

14th Annual Report
1 Onerahtókha April 1, 2013 - 31 Enniskó:wa March 31, 2014

2013-14





VISION

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

MISSION

The mission of Tewatohnhi'saktha is to stimulate and enhance Kahnawà:ke's Economic Growth by investing in people and businesses, as well as other economic opportunities

Annual Report 2013 - 2014

The information contained herein captures Tewatohnhi'saktha's activities from April 1, 2013 to March 31, 2014. Tewatohnhi'saktha has made every effort to ensure the accuracy of the information contained in this annual report and the digital copy posted to our website www.tewa.ca.

ACKNOWLEDGEMENTS

Coordinator

Allison Jacobs

Graphic Design

Cheryl Delaronde

Success Stories/Photos

Jordan Standup

Proof Reading

Sandra Jacco

Nancy Stacey

Printing

Impression Expo

OUR TEAM

CEO

John Bud Morris

Board of Directors

Lionel Jacobs, Chairperson
Dwayne Kirby, Vice President/Secretary-Treasurer
Peter Lafleur, Member
Wayne Rice, Member
Charles Barnett, Member
Michael L. Rice, Member
Greg Horn, Member

Employment & Training

Steven Horne, Director
Sandra Jacco, Administrative Clerk
Coreen Delormier, Monitoring and Support Officer
Gene Montour, Employment & Training Counselor
Onawa K. Jacobs, Employment & Training Counselor
Herb Rice, Employment & Training Officer
Angie Marquis, Employment & Training Counselor/
Youth Programs Coordinator
Kara Paul, Instructor/Coordinator CBS/SOAR Program
(Maternity Leave)
Jonathan Rice, Assistant Instructor/Coordinator
CBS/SOAR Program
Kiera Beauvais, Administrative Assistant, CBS/SOAR Program

Human Resources/ Finance and Administration

Nancy Stacey, Director of Human Resources
Leslie Morris, Executive Assistant (Maternity Leave)
Kristy Kennedy, Interim Executive Assistant
Lisa Lahache, PR/Communications Officer (Maternity Leave)
Allison Jacobs Interim PR/Communications Officer
Marcy Delisle, Director of Finance and Administration

So:se Canadian, Information Systems Manager
Aidan Alfred, Information Systems Technician
Penny Kane, Secretary/Receptionist
Thelma Paul, On-Call Receptionist
Kanenhontie Picard, On-Call Receptionist
Cathy Diabo, Accounting Manager
Wahsontaha:wi Stacey, Financial Clerk

Small Business Services

Barbara McComber, Director
Daryl Leclair, Business Services Officer – Heads Up
Coordinator
Tammy Delaronde, Business Services Officer/
Facilities Manager
Angela Deer, Loans Officer
Ron Murray, Project Development Officer
Kimberly Cross, Tourism Development Agent

Revenue Generation

Kyle Delisle, Director
Marissa Leblanc, Executive Assistant
Amy Rice, Business Development Officer

Building Maintenance – Kahnawà:ke Business Complex and Kahnawà:ke Office Complex

Marvin McComber, Building Maintenance Supervisor
Carrie-Layne Diabo Marquis, Office Cleaner
Michael Quinones, Building Maintenance Superintendent
Carl Gilbert, On-Call Building Maintenance

Security – Kahnawà:ke Office Complex

Wayne Rice, Security Supervisor
Travis Rice, Security Guard
Wilbert Standup, Security Guard
Peter Diabo, Security Guard
Rickey Rice, Interim Security Guard



Tewatohnni'saktha

Kahnawà:ke's Economic
Development Commission

P.O. Box 1110
Kahnawà:ke Mohawk Territory
JOL 1B0

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F: 450.638.3276

An electronic copy of this report
is available at www.tewa.ca

BOARD CHAIRMAN'S MESSAGE 2013-14



Lionel Jacobs

On behalf of the Board of Directors of Tewatohnni'saktha, I invite you to review the results of our fiscal year 2013-14. The Board is committed to the vision and mission of Tewatohnni'saktha, working closely with the Management of the organization ensuring that our services continue to support Kahnawa'kehró:non. Our clients may be business owner's with varying business

aspirations, or people looking for employment opportunities and/or skills upgrading.

Over the past 12 months we have seen growth in services and clientele. The Small Business Services loaned out \$213,719 to Kahnawà:ke Entrepreneurs and supported the expansion and growth of 8 businesses of various sizes. A total of 970 clients walked through our doors, of which our team was eager to provide assistance. A total of \$1,460,093 have been allocated to clients through tuition, financial grants, childcare and business assistance.

As we move forward into the last year of our three year strategic plan, we continue to strive to meet the goals we set out during our planning session. Some of those goals are as follows: to enhance the environment for economic development; to improve

relations with surrounding communities (which is a pathway to Kahnawà:ke's economic growth); to improve our communications with our community members and to develop new business ventures. The latter, developing new business ventures, is a challenging task in the best conditions and we have additional components to overcome. First and foremost we must ensure our economic rights as First Nations People are respected and that land usage and development relative to projects, are not only beneficial to our community but will make best use of our resources that will provide monetary returns well into the future.

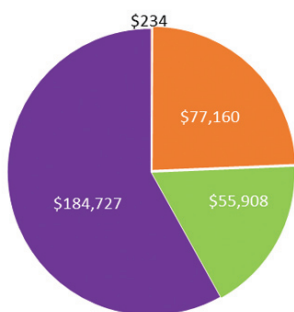
At every turn, your Board of Directors undertakes this activity with a continued commitment to our community to help build a strong economy for future generations to come.



Revenue Generation

Tewatohnni'saktha Consulting Revenue

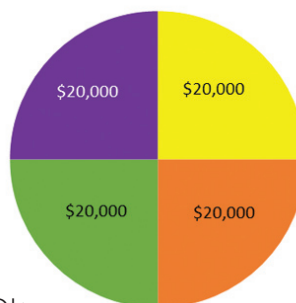
■ 1st Qtr ■ 2nd Qtr ■ 3rd Qtr ■ 4th Qtr



Annual Target: \$340,286
Cumulative Total: \$318,029

Cell Tower Revenue

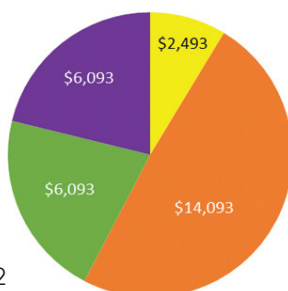
■ 1st Qtr ■ 2nd Qtr ■ 3rd Qtr ■ 4th Qtr



Annual Target: \$80,000
Cumulative Total: \$80,000

Bill Board Revenue

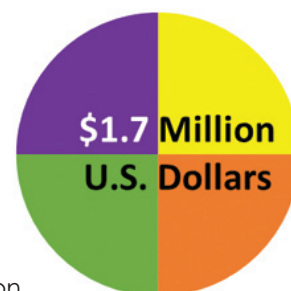
■ 1st Qtr ■ 2nd Qtr ■ 3rd Qtr ■ 4th Qtr



Annual Target: \$29,726
Cumulative Total: \$28,772

Onkwawista Revenue

■ 1st Qtr ■ 2nd Qtr ■ 3rd Qtr ■ 4th Qtr



Annual Target: \$1.7 Million
Cumulative Total: \$1.7 Million

CEO MESSAGE 2013-14



John Bud Morris

This past year marks Tewatohnni'saktha's 15th anniversary. Taking a look back, we have come a long way. Although some may not realize it, one of Tewatohnni'saktha's principal mandates is to generate revenue on behalf of the community. And so, it is natural to ask what has Tewatohnni'saktha accomplished over that time period? Looking at the sources

of the revenue generated in our report, one would be inclined to think we are not a diversified company with a variety of significant revenue streams, and they would be right. Much of what we have done over the past 15 years has been to carefully lay the ground work for a multi-year revenue generation plan, while continuing to support local economic development. This meant sourcing and accumulating investment money (equity) that could be deployed in a large scale business that, over a long period of time, would generate significant returns in a relatively low risk environment. The Board of Directors decided that the wind energy project would represent our best investment opportunity. When it commences deliveries, this project will generate a significant revenue stream

for future investments and community development projects and also make sizable contributions to the Mohawk Council of Kahnawà:ke as well as the land owners where the project will be hosted and the Municipality of St. Cyprien-de-Napierville. It has been a long journey so far, and while we have a distance to go, Tewatohnni'saktha is confident that the strategy will meet its objective.

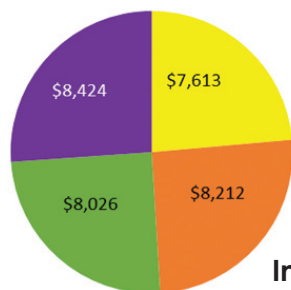
2013-14 also marked the acquisition of two properties: the old stone house in the village area that some referred to as the Catholic Church Mission Building. Purchased and renovated with 50% assistance from the Quebec government, it is now home to Tewatohnni'saktha Small Business Services Division's latest initiative to support local tourism and it is now called the Welcome Center. The

second property purchased was at the junction of Highway 207 and Autoroute 30. This 17 acre lot was purchased to provide future access to lands adjacent to the reserve and Autoroute 30 which are planned to be added to the reserve and the lot is tentatively scheduled to be the location of a community owned gas station in 2015, however, not all confirmations of this project have been received.

Yes, it has taken 15 years, and it will likely take another 15 years before Tewatohnni'saktha's revenue stream is significant and diversified but progress is being made. Considering that, for the most part, Tewatohnni'saktha must source its own equity – this is real progress derived from the persistence, vision, and leadership of the people of Kahnawà:ke for a better future.

Meeting Room/Office Space Rental Revenue

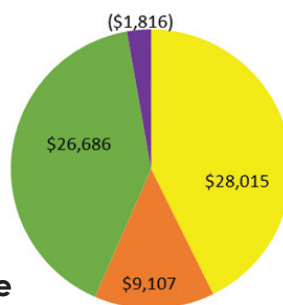
■ 1st Qtr ■ 2nd Qtr ■ 3rd Qtr ■ 4th Qtr



Annual Target: \$33,000
Cumulative Total: \$32,275

Kahnawà:ke Business Complex Revenue

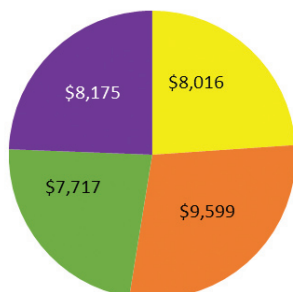
■ 1st Qtr ■ 2nd Qtr ■ 3rd Qtr ■ 4th Qtr



Annual Target: \$38,020
Cumulative Total: \$61,992

Interest on TBLF Loans Revenue

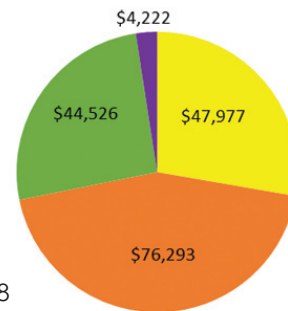
■ 1st Qtr ■ 2nd Qtr ■ 3rd Qtr ■ 4th Qtr



Annual Target: \$45,834
Cumulative Total: \$33,507

Kahnawà:ke Office Complex Revenue

■ 1st Qtr ■ 2nd Qtr ■ 3rd Qtr ■ 4th Qtr

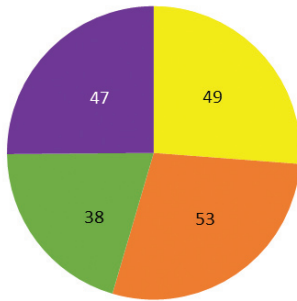


Annual Target: \$53,520
Cumulative Total: \$173,018

Small Business Services Division

Total Clients Served

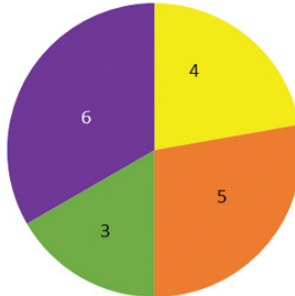
■ 1st Qtr ■ 2nd Qtr ■ 3rd Qtr ■ 4th Qtr



Annual Target: 235
Cumulative Total: 187

New Clients

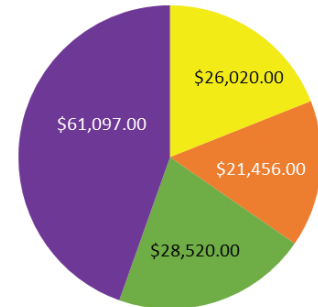
■ 1st Qtr ■ 2nd Qtr ■ 3rd Qtr ■ 4th Qtr



Annual Target: 35
Cumulative Total: 18

Dollar Value of Products

■ 1st Qtr ■ 2nd Qtr ■ 3rd Qtr ■ 4th Qtr



Annual Target: \$244,000
Cumulative Total: \$137,093

Dollar Value of Products represents:
Business Assistance Fund, Marketing and Professional Services Fund

Success Stories

By Jordan Standup



Total Fitness continues to strengthen community

Since opening Total Fitness in July 2013, Derek Delisle has provided Kahnawà:ke with a service like no other.

"I felt that our community could use a health and wellness center which caters to everyone by offering many fitness related services to better one's health and well being," Delisle asserted.

Delisle began working at Monster Gym in 1993. He became a certified trainer in 2007 while working at fitness clubs such as Goodlife Fitness as well as Premiere Fitness.

"My business's main goal is to teach people how to incorporate fitness into their lives and to better themselves," he said.

His mission when opening the doors to Total Fitness was to target people who were intimidated by large gyms.

"My clientele grew to where I eventually ran 80 open classes

per month of group training!" he said. "My goal was to work 5-6 hours, but I've surpassed that number to 12-16 hours. I'm at the point where hired help is a must."

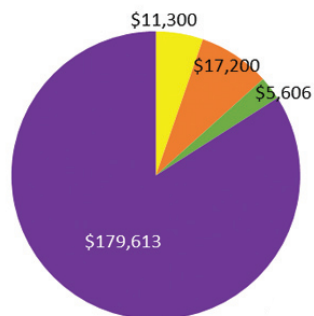
Business grew so much that Total Fitness moved from its original location in the Jacobs Mall to a large facility in Plaza 138.

"We moved on April 1, 2014 to accommodate the ever growing classes; 10-16 people are the norm. The old place was maxed out at 10 but somehow we managed to fit 16 in there," Delisle explained.

"My business is currently growing fast, to the point I may need to expand to fit more people and have more classes at the same time," he elaborated. "I want to bring in self defense classes, physio therapy, a spa; my ideas are endless."

New Loans under The Business Loan Fund

1st Qtr 2nd Qtr 3rd Qtr 4th Qtr



Annual Target: \$225,000

Cumulative Total: \$213,719

Number of Businesses Started or Expanded:

Cumulative Total

5 Micro

2 Small

1 Medium

Target

5 Micro

3 Small

1 Medium

*Business Sizes:

Micro = 1 employee;

Small = 2-5 employees;

Medium = 6-10 employees;

Large = 11+ employees

Number of new jobs created by new businesses or business expansion

Cumulative total

13 Part-Time

15 Full-Time

Target

26

PAP Auto Body is a unique Kahnawake business

It's the stuff you see on TV and it's happening right here in Kahnawà:ke.

Local entrepreneur Peter Paul turned a hobby into a flourishing business called PAP Auto Body and the work they've been doing is incredible.

"Officially it opened about nine months ago, but for about two or three years before that we did it as a hobby," Paul said.

When asked to describe his business, Paul made it clear that it was not a mechanical garage.

"We don't do tune-ups, oil changes, engines or transmissions," he said. "What we are is auto restoration. We rebuild cars. There are different levels of that. People could bring us project cars and we have to take every nut and bolt and start with just a frame."

Those kinds of projects could take anywhere from six months to a year.

PAP can also do paint jobs, insurance jobs and repair damage from fender benders.



He was quick to note that the business isn't limited to just cars though. PAP can restore and customize coolers and fridges as well.

"We can do anything metal, plastic or fiberglass," he said. "We can do something as big as a bus, or as little as steel toys."

Needless to say, the possibilities are endless and word of mouth has helped the business thrive.

Paul's 'main man' in this endeavor is Louis Scott, who has been doing this type of work since he was just 16 years old.

In anticipation of business

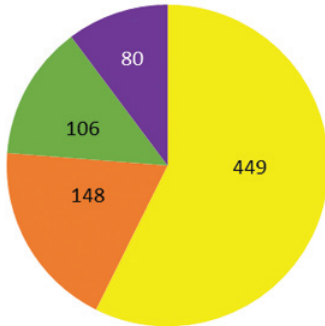
continuing to grow, Paul decided to construct a larger facility for PAP, which should be complete in August.

PAP Auto Body is located on Route 207. They can be reached at 450-638-5435.

Employment & Training Division

Total Clients Served

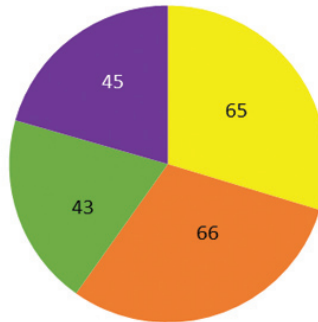
1st Qtr 2nd Qtr 3rd Qtr 4th Qtr



Annual Target: 750
Cumulative Total: 783

New Clients

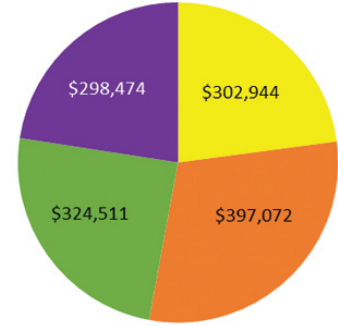
1st Qtr 2nd Qtr 3rd Qtr 4th Qtr



Annual Target: 200
Cumulative Total: 219

Dollar Value of Products

1st Qtr 2nd Qtr 3rd Qtr 4th Qtr



Annual Target: \$1,250,000
Cumulative Total: \$1,323,000

Dollar Value of Products represents:
Tuition, Financial Grants and Child Care

Alyssa Montour pursues her passion for graphic design

When Alyssa Montour landed a summer job at a local graphic design company a few years ago, she had no idea that the experience would influence the type of education and ultimately the employment she would pursue.

"I learned some basics from the designers who worked there and I was basically hooked on it. I had found something that I enjoyed and the next step was to get really good at it," Montour said.

She recently completed a program called Graphic Applications in Desktop Publishing at Concordia University's Centre for Continuing Education.

"It is an 11-week intensive graphic design course that teaches you basic to advanced graphic design techniques," she explained.

Now, Montour works at an advertising agency as a graphic

designer.

"I got the job a month after I completed my schooling. After a few unsuccessful attempts to get an English literature degree that I didn't enjoy, I'm now doing something that I really like," she said.

While Montour is focusing much of her attention on her new job, she also revealed plans for the future.

"Right now, I'm on my first job right out of school, so in the future I'm looking to grow as a designer and move up within the company I'm with," she said. "Eventually, I would like to start showcasing my work on posters and t-shirts and things

Success Stories

By Jordan Standup

like that; and maybe even have a small freelancing business on the side."

Montour wanted to share a few words with other local students.

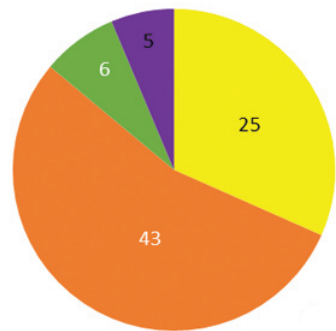
"I would suggest to not wait until you're unhappy with what you're doing to start something

new that you enjoy. Work as hard as you can to be the best you can so you don't regret not putting in the work later on, most importantly, make sure that you're always happy and to make necessary changes if you're not."



Clients who attained subsidized employment

1st Qtr 2nd Qtr 3rd Qtr 4th Qtr



Annual Target: 15
Cumulative Total: 20

Jobs Created Unsubsidized

Cumulative	Target
0.4*	0.4***

Jobs Created Subsidized

Cumulative	Target
18.7*	15***

*Average Cumulative FTE full-time equivalents (number of hours worked by all clients combined 468.75 hrs/quarter of 1,875 hrs/year)

***Combined number of hours worked by all clients

Akwirakeron Curran Phillips is a 20-year-old certified heavy equipment operator from Kahnawà:ke



When Akwirakeron Curran Phillips graduated from Kahnawà:ke Survival School in the summer of 2011, he admits he wasn't sure what to do next.

"I had no clue what I was going to do with my life," Phillips said. "I spoke to the academic advisor at KSS and she suggested getting into trades."

Phillips then met with Tewatohnhi'saktha to discuss his promising future.

"We discussed what trades were available; heavy equipment was one of them so I decided to take it," he said.

Phillips signed up for a course in that very field soon after.

He became qualified to operate 'everything' including excavators, backhoes, graders, loaders, bulldozers and rollers.

"After the nine month course was over I started looking for employment," said Phillips, who had no luck landing a job in Kahnawà:ke.

Although he was discouraged, Phillips received plenty of encouragement from his family, friends and girlfriend to continue seeking employment.

"I got a tip about a company called X-Rail hiring in Chateauguay," he said. "I brought them my résumé and I was hired on the spot."

Phillips explained that X-Rail is subcontracted by large railway companies, such as the Canadian National Railway Company (CN), Canadian Pacific Railway (CP) and VIA Rail.

"We specialize in installation and maintenance of rail road signals. I work all around Canada," he said.

Phillips has now been with the company for over a year and he enjoys what he does. He's also certainly happy that he did not stop pursuing a job in the field.

Success Stories

By Jordan Standup



When Gina Deer opened Depanneur et Gas Guimond in St. Lucie in July 2011, she did so in order to accommodate the many community members who visit Kahnawà:ke's sister territory of Tiowero:ton regularly.

"Once the gas station [where Deer's store is now located] closed it was really inconvenient going all the way to St. Agathe," the entrepreneur explained.

Opening the store outside of

Kahnawà:ke's boundaries was almost like a dream come true for Deer.

"I always wanted to try to open a business outside the community. It has proved to be challenging, which is the way I like it, and a great learning experience," she asserted.

Depanneur et Gas Guimond carries everything from milk and soda to bread and chips as well as many other items that

Gina Deer expands business outside of Kahnawà:ke borders

are essential to make a trip to Tiowero:ton a success.

The store also carries many SAQ products.

"We had our SAQ permit for one year now. We're still growing," Deer said.

She was pleased to report that she receives a great deal of support from community members as well as residents from the surrounding area.

"We have a great deal of support from the community. If they need something we don't have, we add it to our order list to accommodate them," Deer

said. "We also get a lot of support from the community of St. Lucie. They are happy to have a gas station back and we have signed a local baker as a supplier who's baked goods sell out at the store. So it has been a win-win for the community of Tiowero:ton and St. Lucie."

She owes the success of her store to her customers.

"The best part of all this is to see and talk to people that I don't always get to see at home," Deer said.



Passion to care for others fuels Kristyn Brown's nursing education

For as long as she can remember, Kristyn Brown wanted to be a nurse.

"After having two children, I really needed to find a career that would enable me to care for them financially and do something that I would really enjoy, so what better choice than to be a nurse," she said.

In October 2010, she joined the Strategic Community Health Careers Program; a collaborative effort between Tewatohni'saktha, the Kateri Memorial Hospital Center and the Kahnawà:ke Education Center that offers a preparation course and scholarship.

Brown says the program 'really got the ball rolling' for her.

"The health program actually came at just the right time for me because I needed only one prerequisite left to be eligible for the nursing program at College Champlain Saint-Lambert," she explained.

Brown thoroughly enjoyed the program, which provided her with valuable hands-on experience.

"Valerie Diabo, the head nurse at the Kateri Hospital came into one of our classes and talked with us about going into a health profession. It was very motivational and I felt supported," Brown said. "It really opened the door for bigger things."

She accomplished one

continued on next page

Paula Paul pursues bright future through schooling



In January 2010, Paula Paul gave birth to a little girl, who she chose to raise on her own. She had to make some decisions

about her future and to return to school.

"I worked at the Kateri Hospital for 10 years as a kitchen aid and

cook, which I enjoyed," she said. "After having my daughter the hours were not feasible. I needed regular hours. Going back to school didn't seem like a bad idea. Education can only be a good thing."

Because she hadn't attended school in two decades, she admits she was 'fearful.'

In September 2011, she began attending the Nova Career Centre's Administrative Assistant Program and graduated one year later.

"When it came to stage time, I called several places and didn't get calls back. But I was persistent and called back to remind them who I was and why I called.

I laugh now because of how scared I was and how I thought they just didn't want me. In

the end everyone that I called returned my call and was willing to take me on as a stage," she said proudly.

Paul was pleased to report that she was able to land a job thanks to her training.

She works for the Mohawk Council of Kahnawà:ke's Social Development Unit as the Mohawk Self Insurance Client Information Administrator.

"I just signed my second contract with them," she said. "I really enjoy my employment there and the opportunities they have given me."

Paul shared some words of encouragement.

"Fear stops a lot of people from doing things. Don't be afraid to go back to school or training. You'll never get anywhere if you don't try," she said.

Success Stories

By Jordan Standup

continued from previous page

of her major goals when she began College Champlain Saint-Lambert's nursing program in 2011.

Brown graduated from that program earlier this year and if she passes her next exam in September, she will obtain her full nursing license.

"My plan for the future is to start working at a hospital in the city to build my knowledge and skills base. Eventually I would like to work in Kahnawà:ke to help and contribute to the health care system in our community," Brown said.

She has aspirations to work closely with oncology, neurology, postpartum and medical-surgical departments.

"I would also like to pursue my studies to get a Bachelor's

degree, which will open up more opportunities for me in the long run," she asserted.

Attending school with two children was not an easy feat, but Brown made it through with the support of her family, specifically her boyfriend, mother and mother-in-law.

She also received a great deal of support from Tewatohnhi'saktha, for which she is extremely grateful.

"Tewatohnhi'saktha provided me with the opportunity to be close to home to take my prerequisites," Brown said. "They provided a lot of support and motivation and they were also present when the school opened the nursing wing at Champlain."

Brown also shared her key to success: "I believe the key to success is working hard, having dedications and discipline and

always keeping your goal in mind and within reach."



Tourisme **Kahnawà:ke** *Tourism*

The Tourism Development Welcome Centre project was an initiative that began in April 2013 following a brainstorming session with the Kateri Tekakwitha Working Committee, representatives from the Mohawk Council of Kahnawà:ke, and Tewatohnhi'saktha as well as other community members. The objective was to gather ideas regarding the development of a "new shrine" to honor, Saint Kateri Tekakwitha.

From this workshop, came the plan to champion the initiatives of all tourism activities in the community with the initial focus being Saint Kateri Tekakwitha.

There is a long history of promoting tourism in Kahnawà:ke and most recently there has been a renewed interest due to Kateri's canonization in 2012.

In 2012, a tourism feasibility study was conducted that concluded that there is significant growth potential for tourism in Kahnawà:ke based on its close

proximity to Montreal. Hence came the idea to create a hub, the Tourism Welcome Centre, in which to provide support to community members who wish to take advantage of the tourism potential of Kahnawà:ke.

In 2013, the former Kateri Center building came up for sale, which in turn became an ideal location to have a welcome center based on its proximity to the church; Tewatohnhi'saktha then purchased and renovated the building. A Tourism Development Agent was hired in December 2013; Kimberly Cross now leads the tourism development initiative for the community.

The goals of the Tourism Development Agent is to oversee a multi-year tourism strategy, increase and elaborate on Kahnawà:ke's tourism product/service offering, assist in further enriching the product/service offering at the Shrine of Saint Kateri and to form relationships with regional, provincial and



national tourism associations. The mission of the Welcome Centre and its administrators is to assume leadership of the collective effort to promote and position Kahnawà:ke as a key destination for religious, cultural and leisure tourism.

The benefit of fostering tourism in Kahnawà:ke is the preservation and promotion of culture and traditions and an increase in the pride and spirit of our heritage that we can share with our visitors.



Mohawk Internet Technologies

BALANCE SHEET

(in thousands of dollars)

AS AT MARCH 31 (In Canadian Dollars)	2014	2013
ASSETS		
Current		
Cash	\$ 467	\$ 558
Accounts receivable (Note 2)	75	40
Prepaid expenses and deposits	180	263
	722	861
Prepaid rent	59	117
Capital assets (Note 3)	5,741	7,876
Intangible asset (Note 4)	628	942
	6,428	8,935
	\$ 7,150	\$ 9,796
LIABILITIES AND EQUITY Current		
Accounts payable and accrued liabilities	\$ 691	\$ 584
Current portion of loans payable (Note 5)	1,490	1,608
	2,181	2,192
Loans payable (Note 5)	3,269	4,704
	5,450	6,896
Equity	1,700	2,900
	\$ 7,150	\$ 9,796

STATEMENT OF EQUITY (in thousands of dollars)

FOR THE YEAR ENDED MARCH 31 (in Canadian dollars)	2014	2013
Equity, beginning of year	\$ 2,900	\$ 4,080
Net loss for the year	(1,200)	(1,180)
Equity, end of year	\$ 1,700	2,900

STATEMENT OF OPERATIONS (in thousands of dollars)

FOR THE YEAR ENDED MARCH 31 (in Canadian dollars)	2014	2013
Revenue	\$ 6,017	\$ 6,225
Cost of revenue	3,242	3,402
Gross Profit	2,775	2,823
Expenses		
Selling, marketing and administration	1,108	1,075
Amortization	2,867	2,928
	3,975	4,003
Net loss	\$ (1,200)	\$ (1,180)

Independent Auditors' Report

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, 2014, 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 consolidated 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, 2014 and the results of its operations, change in net assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Other Matter

Schedules 2 and 8-29 of the accompanying consolidated schedules of revenues and expenses and accumulated surplus (deficit) are for information purposes and are not audited.

Montréal, Québec

June 17, 2014

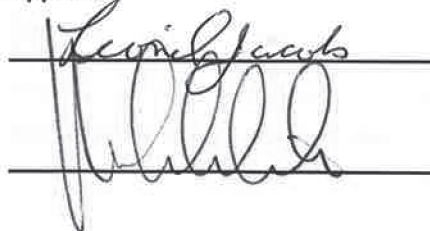


1 CPA auditor, CA permit no. A103961

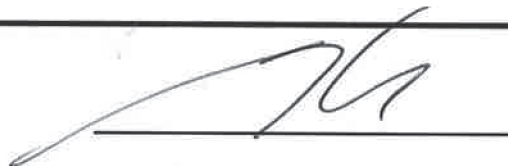
Tewatohnhi'saktha
Consolidated Statement of Financial Position
As at March 31, 2014

	2014	2013
Financial assets		
Cash (Note 3)	2,497,320	1,302,799
Temporary investments (Note 4)	5,426,538	7,231,683
Accounts receivable (Note 5)	2,495,840	2,670,522
Portfolio investments (Note 6)	12,556	12,556
Loans receivable (Note 7)	15,057,853	15,097,049
Total financial assets	25,490,107	26,314,609
Liabilities		
Accounts payable and accruals	869,038	1,180,900
Deferred revenue (Note 9)	1,030,706	571,907
Long-term debt (Note 10)	2,254,880	2,545,362
Total liabilities	4,154,624	4,298,169
Net financial assets	21,335,483	22,016,440
Commitments (Note 11)		
Non-financial assets		
Tangible capital assets (Note 12)	11,466,784	10,264,362
Development costs (Note 13)	590,404	590,404
Prepaid expenses	22,365	73,195
Total non-financial assets	12,079,553	10,927,961
Accumulated surplus (Note 16)	33,415,036	32,944,401

Approved on behalf of the Board



Director



Director

Grand Chief

Tewatohnhi'saktha
Consolidated Statement of Operations and Accumulated Surplus
For the year ended March 31, 2014

	<i>Schedules</i>	<i>2014 Budget</i>	<i>2014</i>	<i>2013</i>
Revenue				
Government funding				
Aboriginal Affairs and Northern Development Canada		2,019,437	1,618,086	1,599,661
Human Resources and Skills Development Canada		445,267	445,543	738,753
		2,464,704	2,063,629	2,338,414
Other revenue		297,927	102,556	195,826
Investment income		1,700,000	1,810,428	1,730,344
Rental income		1,541,828	1,556,779	1,467,416
Interest income		111,087	138,233	200,118
Province of Quebec		329,493	178,916	60,000
Kahnawake Education Centre		57,844	57,908	57,844
Additional audit costs		-	-	1,800
Consulting income		340,286	318,029	347,753
First Nations Human Resources Development Commission of Quebec		1,109,936	1,533,330	1,532,910
Kateri Memorial Hospital		18,000	-	60,000
Deferred revenue - prior year		-	527,844	-
Deferred revenue - current year		-	(981,451)	(527,844)
		7,971,105	7,306,201	7,464,581
Expenses				
Employment and Training	3	2,266,070	2,128,025	2,438,900
Administrative Services	4	191,951	40,525	32,785
Economic Development	5	3,340,484	3,107,684	3,470,283
Small Business Services	6	2,427,767	1,222,804	996,174
Capital	7	490,000	495,527	487,824
Total (Schedule 1)		8,716,272	6,994,565	7,425,966
Surplus before other items		(745,167)	311,636	38,615
Other expense				
Repayment of government funding		-	(41,295)	-
Gain (loss) on foreign exchange		22,713	200,294	15,877
		22,713	158,999	15,877
Surplus		(722,454)	470,635	54,492
Accumulated surplus, beginning of year		32,944,401	32,944,401	32,889,909
Accumulated surplus, end of year		32,221,947	33,415,036	32,944,401

Tewatohnhi'saktha
Consolidated Statement of Change in Net Financial Assets
For the year ended March 31, 2014

	2014 Budget	2014	2013
Annual surplus	(232,454)	470,635	54,492
Purchases of tangible capital assets	-	(1,697,949)	(160,206)
Amortization of tangible capital assets	490,000	495,527	487,824
	490,000	(1,202,422)	327,618
Acquisition of prepaid expenses	-	(22,365)	(73,195)
Use of prepaid expenses	-	73,195	80,475
	-	50,830	7,280
Increase (Decrease) in net assets	257,546	(680,957)	389,390
Net financial assets, beginning of year	22,016,440	22,016,440	21,627,050
Net financial assets, end of year	22,273,986	21,335,483	22,016,440

Tewatohnhi'saktha
Consolidated Statement of Cash Flows
For the year ended March 31, 2014

	2014	2013
Cash provided by (used for) the following activities		
Operating activities		
Cash receipts from contributors	7,776,448	8,562,587
Cash paid to suppliers	(3,594,304)	(3,632,129)
Cash paid to employees	(2,833,725)	(2,647,921)
Interest income	138,233	200,118
Interest on long-term debt	(148,041)	(163,033)
	1,338,611	2,319,622
Financing activities		
Repayment of long-term debt	(290,482)	(275,560)
Capital activities		
Purchases of tangible capital assets	(1,697,949)	(160,206)
Investing activities		
Purchase of temporary investments	-	(1,521,039)
Proceeds from temporary Investments	1,805,145	-
Investment in loans receivable	(109,919)	(47,304)
Proceeds from collection of loans receivable	149,115	99,593
	1,844,341	(1,468,750)
Increase in cash resources	1,194,521	415,106
Cash resources, beginning of year	1,302,799	887,693
Cash resources, end of year	2,497,320	1,302,799

Employment and training

CRF
EIF
CRF (Youth)
Skills Link Program
FNEC, MCK and other
Introduction to Construction Trades
Strategic Opportunity Advancement Realization
SCHC
Pikwadin

Small business services

Small Business Services
Business Loan Fund
Youth Business Fund
Business Contribution Fund
Welcome Center

Economic development

KEDC
Revenue Generation
Kahnawake Business Complex
Kahnawake Office Complex
Kahnawake Sustainable Energies Inc.

Administrative services

Administration
Information Technology
HR & Communications

Capital asset fund

Capital

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, 2014

(Unaudited)

Schedule #	AANDC Revenue	Other Revenue	Deferred Revenue	Total Revenue	Total Expenses	Adjustments/ Transfers From (To)	Current Operating Surplus (Deficit)	Prior Year Operating Surplus (Deficit)
8	-	971,543	-	971,543	1,101,051	-	(129,508)	22,098
9	-	396,255	-	396,255	409,721	-	(13,466)	-
10	-	138,393	-	138,393	164,081	-	(25,688)	(44,296)
11	88,339	-	-	88,339	91,746	-	(3,407)	13,947
12	-	67,107	-	67,107	57,173	-	9,934	11,273
13	-	98,814	-	98,814	110,267	-	(11,453)	11,453
14	-	309,184	(133,163)	176,021	193,986	-	(17,965)	18,417
15	-	-	-	-	-	-	-	48,104
16	-	27,139	(27,139)	-	-	-	-	-
	88,339	2,008,435	(160,302)	1,936,472	2,128,025	-	(191,553)	80,996
17	855,411	14,447	-	869,858	904,367	-	(34,509)	63,132
18	-	47,091	-	47,091	30,952	-	16,139	42,233
19	-	4,236	-	4,236	12,296	-	(8,060)	(21,413)
20	608,687	-	(293,305)	315,382	315,382	-	-	-
21	-	154,797	-	154,797	(40,193)	(126,628)	68,362	-
	1,464,098	220,571	(293,305)	1,391,364	1,222,804	(126,628)	41,932	83,952
22	59,427	2,183,782	-	2,243,209	1,243,236	(1,518,992)	(519,019)	576,213
23	3,428	342,148	-	345,576	526,808	101,408	(79,824)	79,824
24	-	535,457	-	535,457	356,437	(158,541)	20,479	39,677
25	-	937,309	-	937,309	606,636	(212,767)	117,906	66,523
26	-	11,570	-	11,570	374,567	-	(362,997)	(744,626)
	62,855	4,010,266	-	4,073,121	3,107,684	(1,788,892)	(823,455)	17,611
27	-	61,449	-	61,449	122,045	(32,400)	(92,996)	(85,135)
28	-	-	-	-	(60,075)	(72,911)	(12,836)	9,129
29	2,794	-	-	2,794	(21,445)	32,400	56,639	-
	2,794	61,449	-	64,243	40,525	(72,911)	(49,193)	(76,006)
7	-	-	-	-	495,527	1,988,431	1,492,904	(52,061)
	1,618,086	6,300,721	(453,607)	7,465,200	6,994,565	-	470,635	54,492
							32,944,401	32,889,909
							33,415,036	32,944,401

