance of PS 3450, there have been numerous consequential amendments made to other Sections. PS 3450 is effective for fiscal years beginning on or after April 1, 2015. Earlier adoption is permitted. The PSAB plans to review application of this Section by governments by December 31, 2013.

PS 3450 is applied prospectively in the fiscal year of initial adoption; therefore, financial statements of prior periods, including comparative information, are not restated. The Organization does not expect the adoption of these new standards to have a material impact on its financial statements.

3. Temporary investments

Temporary investments bear interest at rates varying from 0.65% to 1.4% with maturity dates ranging from May 2013 to January 2016. The market value of the investments at March 31, 2013 is \$7,231,683 (2012 - \$5,710,644).

4. Accounts receivable

	2013	2012
Aboriginal Affairs and Northern Development Canada	348,696	750,000
Portfolio investment company	13,017	34,448
Commodity tax receivable	132,531	154,236
Accounts receivable	389,645	229,799
Dividend receivable	1,727,200	2,193,840
Accrued Interest	59,433	30,549
	2,670,522	3,392,872

Included in accounts receivable is \$5,825 (2012 - \$Nil) from Kahnawake Education Centre and \$57,725 (2012 - \$39,670) from Mohawk Council of Kahnawake. These balances are subject to normal terms of trade.

Tewatohnni'saktha
Notes to the Consolidated Financial Statements
For the year ended March 31, 2013

5. Portfolio investments

	2013	2012
Investment in Regional Economic Investment Fund (REIF) - First Nations L.P.	12,500	12,500
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	56	56
	12,556	12,556

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.

6. Loans receivable

Loans receivable consist of the following:

	2013	2012
Loan receivable - Onkwawista Holdings Limited, non-interest bearing, unsecured	14,559,888	14,559,888
Loan receivable - Business Loan Fund	440,419	478,435
Loan receivable - Youth Business Fund	38,143	55,703
Loan receivable - employee, non-interest bearing due October 2017	58,543	55,256
Loan receivable - Mohawk Council of Kahnawake	56	56
	15,097,049	15,149,338

The primary purpose of the Business Loan Fund (BLF) and the Youth Business Fund (YBF) loans are to help the youth and community of Kahnawake to 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 dependent upon the success of the related borrowers' businesses as the youth loans require no equity or personal guarantees.

7. Bank line of credit

The organization has available a bank line of credit 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.

8. Deferred revenue

	2013	2012
Partnership Development Program, unexpended flexible funding	527,844	-
Deferred rental revenue	44,063	-
	571,907	-

Tewatohnhi'saktha
Notes to the Consolidated Financial Statements
For the year ended March 31, 2013

2013 **2012**

9. Long-term debt

6.85% loan payable, due July 2014, repayable in blended monthly instalments of \$20,136, secured by a trust agreement in the lender's favour on the Business Complex having a net book value of \$4,171,145	1,911,503	2,020,060
3.95% loan payable (2012 - 4.25%), due October 2013, repayable in blended monthly instalments of \$16,186, secured by a trust agreement in the lender's favour on the Office Complex having a net book value of \$4,888,037	633,859	800,862
	2,545,362	2,820,922

Principal repayments on long-term debt are due as follows:

	Total
2014	748,095
2015	1,797,267

10. Tangible capital assets

	Cost	Additions	Disposals	Accumulated amortization	2013 Net book value
Land	470,000	-	-	-	470,000
Buildings	13,502,591	-	-	4,443,408	9,059,183
Office equipment	133,976	-	-	112,736	21,240
Furniture and fixtures	154,251	-	-	135,467	18,784
Computer hardware	140,209	-	-	138,170	2,039
Computer software	532,910	160,206	-	-	693,116
	14,933,937	160,206	-	4,829,781	10,264,362

	Cost	Additions	Disposals	Accumulated amortization	2012 Net book value
Land	470,000	-	-	-	470,000
Buildings	13,502,591	-	-	3,966,609	9,535,982
Office equipment	133,976	-	-	107,426	26,550
Furniture and fixtures	154,251	-	-	130,770	23,481
Computer hardware	140,209	-	-	137,152	3,057
Computer software	477,101	55,809	-	-	532,910
	14,878,128	55,809	-	4,341,957	10,591,980

Amortization expense of \$487,824 (2012 - \$515,927) was recorded in the capital fund asset.

Computer software includes a Native Economic Management System with a carrying value of \$658,355 and a household database of \$34,761 (2012 - \$532,910). No amortization of this asset has been recorded during the year because it is currently under development for 2014.

11. Development costs

Deferred development costs relate to payments made on the wind energy project representing specific project milestones and costs directly related to the project.

12. 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. Tewatohnni'saktha does not exercise effective control or significant influence with respect to its 20% investment in Continent 8, a portfolio investment company, without the cooperation of the majority shareholders. During the year, Tewatohnni'saktha recorded a dividend receivable and income of \$US1,700,000 (2012 - US\$2,200,000).

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 Tewatohnni'saktha does not exercise effective control over MIT's assets, liabilities and surplus without the cooperation of the other significant stakeholders.

The organization has an investment in the Kahnawake Services Complex which houses commercial tenants.

13. Financial instruments

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:

	2013		2012	
	US \$	CND \$	US \$	CND \$
Cash	129	131	7,946	7,946
Accounts receivable - investment company	1,700,000	1,727,200	2,200,000	2,193,840
Term Deposits	735,800	747,573	1,777,389	1,775,789

14. 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 Tewatohnni'saktha fails to comply with the terms and conditions of these agreements.

Tewatohnni'saktha Business Loan Fund has guaranteed the Caisse Populaire Kahnawake for a portion of the approved bank borrowings to a maximum of \$284,287 for native entrepreneurs under the loan guarantee program. As at March 31, 2013, the total guaranteed indebtedness amounted to \$202,322 (2012 - \$206,900).

The organization entered into an agreement with a service provider with respect to its investment in Kahnawake Sustainable Energies Inc. The agreement calls for a commitment to pay \$2,976,000 for specific services (of which \$804,000 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.

The organization has also entered into an agreement with another contractor/supplier for a commitment to pay CND\$22,761,000 and 16,245,150 euros to construct a 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.

The organization has also entered into agreements with a 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 secure a commitment to begin delivery of contractual energy
- Letters of credit in the amount of \$390,000 have been provided to secure these obligations.
- The organization is further committed to pay \$200,000 in consultation fees for social feasibility studies.

Tewatohnni'saktha
Notes to the Consolidated Financial Statements
For the year ended March 31, 2013

15. Accumulated surplus

Accumulated surplus consists of the following:

	2013	2012
Externally Restricted Funds		
Balance, beginning of year	2,145,929	1,383,714
Surplus	101,816	762,215
	2,247,745	2,145,929
Internally Restricted Funds		
Balance, beginning of year	22,972,920	21,852,323
Surplus	4,736	1,120,597
	22,977,656	22,972,920
Capital Fund		
Balance, beginning of year	7,771,060	7,975,110
Capital additions	160,204	55,810
Amortization	(487,824)	(515,927)
Principal repayments of long-term debt	275,560	256,067
	7,719,000	7,771,060
	32,944,401	32,889,909

16. Restricted fund balances

Externally restricted fund balances consist of the following:

	2013	2012
Externally restricted funds		
Employment and training	145,479	64,483
Business loan fund	2,102,266	2,081,446
	2,247,745	2,145,929
Internally restricted funds		
Administration	116,625	192,631
Economic development	9,623,885	8,967,848
Small business services	295,782	232,650
Kahnawake business complex	66,739	27,062
Kahnawake office complex	(140,226)	(206,749)
Kahnawake sustainable energies	(1,728,176)	(983,549)
Investment fund	14,550,027	14,550,027
Operational reserve	193,000	193,000
	22,977,656	22,972,920

17. Related party transactions

During the year, the Organization conducted the following transactions with related entities. All transactions were conducted at the exchange amount, which is the amount of consideration established and agreed to by the related parties. All balances are subject to normal terms of trade.

Tewatohnni'saktha
Notes to the Consolidated Financial Statements
For the year ended March 31, 2013

	2013	2012
Revenue received from Kahnawake Education Centre	57,844	-
Included in Accounts Payable:		
Kahnawake Youth Center	5,825	-
Mohawk Council of Kahnawake	38,250	6,350
Kahnawake Shakotiiia'takehnhas Community Services	-	2,319

18. Budget information

Canadian public sector accounting (PSA) standards require the disclosure of budget information for comparison to the Organization's actual revenue and expenses. The consolidated budgeted revenue and expenses, and surplus have not been reported in these financial statements. While having no effect on reported revenue, expenses, and surplus, omission of this information is considered a departure from PSA standards.

19. Supplementary schedules

The supplementary schedules of revenue and expenses and accumulated surplus (deficit) are attached for information purposes only and are unaudited.

20. Comparative figures

Certain comparative figures have been reclassified to conform with current year's presentation.

Tewatohnni'saktha

Schedule 2 - Consolidated Schedule of Operations and Accumulated Surplus

For the year ended March 31, 2013

Schedule #

Employment and training

CRF	3
EIF	4
CRF (Youth)	5
Skills Link Program	6
Introduction to Construction Trades	7
Strategic Opportunity Advancement Realization	8
SCHC	9
FNEC, MCK and other	10

Administration

Administration	11
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Economic development

Economic Development	12
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Small Business Services

Small Business Services	13
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Business Loan Fund Ltd.

Business Loan Fund	14
Youth Business Fund	15
Program Delivery Partnership	16

Kahnawake Business Complex

Kahnawake Business Complex	17
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Kahnawake Office Complex

Kahnawake Office Complex	18
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Kahnawake Sustainable Energies inc.

Kahnawake Sustainable Energies Inc.	19
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Capital Asset Fund

Capital Asset Fund	20
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Total

Accumulated surplus, beginning of year

Accumulated surplus, end of year

Tewatohnhi'saktha

Schedule 2 - Consolidated Schedule of Operations and Accumulated Surplus

For the year ended March 31, 2013

AANDC Revenue	Other Revenue	Deferred Revenue	Total Revenue	Total Expenses	Adjustments/ Transfers From (To)	Current Surplus (Deficit)
-	1,026,751	-	1,026,751	1,004,653	-	22,098
-	403,345	-	403,345	403,345	-	-
-	140,376	-	140,376	184,672	-	(44,296)
-	85,535	-	85,535	71,588	-	13,947
-	429,845	-	429,845	418,392	-	11,453
-	308,908	-	308,908	290,491	-	18,417
-	60,000	-	60,000	11,896	-	48,104
-	65,136	-	65,136	53,863	-	11,273
-	2,519,896	-	2,519,896	2,438,900	-	80,996
-	116,983	-	116,983	32,785	(160,204)	(76,006)
16,000	2,310,040	-	2,326,040	1,670,003	-	656,037
836,913	77,536	-	914,449	851,317	-	63,132
-	48,243	-	48,243	6,010	-	42,233
-	4,547	-	4,547	25,960	-	(21,413)
640,731	-	(527,844)	112,887	112,887	-	-
640,731	52,790	(527,844)	165,677	144,857	-	20,820
-	531,273	-	531,273	383,039	(108,557)	39,677
-	876,153	-	876,153	642,628	(167,002)	66,523
-	14,110	-	14,110	758,736	-	(744,626)
-	-	-	-	487,824	435,763	(52,061)
1,493,644	6,498,781	(527,844)	7,464,581	7,410,089	-	54,492
						32,889,909
						32,944,401

Vision

Our vision is a self-sufficient community that fosters quality of life for Kanien'kehá:ka 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 aontatiátén:rohwe ne tsi niokwarihò:ten ne onkwehonwehnéha. Tánon'tho néntewe ne sónha aionkwaianerahstenníhake tsi tionhnhe ne akwé:kon Kanien'kehá:ka Kahnawa'kehró:non, tánon'ne tahotikonhsotátie.

