

HELPING YOU SUCCEED!



ANNUAL REPORT 2018-2019



KAHNAWÀ:KE'S ECONOMIC DEVELOPMENT COMMISSION



Interim Chief Executive Officer (CEO)



**Barbara Kahnekiiotha
McComber**
Interim CEO

Some of you may not be aware that the Tewatohnhi'saktha Building was designed like a ship; an aircraft carrier actually. It is fitting to say that this year we had to navigate through some choppy waters, however we continue to move full steam ahead with the vision that our CEO, Kyle Delisle had set out for our organization. Kyle's vision was to modify our mandate so that it reflected true economic development; first, to remove Revenue Generation from our Mandate and transfer it to the Mohawk Council of Kahnawà:ke, and for the organization to focus on Workforce Development and Business Retention and Expansion.

The change to the mandate was proposed by Tewatohnhi'saktha and fully supported by our Board of Directors. Stepping in as Interim CEO, my goal was to bring stability back to the organization and to have our new mandate approved by the Mohawk Council and implemented by March 31, 2019. Although the mandate was not approved by Council as of year end we continued with the fo-

cus of business as usual and continuing to lead the organization to help people get jobs and help businesses expand. We need a trained workforce to fulfill the demands of the community and that is what we are here to do. We have a skilled and dedicated team in place at Tewatohnhi'saktha to provide the support you need whether you are looking for training, seeking employment or thinking of opening or expanding your business. Come in to see us we are here to help you succeed.

Kahnawà:ke Sustainable Energies

*By John Bud Kanentiio Morris
Chief Operations Officer*

On August 17, 2018, Kruger Energy and Kahnawà:ke Sustainable Energies (KSE) announced they had entered into a partnership to develop the 24-MW Des Cultures Wind Farm Project in Saint-Rémi and Saint-Michel. The project is scheduled to be commissioned in the fall of 2021, after it undergoes a public consultation and a regulatory process that will include an environmental impact assessment.

The partnership was announced in the presence of Mr. Pierre Moreau, Minister of Energy and Natural Resources and MNA for Châteauguay, Mr. Geoffrey Kelley, Minister responsible for Native Affairs and MNA for Jacques-Cartier, Mr. Bud Morris, President of Kahnawà:ke Sustainable Energies, Mr. Jean Roy, Senior Vice President and Chief Operating Officer of Kruger Energy, and

Mr. Joseph Kruger II, Chairman of the Board and Chief Executive Officer of Kruger Inc.

The partnership will enable the electricity supply contract that KSE signed with Hydro-Québec in 2011 to be realized; it follows the 2009 call for tenders for the purchase of 500 MW of wind power generated by Aboriginal and local community projects in Québec. The Des Cultures Wind Energy Project will be the only Aboriginal project developed following the call for tenders. KSE will be an investing partner, while Kruger Energy will be responsible for the wind farm's development, construction and operation.

"We are proud to be partnering with Kruger Energy on this exciting energy project and to build on our community's desire to work in collaboration with our neighbours on economic development initiatives. We want the Kruger-KSE partnership to be a model of cooperation with long term benefits for our community and the host of municipalities," said Bud Morris, President, KSE.

"This agreement with KSE enables us to present

Chairperson, Board of Directors



**Greg Tekanerahtané:ken
Horn**

Board of Directors
Chairperson

This fiscal year, 2018-19, was a very challenging year for the Board of Directors. Following the joint decision by the Mohawk Council of Kahnawà:ke (MCK) and Tewatohnhi'saktha to sell the community's shares of Continent 8 in the fiscal 2016-17 year for \$35 million USD. It was agreed in principle to transfer the responsibility for management of those funds and Revenue Generation to a partnership between MCK and Tewatohnhi'saktha. This would allow Tewatohnhi'saktha's operations to focus on the cornerstones of Economic Development –helping business start-up and expansion; and also helping clients prepare for, enter, and stay in the labour market.

In the fall of 2018, Barbara McComber stepped in as Interim CEO and took over the reigns at Tewatohnhi'saktha. Our primary attention was focused on maintaining our Anchor Tenant in the Kahnawà:ke Office Complex; a tenant that occupied 80% of the space. Unfortunately our attempt was unsuccessful and 350 jobs were forced out of the community.

Through it all, the Board stood steadfast in its principles: to do what we believe is right for the community in the execution of our mandate, do no harm, and ensure Tewatohnhi'saktha could survive as an institution to continue the work of Economic Development even if that meant disagreeing with the MCK. Now, we must focus on the future and we hope we will still be able to influence the investments of the proceeds from the sale of shares including other revenue streams coming in the future such as Kahnawà:ke Sustainable Energies investment in the Des Cultures Wind Farm which is scheduled to be sanctioned in the fall of 2021, subject to permitting. We are very proud and excited to see this venture move forward with the partnership we established in the fall of 2018 with Kruger Energy Inc. It has been a long time coming, but we are near the finish line that we fully expect to cross.

After 20 years of operations, Tewatohnhi'saktha Version 1.0 will have been replaced by Tewatohnhi'saktha Version 2.0 and a new governance model will be established composed of four elected members and three members appointed by the MCK. On behalf of the Board of Directors, we thank you, our community, for the opportunity to serve as elected volunteers and wish only the best for the new Board, employees and the organization as a whole.

a project that will be a model for sustainable development to the benefit of the local economy while promoting the development of an Aboriginal community, and at the same time enabling Québec to gain from the economic, energetic and environmental aspects,” said Jean Roy, Senior Vice President and Chief Operating Officer, Kruger Energy.

Comprising six turbines, the 24-MW Des Cultures Wind Farm Project will be more modest than the Kruger Energy Montérégie Wind Farm (KEMONT), which includes 44 wind turbines in five municipalities (Saint-Isidore, Saint-Rémi, Saint-Michel, Saint-Constant and Mercier) and has a total installed capacity of 100 MW.

Minister Geoffrey Kelly and Pierre Moreau, National Assembly of Quebec and John Bud Morris, Chief Operating Officer.



Employment & Training



*Angie
Tewa'kerákhkwa
Marquis,
Director of
Employment
& Training*

This year, our programs and services resulted in a record 77 jobs attained by our clients. We had several new projects implemented this year that contributed to this such as a partnership with Playground Poker / The Rail to offer a customer service and French language initiative. Our clients greatly benefited from the specialized, 5-week French Language training that was offered by CEGEP St. Laurent. Another partnership with the Kahnawake Youth Center (KYC) resulted in a first time Counsellors in Training program where younger teens had the opportunity to work alongside KYC Camp Counsellors.

Based on needs from our business community, the Workforce Development Training program was implemented to provide financial support for individuals wanting to take training in their field. Another focus this year was on youth engagement. The summer student Mail Chimp was developed and a Jr. Mentorship program provided part-time employment for high school students. Finally, our ACE – Achieving Concrete Essentials Program kicked off the first cohort and Tó:ta Ma's Café was created to provide the hands on skills of our Jr Business Developers.

The department was working on the last year of the ASETS agreement. Our budget was strategically spent this year investing in training for new staff, E&T invested in several trainings to better the knowledge and understanding of the work our team does and to accomplish our goals (IEDC Basic Ec Dev, Cannexus, Assertiveness, Manager's Training, Communicating with Tact &



*Michelle Phillips, Sowi-lo Sportswear (top right),
Cougar Kirby, KSCS Drama
(top left), Kerrin-Lee Whyte,
MCK Legal Research (center
right), Haley Jones, Rov-
er and Daisy (above) and
Audrey Leborgne, Aromatic
Spirit (right).*

Employment & Training

Professionalism, Anxiety, Social Enterprise, and Excel.) E&T also sponsored Kahnawà:ke Education Center (KEC) staff to attend Ec Dev and Cannexus to ensure our partners receive insight into workforce development strategies.

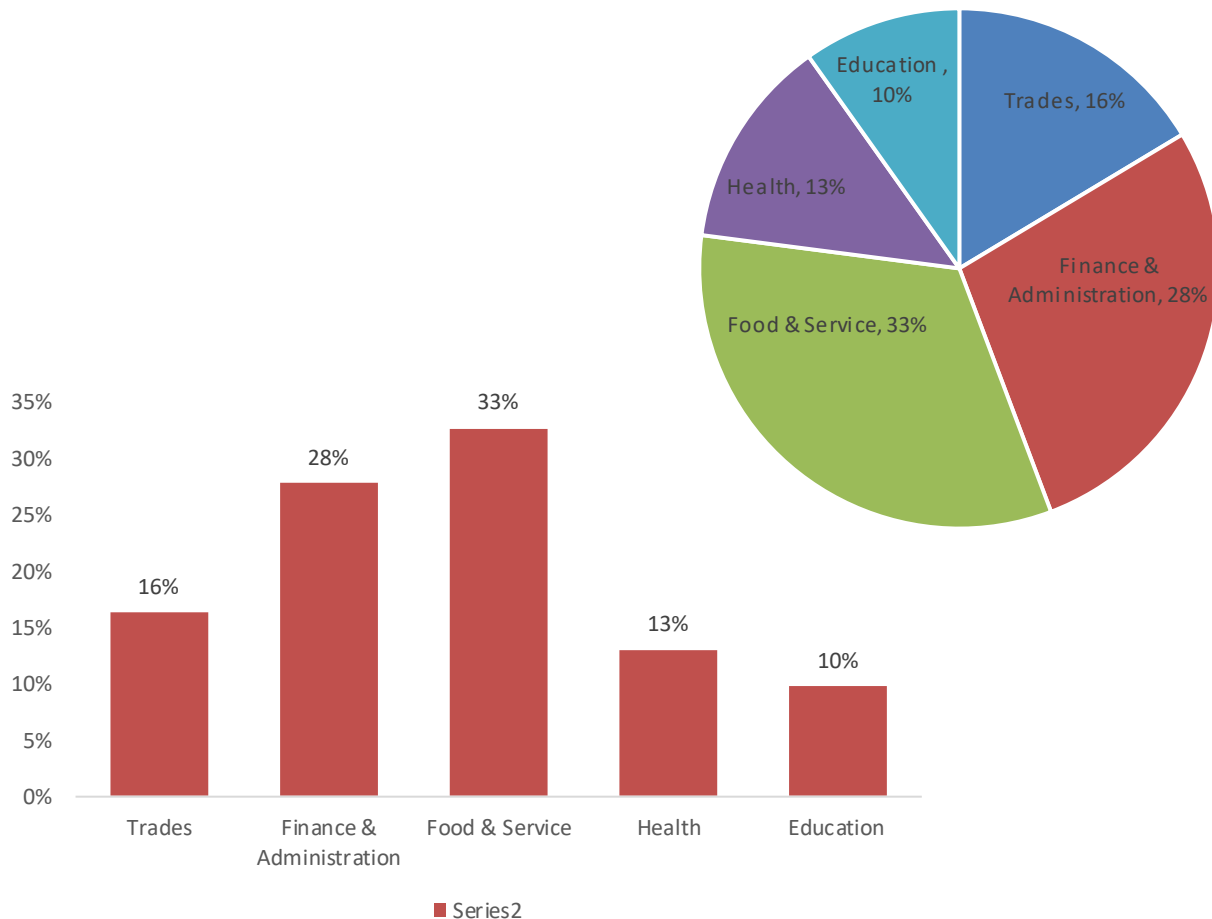
We prepared our workforce for the demands in the construction industry and partnered with the Centre de Formation Metiers Aciers, the Kahnawake Labour Office and the First Nations Regional Adult Education Center to offer another English Ironwork (Structural and Ornament Steel) DEP program. On top of that, our partnerships with the CCQ and Business Agents in Rebar resulted in coordinating an English speaking Rodbuster DEP program at the CFMA to meet with the high demand for work in this field.

Another area of focus for us this year was on communication and outreach. Our new staff brought much energy and ideas to the department. We developed new videos, booths and promotional posters to let the community know how we are here to help them reach their goals.

One final highlight of 2018, our Program Manager coordinated 87 KSSEP summer jobs; 2018 was an excellent year for us!

Types of jobs our community members are attaining:

Many people note that they are not aware that we help with job search strategies. This past year our mock interview services has been a huge success. Our team developed key questions and gave tips on getting through a job interview.



Achieving Concrete Essentials (ACE)

By Keisha Tekahawakon Goodleaf
Economic Development Officer

Achieving Concrete Essentials (ACE) is a program that was created with the purpose of developing social enterprises throughout the community through training and skill development, teamwork, innovation, and practical experience with a business start-up. The ACE Program was made possible through a partnership between Tewatohnhi'saktha, Employment and Service Development Canada, and the Mohawk Council of Kahnawà:ke. The first ACE cohort began in May of 2018, and it was from this cohort that the first social enterprise, Tóta Ma's Café, was created. Tóta Ma's Café opened its doors to the public in July of 2018 and has been receiving positive feedback from the community ever since. The café also gives the ACE Program



participants the opportunity to work in a real work environment where they can learn and improve on employability skills for future employment.



Social Enterprise Defined:

A social enterprise is a commercial organization that has specific social objectives that serve its primary purpose. Social enterprises seek to maximize profits while maximizing benefits to society and the environment. Their profits are principally used to fund social programs.

- Seeking balance in providing financial benefits with social goals.

How Tóta Ma's Café achieves this:

Serving Indigenous made or produced items while using language and maintaining an environmental responsibility.

- Seeking to support a particular cause.

How Tóta Ma's Café achieves this:

Serving Indigenous made/owned beverages that provides the support of local tourism while being a low-waste café.

- Many social enterprises use employees from various backgrounds.

How Tóta Ma's Café achieves this:

The café is happy to provide meaningful local employment, to those who have been involved in the ACE Program.

participants the opportunity to work in a real work environment where they can learn and improve on employability skills for future employment.



Cheryl Kwaroniahawi Lahache,
ACE Program Coordinator/Social
Enterprise Manager



Gilbert embracing work opportunities at Step By Step

By Jordan Standup

Tyler Rahaserisaks Gilbert recently participated in Tewatohnhi'saktha's Achieving Concrete Essentials (ACE) Program at Tota Ma's Café. He has been on the fast track to success since successfully completing the program.

"I'm currently employed at the Step By Step Child and Family Center as an Administrative Assistant/Recep-

"Tewatohnhi'saktha has actually helped me a lot," he said. "Firstly, they helped me to realize that after taking the entrepreneur course that I was not ready to run with my business idea just yet, but to continue working on it."

Gilbert said that it certainly wasn't the end of Tewatohnhi'saktha aid.

"They also helped me when the program was coming to an end by offering me a stage to pretty much anywhere I wanted to go and I chose Step By Step," he said. "I have to be honest; Step By Step was not my first choice. I was trying to think of an organization that had the possibility for me to stay on after the stage and as it turns out, Step By Step would be that organization."

Aside from what he described as an amazing stage opportunity, Gilbert noted that Tewatohnhi'saktha also provided him with plenty of training.

"Tewatohnhi'saktha also sent me and another ACE participant to Edmonton for YES (Young Entrepreneur Symposium), which is a symposium for Indigenous youth between the age of 18-28 to see, learn and connect with Indigenous entrepreneurs from across Canada," he asserted. "That was truly an amazing experience that I will never forget."

When asked what he hopes to accomplish in the next five years, Gilbert said he still has aspirations to one day open his own business.

Right now though, his focus is on his job at Step By Step where he has become familiar and a welcome face at the reception desk.

Gilbert previously participated in Tewatohnhi'saktha Career Building Skills Program in 2016. He went on to become the Events Coordinator at the Kateri Memorial Foundation for just under three years.

The sky is the limit for this young community member.



tionist," Gilbert said.

This coming January will mark his first anniversary in that role.

"I just love the environment there, working with a great team of teachers and administrators" Gilbert said. "Also knowing I'm playing a role, even though it's a small role in teaching and guiding our future generation."

The 21-year-old Kahnawa'kehró:n explained how Tewatohnhi'saktha has helped him to get where he is today.



Building an economically vibrant business community starts with the entrepreneur, self-motivated risk-takers, who are the heart and soul of our local economy. They start with an idea, a passion, a desire to learn and the notion that “If I build it, they will come”.

Economic growth happens when we invest in our entrepreneurs by shopping in their stores, using their services, eating at their restaurants and showing support whenever, and however, we can. Spending our money in Kahnawà:ke means more of it stays here, and multiplies in the form of jobs, donations, socio-economic supports, environmental efficiency, and the list goes on.

Supporting Kahnawà:ke's entrepreneurs doesn't mean you have to eliminate big stores altogether; it just means you are willing to Shop Kahnawà:ke' First. If you are already making a conscious effort to patronize a local business before going outside, we thank you, and if not, today is a good day to begin!

Join the Shop Kahnawà:ke' Facebook Page and stay up to date on local business offers and events. If you are a Kahnawà:ke' Entrepreneur we can help you market your business free on our Facebook Page. Just send us an inbox to get started.

Shop Kahnawà:ke TESTIMONIALS



The Whyte Crow

“Shop Kahnawà:ke has helped us (The Whyte Crow,) by providing an opportunity to have our products and sales campaigns broadcasted to the community through their social media network. Their promotion has helped us gain exposure to a new audience to gain new customers.”



On The Double

“Shop Kahnawà:ke has helped broaden my audience on social media, and helped me reach potential customers simply by sharing my posts. It's a great tool for small, local business who do not want to spend money on FB ad boosts. It also helps bring in customers from surrounding areas, as many non community members follow the Shop Kahnawà:ke page.”



Better Than Ever

“Shop Kahnawà:ke has helped my business enormously. They share my posts and it reaches a great deal of people that would have not seen it without the share. Many new faces have come into my shop this summer and mentioned shop Kahnawà:ke. Niawenhkó:wa for the support.”

Shop Kahnawà:ke First!

Shop Kahnawà:ke certificates - thank you for supporting our Shop Kahnawà:ke First campaign! The Shop Kahnawà:ke Facebook page is managed by PlanIT Consulting, a Kahnawà:ke Community Business.



Wolf's Den

Shop Kahnawà:ke certificates helps bring new faces into our store and it encourages local shopping.



Jungle Love Pet Shop & Groomers

"Shop Kahnawà:ke has been a great asset to advertising my business in and outside of Kahnawà:ke. We have seen increased floor traffic after our posts appear."



Lotus & Sage Holistics

"Shop Kahnawà:ke's FB page has been helpful in promoting my business, reaching potential clients I wouldn't normally have access to."

FAST FACT:

In 2018-2019 a total of \$22,480 in certificates were sold!



Onkwawén:na tanon Tsi Niionkwarihò:ten

Language & Culture

Client Support

Tewatohnhi'saktha honored the Kanien'kéha Ratihwennahní:rats Adult Immersion Program's 2018 graduating class with a thank you card and a monetary gift to each graduate signifying our support for continued Kanien'kéha language learning. In previous years we provided a monthly allowance to a portion of the participants, while other organizations were able to fund the others. We also assist students with employment opportunities during the summer months.

Tsi Niionkwarihò:ten Niwenhni'tò:ten/ Cultural Awareness Month

Each year Tewatohnhi'saktha participates in Tsi Niionkwarihò:ten Niwenhni'tò:ten/ Cultural Awareness Month by encouraging staff to "Rock Your Mocs" on Wednesdays and wear traditional clothing on Fridays throughout the month of April following the cultural activities calendar for the community.

Next steps for Language & Culture at Tewatohnhi'saktha

One of the Strategic Initiatives identified in our new 3-Year Strategic Plan is to operate according to our Cultural Teachings. So, with that we have a small working group dedicated to planning different activities/initiatives in relation to Language and Culture here at Tewatohnhi'saktha. In Year-1 of fiscal year 2019-2020 we will be offering an Introduction to Tsi Tiotáhsawe Tsi Iohontsá:te/Creation Story Series for all staff to attend, given by Shakowennaháwe Darrell Thompson. Keeping in line with Skátne Enionkwaió'ten Community Five-Year Language Plan we will also be trying to incorporate more Kanien'kéha into our organization in our efforts to support language revitalization in Kahnawà:ke.

Tekatsi'nehtará:ron/Beadwork Group

To promote culture within the organization a beadwork group was formed in February 2019. The group meets once per month for 1-2 hours to work on their beading projects. The group was started by Angie Tewa'kerákhwa Marquis and Wahsontaha:wi Stacey who were working on their own projects at the time and decided to put together a group so that they could support one another or teach those who wanted to learn. Some of the projects include moccasins, picture frames, and earrings.



Employee Language Learning

To date, we have four Tewatohnhi'saktha employees: Tammy Skawenná:ti Delaronde, Barbara Kahnekiiostha McComber, Angie Tewa'kerákhwa Marquis, and Kristy Karonhiíostha Kennedy who completed the MCK's Tsi Niionkwarihò:ten Tsitewaháha-ra'n 5-year Language and Culture program. Through the program our employees are given the opportunity to learn the language, culture and history through classes and workshops conducted during work and/or after hours. Each year we are offered two (2) seats for the program, we hope that more employees will take the opportunity and that more Kanien'kéha will be spoken in the office.

Interim Director of Business Services



*Tammy Skawennati
Delaronde
Interim Director of
Business Services*

The end of the 2018-2019 fiscal year was characterized by some wonderful changes that took place in the Tewaohnni'saktha Business Services Division. In January 2019, I was fortunate enough to be given the opportunity to step into the position of Interim Director of TBS, when our Director, Barbara McComber, took on the position of Interim Chief Executive Officer. It has been a great learning experience for me thus far, as I

was able to go through the budgeting and performance appraisal processes for TBS. I am excited to see what the remainder of my tenure has in store.

The past year also saw the creation of the new Busi-

ness Retention and Expansion Officer (BRE Officer) position under TBS. It was created in line with the new Tewaohnni'saktha mandate. Ms. Coreen Delormier is the new BRE Officer. Her role involves establishing key relationships with both local and non-local businesses to determine their labour market requirements and how to integrate Kahnawakehrónon. In this role, she has been reaching out to Kahnawà:ke businesses to conduct a survey of their needs.

The 2018-2019 fiscal year was very successful for TBS, with the division providing a total of \$186,797 in non-repayable grant contribution to 146 businesses. TBS also concluded yet another successful session of the Entrepreneurship Training Course with 10 graduates receiving their Certificate of Completion. Two sessions of the Heads-Up Summer Program were also held with 33 youth participating.

The past year was also very productive for the Kahnawà:ke Welcome Center, which saw 1,890 visitors to Kahnawà:ke and provided 33 tours.

Visitors to Kahnawà:ke seek authentic cuisine and experiences

*By Kim Delormier
Tourism Coordinator*

Kahnawà:ke Tourism has seen a steady increase in tourists and demand for tourism products and services since its establishment in 2014. During 2018-2019, 1,317 visitors stopped at the Kahnawà:ke Welcome Center, 965 of them during peak season, June to September.

We provide historic, current, and cultural information and guided tours to visitors who also spend their dollars in our local restaurants and shops, places of accommodation, on transportation, catering and special events.

Visitors are seeking authentic experiences and cuisine – artifacts, longhouses, dancers, traditional rega-



lia, and Indigenous cuisine, including wild game and fish. There are requests for outdoor adventure, particularly hiking, fishing and boating.

Kahnawà:ke Tourism can showcase your tourism offering to our many visitors - be it art, crafts, food, outdoor adventure, dance, workshops or other experience. Be part of a thriving global industry!

*Tourisme
Kahnawà:ke
Tourism*

Joseph Rice hones his talent on the big stage

By Jordan Standup

Joseph Rice's stage name Nayshun is synonymous with Kahnawà:ke and the Montreal-area hip-hop scene. But his success on and off the stage didn't happen over night. In fact, he's been crafting and honing his vast talents for years.

"I auditioned for Cash Money/Rich Gang a couple of years ago in Montreal. They awarded me 'Music and Performance of the Night' and offered me an artist development deal," Rice proudly reported. "So I signed with Coop Block Canada and began training in Branding, Marketing and Networking; also to sharpen my skills in songwriting and recording."

Rice is currently still part of the Coop Block, which he says is 'expanding big time.' Coop Block features members and artists from across the country.

"I'm presently working on a full album, with producers from all over North America. I already have an iTunes release of my single 'Late' which is doing really well," the MC said. "My next single 'Lined Up' is next on deck and is in the process of being released very soon; single and video."

Rice said there will be a couple of other surprises coming soon.

"Everything costs money (recording studio, promotion, merchandise, etc) and being a father of five while juggling a music career," he said. "Tewatohnhi'saktha helped so much with all of those costs. It allowed me to breathe easier and put my all into my craft."

It's clear that Rice truly loves what he does.

"My favourite part of what I do is the love I get in return from my fans. There's no better feeling than having someone come up to you just to say how much they love my music and/or performance," he asserted. "That's my drive to keep doing what I do."

Rice has big expectations for his bright future and rightfully so.

"My childhood dream was to be heard on an international level, to set myself up financially to where me and my family will be taken care



of for the rest of our lives," the family man and dedicated father said.

Within the last two years he was named Peabo Award winner for "Artist of the Year" and won first place at Urban Supremacy II and received a international distribution deal with Sony in over 100 countries.

If that's any indication about Rice's future, he will no doubt be sitting at the top of the charts in no time.

New entrepreneur Deer thrives at Havoc Auto



By Jordan Standup

To say that Howie Deer is a man of many hats would be a huge understatement.

Deer is the proud owner of Havoc Auto, which is located at the former Horn Tree Service building on Canadian Road.

The skilled entrepreneur's extensive job titles definitely don't end there.

"My official title I guess is owner, body man, painter, welder, fabricator, detailer and polisher," Deer explained. "I do everything myself."

Deer said that he is currently looking to secure a new permanent location for his growing business sometime this year.

"I've only been here for two months. I was working out of a smaller facility without running water or a toilet before I moved here," he said.

Like any great entrepreneur though, Deer admits that the best part of his job is having satisfied customers.

"I work on all types of vehicles; cars, trucks and vans," he said.

It's easy to see why customers are pleased with his diligent and quality work. Deer's attention to detail is helping grow his reputation.

Deer also discussed the training he received for his career.

"I trained in auto body in Verdun," he noted. "Out of my class only two others are still in the trade."

Deer explained how Tewatohnhi'saktha helped him along the way.

"Tewatohnhi'saktha has helped with funding for schooling and now currently with the Self Employed Assistance Program," he said.

Tewatohnhi'saktha's Self Employed Assistance Program (SEAP) provides newly self-employed clients with financial supports in the first year of operation of their new business in the form of monthly benefit subsidies.

"I was drowning in my overhead and they've helped to cover funding, including covering my rent," Deer said of Tewatohnhi'saktha's assistance through the Self Employed Assistance Program. "My money only comes after jobs are done and sometimes it can take weeks to a month for some jobs."

He was able to find out about the Self Employed Assistance Program through social media on Tewatohnhi'saktha's Facebook page.



Lahache returns to school, lands job at MCK

By Jordan Standup

Kahnawa'kehrónon of all ages are returning to school to further their education in order to pursue new and exciting career paths.

Jordyn Lahache is currently working as the Purchasing Order Clerk at the Mohawk Council of Kahnawà:ke, but her story starts well before that.

"I took part in the Accounting Program in Chateaugay at the Nova Career Centre," she said.

Lahache then did her stage at the MCK in the Human Resources Department as the Payroll Clerk in August of this year.

"Then I applied for the Purchasing Order Clerk position," she explained.

To say that Lahache enjoys her new job would be a huge understatement.

"My favourite part of the job is working on the computer and the program we work with," she asserted, "and my coworkers I get to work with everyday."

Tewatohnhi'saktha was also quite helpful in Lahache's journey.

"Tewatohnhi'saktha helped me by taking the Transition Program, which got me familiar with the MCK and getting my current position," she said.

Lahache is proud of what she has been able to accomplish so far. She has worked hard in school and continues to work hard at her new job today.

"In the next five years I hope to find a permanent position within the community," she said of her future goals.

Lahache is a great example that a strong and



dedicated work ethic can get you where you want to be in life.

"I am very passionate about my work because I love what I do," she said. "I am a very organized person as I am forever organizing stuff around the house or office."

When she isn't busy at work, Lahache enjoys her free time to unwind.

"I like to play golf, hangout with my friends and family; travel and shop," she said.

McGregor shares story of perseverance and dedication



By Jordan Standup

Jany McGregor recently graduated from Secretarial Studies program at the Nova Career Centre in Châteauguay. Her story is sure to inspire Kahnawa'kehrónon of all ages.

"I presently work part-time at the K103.7 radio station," she said proudly. "I have been working at K103.7 for about three months."

McGregor talked about what she enjoys most about working at K103.7.

"I enjoy working there because I get to talk with a lot of people as I work at the front desk greeting people," she explained.

McGregor is proud of what she has accomplished and says she has her eye on future goals as well.

"I'm hoping to continue my new career choice for as long as I am able to work," she said. "I am a people

person and I feel that this career is right for me."

Taking part in the Secretarial Studies program proved to be a learning curve.

"When I first went into this course, I had no idea how to run computers," McGregor admitted. "I didn't even know how to turn it on."

She began the Secretarial Studies program in April 2018.

"It was a bit frustrating at first," McGregor said. "But the teachers never gave up on me. I worked hard on making my goal."

Unfortunately, her studies temporarily took a backseat when she had a medical emergency.

"In the month of February I had a heart attack, which then delayed my studies for about a month," McGregor said.

But like the strong Mohawk woman she is, McGregor persevered.

"I worked hard and caught up to my classmates," she asserted. "I was determined to graduate with my classmates. They were very helpful in helping me get caught up."

She offered her thanks to her teachers, classmates and Tewatohnhi'saktha.

"They never gave up on me and with all the support I got, I then won the Outstanding Student Award at our graduation ceremony," McGregor said.

She did her work stage at K103.7 after graduating and was pleased when she was offered a part-time position there.

"And I'm still there today," McGregor said.

She can be seen as an example that it's never too late to go back to school and continue your education.

Kahnawake Brewing Company is in a league of its own

By Jordan Standup

Microbreweries have become some of the most popular spots for unique drink and eats across North America.

The Kahnawake Brewing Company in the Deer Crossing Plaza at the foot of the Mercier Bridge on Highway 138 is no exception.

The business is owned by Matt Deer, Brooklyn Leblanc and Drew Stevens. It opened its doors to the public in March 2018. Since then it has earned a reputation as one of the best microbreweries in the area.

“We brew a wide range of beers inspired from all over the world served up fresh in our comfortable pub,” Stevens said. “Our 10 beers on tap go great with our pizzas, tacos, wings and sharing items on our food menu.”

The Kahnawake Brewing Company also offers 32 oz and 64 oz growlers.

Deer got the idea for a brewery in the early 1990s while at a brewpub on a ski trip in the United States.

“He had never seen this concept and he loved the idea of beer being made and served fresh right before your eyes,” Stevens said.

Stevens is a beer enthusiast who started home brewing seven years ago. “The three owners crossed paths in 2016 and over a pint or five, the plan to build their own brewery was born,” Stevens said.

The trio started the business relatively small to see if the concept was sustainable and if it was something people would be excited about.

“Over the last year and a half, the reception has been amazing locally as well as from the surrounding area. We needed to increase our production as well as take our business to the next level with new avenues to explore, such as making our products available in cans,” Stevens said.

“Tewatohnhi’saktha helped us refine our business plan for our next big step as well as helping us to apply for the additional funding we required to get our new equipment, to build a new facility and expand our



kitchen to eventually have more selection on our food menu,” he said. “With the loans and grants, we are finally taking our next big steps, which we would not have been able to take otherwise.”

It’s clear that they love their customers.

“We are sincerely grateful for your support and especially for buying local. In our domain, there is practically a new brewery every month in Quebec, so we are very thankful that you have chosen us as your beer of choice,” Stevens said.



Mentor a student program puts Kirby on the path to success

By Jordan Standup

Kahnawà:ke's Cougar Shakaienkwarathon Kirby is attending McGill University in Montreal where he is enrolled in the Bachelors of Sociology program with a minor of Indigenous Studies.

"I am currently a Research Assistant for the University of Montreal and the Kahnawake Schools Diabetes Prevention Project," the young scholar said.

Kirby recently explained how he reached this point in his budding academic and professional career.

"I began in the 10-week mentor a student program and was welcomed to become a full time Research Assistant for the summer; roughly six months," the 22-year-old noted.

With a full-to-the-brim schedule, Kirby also talked about what he enjoys most about what he's doing these days.

"My favourite part of the job is being more involved with the youth and doing interviews to find youths interests," he asserted.

Like many other young Kahnawa'kehró:non, Tewatohnhi'saktha helped shine a light on Kirby's path and was instrumental in the process.

"Tewatohnhi'saktha was a great help in getting my position with this job and opened the door to many other possible opportunities by connecting my education to workforce," he proudly reported.

Kirby has an incredible work ethic and is dedicated to his community. His shows passion and is driven when talking about his bright future.

He revealed that he plans on continuing his education and earning important work experience and opportunities in the coming years.

"I hope to accomplish gathering valuable information from Kahnawake youth and hopefully introducing valuable youth programs and events for our future generations," he said.

If all of that wasn't enough, Kirby is also a top-notch lacrosse player both on the field and in the box. He's suited up for McGill's field lacrosse team as well as the University of Albany. Kirby has also lent his talents to the Kahnawake Hunters, Kuper Academy and Centennial Academy.

"My school experience has been amazing; being able to travel to Florida for high school and Albany for university," Kirby said.

"I enjoy travelling, hiking and anything near water," he added.



Hemlock goes from golf ace to Rodbuster

By Jordan Standup

After spending years on the golf course and in the classroom, a local man decided it was time to shift gears and look for a new and exciting career; something that would set him on the path to success.

Jake Hemlock was one of nearly a dozen Kahnawa'kehró:nnon that recently graduated from the Rodbuster Program at the Centre de formation des métiers de l'acier in Anjou.

"I am currently completing my apprenticeship with Amature Bois-Franc (A.B.F.) in the Turcot Yards," Hemlock explained recently. "I have been working there since graduation in June."

It's clear that he is proud of his current trade and he talked about what he enjoys most about his new job.

"I love the physical nature," Hemlock asserted, "the hard work and routine."

He explained how Tewatohnhi'saktha played an important role in his new career path.

"Tewatohnhi'saktha helped me through the program by providing financial and moral support," Hemlock noted.

The ambitious community member has big plans for the future.

"I will accomplish my goal of attaining Journeyman status by the first year of graduation and build a new home for my family," the father of two proudly reported.

He's no stranger to rolling up his sleeves and put in a hard day's work outdoors. Before becoming a Rodbuster, Hemlock was an accomplished junior golfer attaining second ranking on the Canadian Junior Golfers Association's Order of Merit in 2003 and 2004.

He graduated from the University in Guelph in Turfgrass Management in 2014 and went

on to work at the Royal Montreal Golf Club as a Spray Technician and then as an Assistant Superintendent for the Westchester Country Club located just outside New York City.

The most recent Rodbuster Program was a collaborative effort between Tewatohnhi'saktha, the Kahnawake Labour Office, the First Nations Regional Adult Education Centre and the Centre de formation des métiers de l'acier for an English edition of the course.

Tewatohnhi'saktha sponsored 11 local students with Hemlock being one of them.



He acknowledged that the program has opened new doors for him and he is happy with his new career.

If his work ethic is any indication of his future as a Rodbuster, it's safe to say that Hemlock will enjoy a long, fulfilling and prosperous career in the trade.

Organizational Services

Supporting Individual and Organizational Learning and Development

At Tewaohnhisaktha, we focus on ensuring our employees have the right knowledge and skills for today and the future. Our clients can expect to obtain the best possible service from our employees as they translate their skill and expertise to serving the needs of our community. Over the last fiscal year, they have been trained in the following areas:

Leadership Training

- Strategic Planning; University of Oklahoma
- Urban 101x; citiesX; Harvard University

Computer and Information Technology Training

- Intermediate Excel; Dawson College
- Beginner Excel; Tewaohnhisaktha
- Vulnerability Assessment; Learning Tree

Public Relations/Communications/Marketing Training

- Adobe Illustrator; Concordia University Continuing Education
- Marketing Essentials; Concordia University

Human Resources Training

- Succession Planning: Developing Talent from Within; AMA
- Annual Employment Law Conference; Borden Ladner Gervais
- Reasonable Accommodation; Borden Ladner Gervais
- Social Media and “Off-Duty” Misconduct; Borden Ladner Gervais
- Managing Workplace Harassment Complaints Effectively; Borden Ladner Gervais
- Cannabis Legalization; specific issues related to the workplace; Borden Ladner Gervais

Supervisory Training

- Managing Absenteeism in the Workplace; Borden Ladner Gervais
- Mental Health in the Workplace, Prescription and Remedies; Borden Ladner Gervais
- Management Skills for New Supervisors; Canadian Management Centre
- Manager Bootcamp; Bromelin, Inc.
- Performance Management
- Body Language for Leaders and Team Players
- LifeWorks; Understanding Substance Use in the Workplace; LifeWorks

Coaching Training

- Professional and Personal Coach Certificate Program
- Coaching and Mentoring; McGill Executive Institute

Economic/Workforce Development Training

- IEDC Annual Conference
- IEDC Business Retention & Expansion
- IEDC Basic Economic Development
- IEDC Workforce Development Strategies
- Cannexus 2019
- Mental Health First Aid, Adults Who Interact with Youth; Mental Health Commission of Canada

- Anxiety - Practical Intervention Strategies; CTRI
- Handling Disclosure; KSCS
- Suicide Alertness; safeTALK

General Training

- Security Guard Training; Montreal Elite Agence de Sécurité
- Turning Stats into Stories; Statistics Canada
- Introduction to the Development and Design of Survey Questionnaires; Statistics Canada
- Pension Investments 101; Manulife Financial
- LifeWorks: Understanding Problematic Substance Use; for all employees; LifeWorks



*Nancy Stacey,
Director of Human Resources*

Why do we invest in the development of our employees? Because it supports their professional growth and it helps us attract and keep good employees. We encourage our employees to pursue continual learning through different means so that we can maintain a pool of knowledgeable employees that are ready to adapt to changing needs. Increasing their skill sets also prepares them to be ready for promotions when needed. Whether it be through participation in presentations, webinars, courses, workshops, conferences, cross-training, coaching, or mentoring, we support our employees at all levels.

Tewatohnhi'saktha Consolidated Financial Statements

Management's Responsibility

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

Management is responsible for the preparation and presentation of the accompanying consolidated financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian public sector accounting standards and ensuring that all information in the annual report is consistent with the statements. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the consolidated financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of consolidated financial statements.

The Board of Directors is composed entirely of Directors who are neither management nor employees of the Organization. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities, and for approving the financial information included in the annual report. The Board fulfils these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors. The Board is also responsible for recommending the appointment of the Organization's external auditors.

MNP S.E.N.C.R.L., s.r.l is appointed by the Board of Directors to audit the consolidated financial statements and report directly to the Board. Their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Board and management to discuss their audit findings.

E-Signed by "Barbara McComber"

Chief Executive Officer, or other senior officer

E-Signed by "Bud Morris"

Chief Operating Officer, or other senior officer

To the Community Members and Board of Directors of Tewaohnnhi'saktha:

Opinion

We have audited the consolidated financial statements of Tewaohnnhi'saktha (the "Organization"), which comprise the consolidated statement of financial position as at March 31, 2019, and the consolidated statements of operations and accumulated surplus, changes in net financial assets, cash flows and the related schedules for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Organization as at March 31, 2019, and the results of its consolidated operations and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements and our auditor's report thereon. The annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

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

In preparing the consolidated financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

COMPTABILITÉ > CONSULTATION > FISCALITÉ
ACCOUNTING > CONSULTING > TAX

1155, BOUL. RENÉ-LÉVESQUE O., 23^e ÉTAGE, MONTRÉAL (QUÉBEC) H3B 2K2
1.888.861.9724 TÉL : 514.861.9724 TÉLÉC : 514.861.9446 MNP.ca

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Montréal, Québec

June 24, 2019

A handwritten signature in black ink that reads 'MNP SENCRL, srl' with a superscript '1' to the right.

¹ CPA auditor, CA, public accountancy permit no. A124849

Tewatohnhi'saktha
Consolidated Statement of Financial Position
As at March 31, 2019

	2019	2018
Financial assets		
Cash and cash equivalents (Note 3)	3,844,398	3,663,779
Temporary investments (Note 4)	1,009,650	1,996,231
Accounts receivable (Note 5)	1,803,181	560,554
Portfolio investments (Note 6)	986	56
Loans receivable (Note 7)	545,609	658,392
Total financial assets	7,203,824	6,879,012
Liabilities		
Accounts payable and accrued liabilities (Note 9)	1,411,946	851,831
Deferred revenue (Note 10)	506,492	569,982
Long-term debt (Note 11)	1,664,508	1,857,852
Total liabilities	3,582,946	3,279,665
Net financial assets	3,620,878	3,599,347
Commitments and contingencies (Note 12)		
Non-financial assets		
Tangible capital assets (Note 13) (Schedule 1)	9,827,219	10,198,800
Development costs (Note 15)	-	590,404
Prepaid expenses	71,824	99,929
Total non-financial assets	9,899,043	10,889,133
Accumulated surplus (Note 16)	13,519,921	14,488,480
Approved on behalf of the Board		
<u>E-Signed by "Chuck Barnett"</u>	Director	<u>E-Signed by "Greg Horn"</u> Director
<u>Original signed by "Joseph T. Norton"</u>	Grand Chief	

Tewatohnhi'saktha
Consolidated Statement of Operations and Accumulated Surplus
For the year ended March 31, 2019

	<i>Schedules</i>	<i>2019 Budget</i>	<i>2019</i>	<i>2018</i>
Revenue				
Indigenous Services Canada		943,934	955,441	938,965
Employment and Social Development Canada		461,340	389,340	340,129
National Aboriginal Capital Corporations Association		569,500	609,479	628,543
Province of Quebec		71,200	1,422,755	27,045
Rental income		1,883,242	1,946,754	1,952,957
First Nations Human Resources Development Commission of Quebec		1,894,833	1,955,218	1,930,339
Mohawk Council of Kahnawà:ke		-	586,635	310,322
Other revenue		68,374	339,406	207,178
Interest income		73,295	87,246	87,793
Kahnawà:ke Education Centre		-	92,911	104,685
Secrétariat à l'action communautaire autonome et aux initiatives sociales		-	75,485	56,614
Kahnawà:ke Shakotiiia'Takehnhas Community Services		110,000	50,000	50,000
Deferred revenue - prior year		10,379	569,982	631,541
Deferred revenue - current year		-	(506,492)	(569,982)
Recovery of government funding		-	-	83,558
		6,086,097	8,574,160	6,779,687
Expenses				
Employment and Training	4	2,926,721	2,979,237	2,322,902
Business Services	5	1,865,197	1,578,636	1,767,963
Economic Development	6	3,254,298	2,832,789	2,293,692
Administrative Services	7	101,176	9,824	110,781
Capital	8	-	428,244	448,707
Total expenses (Schedule 2)		8,147,392	7,828,730	6,944,045
Surplus (deficit) before other items		(2,061,295)	745,430	(164,358)
Other expenses				
Breakup fees and other related costs		-	(968,843)	-
Write off of development costs (Note 15)		-	(590,404)	-
Write off of tenant inducement		-	(80,361)	-
Exercise of loan guarantees (Note 12)		-	(74,381)	-
		-	(1,713,989)	-
Deficit		(2,061,295)	(968,559)	(164,358)
Accumulated surplus, beginning of year		14,488,480	14,488,480	14,652,838
Accumulated surplus, end of year		12,427,185	13,519,921	14,488,480

Tewatohnhi'saktha
Consolidated Statement of Change in Net Financial Assets
For the year ended March 31, 2019

	<i>2019 Budget</i>	<i>2019</i>	<i>2018</i>
Annual deficit	(2,061,295)	(968,559)	(164,358)
Purchases of tangible capital assets	-	(56,663)	(171,885)
Amortization of tangible capital assets	-	428,244	448,707
Write off of development costs	-	590,404	-
Use of prepaid expenses	-	28,105	2,113
	-	28,105	2,113
Increase in net financial assets	(2,061,295)	21,531	114,577
Net financial assets, beginning of year	3,599,347	3,599,347	3,484,770
Net financial assets, end of year	1,538,052	3,620,878	3,599,347

Tewatohnhi'saktha
Consolidated Statement of Cash Flows
For the year ended March 31, 2019

	2019	2018
Cash provided by (used for) the following activities		
Operating activities		
Cash receipts from contributors	7,180,797	6,718,951
Interest income	87,246	87,793
Cash paid to suppliers	(4,200,640)	(3,212,226)
Cash paid to employees	(3,657,602)	(3,075,004)
Interest on long-term debt	(76,165)	(79,844)
	(666,364)	439,670
Financing activities		
Repayment of long-term debt	(193,344)	(188,023)
Capital activities		
Purchases of tangible capital assets	(56,663)	(171,885)
Investing activities		
Proceeds from temporary investments	986,581	-
Purchase of temporary investments	-	(5,429)
Investment in shares	(930)	-
Investment in loans receivable	-	(87,739)
Proceeds from collection of loans receivable	111,339	-
	1,096,990	(93,168)
Increase (decrease) in cash resources	180,619	(13,406)
Cash resources, beginning of year	3,663,779	3,677,185
Cash resources, end of year	3,844,398	3,663,779

1. Nature of the organization

Tewatohnhi'saktha was established in 1999 as the economic development commission of Kahnawà:ke. It was created by a Band Council Resolution of Mohawk Council of Kahnawà:ke with a mandate to create jobs, wealth and self-sufficiency for the Community. The Organization focuses on new and existing resources, both human and financial, as well as 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 include 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, development costs and prepaid expenses.

Cash and cash equivalents

Cash and cash equivalents include balances with banks and short-term investments with maturities of three months or less. Cash subject to restrictions that prevent its use for current purposes is included in restricted cash.

Portfolio investments

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

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 surplus (deficit), 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 cannot 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.

Provisions for loss are estimated based on historical credit loss experience, known portfolio risks and current economic conditions and trends.

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

Tangible capital assets

Tangible capital assets are initially recorded at cost based on historical cost accounting records. Contributed tangible assets are recorded at their fair value at the date of contribution.

Amortization

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

	Rates and period
Building	5%
Office equipment	20%
Furniture and fixtures	20%
Computer hardware	33.3%

Long-term debt

Long-term financing received to fund tangible capital asset purchases is recognized in the period the financing is acquired and recorded as an increase in long-term debt.

Repayments of long-term financing are recognized as a decrease in long-term debt.

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 (deficit) for the year.

Net financial assets

The Organization's consolidated 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 and loans receivable are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary. Youth business loans are stated after an allowance for debt forgiveness representing the forgivable portion of these loans. Amortization is based on the estimated useful lives of tangible capital assets.

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

Revenue recognition

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.

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.

Consulting income

Consulting revenue is recognized when a price is agreed, all significant contractual obligations have been satisfied, and collectability is reasonably assured. Management assesses the business environment, customers' financial condition, historical collection experience, accounts receivable aging and customer disputes to determine whether collectability is reasonably assured. If collectability is not considered reasonably assured at the time of sale, the Organization does not recognize revenue until collection occurs.

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 (deficit).

3. Cash

Included in cash is \$371,731 (2018 - \$297,933) related to the Business Contribution Fund. The use of the cash is restricted for activities related to the operation of the program and for the disbursement of grants.

4. Temporary investments

Temporary investments bear interest at rates varying from .5% to .7% with maturity dates ranging from May 2019 to February 2022. The market value of the investments at March 31, 2019 is \$1,009,650 (2018 - \$1,996,231). Included in temporary investments is \$310,258 (2018 - \$308,714) designated for loans to small businesses under the Business Loan Fund.

Tewatohnni'saktha
Notes to the Consolidated Financial Statements
For the year ended March 31, 2019

5. Accounts receivable

	2019	2018
Accounts receivable	1,735,111	538,523
Commodity tax receivable	56,856	10,063
Accrued interest	11,214	11,968
	1,803,181	560,554

Included in accounts receivable is \$1,512,328 (2018 - \$486,785) from Mohawk Council of Kahnawà:ke and \$92,611 from Kahnawà:ke Education Center. These balances are subject to normal terms of trade.

6. Portfolio investments

	2019	2018
Measured at cost:		
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
Investment in 30% of the issued common units of Des Cultures Renewable Energy, Limited Partnership	429	-
Investment in 50.1% of the issued common shares of Des Cultures Renewable Energy Inc.	501	-
	986	56

Management has determined that they do not exercise effective control or significant influence over the investment in Onkwawista Holdings Limited without the cooperation of the other 50% shareholder. As such, the investment is recorded at cost.

7. Loans receivable

Loans receivable consist of the following:

	2019	2018
Small Business Loans		
Business Loan Fund	502,919	610,667
Youth Business Fund	42,690	47,725
	545,609	658,392

The primary purpose of the Business Loan Fund (BLF) and the Youth Business Fund (YBF) loans are to help the youth entrepreneurs and members of the business community of Kahnawà:ke to establish viable businesses. The general terms and conditions differ from conventional loan agreements in that they are unsecured. Amortization periods range from one to ten years depending on the size of the loan. Interest is charged at annual fixed rates ranging from 6.25% to 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. Furthermore, the Organization will forgive the remaining 25% of the loan balance once 75% has been reimbursed and the borrower has met all the terms of the agreement to the date of forgiveness.

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

Tewatohnhi'saktha
Notes to the Consolidated Financial Statements
For the year ended March 31, 2019

8. Bank line of credit

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

9. Accounts payable and accrued liabilities

	2019	2018
Accounts payable and accruals	419,778	563,571
Salaries payable	264,099	227,660
Deductions at source	16,892	60,600
Accounts payable - Hydro-Québec TransÉnergie	636,796	-
Provision for loan guarantees - Caisse Populaire Kahnawà:ke	74,381	-
	1,411,946	851,831

10. Deferred revenue

	<i>Balance, beginning of year</i>	<i>Contributions received</i>	<i>Recognized as revenue</i>	<i>Balance, end of year</i>
Deferred Program revenue				
Business Contribution Fund	192,446	518,423	428,903	281,966
Skills Link Program	193,194	201,339	256,917	137,616
Kahnawà:ke Collective Impact	6,416	75,485	81,901	-
ACE	177,926	389,340	491,532	75,734
Economic Development Officer - Aboriginal Initiatives III	-	60,000	48,824	11,176
	569,982	1,244,587	1,308,077	506,492

11. Long-term debt

	2019	2018
Mortgage payable, interest bearing at 4.29% (2018 - 3.9%), repayable in blended monthly installments of \$17,645, with the balance subject to renewal in August 2019, secured by a trust agreement in the lender's favour on the Business Complex having a net book value of \$3,148,210	1,021,504	1,187,751
Mortgage payable, interest bearing at 4.65% (2018 - 4.65%), repayable in 60 blended monthly installments of \$4,806 with the balance subject to renewal in December 2019, secured by a \$1,000,000 first rank immovable hypothec on the Commercial Complex having a net book value of \$962,269	643,004	670,101
	1,664,508	1,857,852

Principal repayments on long-term debt in each of the next five years, assuming long-term debt subject to renewal is renewed under similar rates and terms, are estimated as follows:

2019	199,000
2020	208,000
2021	217,000
2022	227,000
2023	237,000

12. Commitments and contingencies

- a) The Organization has entered into contribution agreements with various government departments. Funding received under these contribution agreements may be subject to repayment upon final review of the eligibility of the expenses by the various funding providers.
- b) Tewatohnhi'saktha Business Loan Fund has guaranteed the Caisse Populaire Kahnawà:ke for a portion of the approved bank borrowings to a maximum of \$257,929 (2018 - \$261,944) for aboriginal entrepreneurs under the loan guarantee program. As at March 31, 2019, the total guaranteed indebtedness amounted to \$230,381 (2018 - \$251,108) of which \$74,381 is included in accounts payable.
- c) The Organization's shareholder had previously entered into an agreement with a contractor/supplier for a commitment to pay \$35,453,379 to construct a windfarm facility in St. Cyprien. Under the new Letter of intent (LOI) for the Des Cultures project the St. Cyprien location is not referenced in the new supply contract. However, the previous supplier disagrees that the prior LOI is no longer in force and as such, has not yet released the company from the original commitment. It is managements' opinion that the original LOI does not apply to the new location in partnership with KEI.
- d) The Organization has entered into agreements with a distributor of wind energy as follows:
 - \$470,000 to secure a commitment to begin delivery of contractual energy;
 - \$500,000 to secure a commitment to cover initial work performed by the distributor;
 - \$190,000 to secure a commitment to cover connection costs with the distributor electricity network.

As at March 31, 2019, the Organization has letters of credit in the aggregate amount of \$1,160,000 to secure the provisions of these contracts.

- e) The Organization has entered into an agreement at the request of the Kahnawake Collective Impact (KCI) for services provided by Tamarack to the KCI in the amount of \$198,000, for which \$25,000 has been paid prior to March 31, 2019.

13. Tangible capital assets

The tangible capital assets reconciliation is included in Schedule 1.

14. Loan offer

The Company has available a loan offer, signed with Investissement Quebec, in the amount of \$5,700,000 which bears interest at 5% per annum. As of March 31, 2019, no amount has been drawn.

15. Development costs

Deferred development costs relate to payments made on the St. Cyprien wind energy project representing specific project milestones and costs directly related to the project. These costs were written off during the year upon relocation of that project.

Tewatohnhi'saktha
Notes to the Consolidated Financial Statements
For the year ended March 31, 2019

16. Accumulated surplus

Accumulated surplus consists of the following:

	2019	2018
Externally Restricted Funds:		
Balance, beginning of year	2,594,587	2,499,506
Surplus (deficit)	(372,945)	95,081
	2,221,642	2,594,587
Internally Restricted Funds:		
Balance, beginning of year	3,552,945	3,723,586
Deficit	(417,377)	(170,641)
	3,135,568	3,552,945
Capital Fund:		
Balance, beginning of year	8,340,948	8,429,746
Purchases of tangible capital assets	56,663	171,885
Amortization	(428,244)	(448,707)
Principal repayments of long-term debt	193,344	188,024
	8,162,711	8,340,948
	13,519,921	14,488,480

17. Restricted fund balances

Restricted fund balances consist of the following:

	2019	2018
Externally restricted funds		
Employment and training	192,552	454,842
Business Loan Fund	2,029,090	2,139,745
	2,221,642	2,594,587
Internally restricted funds		
Operational Reserve	193,000	193,000
Economic Development Reserve	2,942,568	3,359,945
	3,135,568	3,552,945
	5,357,210	6,147,532

18. Management contract

The Organization has a management contract with Mohawk Internet Technologies ("MIT"), an unrelated entity, which has an exclusivity operating agreement with a third party. Under the terms of the management contract, Tewatohnhi'saktha is responsible for the day to day operations and management of MIT. However, based on the terms of the third party agreement, it does not exercise effective strategic control over MIT's assets, liabilities and surplus without the explicit cooperation and approval of the third party. As such, the assets, liabilities and results of the operations of MIT are not included in these financial statements.

Tewatohnhi'saktha
Notes to the Consolidated Financial Statements
For the year ended March 31, 2019

19. Financial instrument

The Organization, as part of its operations, carries a number of financial instruments. It is management's opinion that the organization is not exposed to significant interest, currency or credit risks arising from these financial instruments except as otherwise disclosed.

Interest risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. Changes in market interest rates may have an effect on the cash flows associated with some financial assets and liabilities, known as cash flow risk, and on the fair value of other financial assets or liabilities, known as price risk. The Organization is exposed to interest rate cash flow risk and price risk with respect to loans receivable (BLF) and long-term debt. The interest rate for loans receivable is a function of the prime rate. Part of the long-term debt is renewed annually. A variation of 1% of the prime rate or of the rate charged on long-term debt will not result in a significant effect on the accumulated surplus and financial position of the Organization.

20. 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.

	2019	2018
Revenue received from Kahnawà:ke Education Centre	92,911	104,685
Revenue received from Kahnawà:ke Shakotiaa'Takehnhas Community Services	50,000	50,000
Revenue received from Mohawk Council of Kahnawà:ke	713,785	435,191
Included in Accounts Payable:		
Kahnawà:ke Education Centre	-	11,231
Mohawk Council of Kahnawà:ke	36,265	100,872
Kahnawà:ke Service Complex	1,475	-

The organizations are all related, as they all form part of the government reporting entity of Mohawk Council of Kahnawà:ke.

21. Government transfers

	<i>Operating transfers</i>	<i>Deferrals and repayments</i>	2019	2018
Federal government transfers				
Indigenous Services Canada	955,441	-	955,441	938,965
Employment and Social Development Canada	389,340	102,192	491,532	162,203
	1,344,781	102,192	1,446,973	1,101,168
Provincial government transfers				
Province of Quebec	1,422,755	-	1,422,755	27,045
Secrétariat à l'action communautaire autonome et aux initiatives sociales	75,485	6,416	81,901	50,198
	1,498,240	6,416	1,504,656	77,243
	2,843,021	108,608	2,951,629	1,178,411

22. Defined contribution plans and other post-employment benefits

Defined contribution pension plan

The Organization has a defined contribution pension plan covering substantially all full-time employees. Contributions to the plan are based on 7.5 - 10% of participants' base salaries. The Organization contributions and corresponding expense totalled \$184,478 in 2019 (2018 - \$159,993).

23. Budget information

The disclosed budget information has been approved by the Board of Directors of Tewatohnhi'saktha on April 10, 2018.

24. Comparative figures

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

Tewatohnhi'saktha
Schedule 1 - Consolidated Schedule of Tangible Capital Assets
For the year ended March 31, 2019

Schedule 1

	Land	Buildings	Office equipment	Furniture and fixtures	Computer hardware	2019	2018
Cost							
Balance, beginning of year	1,830,000	15,038,128	161,826	161,859	160,139	17,351,952	17,180,067
Acquisition of tangible capital assets	-	56,663	-	-	-	56,663	171,885
Balance, end of year	1,830,000	15,094,791	161,826	161,859	160,139	17,408,615	17,351,952
Accumulated amortization							
Balance, beginning of year	-	6,705,689	140,607	152,900	153,956	7,153,152	6,704,445
Annual amortization	-	420,149	4,244	1,792	2,059	428,244	448,707
Balance, end of year	-	7,125,838	144,851	154,692	156,015	7,581,396	7,153,152
Net book value of tangible capital assets	1,830,000	7,968,953	16,975	7,167	4,124	9,827,219	10,198,800
2018							
2018 Net book value of tangible capital assets	1,830,000	8,332,439	21,219	8,959	6,183	10,198,800	

Tewatohnhi'saktha
Schedule 2 - Schedule of Consolidated Expenses by Object
For the year ended March 31, 2019

	2019 Budget	2019	2018
Consolidated expenses by object			
Amortization	-	428,244	448,707
Bad debts	-	966	22,957
Bank charges and interest	38,023	41,989	39,411
Board travel, training and honoraria	21,600	24,325	16,600
Business assistance	173,254	186,797	214,795
Business support	11,225	21,319	14,253
Computer expenses	74,380	46,603	40,462
Consulting	367,432	171,045	167,566
Employment and training costs	891,290	801,417	1,069,668
Fundraising - business golf	-	146,452	118,022
Grant disbursements	467,500	428,982	671,440
Insurance	29,998	25,647	25,320
Interest on long-term debt	78,128	76,165	79,844
Land option payments	4,334	141,805	4,305
Loan forgiveness	5,008	478	8,379
Loan processing fee	-	57,000	-
Meeting	65,752	25,358	31,997
Miscellaneous	56,036	57,191	46,049
Office supplies and expenses	86,003	70,032	122,165
Overhead costs and recoveries	(4,993)	(23,000)	(398,779)
Professional fees	219,895	368,897	222,204
Promotion and marketing	367,595	111,805	130,439
Rent	176,243	220,967	194,069
Repairs and maintenance	293,500	255,441	177,577
Salaries and benefits	4,125,204	3,657,602	3,075,004
Social enterprise expenses	-	45,146	-
Telephone	121,266	41,690	58,293
Training	85,920	58,192	52,351
Travel	136,792	136,137	93,256
Utilities	256,007	204,038	197,691
	8,147,392	7,828,730	6,944,045

Tewatohnhi'saktha
Schedule 3 - Consolidated Schedule of Revenues and Expenditures
For the year ended March 31, 2019

	Budget	ISC Revenue	Other Revenue	Deferred Revenue	Total Revenue	Total Expenses	Adjustments/ Transfers From (To)	Current Surplus (Deficit)	Prior Year Surplus (Deficit)
Segment schedule									
Employment and Training	(61,706)	3,747	2,555,430	157,770	2,716,947	2,979,237	-	(262,290)	59,941
Business Services	1,955,962	932,159	624,008	(89,520)	1,466,647	1,578,636	-	(111,989)	98,432
Economic Development	2,044,268	14,101	2,639,548	(4,760)	2,648,889	2,832,789	(280,563)	(464,463)	(239,151)
Administrative Services	(45,287)	5,434	22,254	-	27,688	9,824	30,556	48,420	5,218
Capital	8,340,948	-	-	-	-	428,244	250,007	(178,237)	(88,798)
Deficit	12,234,185	955,441	5,841,240	63,490	6,860,171	7,828,730	-	(968,559)	(164,358)

Tewatohnhi'saktha
Employment and Training

Schedule 4 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus

For the year ended March 31, 2019

	<i>2019 Budget</i>	<i>2019</i>	<i>2018</i>
Revenue			
Indigenous Services Canada	-	3,747	4,589
Employment and Social Development Canada	461,340	389,340	340,129
First Nations Human Resources Development Commission of Quebec	1,894,833	1,955,218	1,930,339
Kahnawà:ke Education Centre	-	92,911	104,685
Mohawk Council of Kahnawà:ke	-	52,115	125,000
Other revenue	54,000	65,846	2,982
Deferred revenue - prior year	-	371,120	246,239
Deferred revenue - current year	-	(213,350)	(371,120)
	2,410,173	2,716,947	2,382,843
Expenses			
Allowances	485,000	568,635	474,712
Computer expenses	-	3,297	-
Consulting	15,000	17,430	1,040
Dependent care	46,597	14,656	7,000
Employee benefits	151,072	114,468	100,391
Insurance	-	120	-
Meeting	-	1,003	-
Miscellaneous	7,000	7,219	3,699
Office supplies	55,026	27,544	74,133
Office supplies and expenses	-	16,518	48,626
Overhead costs and recoveries	230,080	267,500	-
Professional fees	17,000	27,859	1,770
Professional services	134,317	71,699	462,051
Promotion and marketing	-	6,280	2,776
Rent	-	36,850	13,800
Repairs and maintenance	-	2,707	-
Salaries	1,536,299	1,517,578	1,036,658
Social enterprise expenses	-	45,146	-
Telephone	-	3,574	-
Training	-	6,426	-
Training	166,550	118,883	51,772
Travel	40,500	101,723	44,474
Utilities	42,280	2,122	-
	2,926,721	2,979,237	2,322,902
Surplus (deficit)	(516,548)	(262,290)	59,941
Accumulated surplus, beginning of year	454,842	454,842	394,901
Accumulated surplus, end of year	(61,706)	192,552	454,842

**Tewatohnni'saktha
Business Services**

Schedule 5 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus

For the year ended March 31, 2019

	<i>2019 Budget</i>	<i>2019</i>	<i>2018</i>
Revenue			
Indigenous Services Canada	931,732	932,159	915,990
National Aboriginal Capital Corporations Association	569,500	609,479	628,543
Mohawk Council of Kahnawà:ke	-	-	98,819
Other revenue	14,374	29,091	15,112
Interest income	58,188	59,819	53,273
Deferred revenue - prior year	-	192,446	345,222
Deferred revenue - current year	-	(281,966)	(192,446)
Recovery (Repayment) of government funding	-	-	83,558
	1,573,794	1,541,028	1,948,071
Expenses			
Bad debts	-	966	22,957
Bank charges and interest	189	486	590
Board travel, training and honoraria	1,050	-	-
Business assistance	167,479	186,797	207,457
Business support	11,225	21,319	14,253
Computer expenses	2,383	3,808	2,335
Consulting	3,500	3,253	4,860
Employee benefits	100,712	67,250	64,157
Grant disbursements	467,500	428,982	671,440
Insurance	240	244	240
Loan forgiveness	5,008	478	8,379
Meeting	1,350	846	1,394
Miscellaneous	6,115	8,259	5,387
Office supplies and expenses	4,020	14,919	4,897
Overhead costs and recoveries	193,695	184,768	193,736
Professional fees	53,895	26,484	29,299
Promotion and marketing	195,735	50,916	55,715
Repairs and maintenance	3,000	2,748	120
Salaries	588,755	546,192	464,026
Telephone	4,551	4,833	4,798
Training	27,000	7,250	1,036
Travel	25,287	15,208	8,526
Utilities	2,508	2,630	2,361
	1,865,197	1,578,636	1,767,963
Surplus (deficit) before other items and transfers	(291,403)	(37,608)	180,108
Other expense			
Exercise of loan guarantees	-	(74,381)	-
Surplus (deficit) before transfers	(291,403)	(111,989)	180,108
Transfers			
Transfers between programs	-	-	(81,676)
Surplus (deficit)	(291,403)	(111,989)	98,432
Accumulated surplus, beginning of year	2,247,365	2,247,365	2,148,933
Accumulated surplus, end of year	1,955,962	2,135,376	2,247,365

Tewatohnhi'saktha
Economic Development

Schedule 6 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus

For the year ended March 31, 2019

	<i>2019 Budget</i>	<i>2019</i>	<i>2018</i>
Revenue			
Indigenous Services Canada	7,872	14,101	13,998
Province of Quebec	71,200	1,427,946	27,045
Kahnawà:ke Shakotii'a Takehnhas Community Services	110,000	50,000	50,000
Mohawk Council of Kahnawà:ke	-	534,520	86,503
Secrétariat à l'action communautaire autonome et aux initiatives sociales	-	75,485	56,614
Rental income	1,839,070	1,920,644	1,928,298
Other revenue	-	244,469	189,079
Interest income	12,938	26,092	29,249
Deferred revenue - prior year	10,379	6,416	40,080
Deferred revenue - current year	-	(11,176)	(6,416)
	2,051,459	4,288,497	2,414,450
Expenses			
Bank charges and interest	29,665	29,998	30,004
Board travel, training and honoraria	18,400	22,800	14,975
Business assistance	5,775	-	7,338
Computer expenses	30,271	2,116	3,589
Consulting	336,432	138,958	154,984
Employee benefits	136,174	97,660	103,382
Fundraising - business golf	-	146,452	118,022
Insurance	25,542	23,749	23,564
Interest on long-term debt	78,128	76,165	79,844
Land option payments	4,334	141,805	4,305
Loan processing fee	-	57,000	-
Meeting	63,320	22,425	29,556
Miscellaneous	34,921	27,883	28,481
Office supplies	3,800	-	-
Office supplies and expenses	51,158	7,243	13,466
Overhead costs and recoveries	503,836	475,336	222,580
Professional fees	139,000	297,758	183,565
Promotion and marketing	16,000	3,535	16,005
Rent	12,000	-	2,613
Repairs and maintenance	256,798	211,513	141,519
Salaries	1,101,150	782,662	803,260
Telephone	107,475	22,839	43,871
Training	28,245	29,391	36,460
Travel	60,655	16,215	36,979
Utilities	211,219	199,286	195,330
	3,254,298	2,832,789	2,293,692
Surplus before other items	(1,202,839)	1,455,708	120,758

Continued on next page

Tewatohnhi'saktha
Economic Development

Schedule 6 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus

For the year ended March 31, 2019

	2019 Budget	2019	2018
Surplus before other items <i>(Continued from previous page)</i>	(1,202,839)	1,455,708	120,758
Other expense			
Breakup fees and other related costs	-	(968,843)	-
Write off of development costs	-	(590,404)	-
Write off of tenant inducement	-	(80,361)	-
	-	(1,639,608)	-
Surplus (deficit) before transfers	(1,202,839)	(183,900)	120,758
Transfers			
Transfer to capital asset fund	-	(56,663)	(171,885)
Transfer principal payment of mortgages	-	(193,344)	(188,024)
Transfers between programs	-	(30,556)	-
	-	(280,563)	(359,909)
Deficit	(1,202,839)	(464,463)	(239,151)
Accumulated surplus, beginning of year	3,247,107	3,247,107	3,486,258
Accumulated surplus, end of year	2,044,268	2,782,644	3,247,107

Tewatohnhi'saktha
Administrative Services

Schedule 7 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus

For the year ended March 31, 2019

	<i>2019 Budget</i>	<i>2019</i>	<i>2018</i>
Revenue			
Indigenous Services Canada	4,330	5,434	4,388
Province of Quebec	-	(5,191)	-
Other revenue	-	-	5
Rental income	44,172	26,110	24,659
Interest income	2,169	1,335	5,271
	50,671	27,688	34,323
Expenses			
Bank charges and interest	8,169	11,505	8,817
Board travel, training and honoraria	2,150	1,525	1,625
Computer expenses	41,726	37,382	34,538
Consulting	12,500	11,404	6,682
Employee benefits	82,995	87,380	69,203
Insurance	4,216	1,534	1,516
Meeting	1,082	1,084	1,047
Miscellaneous	8,000	13,830	8,482
Office supplies and expenses	30,825	31,352	55,176
Overhead costs and recoveries	(932,604)	(950,604)	(815,095)
Professional fees	10,000	16,796	7,570
Promotion and marketing	155,860	51,074	55,943
Rent	164,243	184,117	177,656
Repairs and maintenance	33,702	38,473	35,938
Salaries	428,047	444,412	433,927
Telephone	9,240	10,444	9,624
Training	30,675	15,125	14,855
Travel	10,350	2,991	3,277
	101,176	9,824	110,781
Deficit before transfers	(50,505)	17,864	(76,458)
Transfers			
Transfers between programs	-	30,556	81,676
Surplus	(50,505)	48,420	5,218
Accumulated surplus (deficit), beginning of year	5,218	5,218	-
Accumulated surplus, end of year	(45,287)	53,638	5,218

**Tewatohnhi'saktha
Capital**

Schedule 8 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus

For the year ended March 31, 2019

	2019 Budget	2019	2018
Expenses			
Amortization	-	428,244	448,707
Deficit before transfers	-	(428,244)	(448,707)
Transfers between programs			
Transfer to capital asset fund	-	56,663	171,885
Transfer principal payment of mortgages	-	193,344	188,024
	-	250,007	359,909
Deficit	-	(178,237)	(88,798)
Accumulated surplus, beginning of year	8,340,948	8,340,948	8,429,746
Accumulated surplus, end of year	8,340,948	8,162,711	8,340,948

Mohawk Internet Technologies Balance Sheet

MOHAWK INTERNET TECHNOLOGIES

BALANCE SHEET

(in thousands of dollars)

AS AT MARCH 31	2019	2018
(In Canadian Dollars)		
ASSETS		
Current		
Cash	\$ 798	\$ 882
Accounts receivable (Note 3)	25	40
Prepaid expenses and deposits	160	103
	983	1,025
Capital assets (Note 4)	1,657	1,626
	\$ 2,640	\$ 2,651
LIABILITIES AND EQUITY		
Current		
Accounts payable and accrued liabilities (Note 5)	\$ 510	\$ 622
Current portion of loans payable (Note 6)	687	595
	1,197	1,217
Loans payable (Note 6)	1,025	1,115
	2,222	2,332
Equity	418	319
	\$ 2,640	\$ 2,651

Approved on behalf of Board of Supervisors

____ Supervisor

____ Supervisor

The accompanying notes are an integral part of the financial statements

RABINOVITCH
LUCIANO

Our Team

Board of Directors

Greg Tekanerahtané:ken Horn, Chairperson, Board of Directors

Charles Barnett, Vice Chairperson Secretary/Treasurer

David Montour, Member, Board of Directors

Alwyn Morris, Member, Board of Directors

Frank McComber, Member, Board of Directors

Thawennontie Thomas, Member, Board of Directors

Virginia Standup, Member, Board of Directors

Office of the CEO

Kyle Delisle, Chief Executive Officer (on Leave effective November 2018)

Barbara Kahnekiiostha McComber, Interim Chief Executive Officer

John Bud Kanentio Morris, Chief Operations Officer

Marissa Katsitsaro:roks Leblanc, Executive Assistant/Office Manager/Interim Facilities Manager

Keisha Tekahawakon Goodleaf, Economic Development Officer

Organizational Services

Nancy Stacey, Director of Human Resources

Cathy Diabo, Accounting Manager (retired in January 2019)

Kanenhontie Picard, Receptionist/Secretary

Stephanie Diabo, Executive Assistant, Human Resources

Robyn Katsi'tsaro:roks Robertson, Interim Accounting Clerk

Wahsontahá:wi Stacey, Financial Clerk then Interim Accounting Manager
(effective January 2019)

Aidan Asanasa Alfred, Information Technology Technician

Business Services

Barbara Kahnekiiostha McComber, Director of Business Services

Tammy Skawennati Delaronde, Business Services Officer/Facilities Manager

Tammy Skawennati Delaronde, Interim Director of Business Services (effective January 2019)

Kimberly Cross, Tourism Development Agent

Kristy Karonhiiostha Kennedy, Business Services/Loans Assistant

Coreen Karonhienha:wi Delormier, Business Retention & Expansion Officer

Daryl Oskentón:'a Leclaire, Business Services Officer/Heads-up Coordinator

Ron Murray, Project Development Officer

Allison Kawennokta Jacobs, Economic Development Marketing & Tourism Manager

Allison Kawennokta Jacobs, Interim PR/Communications Officer (effective January 2019)

Our Team

Employment & Training

Angie Tewa'keràkhwa Marquis, Director of Employment & Training

Onawa K Jacobs, Program Manager

Sandra Oneratohko:wa Jacco, Executive Assistant

Nadine Ka'iente:res Montour, Senior Employment & Training Counselor

Roiahate Horn, Youth Engagement/Employment and Training Counselor

Kara Paul, Workforce Development Coordinator

Alana Wahiano:ron Kane, Employment & Training Counselor

Emily Kahriwano:ron Rice, Client Support Clerk

Kaylia Marquis ACE Program Coordinator

Keisha Tekahawakon Goodleaf, ACE Program Manager (effective January 2019)

Steven Horne, Special Projects Officer (retired in January 2019)

Cheryl Kwaroniahawi Lahache, ACE Facilitator & Social Enterprise Manager

Charles Katsenhakeron Taylor, ACE Administrative and Financial Clerk

Security & Maintenance

Marvin McComber, Building Maintenance Supervisor - Kahnawà:ke Business Complex

Michael Quinones, Building Maintenance Supervisor - Kahnawà:ke Office Complex

Travis Rice, Security Supervisor

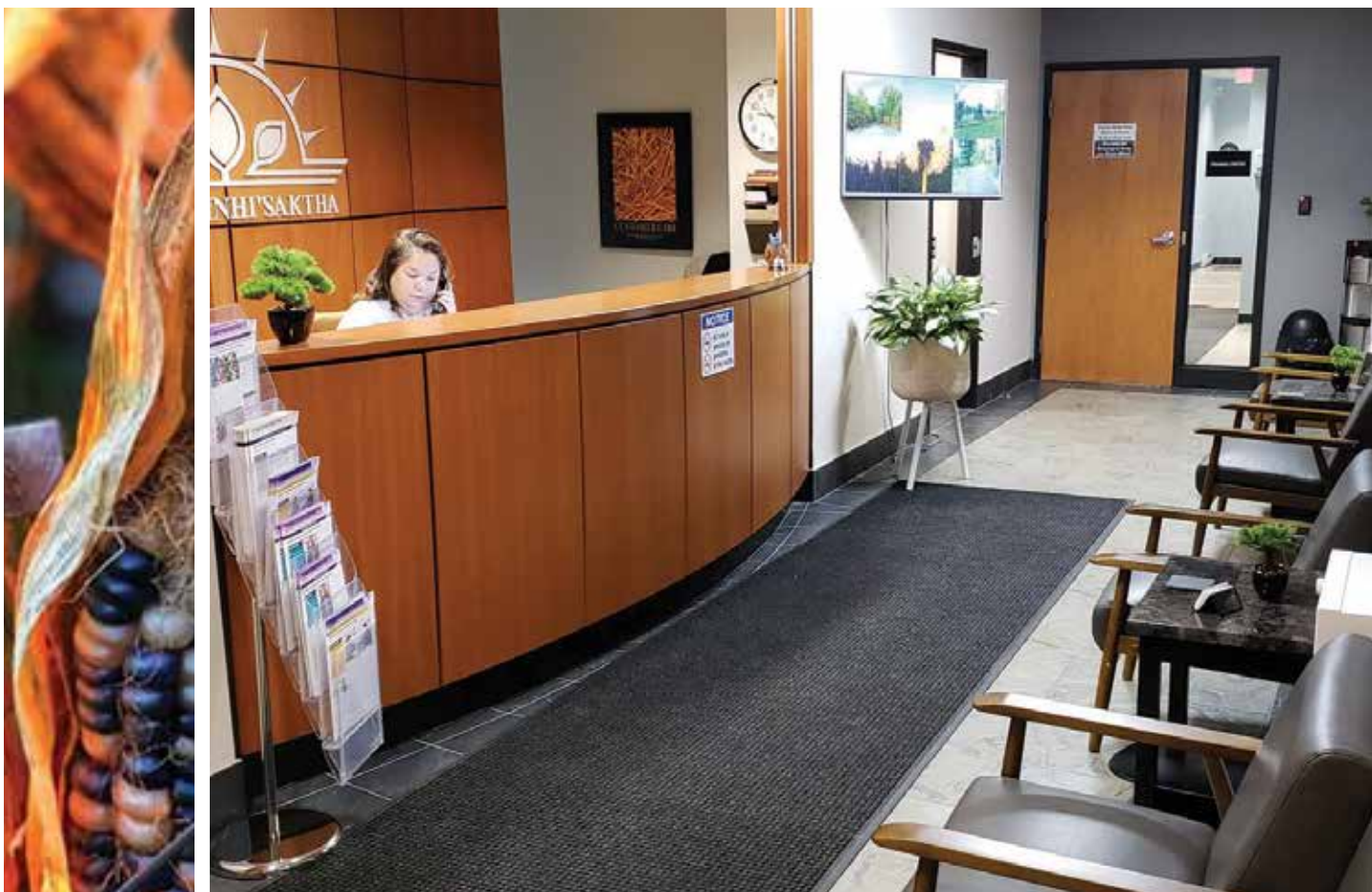
Rickey Rice, Security Guard

Wayne Rice, Security Guard

Frank Zacharie, Security Guard

*Tewatohnhi'saktha's Team also includes a number of on-call, temporary and contractual employees who offer support to the organization





Annual Report 2018 - 2019

The information contained herein captures
Tewatohnhi'saktha's activities from
April 1, 2018 to March 31, 2019



**Kahnawà:ke's Economic
Development Commission**

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www.tewa.ca
www.shopkahnawake.com
www.kahnawaketourism.com

VISION ~ Our vision is a self-sufficient community that fosters quality of life for Kanien'kehá:ka ne Kahnawà: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

ACKNOWLEDGEMENTS

Coordinator

Allison Jacobs

Printing

Impression Expo

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Cheryl Delaronde

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Kanenhontie Picard
Kristy Kennedy

Cover Image

Kim Delormier

Corn Photo:

Allison Lahache

Photos/Success Stories

Jordan Standup

DISCLAIMER ~ Tewatohnhi'saktha has made every effort to ensure the accuracy of the information contained in this annual report and on the digital copy posted to our website. However, Tewatohnhi'saktha does not guarantee the appropriateness, accuracy, usefulness or any other matter whatsoever regarding this information.