

The future is in our hands

Building Partnerships

Education ~ Governance ~ Language ~ Culture
Health ~ Well-being ~ Business ~ Economy ~ Sustainability
Inclusion ~ Partnerships ~ Community ~ Unity



2016-2017 Annual Report

Message from the Chairperson and CEO



Kyle Delisle
Chief Executive Officer
(CEO)



Dwayne Kirby
Board of Directors
Chairperson

The role of the Board of Directors is to set the direction for Tewaohnni'saktha by ensuring that the vision, mission, and strategic goals meet the needs of the community. This year, we have begun the exciting work of re-aligning our mandate to address evolving and unprecedented economic and social challenges that are upon us. The future holds opportunities that our current way of doing business is inadequate for, and we all must adjust. The Tewaohnni'saktha of tomorrow will only resemble the Tewaohnni'saktha of today in how it serves the community.

One example of this is that we have identified trends in the community that include a decline in social well-being, education, employment, household income, and social security. Identifying these trends steers us in the direction to support a collective, community driven process to identify what the roots of the problem are and the solutions we need to implement to help individuals and families meet their own unique challenges and aspirations.

Over the past 12 months, we have been working closely with community leaders in our education, governance, and social services with the objective of bridging the gap between all our services to better serve our community members. The objective is to create the economic future we desire by providing support to our health and wellness, our language and culture, and our knowledge through education and learning.

The dialogue between the community service providers sparked the discussion for community change, hence the start of Kahnawà:ke Collective Impact Movement. We give our full support to the movement that will include the voices of all Kahnawà:kehró:n to work toward a better future for us all.

Change is upon us and with the partnerships and community involvement being secured, there is no telling how far we can go. We hope you are ready to embrace change, as we are! Niá:wen kó:wa.



Tewaohnni'saktha continues to generate funds through various leases and rentals. These self-generated funds are used to finance 41% of Tewaohnni'saktha's operations that are not financed by any government agency. These funds help us to maintain our level of client services.

Total Self-Generated Revenue (Net):

\$935,666

Source:

Billboard and other Leases	\$135,305
Cell Towers	\$86,547
Meeting Room Rentals	\$22,929
Kahnawà:ke Business Complex	\$259,980
Kahnawà:ke Office Complex	\$428,584
Kahnawà:ke Commercial Complex	\$2,321

Business Services Division

The Business Services Division took over the administration of the Aboriginal Initiatives Fund this year; what this means is that we process and submit client applications to the fund. A challenge that we encountered this year is finding methods to improve the timeliness of the application approvals and we are working with our partners to create a more efficient process.



Kahnawà:ke Tourism, a Business Services initiative, has finished its third year in operation with the number of annual visitors rising steadily.

Year 1: 815, **Year 2:** 1353, and **Year 3:** 1735.

The Kahnawà:ke Welcome Center offers guided tours and has been able to secure and train a number of community members as tour guides. Various initiatives have also been coordinated to increase interest in our community such as food festivals and concerts, and cultural demonstrations. We expect to have continued interest in our community as the Welcome Center Team continues to expand awareness of what we have to offer as a Mohawk Community.



NUMBER OF JOBS CREATED BY NEW BUSINESSES OR BUSINESS EXPANSIONS IN 2016-2017

20 Part-Time • 15 Full-Time

We participated in our first ever **"Business Walk"** this year; whereby we visited a number of businesses in the community. The objective of the event was to include as many key partners in the walk as possible so we can obtain a first hand look at the challenges that our business community faces and how we can all work together to give our support at all levels. We intend to make this an annual activity in support of our business community.



NEW BUSINESSES

Started or Expanded
in 2016 - 2017

7 Micro – 1 Employee
5 Small – 2-5 Employees
1 Medium – 6-10 Employees
1 Large – 11+ Employees
2 Expansions

Business Services: Loans/Grants/Funds help our businesses grow

Tewatohnni'saktha Business Loan Fund (TBLF)

\$96,976 business loans granted

Business Assistance Fund / Marketing / Professional Services

\$206,976 granted

Tewatohnni'saktha Business Contribution Fund (TBCF)

\$435,516 committed



Employment & Training Division

Clients that obtained unsubsidized jobs: 32 FTEs

Full Time Equivalent (FTE) jobs = 39 hours per week per year. FTE is a compilation of individuals employed part-time, full-time and seasonal. This represents 82 individuals.

Clients that obtained subsidized jobs: 103

47 individuals placed on subsidized employment measures.
56 summer students employed.

Dollars Spent on Programs and Services offered to Clients: \$1.1 Million

Includes tuition, allowances, and child care.

SKILLS LINK PROGRAM

In 2016-2017, we placed 15 students from the Skills Link Program in various businesses and organizations. The positions they held are as follows:

- Junior IT Technician
- Receptionist/Research Assistant
 - Accounting
 - Videographer
 - Animator
- Animal Protection Trainee
- Video Production Assistant
- Project and Administrative Support Clerk
 - Event Assistant
- Classroom Assistant
- Assistant Classroom Trainee

TRANSITIONS PROGRAM

In 2016-2017, we placed 16 students from the Transitions Program in various businesses and organizations. The positions they held are as follows:

- Administrative Assistant
- Electrician
- Graphic Design (Web Design Graduate)
- Installation Technician (Carpentry Graduate)
- Mechanic
- Receptionist (Administrative Assistant Graduate)

This past year, we re-initiated the Self-Employment Assistance Program; a program that provides a wage subsidy to new business start-ups in their first year of operation. Selection for the program will take place four times per year.

Two other programs were introduced this fiscal year: the Transitions Program that assists vocational graduates transition into the workforce; and the Options Program that assists people to explore education and employment options. Workforce Development is another initiative introducing employers to our workforce and trying to match people to the job opportunities available. Employers such as Air Canada, JFK Quarry, and the Kahnawà:ke Peacekeepers have all collaborated thus far.

After 20 years of service, we bid farewell to long time employee Gene Montour, Employment & Training Counselor, who retired on March 31, 2017. He will be missed by our staff and the many clients he served but promises to visit regularly.

With the retirement of one of our longest standing employees came a new employment opportunity, and Nadine Montour was found to be an excellent candidate to become our new Employment & Training Counselor. She has a solid background in youth counseling, a strong work ethic, and experience in providing public services; a perfect fit for our organization. She also has strong management skills which will be an asset to the team.

We have had a productive year and look forward to another year of client successes.



Nadine Montour
Employment Counselor



Gene Montour
Employment Counselor

Employment & Training Success Story

Diabo serves up smiles at new cooking job

By Jordan Standup



A cut above the rest.

Photo Credit: Jordan Standup

Kahnawa'kehró:non Logan Diabo is serving up delicious and mouthwatering dishes as part of his new job.

Diabo is currently a line cook in the Garde Manger (French for "keeper of the food") section at Robbie's Smokehouse and Burger Bar on Highway 138.

"My first official day of work was on September 1, 2016" he proudly reported.

When asked what was his favourite part of the job, Diabo responded: "The compliments received by staff and customers. The feeling of knowing that you have done your job well and have met the standards of well-experienced chefs."

In preparation for his job, he attended LaSalle College's Professional Cooking Program.

"I spent 12 months in training. This training included a one month stage, many exams, and 15 weeks of restaurant service where we have cooked for the public at a low price," Diabo noted.

He explained how Tewatohnhi'saktha helped him out in a number of ways while he was still attending school.

"Monthly allowances played a major role in transportation during my course. I'm honestly not sure if I would have been able to get to and from school on a regular basis without the financial support," Diabo asserted.

He said Tewatohnhi'saktha also provided him with all of the information he needed about the Professional Cooking Program.

"They were always my backup when I needed questions answered about the program or tuition. They were also willing to help me find a job after my program was done," he proudly reported.

Diabo was quick to admit that the Professional Cooking Program was no walk in the park. But he was determined to not only complete the course, but also excel at the trade.

"Exams were very challenging due to the fact that we had many exams during one year. On average we had exams every month," he said. "Also, an unsuccessful dish was very demotivating. Receiving negative feedback on a dish you worked on for over an hour could be very upsetting, especially knowing you have tried your hardest."

Diabo went on to complete and graduate from the course and landed a job at Robbie's soon afterward, and he couldn't be happier.

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

Employment & Training Success Story



McComber motivated by her children to excel in workforce

By Jordan Standup

Bailey McComber worked hard to land her new job as a clerk in Playground Poker Club's human resources department.

McComber's full-to-the-brim schedule keeps her quite busy.

Some of her responsibilities include updating new/current employee files, performing numerous office-related tasks (data entry, filing, and emails), addressing employee needs, and inventory control (distributing uniforms to employees, maintaining stock quantities without excessive oversupply and placing orders) among many other things.

"I began working as a trainee in October 2016. A four-week stage was implemented, which was obtained through Tewatohnhi'saktha's Program in collaboration with Playground Poker Club. In November 2016, I was

hired as a part-time employee. By January 2017, I was officially hired full-time," McComber explained.

She applied to Tewatohnhi'saktha's First Class Customer Service Program with the hope of gaining knowledge in the customer service field.

"It is a four-week course in which they focused on the fundamentals of quality customer service, also adding in French language skills. I learned how to properly accommodate customers' and employees needs, how to address company policies and issues and gained an overall better understanding of the service industry," she asserted.

McComber was pleased to report that she loves her job.

"What I love most about my job is that it is a fast-paced environment with constant interaction between employees and customers. I love the people I work alongside with and the camaraderie that was formed between everyone. It's all about being part of something that makes a difference," she said.

"Along the way, I can't say that there were too many challenges besides better adjusting my time management regarding my personal life. I was able to adapt quickly to the challenges that were given to me on the job and completed necessary tasks in the provided time divulged the mother of three small children.

When she completed the course at Tewatohnhi'saktha, her goal was to obtain a full-time job that would allow her to better raise her children.

"I based my thought process and goals on my children's needs and always strived to better myself, not only for me but for them as well. The second phase of the program gave me the opportunity to apply for a permanent job once the stage was completed," McComber said.

She was thankful for Tewatohnhi'saktha and Playground Poker Club's collaborative effort.

"Working in partnership with Playground Poker Club, Tewatohnhi'saktha's program strives to better help individuals who want to pursue different job positions. Nearly a year later, I am planning to further advance my career by taking both a secretarial and an accounting course, which will benefit me in my current position in human resources," McComber concluded.

Employment & Training Success Story

Leblanc adds certified plumber to résumé

By Jordan Standup

Hank Leblanc recently added certified plumber to his growing résumé.

The father of two is currently a first year plumber's apprentice at Montreal's Plomberie Levine Brothers.

"I started working there on September 17, 2016. I was hired the day after graduation from the Plumbing and Heating Course," Leblanc explained.

What does he like best about being a certified plumber?

"The sense of job satisfaction I get would be my favourite part," Leblanc asserted.

He said plumbing is an important trade and he is very proud of his work.

"Plumbing is a pretty important part of modern civilization," he said. "As long as there are people, we will be dealing with water and waste."

Leblanc became a certified plumber when he successfully graduated from the Pearson Electrotechnology Centre (PEC) in Lachine last fall.

Since opening in 2007, PEC has quickly established itself as a leader in technical training in plumbing and heating.

"We have built a team of experienced instructors and devoted support staff. We also pride ourselves in keeping a close relationship with industry demands and standards to ensure we are preparing our graduates to succeed in a highly-demanding technical environment," PEC said.

Leblanc received funding and support from Kahnawà:ke's leader in economic development, Tewatohnhi'saktha, in order to attend the course.

But that's not all. He explained how Tewatohnhi'saktha aided him in other ways.

"The only English language plumbing and heating course had been dropped by École des Métiers de la Construction de Montréal and so I remained in limbo for a couple of years," Leblanc said. "Counselors from

Tewatohnhi'saktha brought it to my attention that the Lester B. Pearson School Board had launched their own program, as I had attended the Introduction to Construction Trades Program a few years prior and made it known which trade I wished to pursue."

Leblanc believes that he would have eventually found out about the program, but Tewatohnhi'saktha's counselors, "certainly expedited the process."

He was pleased to report that there weren't too many challenges along the way, other than the expected.

"The only 'real' challenges I faced were the average challenges of any family with two working parents," Leblanc said.



Business Services Success Story

Mike Diabo's business is revving up

By Jordan Standup

MPH owner Mike Diabo's interest in engines began when he was around 12 or 13 years old.

"My mom bought me a \$13 ratchet set from Canadian Tire and I worked on my mom's lawnmower. I had to know how it worked. I just didn't pay attention how I took it apart, therefore I couldn't put it back together. Oops!" he said.

"It was then that I got intrigued by motorized vehicles and engines in general. When I discovered I had the knack to fix things, my dream was to help Kahnawà:ke by repairing machines. I guess I really just wanted to be needed by everyone for something I could do," Diabo explained. "I was young, what did I know? It wasn't about money at first because being that young, mom paid the bills."

The rest, as they say, is history and now his business is firing on all cylinders.

"It only came to me that I can actually make a living doing this when I had to pay my own bills," he said.

"My repair shop opened about three years ago, in this building anyway. My first shop was attached to my house and burned down including half of my house," Diabo said.

MPH offers a variety of top-notch services, including repair work on all small engines and motorized vehicles. Diabo is also doing quality general mechanic work on cars and trucks.

His plans for the fall include undercoating and rust proofing services.

"I also have an auto body shop in the other half of my business (building) now and it's doing awesome," he said.

Diabo thanked Tewatohnhi'saktha for their assistance.

"I've always been told to go to Tewatohnhi'saktha by several people and personally I didn't want any help from anyone. But one person in particular kept on my case and finally I went speak to Daryl [Lelclaire] and discovered they were actually there to help me," he said. "I don't know why I waited so long to go; stubborn I guess. But I'm sure glad I went because my business improved three-fold because of their help."

Diabo described Leclaire as "an awesome Business Services Officer and I feel he is why I am where I'm at today. I know it's his job, but I feel he personally went above and beyond to help me."

Diabo said feedback to his business is usually positive, but admits that no matter how hard you try, sometimes you just can't make everyone happy.

"For the simple fact that some machines just can't be fixed. They expect their machine to be new again when it leaves my shop, but it's simply not the case. It's only new once. Everything dies," he said.



Mike Diabo, has his ear to the problem on a small engine. Photo Credit: Jordan Standup

Business Services Success Story

All Kinds of Crap lives up to its name...and more

By Jordan Standup

One of Kahnawà:ke's newest stores certainly lives up to its unique name. *All Kinds of Crap* in the Deer Crossing Mall on Highway 138 has, well, all kinds of crap.

The store is owned by the always entertaining and energetic Randy Diabo, who explained what his business offers, and with a name you simply can't forget.

"Liquidation and closeouts are what we specialize in. All kinds of things the consumer doesn't need," the local entrepreneur joked.

He quickly added that he is serious about customer satisfaction though.

"We specialize in wholesale prices and great customer service," Diabo quipped.

From body wash to golf bags, diapers to gloves, batteries to shirts, and cologne to light bulbs, you never know what you'll find at All Kinds of Crap.

The store receives new items all the time so you never know what kind of deals you'll find.

All Kinds of Crap opened its doors to the public in November 2016. Diabo said he really got started with the business after his good friend Mike Henderson introduced him to some of his suppliers.

"We try to treat our customers with respect and we try to joke with our customers because it's not just about the money," Diabo proudly asserted. "It's about giving the customers good service and making them feel like it's their place."

He was pleased to report that the majority of new customers quickly become regular customers and even friends.

"Nine times out of ten, they return because of the service we give them" Diabo said.

He thanked Tewatohnni'saktha for helping not only during the store's early days, but to present day as well.

"They have helped me in many of my businesses and still do to this day!" Diabo said.

"I would like to thank Barbara McComber and Daryl [Leclaire] for all of their help in the past and present," he noted.

All Kinds of Crap located at the Deer Crossing Mall



Lots of inventory at wholesale prices.



Photo Credits: Jordan Standup

Business Services Success Story

PLAN-it Consulting and Communications is here for you

By Jordan Standup

One of Kahnawà:ke's newest businesses is also one of its most unique.

PLAN-it Consulting and Communications is co-owned by the dynamic mother and daughter team of Charleen Schurman and Maris Jacobs.

"PLAN-it is exactly what it sounds like; we plan projects. Between the two of us, we've worked on projects that involve advertising sales, publishing, community surveys, meeting and conference organization, social occasions, fundraisers, etc.," Charleen explained.

"Officially, we 'shook hands' on it in April, agreeing to work together whenever possible while Maris completes her Bachelor Program in Communications and Rhetorical Studies at Syracuse University," she said.

The two work together on project development, but Charleen executes most of the 'hands-on work.'

"When we agreed to partner on this business it was with the knowledge that, at least for now, I would 'steer the ship' with Maris involved in projects whenever possible, but her focus will be on school," she explained.

Where did the idea for this unique business come from?

"PLAN-it was my mother's idea, which I then helped her develop and start. She has had experience planning and developing different community events and projects in the past and it seemed natural for her to turn those skills into a business," Maris said. "I've also volunteered in some of her projects in addition to studying Communications at Syracuse. My time volunteering has helped my transition into PLAN-it. While she was taking the lead on most of our projects, I contributed in other ways, such as social media."

Like any other new business, there were some challenges along the way.

"There are always challenges and that's what keeps us on our toes!" Charleen said. "For instance, when we executed a household survey for Tewa-

tohnhi'saktha we did a lot of research prior to starting because we needed the data to be extremely credible and the client to be confident in our abilities. We spent hours and hours reading, sampling and asking questions."

They sought advice from seasoned surveyors for different perspectives and spent time training their workers.

Tewatohnhi'saktha has been very helpful in this particular venture.

"They have been extremely helpful. We asked a lot of questions, and Barbara [McComber] and Tammy [Delaronde] were very patient while we completed our business plan. That was a learning curve as well. When we didn't have the expertise, Tammy stepped in to fill the blanks. We have been able to upgrade equipment and software and create a sufficient office environment in our house," Charleen said.

Feedback from clients has been very positive.

"Clients have said that they have confidence in our ability to do a thorough job and have their projects done on time. We are still a growing business and hope to build our success through experience on many different types of projects," Maris noted.

In addition to work on projects for other companies, PLAN-it will soon begin developing its own projects.

"One of them is a community magazine called ABOUT TOWN (Kahnawà:ke). ABOUT TOWN is going to be Kahnawà:ke's version of People Magazine; some really in-depth human interest stories, articles about people, families, consumerism, fashion, pop culture, health, recipes, etc. A true glossy magazine with loads of vibrant, colourful photos," Charleen revealed. "It will be a fun, inspiring magazine to read and we hope to eventually publish quarterly. It's on the drawing board but we're taking it slowly and hope to publish sometime within the next year. We are seeking to employ seasoned writers for feature stories but we will also welcome novice writers who would like to get published."



BUSINESS SERVICES would like to acknowledge all our community businesses that continue to support the **SHOP KAHNAWÀ:KE FIRST CAMPAIGN!**



Together, we strengthen our economy!

- 4 Paws Grooming
- Alan Goodleaf Plumbing
- All in Good Spirits
- All Kinds of Crap
- Aromatic Spirit
- Atohnheststha Massage Therapy
- Bayview Restaurant
- Black Berries
- Body Contours Beauty Centre
- Bully's Truck Stop
- Bush Nation Ribbon Outfits
- Calico Cottage
- Closeout Kings
- Caughnawaga Garage
- Caughnawaga Golf Club
- Classic PerformX
- Club Rez
- Creekside Store
- Daydreams Home Décor
- Debbie's IncreDeble Edibles
- Deer Crossing
- Diva's Den
- Dustin's
- Eagle's Nest Convenience & Deli
- Eastern Door, The
- Echoes of a Proud Nation Pow Wow
- Eileen's Cakes and Pastries
- Electrolux Kahnawà:ke
- Favors
- Gene's Machines
- Gene's Sound
- Get-N-Go Gas
- Goodleaf Consulting
- Goodleaf Convenience
- Great Whyte

- Halo Salon and Spa
- H2O Saloon
- Heart Wisdom
- Hot Spots
- Hurricane Fuel
- Iori:wase
- JFK Concrete
- JFK Quarry
- J&J Mini Mart
- J.R. Petroleum
- Jacobs' Hardware
- Jungle Love
- K103 Mohawk Radio
- Kahkotsi:io Beauty Salon
- Kahnawà:ke 5 Star Taxi
- Kahnawà:ke Crossfit
- Kahnawà:ke Gas & Grocery
- Kahnawà:ke Kids
- Kahnawà:ke Library
- Kahnawà:ke Market
- Kanawake Marina
- Kahnawà:ke Pizza & Subs
- Kambry's Smoothies
- Mohawk Princess Productions
- Mystic Pines Golf and Country Club
- Kwe Kwe Gourmet
- Legendz Barber Shop
- LJM Construction, Renovation and Landscaping
- Listen Entertainment Services
- Messy Kitchen Catering
- McComber Archery
- McComber's Convenience
- Mikie's Taxi
- Mohawk Solar Solutions

- OCR Gas Bar & Car Wash
- OCR Necessities & Gas
- Okwaho's Movers
- Okwaho's Outdoor Adventure
- O'kwari Arts
- Old Malone Gas Bar
- Onkwawenna Language Center
- Patton's Woodcraft
- Rapid's Car Wash
- Rapid's Distribution
- Rapid Water Studio Gallery
- Petro T
- Shenandoah Beads
- Semper WiFi
- Sequoia Native Arts
- Shayne's Place
- Stained Glassworks
- Storage Solutions
- Sweetie's Ice Cream
- Tammy Beauvais Designs
- The Diner
- The MARKET
- The Rail
- Total Fitness
- Ts'iiniihahk Skin Care
- Valley Girls
- Village Variety
- Vision Designs
- Wine Barrel, The
- WJS Gas Bar
- Wolfco Gas Bar
- Wolfco
- Wolf's Den
- WWK Stacey
- Xavier's Steak and Wine Bar

► ► ► ► ► **BUSINESS APPRECIATION PAGE**

Tewatohnhi'saktha spends local!

In 2016 - 2017, a total of \$138,753 was spent at local businesses on goods and services.

SHOP KAHNAWÀ:KE FIRST

The Barn
Caughnawaga Golf Club
The Eastern Door
Echoes of a Proud Nation Pow Wow (Program)
Eileen's Bakery
First Nations Wireless
lori:wase
Ironhorse Warehouse
Jacobs' Hardware
K103 FM
Kahneki:io
Kahkotsi:io Beauty Salon
Kahnawà:ke Driving Range
Kahnawà:ke Youth Center (Rentals)
Turtle Clan Baskets - Richard Nolan
Kwe Kwe Gourmet – Tiffany Deer
OCR Gas Bar
Paul Communications
The Rail
Robbie's Smokehouse & Burger Bar
Shayne's Place
Simple Pleasures Catering – Laurie Delaronde
Twisting by the Pool Graphics – Cheryl Delaronde
Semper WiFi
Ronald Abaira, Consultant
Valley Girls Flower Shop
Village Variety



\$138,753

**SHOP
KAHNAWAKE**

Independent Auditors' Report

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

We have audited the accompanying consolidated financial statements of Tewatohnhi'saktha, which comprise the consolidated statement of financial position as at March 31, 2017, and the consolidated statements of operations and accumulated surplus, change in net financial assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the 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.

Auditors' Responsibility

Our responsibility is to express an opinion on the consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

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

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

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of Tewatohnhi'saktha as at March 31, 2017 and the results of its operations, change in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.




Montréal, Québec

June 20, 2017



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

Tewatohnhi'saktha
Consolidated Statement of Financial Position
As at March 31, 2017

	2017	2016
Financial assets		
Cash and cash equivalents (Note 3)	3,677,185	3,649,595
Temporary investments (Note 4)	1,990,802	2,800,129
Accounts receivable (Note 5)	649,104	667,775
Portfolio investments (Note 6)	56	12,556
Loans receivable (Note 7)	602,055	15,282,835
Total financial assets	6,919,202	22,412,890
Liabilities		
Accounts payable and accrued liabilities (Note 9)	757,016	1,134,795
Deferred revenue (Note 10)	631,541	280,174
Long-term debt (Note 11)	2,045,875	2,227,712
Total liabilities	3,434,432	3,642,681
Net financial assets	3,484,770	18,770,209
Commitments (Note 12)		
Non-financial assets		
Tangible capital assets (Note 13) (Schedule 1)	10,475,622	10,833,241
Development costs (Note 14)	590,404	590,404
Prepaid expenses	102,042	21,086
Total non-financial assets	11,168,068	11,444,731
Accumulated surplus (Note 15)	14,652,838	30,214,940
Approved on behalf of the Board		
 _____	Director	 _____
 _____	Grand Chief	

Tewatohnni'saktha

Consolidated Statement of Operations and Accumulated Surplus

For the year ended March 31, 2017

	<i>Schedules</i>	<i>2017 Budget</i>	<i>2017</i>	<i>2016</i>
Revenue				
Indigenous and Northern Affairs Canada		916,435	1,011,000	1,016,766
Employment and Social Development Canada		-	19,297	373,914
National Aboriginal Capital Corporations Association		550,000	565,442	-
Province of Quebec		-	142,941	-
Secrétariat aux Affaires Autochtones		-	-	26,815
Rental income		1,728,080	1,898,459	1,817,528
First Nations Human Resources Development Commission of Quebec		2,085,233	2,186,079	1,667,164
Other revenue		1,708,364	144,977	117,604
Mohawk Council of Kahnawà:ke		-	14,250	-
Interest income		84,624	99,490	110,473
First Nations of Quebec and Labrador Health and Social Services Commission		-	-	73,828
Kahnawà:ke Education Centre		53,600	52,149	58,755
Secrétariat à l'action communautaire autonome et aux initiatives sociales		-	103,792	-
Kahnawà:ke Shakotiaa'Takehnhas Community Services		50,000	50,000	56,949
Investment income		21,481	-	28,439
Distribution revenue		19,987	19,840	-
Recovery of prior year's funding		-	-	39,197
Deferred revenue - prior year		-	278,020	1,138,515
Deferred revenue - current year		-	(631,541)	(278,020)
Repayment of government funding		-	(111,638)	(487,020)
		7,217,804	5,842,557	5,760,907
Expenses				
Employment and Training	4	2,650,474	1,940,799	1,792,035
Business Services	5	1,841,705	1,397,390	1,433,485
Economic Development	6	3,420,604	2,935,158	3,999,263
Administrative Services	7	230,554	103,013	334,322
Capital	8	-	466,619	1,182,772
Total expenses (Schedule 2)		8,143,337	6,842,979	8,741,877
Deficit before other items and transfers		(925,533)	(1,000,422)	(2,980,970)
Other income (expense)				
Gain (loss) on foreign exchange		39,688	(1,792)	88,492
Deficit before transfers		(885,845)	(1,002,214)	(2,892,478)
Transfers				
Allocation to Mohawk Council of Kahnawà:ke		-	(14,559,888)	-
Deficit		(885,845)	(15,562,102)	(2,892,478)
Accumulated surplus, beginning of year		30,214,940	30,214,940	33,107,418
Accumulated surplus, end of year		29,329,095	14,652,838	30,214,940

Tewatohnhi'saktha
Consolidated Statement of Change in Net Financial Assets
For the year ended March 31, 2017

	<i>2017 Budget</i>	<i>2017</i>	<i>2016</i>
Annual deficit	885,845	(15,562,102)	(2,892,478)
Purchases of tangible capital assets	-	(109,000)	(108,520)
Amortization of tangible capital assets	-	466,619	489,370
Write down of computer software	-	-	693,402
	-	357,619	1,074,252
Acquisition of prepaid expenses	-	(80,956)	-
Use of prepaid expenses	-	-	48,875
	-	(80,956)	48,875
Decrease in net financial assets	885,845	(15,285,439)	(1,769,351)
Net financial assets, beginning of year	18,770,209	18,770,209	20,539,560
Net financial assets, end of year	19,656,054	3,484,770	18,770,209

Tewatohnhi'saktha
Consolidated Statement of Cash Flows
For the year ended March 31, 2017

	<i>2017</i>	<i>2016</i>
Cash provided by (used for) the following activities		
Operating activities		
Cash receipts from contributors	6,159,265	7,116,295
Interest income	99,490	110,473
Cash paid to suppliers	(3,968,282)	(4,260,694)
Cash paid to employees	(2,831,858)	(3,026,963)
Interest on long-term debt	(82,541)	(95,201)
	(623,926)	(156,090)
Financing activities		
Repayment of long-term debt	(181,837)	(450,506)
Capital activities		
Purchases of tangible capital assets	(109,000)	(108,520)
Investing activities		
Proceeds from temporary investments	809,327	1,049,647
Purchase of temporary investments	-	(498,469)
Proceeds from sale of investment	12,134	-
Investment in loans receivable	(92,604)	(209,869)
Proceeds from collection of loans receivable	213,496	197,001
	942,353	538,310
Increase (decrease) in cash resources	27,590	(176,806)
Cash resources, beginning of year	3,649,595	3,826,401
Cash resources, end of year	3,677,185	3,649,595

1. Nature of the organization

Tewatohnhi'saktha was established in 1999 and is 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.

At year end, the Organization does not hold any short term investments.

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).

Employee future benefits

The Organization's employee future benefit programs consist of a defined benefit pension plan.

The estimated future cost of providing defined benefit pensions is actuarially determined using the projected benefits method pro-rated on service, as future salary levels affect the amount of employee future benefits. The attribution period for such cost begins the date of hire of the employee to the date the employee becomes fully eligible to receive the benefits. The Organization determines its discount rates by reference to its plan asset earnings.

The Organization is part of a multi-employer plan for which there is insufficient information to apply defined benefit plan accounting. Accordingly the Organization is not able to identify its share of the plan assets and liabilities, and therefore, the Organization uses defined contribution accounting for this plan. Contributions are expensed as incurred.

Recent accounting pronouncements

Financial instruments

In June 2011, the Public Sector Accounting Board (PSAB) issued PS 3450 *Financial Instruments* to establish standards for recognition, measurement, derecognition, presentation and disclosure of financial assets and financial liabilities, including derivatives. As a result of issuance of PS 3450, there have been numerous consequential amendments made to other Sections. PS 3450 is effective for fiscal years beginning on or after April 1, 2019. Earlier adoption is permitted.

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

Tewatohnhi'saktha
Notes to the Consolidated Financial Statements
For the year ended March 31, 2017

3. Cash

Included in cash is \$164,771 (2016 - \$694,583) 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 0.5% to 0.9% with maturity dates ranging from May 2017 to December 2019. The market value of the investments at March 31, 2017 is \$1,990,802 (2016 - \$2,800,129). Included in temporary investments is \$307,178 (2016 - \$1,184,249) designated for loans to small businesses under the Business Loan Fund.

5. Accounts receivable

	2017	2016
Accounts receivable	561,614	430,611
Commodity tax receivable	73,697	217,809
Accrued interest	13,793	19,355
	649,104	667,775

Included in accounts receivable is \$NIL (2016 - \$1,720) from Onkwawista Holding Ltd and \$140,593 (2016 - \$130,986) from Mohawk Council of Kahnawà:ke. These balances are subject to normal terms of trade.

6. Portfolio investments

	2017	2016
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 Regional Economic Investment Fund (REIF) - First Nations L.P.	-	12,500
	56	12,556

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.

The Organization had signed a commitment to invest an aggregate sum of \$50,000 in the REIF project in a prior year. As there has been no activity for many years, the fund sponsor closed the fund and refunded \$12,134 of the initial investment. The balance of \$366 was charged to administration.

Tewatohnni'saktha
Notes to the Consolidated Financial Statements
For the year ended March 31, 2017

7. Loans receivable

Loans receivable consist of the following:

	2017	2016
Private Company		
Loan receivable - Onkwawista Holdings Limited, non-interest bearing with no repayment terms	-	14,559,888
Small Business Loans		
Business Loan Fund	564,855	670,854
Youth Business Fund	35,230	46,710
	600,085	717,564
Other		
Loan receivable, employee, non-interest bearing and due October 2017	1,970	5,383
	602,055	15,282,835

During the year, the Organization allocated \$14,559,888 to Mohawk Council of Kahnawà:ke. The allocation was made through a transfer of the loan receivable from Onkwawista Holdings Ltd.

The primary purpose of the Business Loan Fund (BLF) and the Youth Business Fund (YBF) loans are to help the youth and 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 and the Organization will forgive the remaining 25% of the loan once 75% is reimbursed and the borrower has met all the terms of the agreement.

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

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

	2017	2016
Accounts payable	316,833	443,490
Accruals	124,403	58,634
Salaries payable	214,864	224,945
Deductions at source	17,358	12,441
Government funding repayable	83,558	395,285
	757,016	1,134,795

Tewatohnhi'saktha
Notes to the Consolidated Financial Statements
For the year ended March 31, 2017

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	278,020	550,000	482,798	345,222
Skills Link Program	-	401,750	155,511	246,239
Kahnawà:ke Social Policy Project	-	203,792	163,712	40,080
	278,020	1,155,542	802,021	631,541
Other				
Rental Income	2,154	-	2,154	-
	280,174	1,155,542	804,175	631,541

11. Long-term debt

	<i>2017</i>	<i>2016</i>
Mortgage payable, interest bearing at 3.6% (2016 - 3.3%), repayable in blended monthly installments of \$17,310, with the balance subject to renewal in August 2017, secured by a trust agreement in the lender's favour on the Business Complex having a net book value of \$3,397,425	1,349,905	1,507,046
Mortgage payable, interest bearing at 4.65% (2016 - 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 \$1,051,974	695,970	720,666
	2,045,875	2,227,712

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:

2017	187,631
2018	194,786
2019	202,211
2020	209,921
2021	217,928

12. Commitments and contingencies

- a) The Organization has entered into contribution agreements with various government departments. Funding received under these contribution agreements is subject to repayment if the Organization fails to comply with the terms and conditions of these agreements. Management believes that they are in compliance with the terms of the agreements.
- 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 \$176,929 (2016 - \$184,000) for native entrepreneurs under the loan guarantee program. As at March 31, 2017, the total guaranteed indebtedness amounted to \$169,047 (2016 - \$134,708).
- c) The Organization entered into an agreement with a service provider with respect to its investment in Kahnawà:ke Sustainable Energies Inc. The agreement calls for a commitment to pay \$2,976,000 for specific services (of which \$1,056,000 had been paid prior to the year-end). The payments are based on achieving certain milestones and providing specific services. In the event that the project is not completed, or is terminated, the Organization is committed to pay a break-up fee of \$500,000 in the event that certain specific circumstances occur.
- d) The Organization has entered into an agreement with a contractor/supplier for a commitment to pay \$35,453,379 to construct a wind-farm facility on behalf of its subsidiary, Kahnawà:ke Sustainable Energies Inc. The commitment is conditional upon signature of a purchase contract which is presently subject to negotiation and other approvals.
- e) The Organization has entered into agreements with a distributor of wind energy as follows:
 - \$480,000 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, 2017, the Organization has letters of credit in the aggregate amount of \$1,670,000 to secure the provisions of these contracts.
- f) The Organization has entered into an agreement for services with a consultant in the amount of \$137,000, of which \$32,500 has been paid prior to the year-end.

13. Tangible capital assets

The tangible capital assets reconciliation is included in Schedule 1.

14. Development costs

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

Tewatohnhi'saktha
Notes to the Consolidated Financial Statements
For the year ended March 31, 2017

15. Accumulated surplus

Accumulated surplus consists of the following:

	2017	2016
Externally Restricted Funds:		
Balance, beginning of year	2,492,639	2,123,109
Surplus	6,867	369,530
	2,499,506	2,492,639
Internally Restricted Funds:		
Balance, beginning of year	19,116,773	21,755,035
Deficit	(833,299)	(2,638,262)
Allocation to Mohawk Council of Kahnawà:ke	(14,559,888)	-
	3,723,586	19,116,773
Capital Fund:		
Balance, beginning of year	8,605,528	9,229,274
Purchases of tangible capital assets	109,000	108,520
Amortization	(466,619)	(489,370)
Principal repayments of long-term debt	181,837	450,506
Write down of capital assets	-	(693,402)
	8,429,746	8,605,528
	14,652,838	30,214,940

16. Restricted fund balances

Restricted fund balances consist of the following:

	2017	2016
Externally restricted funds		
Employment and training	394,901	332,984
Business Loan Fund	2,104,605	2,159,655
	2,499,506	2,492,639
Internally restricted funds		
Social Policy	137,611	137,611
Operational Reserve	193,000	193,000
Economic Development Reserve	3,392,975	4,236,135
Investment Reserve	-	14,550,027
	3,723,586	19,116,773
	6,223,092	21,609,412

17. Management contract

The Organization has a management contract with Mohawk Internet Technologies ("MIT"), a band empowered 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 control over MIT's assets, liabilities and surplus without the 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.

18. Financial instruments

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. Interest rates for long-term debt are 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.

19. 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.

	2017	2016
Revenue received from Kahnawà:ke Education Centre	52,149	58,755
Revenue received from Kahnawà:ke Shakotia'Takehnhas Community Services	50,000	56,949
Revenue received from Mohawk Council of Kahnawà:ke	14,250	-
Revenue received from Kahnawà:ke Service Complex	19,840	-
Included in Accounts Payable:		
Kahnawà:ke Education Centre	966	183
Mohawk Council of Kahnawà:ke	32,652	69,548
Kanien'kehaka Onkwawén:na Raotitiohkwa	3,405	-
Kahnawà:ke Service Complex	-	244

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

20. Government transfers

	Operating	Capital	2017	2016
Federal government transfers				
Indigenous and Northern Affairs Canada	1,011,000	-	1,011,000	1,016,766
Employment and Social Development Canada	19,297	-	19,297	373,914
	1,030,297	-	1,030,297	1,390,680
Provincial government transfers				
Province of Quebec	142,941	-	142,941	-
	1,173,238	-	1,173,238	1,390,680

21. Defined benefit and contribution plans and other post-employment benefits

Multi-employer plan

The Organization participates in a multi-employer benefit plan on behalf of its employees. The Organization's contributions to this plan and corresponding expense totalled \$163,365 (2016 - \$173,147).

Contributions are made by the Organization without any further obligation and the Organization recognizes these contributions only as they arise.

22. Budget information

The disclosed budget information has been approved by the Board of Directors of Tewatohnhi'saktha on April 22, 2016.

Tewatohnhi'saktha

Schedule 1 - Consolidated Schedule of Tangible Capital Assets
For the year ended March 31, 2017

	Land	Buildings	Office equipment	Furniture and fixtures	Computer hardware	2017	2016
Cost							
Balance, beginning of year	1,830,000	14,757,243	161,826	161,859	160,139	17,071,067	16,962,547
Acquisition of tangible capital assets	-	109,000	-	-	-	109,000	108,520
Balance, end of year	1,830,000	14,866,243	161,826	161,859	160,139	17,180,067	17,071,067
Accumulated amortization							
Balance, beginning of year	-	5,815,054	128,671	147,860	146,241	6,237,826	5,748,456
Annual amortization	-	452,560	6,631	2,800	4,628	466,619	489,370
Balance, end of year	-	6,267,614	135,302	150,660	150,869	6,704,445	6,237,826
Net book value of tangible capital assets	1,830,000	8,598,629	26,524	11,199	9,270	10,475,622	10,833,241
2016 Net book value of tangible capital assets	1,830,000	8,942,189	33,155	13,999	13,898	10,833,241	

Tewatohnhi'saktha
Schedule 2 - Schedule of Consolidated Expenses by Object
For the year ended March 31, 2017

	<i>2017 Budget</i>	<i>2017</i>	<i>2016</i>
Consolidated expenses by object			
Acquisitions	4,450	-	-
Advertising	74,163	59,955	83,315
Amortization	-	466,619	489,370
Bad debts	-	37,398	824
Bank charges and interest	42,653	41,206	38,973
Board travel, training and honoraria	20,675	20,231	25,646
Business assistance	185,312	135,915	180,422
Computer expenses	60,120	54,165	93,278
Consulting	458,830	413,546	905,153
Employment and training costs	1,359,996	962,502	914,493
Fundraising	-	127,323	107,576
Grant disbursements	865,520	440,594	416,523
Insurance	32,445	28,165	28,905
Interest on long-term debt	86,249	82,541	95,201
Loan forgiveness	-	1,903	2,376
Meetings	17,036	13,952	17,247
Miscellaneous	87,938	47,036	44,247
Office supplies	75,148	65,937	47,520
Overhead costs and recoveries	169,519	(407,634)	(425,598)
Penalties	250,886	250,886	125,114
Permit fees	48,000	-	-
Professional fees	414,808	448,918	1,127,096
Rent	198,495	191,629	207,036
Repairs and maintenance	199,459	164,986	153,669
Salaries and benefits	3,066,608	2,831,858	3,026,963
Subcontracts	-	16,065	-
Land option payments	4,217	4,217	4,217
Telephone	99,885	44,069	36,210
Training	79,050	23,400	28,913
Travel	43,104	83,668	56,629
Utilities	198,771	191,563	217,157
Write down of capital assets	-	-	693,402
Write down of investment	-	366	-
	8,143,337	6,842,979	8,741,877

Tewatohnhi'saktha
Schedule 3 - Consolidated Schedule of Operations and Accumulated Surplus
For the year ended March 31, 2017

	Schedule #	Budget	INAC Revenue	Other Revenue	Deferred Revenue	Total Revenue	Total Expenses	Adjustments/Transfers From (To)	Current Surplus (Deficit)	Prior Year Surplus (Deficit)
Segment schedules										
Employment and Training	4	(381,691)	4,528	2,244,427	(246,239)	2,002,716	1,940,799	-	61,917	342,239
Business Services	5	(310,472)	899,380	543,419	(67,202)	1,375,597	1,397,390	-	(21,793)	(18,112)
Economic Development	6	(191,252)	102,762	2,356,568	(40,080)	2,419,250	2,935,158	(15,015,363)	(15,531,271)	(2,308,103)
Administrative Services	7	(182,775)	4,330	38,872	-	43,202	103,013	164,638	104,827	(284,756)
Capital	8	180,345	-	-	-	-	466,619	290,837	(175,782)	(623,746)
Surplus (Deficit)		(885,846)	1,011,000	5,183,286	(353,521)	5,840,765	6,842,979	(14,559,888)	(15,582,102)	(2,892,478)
Accumulated surplus, beginning of year									30,214,940	33,107,418
Accumulated surplus, end of year									14,632,838	30,214,940

Tewatohnni'saktha
Employment and Training

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

For the year ended March 31, 2017

	2017 Budget	2017 (Unaudited)	2016 (Unaudited)
Revenue			
Indigenous and Northern Affairs Canada	4,950	4,528	4,616
Employment and Social Development Canada	-	19,297	373,914
First Nations Human Resources Development Commission of Quebec	2,085,233	2,186,079	1,667,164
Kahnawake Education Centre	53,600	52,124	57,755
Other revenue	-	2,408	472
Deferred revenue - prior year	-	-	70,292
Recovery of prior year's funding	-	-	39,197
Repayment of government funding	-	(15,481)	(79,136)
Deferred revenue - current year	-	(246,239)	-
	2,143,783	2,002,716	2,134,274
Expenses			
Allowances	704,942	425,508	375,979
Dependent care	15,200	2,891	1,385
Employee benefits	92,330	89,302	89,442
Miscellaneous	3,500	1,813	(45)
Office supplies	11,169	11,694	9,216
Overhead costs and recoveries	-	-	(75,000)
Professional services	551,085	472,341	476,639
Salaries	1,175,648	848,099	814,764
Training	77,600	50,068	51,274
Travel	18,000	39,083	15,381
Utilities	1,000	-	33,000
	2,650,474	1,940,799	1,792,035
Surplus before transfers	(506,691)	61,917	342,239
Transfers			
Transfers between programs	125,000	-	-
Surplus	(381,691)	61,917	342,239
Accumulated surplus (deficit), beginning of year	-	332,984	(9,255)
Accumulated surplus, end of year	(381,691)	394,901	332,984

Schedule 5 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus*For the year ended March 31, 2017*

	2017 Budget	2017 (Unaudited)	2016 (Unaudited)
Revenue			
Indigenous and Northern Affairs Canada	899,198	899,380	994,715
National Aboriginal Capital Corporations Association	550,000	565,442	-
Secrétariat aux Affaires Autochtones	-	-	26,815
Other revenue	8,364	13,699	13,713
Investment income	21,481	-	28,439
Interest income	52,190	60,435	63,546
Deferred revenue - prior year	-	278,020	974,049
Deferred revenue - current year	-	(345,222)	(278,020)
Repayment of government funding	-	(96,157)	(407,884)
	1,531,233	1,375,597	1,415,373
Expenses			
Advertising	10,000	10,503	25,721
Bad debts	-	37,398	824
Bank charges and interest	212	126	169
Board travel, training and honoraria	3,150	-	-
Business assistance	183,912	135,915	178,617
Computer expenses	2,395	2,485	2,851
Consulting	500	1,475	20,907
Employee benefits	82,411	61,612	62,236
Grant disbursements	865,520	440,594	416,523
Insurance	300	268	269
Loan forgiveness	-	1,903	2,376
Meeting	2,454	1,414	775
Miscellaneous	3,250	3,426	4,102
Office supplies and expenses	5,006	2,175	8,138
Overhead costs and recoveries	181,020	174,570	186,778
Professional fees	32,528	41,771	31,279
Repairs and maintenance	2,229	94	1,798
Salaries	434,539	466,244	470,483
Telephone	3,579	3,423	4,397
Training	16,400	1,782	2,649
Travel	8,800	7,909	10,558
Utilities	3,500	2,303	2,035
	1,841,705	1,397,390	1,433,485
Deficit	(310,472)	(21,793)	(18,112)
Accumulated surplus, beginning of year	-	2,170,726	2,188,838
Accumulated surplus, end of year	(310,472)	2,148,933	2,170,726

Tewatohnhi'saktha
Economic Development

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

For the year ended March 31, 2017

	2017 <i>Budget</i>	2017	2016
Revenue			
Indigenous and Northern Affairs Canada	7,872	102,762	13,020
Province of Quebec	-	137,750	-
Other revenue	1,700,000	128,870	103,424
Kahnawà:ke Shakotia'Takehnhas Community Services	50,000	50,000	56,949
First Nations of Quebec and Labrador Health and Social Services Commission	-	-	73,828
Rental income	1,705,220	1,875,530	1,770,630
Interest income	11,930	28,328	29,739
Deferred revenue - prior year	-	-	94,174
Secrétariat à l'action communautaire autonome et aux initiatives sociales	-	103,792	-
Mohawk Council of Kahnawà:ke	-	14,250	-
Distribution revenue	19,987	19,840	-
Deferred revenue - current year	-	(40,080)	-
	3,495,009	2,421,042	2,141,764
Expenses			
Acquisitions	4,450	-	-
Advertising	12,960	14,298	7,000
Bank charges and interest	31,648	32,666	28,262
Board travel, training and honoraria	13,900	18,156	22,446
Business assistance	1,400	-	1,805
Computer expenses	6,325	1,880	9,398
Consulting	442,818	372,392	875,450
Employee benefits	119,411	98,789	118,145
Fundraising	-	127,323	107,576
Insurance	27,753	26,212	26,944
Interest on long-term debt	86,249	82,541	95,201
Land option payments	4,217	4,217	4,217
Meeting	13,662	11,426	15,265
Miscellaneous	17,058	26,242	20,139
Office supplies and expenses	23,376	36,013	13,264
Overhead costs and recoveries	771,020	319,784	479,363
Penalties	250,886	250,886	125,114
Permit fees	48,000	-	-
Professional fees	369,880	333,233	934,396
Rent	25,515	15,675	33,388
Repairs and maintenance	194,302	144,661	148,207
Salaries	637,085	741,854	688,468
Subcontracts	-	16,065	-
Telephone	84,491	24,745	19,487
Training	31,600	12,046	15,098
Travel	8,327	34,428	28,508
Utilities	194,271	189,260	182,122
Write down of investment	-	366	-
	3,420,604	2,935,158	3,999,263
Deficit before other items	74,405	(514,116)	(1,857,499)

**Tewatohnni'saktha
Administrative Services**

Schedule 7 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus
For the year ended March 31, 2017

	<i>2017 Budget</i>	<i>2017</i>	<i>2016</i>
Revenue			
Indigenous and Northern Affairs Canada	4,415	4,330	4,415
Province of Quebec	-	5,191	-
Other revenue	-	-	(5)
Rental income	22,860	22,929	46,898
Interest income	20,504	10,727	17,188
Kahnawà:ke Education Centre	-	25	1,000
	47,779	43,202	69,496
Expenses			
Advertising	51,203	35,154	50,594
Bank charges and interest	10,793	8,414	10,542
Board travel, training and honoraria	3,625	2,075	3,200
Computer expenses	51,400	49,800	81,029
Consulting	15,512	39,679	8,796
Employee benefits	101,588	82,457	98,124
Insurance	4,392	1,685	1,692
Meeting	920	1,112	1,207
Miscellaneous	64,130	15,555	20,051
Office supplies and expenses	46,766	27,749	26,118
Overhead costs and recoveries	(782,521)	(901,988)	(1,016,739)
Professional fees	12,400	73,914	161,421
Rent	172,980	175,954	173,648
Repairs and maintenance	2,928	20,231	3,664
Salaries	423,596	443,501	685,301
Telephone	11,815	15,901	12,326
Training	31,050	9,572	11,166
Travel	7,977	2,248	2,182
	230,554	103,013	334,322
Deficit before transfers	(182,775)	(59,811)	(264,826)
Transfers			
Transfer to capital asset fund	-	-	(19,930)
Transfers between programs	-	164,638	-
Deficit	(182,775)	104,827	(284,756)
Accumulated surplus (deficit), beginning of year	-	(104,827)	179,929
Accumulated surplus (deficit), end of year	(182,775)	-	(104,827)

Schedule 8 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus*For the year ended March 31, 2017*

	<i>2017 Budget</i>	<i>2017</i>	<i>2016</i>
Expenses			
Amortization	-	466,619	489,370
Write down of capital assets	-	-	693,402
Deficit before transfers	-	(466,619)	(1,182,772)
Transfers between programs			
Transfer to capital asset fund	-	109,000	108,520
Transfer principal payment of mortgages	180,345	181,837	450,506
	180,345	290,837	559,026
Deficit	180,345	(175,782)	(623,746)
Accumulated surplus, beginning of year	-	8,605,528	9,229,274
Accumulated surplus, end of year	180,345	8,429,746	8,605,528

MOHAWK INTERNET TECHNOLOGIES

BALANCE SHEET

(in thousands of dollars)

AS AT MARCH 31	2017	2016
(In Canadian Dollars)		
ASSETS		
Current		
Cash	\$ 711	\$ 409
Accounts receivable (Note 2)	54	185
Prepaid expenses and deposits	159	124
	924	718
Capital assets (Note 3)	1,239	2,089
	\$ 2,163	\$ 2,807
LIABILITIES AND EQUITY		
Current		
Accounts payable and accrued liabilities	\$ 676	\$ 624
Current portion of loans payable (Note 4)	419	1,037
	1,095	1,661
Loans payable (Note 4)	834	968
	1,929	2,629
Equity	234	178
	\$ 2,163	\$ 2,807

OUR TEAM

Board of Directors

Dwayne Kirby, Chairperson
Greg Horn, Vice Chairperson Secretary/Treasurer
Jack Leclaire, Member
Charles Barnett, Member
David Montour, Member
Virginia Standup, Member
Frankie McComber, Member

Office of the CEO

Kyle Delisle, Chief Executive Officer (CEO)
John Bud Morris, Special Advisor to the CEO
Marissa Leblanc, Executive Assistant/Office Manager

Employment & Training

Steven Horne, Director
Sandra Jacco, Administrative Clerk
Coreen Delormier, Workforce Development Officer
Gene Montour, Employment & Training Counselor (retiring March 31, 2017)
Onawa K. Jacobs, Employment & Training Counselor
Angie Marquis, Employment & Training Counselor/
Youth Programs Coordinator
Kara Paul, Career Programming Coordinator
Nadine Montour, Employment & Training Counselor

Organizational Services

Nancy Stacey, Director of Human Resources
Stephanie Diabo, Executive Assistant
Lisa Lahache, PR/Communications Officer (Maternity Leave)

Allison Jacobs, Interim PR/Communications Officer
Aidan Alfred, IT Technician
Cathy Diabo, Accounting Manager
Wahsontaha:wi Stacey, Financial Clerk (Maternity Leave)
Charles Taylor, Interim Financial Clerk
Kanenhotie Picard, Receptionist/Secretary

Business Services

Barbara McComber, Director
Daryl Leclaire, Business Services Officer – Heads Up Coordinator
Tammy Delaronde, Business Services Officer/ Facilities Manager
Kristy Kennedy, Business Services/Loans Assistant
Kimberly Cross, Tourism Development Agent
Ron Murray, Project Development Officer

Building Maintenance

Marvin McComber, Building Maintenance Supervisor
Michael Quinones, Building Maintenance Superintendent

Security – Kahnawà:ke Office Complex

Travis Rice, Security Supervisor
Frank Zacharie, Security Guard
Wayne Rice, Security Guard
Wilbert Standup, Security Guard
Rickey Rice, Security Guard

*Tewatohnni'saktha's Team also includes a number of on-call employees who offer support to the organization

Annual Report 2016 - 2017

The information contained herein captures
Tewatohnni'saktha's activities from
April 1, 2016 to March 31, 2017



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 Tewatohnni'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

Photos/Success Stories

Jordan Standup

Graphic Design

Cheryl Delaronde

Printing

Impression Expo

Cover Photo

Allison Lahache

DISCLAIMER ~ Tewatohnni'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, Tewatohnni'saktha does not guarantee the appropriateness, accuracy, usefulness or any other matter whatsoever regarding this information.