

20TH ANNUAL REPORT
April 1, 2019 to March 31, 2020



CONTINUING OUR SUPPORT OF A STRONG ECONOMY & INCREASED COMMUNITY SELF-SUFFICIENCY





PHOTO: KANIEN'KEHÁ:KA ONKWAWÉN:NA RAOTITÍOHKWA CULTURAL CENTER

Mandate

Tewatohnhi'saktha was established so Kahnawakero:non could benefit from greater job and wealth creation and increased community self-sufficiency. The organization was conceived and empowered to identify, research, establish and manage economic development opportunities that reflect the needs, traditions, language, values and priorities of Kahnawakero:non.

Tewatohnhi'saktha would also facilitate and assist other economic development initiatives that would be beneficial to Kahnawakero:non, both within the Mohawk Territory of Kahnawà:ke and elsewhere. Financial resources raised by Tewatohnhi'saktha would serve as an important instrument for owners of viable businesses to access capital. Such capital would service community and business needs and offer viable businesses assistance in their critical stages of growth.

Additionally, Tewatohnhi'saktha would initiate community-scale development projects, but in consultation with the community.

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PHOTO: KANIEN'KEHÁ:KA ONKWAWÉN:NA RAOTITIÓHKWA CULTURAL CENTER

Tewatohnhi'saktha Historical Summary

In the late 1800s, Kahnawà'kehró:non began concentrating in the construction industry, specializing in high pay 'high steel', rebuffing attempts by the Canadian government to promote an agriculture based economy. The construction industry served Kahnawà'kehró:non well for over 100 years and continues to be a significant source of income for individuals and the community.

However, the recession of 1982 convinced many that Kahnawà:ke needed to diversify. As a result, Kahnawà'kehró:non began exercising economic rights to free trade which became a sour point in Kanién'kehá:ka relations with provincial and federal governments.

Eventually, positions taken by the federal government with respect to their fiduciary obligations had reawakened the Kahnawà'kehró:non drive for self-reliance.

In an effort to restore economic self-sufficiency, Kahnawà'kehró:non created Tewatohnhi'saktha (Kahnawà:ke Economic Development Commission) with the intent to overcome barriers traditionally faced by Indian communities, giving it the freedom and mandate to generate wealth and employment for the community.

Tewatohnhi'saktha brought together five separate entities that were operating without a common strategy:

- Kahnawà:ke Economic Development Authority
- Kahnawà:ke Jobs Education Training Association
- Kahnawà:ke Youth Business Fund
- Kahnawà:ke Loan Guarantee Fund
- Tourism & Project Development

The intent of integrating services and expertise was to simplify access,

Tewatohnhi'saktha, which loosely translates to 'collectively finding ways to support ourselves by maintaining a continuity of life for our families,' was created by legislation passed by the Mohawk Council of Kahnawà:ke on May 10, 1999, and came into effect on June 10, 1999.

streamline administration and to strategically coordinate resources through a single delivery mechanism.

Tewatohnhi'saktha became a new umbrella entity to promote economic development by delivering a wide-ranging package of human resource development, economic and business services, financial aid and access to capital, in a coordinated manner.

In the past, Kahnawà:ke relied on federal government and other funding agencies to obtain grants or loans for most business start ups, major projects and human resource development. The goal of Tewatohnhi'saktha was to provide the community with financial and business tools and human resources that would promote and enable self-reliance and develop a sustainable economic base that is not limited by outside decisions or criteria.



PHOTO: KANIEN'KEHÁ:KA ONKWAWÉN:NA RAOTITIÓHKWA CULTURAL CENTER

Kahnawà:ke ironworkers in the 1950s.

Message from the Chairperson Greg Horn



It is a great honour to report on the 20th anniversary of Tewaohnhi'saktha, Kahnawà:ke's Economic Development Commission. We are able to show positive results in this year's annual report as we outline our activities from April 1, 2019 to March 31, 2020.

Starting off in June 2019 we celebrated our 20th anniversary by hosting a barbecue and Open House for the community. More than 221 community members enjoyed a complimentary lunch and had the opportunity to tour the office with our dedicated employees. It was a great day for all involved.

As we look back 20 years, many may ask, "Why was Tewaohnhi'saktha created?" Tewaohnhi'saktha was created as a way to bring a variety of programs and services under one roof to maximize the efficiency and effectiveness of those programs and services to Kahnawà'kehrónon.

During the 20-year history of Tewaohnhi'saktha, our organization has lent its support to the local economy by being able to evolve our services to stay up with the economic reality of our community. Our community con-

tinues to flourish despite many challenges that we face - challenges that are similarly faced by other Indigenous communities. These challenges include a limited land base, as well as limits on the local infrastructure, a slow process to access capital for large-scale businesses, as well as well-defined and structured business regulations for our local business to work from.

These are not new challenges, but challenges that need support from our political leaders and partners. We see this often when large-scale projects are being worked on with outside investors feeling skeptical about investing in our community without any regulatory framework in some sectors.

Despite challenges, the Kahnawà:ke Sustainable Energies Wind Farm Project is just a few steps from becoming a reality. This project has taken years and gone through various obstacles and hurdles to get to where it is now. This project is expected to generate a financial benefit to the community.

The Board of Directors provides support to our Interim Chief Executive Officer, the Directors and their teams in order for our organization to provide the best possible services to you, the community, now and into the future. As we continue to evolve to meet the needs of the community, our focus is on Workforce Development,

Business Retention and Expansion, while we also support the community through various initiatives including Shop Kahnawà:ke, Kahnawà:ke Tourism and Kahnawà:ke Collective Impact.

The organization continues to be led by Barbara McComber, who has been acting in the role of Interim CEO since 2018. The Board is grateful and appreciative of the leadership, knowledge, experience and expertise that Barbara has provided to the organization through her tenure. I am happy to report that under her helm, the team has provided services to more than 450 clients, helping people with training, jobs, business advice and financing.

In closing, by the end of the period being reported on, we, as an organization and a community, entered one of the most challenging and difficult times of our lives. Throughout, our organization has been committed to providing the community with the same level of professional services, as we continue to adjust to the "new normal" we are experiencing because of the COVID-19 pandemic. We hope that you take the time to read the history of Tewaohnhi'saktha and our present-day results. I hope that you too can appreciate the hard work of our team at Tewaohnhi'saktha and celebrate their successes with us. Niawen'kó:wa



Message from the Interim CEO Barbara McComber

Celebrating 20 years with Tewa-tohnhisaktha has been an honor for me. The organization has been, and still is, instrumental in providing support to our community members to develop Kahnawà:ke's workforce and entrepreneurship.

Our Workforce Development programs and services have enabled community members the opportunity to acquire knowledge, skills and attitudes for gainful employment and have also provided assistance to employers to meet their demands for skilled labour.

Business Services' programs and services have provided community members, who have chosen entrepreneurship as a career path, access to much needed developmental loans, other financial non-repayable contributions, training, mentoring and any additional technical assistance needed to start-up and/or expand their business.

Whether it's providing allowances, a summer job program, tips on résumé writing, career counselling, providing assistance to develop a business plan, or set up books, Tewa-tohnhisaktha's dedi-



cated staff have been there to help community members achieve their personal goals. This is all in keeping with our vision of a self-sufficient community that fosters quality of life for Kahnawa'keh-ro:non and fosters economic growth that will benefit our community.

Our new mandate that came into effect on July 17, 2019 confirms that we are on the right track and Tewa-tohnhisaktha will continue to maintain responsibility and accountability for Workforce Development, Business

Retention & Expansion, Entrepreneurship and Business Services, Economic Development Marketing and Tourism and now Economic Policy Advisory.

Before year's end, the staff will have felt the effects of the global pandemic as our team was deployed to work from home as recommended by the Kahnawà:ke Covid-19 Task Force. Our IT staff and Office Manager ensured the timely and efficient setup for our staff to work remotely and continue to support and address any needs that may arise, so they can best serve our clientele.

As we adapted to our new reality, the team developed plans to serve our clients remotely. We maintained reception services from the onset to direct calls to the appropriate personnel by providing cellphone contact information and email addresses as well as ongoing public promotion.

This year has been challenging but also rewarding as our results will show. I am forever grateful for the hard work and dedication of our Board of Directors, management and staff.

Board of Directors



Greg Horn
Chairperson
Term Ends 2023
lori:wase



Heather Bauersfeld
Vice-Chairperson
Secretary/Treasurer
Appointed Member
Term Ends 2023



Charles (Chuck) Barnett
Member
Term Ends 2023
Dearhouse Farms



Thawennontie Thomas
Member
Term Ends 2021
ATD Manufacturing Tech



Mack Cal Kirby
Member
Term Ends 2021
Playground Poker



Peggy Mayo-Standup
Appointed Member
Term Ends 2023



Ron Abaira
Appointed Member
Term Ends 2023



John Bud Morris

President of Kahnawà:ke Sustainable Energies Inc

Following the announcement in 2018 of a partnership between Kahnawà:ke Sustainable Energies Inc (KSE) and Kruger Energy Inc for the development of the 24 MW Des Cultures wind energy project in Saint-Rémi and Saint-Michel, work commenced in earnest on finalizing our environmental impact study in 2018, and proceeding through the environmental assessment process mandated to the Bureau des au-

diences publiques du Québec (BAPE) in 2019-20. I am pleased to report that based on the BAPE information session and consultation period, and the positive reaction of the citizens in the area, no BAPE hearing was required to be held for the Des Cultures project as no citizen or group requested one.

This cleared the way for other milestones to be worked on and reached while Des Cultures awaited a decree in 2020-21 from the government of Quebec and Certificate of Authorization to proceed. A turbine supplier and contract had to be finalized as well as a contract to install the turbines. Financing also had to be secured as well as other authorizations from the CPTAQ and the municipalities. In addition, all previous contracts and arrangements for the previous location had to be closed out or amended, including those with Hydro-Québec Distribution, TransÉnergie and Enercon, the turbine supplier. All of these behind the scenes work were the focus of KSE and Des Cultures in 2019-20 with positive outcomes on all accounts arriving post year end. A description of the project and its current status can be found at its web site: <http://projeteoliendescultures.com>.

While this annual report has been delayed as a result of the COVID-19 pandemic, it also affords us the opportunity to offer you a glimpse of the final specifications for this \$85 million project: 24 MW installed nameplate capacity, produced through six Enercon E-138 turbines at 128 meters hub height with all steel towers located on private farm land leased to the project for that specific purpose.

The partnership with Kruger Energy has proven to be everything both parties had hoped for and we anticipate this will continue as the project progresses towards construction, scheduled for August 31, 2020, and commencement of power deliveries slated for late 2021. It is noteworthy that the relationship between Des Cultures and the town of Saint-Rémi/municipality of Saint-Michel, and by extension with its citizens, has also been very positive with St-Rémi inviting the participation of Kahnawà:ke in their annual Festival des cultures. It is possible that the Des Cultures project may not be the only initiative between the partners.

While it has been a long journey to realize KSE's vision of helping to balance the needs of the people and the needs of the planet, the effort was worth it as we see the project coming to fruition. Not only will this project allow for the displacement of carbon based energy production through increased exports of hydro sourced electricity, it will be a local source of carbon free energy for up to 25 years (the duration of the supply contract with Hydro-Québec is 20 years but the turbines are engineered to last for a minimum of 25 years) once production begins. It will generate revenues for Kahnawà:ke and its partner, the landowners where the project is located and the town of Saint-Rémi/municipality of Saint-Michel. That is the balance we have been working diligently to achieve and we are almost there!



135 CLIENTS SERVED!

**31 JOBS created from new business and expansions:
17 Full-Time & 14 Part-Time**

**TEWATOHNHI'SAKTHA BUSINESS LOAN FUND (TBLF)
\$238,638 in loans granted to 13 Businesses**

**BUSINESS ASSISTANCE FUND (BAF)
\$101,869 granted to 13 Businesses**

**MARKETING PROGRAM FUND (MPF)
\$81,072 in grants provided to 108 Businesses**

**PROFESSIONAL SERVICES FUND (PSF)
\$37,411 in grants to 58 Businesses**



Tammy Delaronde
Interim Director of Business Services

Tewatohnhi'saktha Business Loan Fund (TBLF) and Kahnawá:ke Youth Business Loan Fund (KYBF) have been in existence for over 20 years.

Again, in response to an identified need, the purpose and objective of TBLF was to act as a developmental lender to foster economic growth to benefit the community of Kahnawá:ke by offering easier access to capital. The KYBF targeted youth between the ages of 15 and 35 and provided a forgiveness of 25% upon timely repayment of the loan and no equity requirements.

The very first loan was granted on April 21, 1998, and the fund has provided \$4,330,556 in business loans to support the creation of new businesses and business expansions.

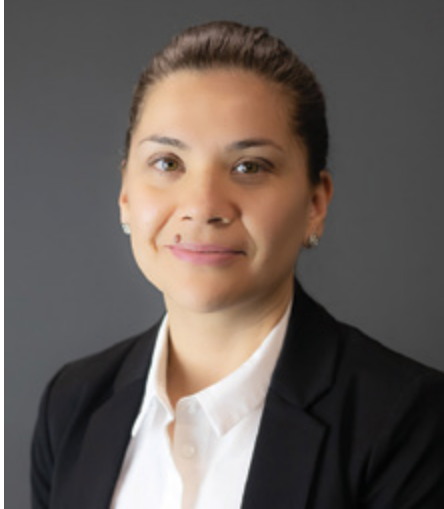
One program that is always in high demand is our Entrepreneurship Training Course. This course was first implemented in 1998 and since its inception, a total of 810 individuals have registered with 592 receiving their certificates of completion. Although not everyone may have opened a business, participants of the training course have acquired skills and knowledge that will surely be beneficial to them in future endeavors.

There are many businesses in our community that continue to thrive and have surpassed their 20th, 25th and 30th year anniversaries, such

as Village Variety, Kahkotsi:io Hair Salon, McComber Fishery and Tammy Beauvais Designs, to name just a few.



Teta Giasson, Turf Tamers.



Angie Marquis
Director of Workforce Development

The Workforce Development team began the 2019-2020 fiscal year with our annual Summer Student Employment Program. A total of 65 jobs were offered and we closed out the program spending \$211,532. Our complementary summer program for Kanien'kéha Ratiwennahní:rats students was again a success. By tapping into our Skills Link funds, the unique program provided summer employment that allows students to utilize our cultural teach-

ings and the Kanien'kéha language in a work setting during the summer months. In addition, we were happy to once again partner with MCK's Tsi Niionkwari-hò:ten Tsitewaháhará'n Language & Culture Center to provide \$100 graduation incentives to the 2019 Kanien'kéha Ratiwennahní:rats graduates.

With the growing need for our US workers to have the OSHA 30 Certification, we provided funding for 10 individuals to obtain the certification. Many of the them finding jobs upon completion of their training, confirms the success of this initiative.

In January of 2020 a second Rodbuster cohort began at the Centre du Formation Metier Aciers in D'anjou. In collaboration with the First Nations Regional Adult Education Center and the Kahnawà:ke Labour Office, our goal is to have all graduates working in the high demand field upon graduation. Tewatohnhi'skatha provides the tuition, allowances, travel and childcare for the students in this program.

By the end of the fiscal year we surpassed our target for individuals obtaining employment, with 98 Kahnawà:kehró:n finding jobs!



Kelsey Deer, Production Assistant, Sowilo.

2019/2020 KEY SUCCESS MEASURES (KSM)

98 Total KSMs

Tewatohnhi'saktha follows up with our clients for one full year upon completion of a training or service to ask if they were successful in finding employment or still need help finding work.

We had 98 individuals who got a job in 2019 these were community members who graduated with their DEP, obtained certification or a licence that Tewatohnhi'saktha invested in, and some who came in for résumé and interview help.

KSMs per Industry

Construction (Ironwork, carpentry, welders)	29
Manufacturing (Woodworker, printer, factory workers)	6
Public Administration (admin assistants, HR, facilitators, office workers etc.)	32
Health Field (PABs, LPNs, EMT, Home Care):	12
Education (teachers, teachers' assistants)	5
Auto Mechanics	1
Labourers (floor workers, landscapers)	5
Customer Service	7
Heavy Equipment Operators	1



Nancy Stacey
Director of Human Resources

OFFICE OF C.E.O.

Barbara McComber
Interim CEO

Bud Morris
Chief Operations Officer

BUSINESS SERVICES

Tammy Delaronde
Interim Director of Business Services

Daryl Leclaire
Business Services Officer/Heads Up Co-ordinator

Kristy Kennedy
Business Services/Loans Assistant

Coreen Delormier
Business Retention & Expansion Officer

Ron Murray
TBCF Project Development Officer

Allison Jacobs
Marketing & Tourism Manager

Kimberly Cross
Tourism Development Agent

Kim Delormier
Tourism Coordinator

Lacey Paul
Tourism Clerk

WORKFORCE DEVELOPMENT

Angie Marquis
Director of Workforce Development

Alana Kane
Program Manager

Nadine Montour
Senior Workforce Development Counselor

Roahtate Horn
Youth Engagement /Workforce Development Counselor

Emily Rice
Workforce Development Coordinator

Kara Paul
Workforce Development Coordinator

Sandra Jacco
Executive Assistant

Bradley Cross
Client Support Clerk

Keisha Goodleaf Delisle
ACE Program Manager

Jodi Ouimet
ACE Program Assistant/Facilitator

Charles Taylor
ACE Administrative & Financial Assistant

Cheryl Lahache
ACE Program Coordinator

Lou Ann Stacey
ACE Program Coordinator

ORGANIZATIONAL SERVICES

Nancy Stacey
Director of Human Resources

Takarihwaienhne Delaronde
Human Resources Assistant

Allison Jacobs
Interim PR/Communications Officer

Emmitt Hamelin
Junior Communications Officer

Aidan Alfred
IT Technician

Wahsontaha:wi Stacey
Accounting Manager

Robyn Robertson
Financial Clerk

Marissa Leblanc
Executive Assistant/Office Manager

Kanenhontie Picard
Receptionist

Marvin McComber
Building Maintenance Supervisor

Jordan Dupont
Building Maintenance

John Canoe
On-call Building Maintenance

Heath Latour
On-call Building Maintenance

Peter Phillips
On-call Building Maintenance



Keisha Goodleaf Delisle

ACE Program Manager

Since its inception in August 2017, the ACE program at Tewatohnhi'saktha has delivered services to 232 unemployed or under-employed participants, with the aim to enhance their employability, while testing the impact of innovative and collaborative solutions, which assist in addressing a wide range of socio-economic challenges within Kahnawà:ke.

Participants have the opportunity to build on the following skills: teamwork, communication, computer skills, and entrepreneurial skills. They also gain practical experience in group work, presentations, writing business plans, networking within the community, attending conferences, starting a social enterprise, and working at Tóta Ma's Café.

The majority of our ACE participants have either opened a business, returned to school, or have become employed after the program.

Among five adult cohorts and four summer cohorts since the start of the ACE program, we have reached 144 participants between the ages of 14 and 54 years.

"I work better with others, gained work experience and focus on my goals. Amazing experience overall."

ACE Participant

"I feel I learned a lot about how to run a business and what goes into opening one. Also, feel I learned a lot about working in a team setting." ACE Participant



"I have the ability to be a leader and to speak well in front of an audience. It helped rid myself of many of those fears I once held when dealing with people, and also helped ease my social anxiety."

ACE Participant

NEW JOBS CREATED BY BUSINESS STARTUP & EXPANSIONS

TARGET: 27 JOBS

31 JOBS CREATED
17 FULL-TIME 14 PART-TIME

**CLIENTS ATTAINING
UNSUBSIDIZED JOBS**
26% OF TOTAL CLIENTS SERVED
98 of 376 CLIENTS

BUSINESS SERVICES
CLIENT SERVICE SATISFACTION LEVELS
**86% STRONGLY AGREE/
AGREE**

WORKFORCE DEVELOPMENT
**CLIENT SATISFACTION WITH ACADEMIC/
VOCATIONAL & JOB SEARCH COUNSELLING**
**97.6% STRONGLY AGREE/
AGREE**

SURVEY RESULTS

Allison Jacobs

Interim PR/Communications Officer

Tewatohnhi'saktha conducts surveys at the end of each fiscal year to gauge your feedback on our programs and services.

In February 2020, independent consultants Charleen Schurman and Maris Jacobs of PlanIT Consulting & Communications gathered information from the general public and from a representative portion of total clients of Business Services. Workforce Development conducts in-house surveys of 100% of their clients following services that were obtained throughout the year.

We are happy to share the results of these surveys with you. Our Team will be implementing plans in the new fiscal year to improve our services based on results of the survey, community comments and consultant recommendations. Copies of the surveys can be found on our website at tewa.ca

CLIENT SATISFACTION

"TEWATOHNNHI'SAKTHA PLAYS A
POSITIVE ROLE IN THE COMMUNITY"

87%
STRONGLY AGREE/AGREE

"TEWATOHNNHI'SAKTHA CAN BE TRUSTED TO WORK IN
THE BEST ECONOMIC INTEREST OF THE KAHNAWA:KE PEOPLE"

73% STRONGLY AGREE/AGREE

CLIENT SUCCESS STORIES



Russell Delaronde, on the job at Dearhouse Farms.

RUSSELL DELARONDE

Russell Delaronde has one impressive list of academic accomplishments. After graduating from Kahnawà:ke Survival School, he completed one year of Social Sciences at the Kiuna Institution in Odanak. Delaronde then graduated from the Kanien'kèha Ratiwennahní:rats Mohawk Immersion; a two-year program.

Delaronde also graduated from the Auto Mechanics Program at the Nova Career Centre. He was then hired to work at Dearhouse Farms this past summer as part of Tewatohnhi'saktha's Transitions Program. "I put my schooling to use there and learned a lot in the process," Delaronde said.

Now, he is the Greenhouse Facilitator at Karonhianonhnha School where he has been working since October.

"I enjoy a lot of things about my job, but being able to share my knowledge with children, about knowing where their food comes from and being able to grow and forage your own food, is probably the most rewarding," Delaronde said. "The natural world is the best tool for teaching children and helps them gain a bigger appreciation for food and nature in general."

Delaronde said, "Tewatohnhi'saktha helped me get my foot in the door in a big way, working at Dearhouse Farms, exposed to the natural world every day for the whole summer. Who knows how much longer it would have taken me to rekindle a passion I knew I had for a long time," he said.

Delaronde offered his thanks to Nadine Montour of Tewatohnhi'saktha. "She was the first person to sit with me and help me to really think about which

direction I wanted to go in and really pushed me to go with my passions," he said.

He also thanked Chuck Barnett of Dearhouse Farms, "A man without whom I would not have had the opportunity to learn and grow, not only my knowledge, but as a person who became more and more aware of what direction I wanted to go in as the summer went on," Delaronde said.

He recommends Tewatohnhi'saktha's services to anyone who is struggling to find a direction in their working life. "If you don't know what direction you're going in, speak to someone. If you're honest with yourself I guarantee they'll be there to maybe get your foot in the door, too" Delaronde concluded.

JAMIE GOODLEAF

Kahnawà:ke's Jamie Goodleaf successfully completed a year-long Graphic Design and Printing course at Rosemont Technology Centre in 2018.

"I've been working at In Print in Saint-Henri since last September," Goodleaf proudly reported. "I have had many job titles here at In Print, such as boxer, screen washer, screen press operator and now DTG operator," he explained. "The thing I like most about my job is the good work atmosphere and being able to see all different types of art work," he said.

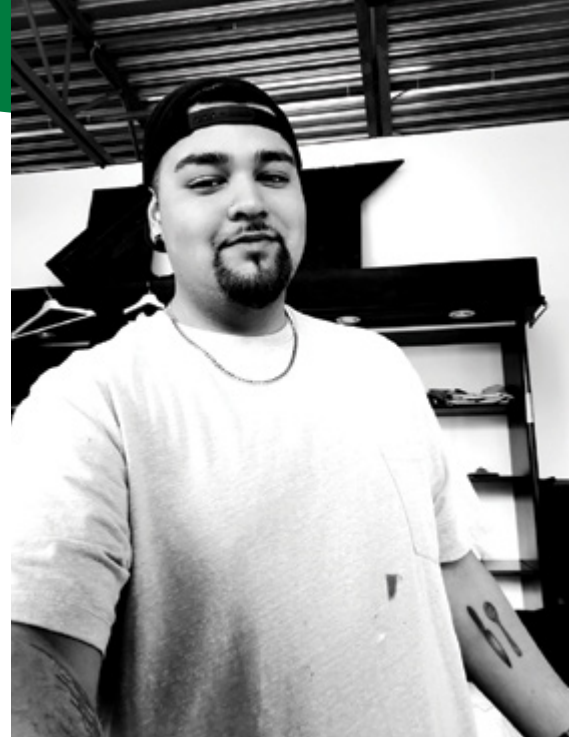
The young entrepreneur is also the owner of a fledgling business. "In the next five years, hopefully, I'll be excelling in my own business, Goodleaf Graphics, and hopefully be closer to being an independent business," Goodleaf said.

Goodleaf sold many of his popular items, including shirts and sweaters, at the inaugural edition of Kahnawà:ke Comicon in February.

Like many other local students and business owners, Goodleaf said he re-

ceived plenty of aid from Tewatohnhi'saktha and recently participated in the popular Transitions Program. "Emily Rice, Workforce Development Coordinator, really stepped up and helped me with the whole Transition Program. Without her I would not be where I am today and I would not have the drive I do today," Goodleaf asserted. "I would recommend Emily to everyone who is thinking about doing the Transitions Program for their trade of choice."

With his focus on his current job and Goodleaf Graphics, he said he's comfortable where he is at the moment, but more schooling in the future isn't out of the question. "I think as far as school goes there is definitely more to learn, but as of right now I'm happy where I am," Goodleaf noted. "I would also like to add that the job I have right now at In Print in Saint-Henri is the best job I've ever had," he said. "My employer Alex Chavel is by far the best boss I've ever had and I would recommend this place to any First Nations people seeking employment who's had training in this field."



As for his own business, Goodleaf Graphics, the young artist said 'right now it's pretty much just me.' "I design graphic art for people and small businesses as well. I am trying to make my own brand," Goodleaf said. "Also, if I do get big enough to have my own business, I would like to hire as many First Nations people as possible."

Jamie can be contacted for business on Facebook at: Jamie Skoden Goodleaf. You can also visit his Instagram page: @goodleafgraphics.

COUGAR KIRBY

Cougar Kirby is currently in his final year at McGill University completing a major in sociology as well as a double minor in Indigenous Studies and Anthropology. Cougar started his post-secondary studies at University of Albany and later transferred to McGill in Fall 2018. He chose to pursue this path in research because of the opportunity for youth engagement in the community.

Cougar hopes to learn our language after completing his Bachelor's degree, so that he can raise his daughter in a Kanien'kéha speaking household.

He also hopes to complete a Master's degree in Social Work or First Peoples Studies. Cougar would like to make a change with the youth in the community and to help expand their horizons with opportunities around Turtle Island, such as in language and culture, sports, and education.

Cougar is participating in the Mentor a Student Intern Program, which has allowed him to see career paths in his field of study and helped to clear a path to where education can lead him.

The Tewatohni'saktha program has also been a great way to have part-time work, to help him support his family while staying in school.



CLIENT SUCCESS STORIES

KIDZ-R-US PLAYZONE

Kidz-R-Us Playzone is a family fun center owned by Crystal McKenzie-Deer and Jay Deer, located on route 138 next to Wolfco. The business opened April 28, 2019, and despite their primary target being children ages 0-12, Kidz-R-Us boosts something for all ages.

“Our toddler area is set up for kids who are brand new to crawling, walking and climbing. Most kids over the age of

one can’t wait to get on our giant climbing structure with slides and obstacles throughout. Every age can enjoy our redemption arcades and cash in their tickets for fun prizes. We have three rooms and offer a variety of party packages,” said McKenzie-Deer.

Starting with three employees less than a year ago, the business has grown and now has seven employees. Kidz-R-Us has been very well received, not only by Kahnawà:ke, but also by families from surrounding communities.

“Tewatohnni’saktha has really helped with start-up and advertising costs. We attended the Business Workshop series which was loaded with helpful information,” McKenzie-Deer said, adding, “Through the summer student employment program (KSEEP) we found two fantastic, reliable employees who we

could not have afforded without Tewatohnni’saktha’s financial aid.”

McKenzie-Deer highly recommends Tewatohnni’saktha services to businesses and entrepreneurs in the community. Kidz-R-Us is also a Shop Kahnawà:ke participant.

When asked about future plans, McKenzie-Deer said, “We hope to add to our arcades so we can appeal to older children, preteens and teens,” adding, “We have a large vacant “bonus” room that is going to be developed with another type of activity.”

McKenzie-Deer shared one last message, “We are grateful to our amazing customers and their continued support and praise. We are lucky to see families enjoying themselves and spending quality time at Kidz-R-Us Playzone, it validates our entire business plan. Thank you!”

Kidz-R-Us Playzone can be reached by phone at 450-633-1111, by email at info@kidzrusplayzone.ca, and on Facebook. Check out their website at kidzrusplayzone.ca.



REDWIRE COMPUTERS

RedWire Computers has grown exponentially over the last several years. The successful business is owned by Kye Stalk and Steve Di Raddo.

Stalk originally opened RedWire from his home back in 2014. He continued operating the business from his home until April 2017 when he entered a partnership with Di Raddo. Shortly after, the two registered the business and opened a store, which is now located in the Deer Crossing Mall on Highway 138

at the foot of the Mercier Bridge. “We mainly install and service security camera systems for homes and businesses. We also repair all manners of computers and electronics,” Stalk explained

In addition to the two owners, RedWire also employs one or two part-time employees to help out around the shop, depending on the season.

“Tewatohnni’saktha has provided us with the financing necessary to expand our business, from two guys working out of a tiny unit without personal vehicles, to a team working out of a well-equipped shop with a logo-wrapped work truck,”

Stalk said. “We continue to make use of our annual advertising allotment for window stickers, company shirts and the occasional advertising campaign.”

Stalk said he would gladly recommend Tewatohnni’saktha to other local entrepreneurs.

“Absolutely, they’ve been incredibly helpful and informative and really make you feel their top priority is helping you succeed,” he said. Stalk was also pleased to report that RedWire receives great feedback from customers.

“We’ve worked very hard and built an excellent reputation for quality and

MONSON BLOCK

Monson Block Custom Printing offers a variety of services, and owner Carla Monson talked about how she got where she is today.

"I opened my business in my home in 2016 doing income taxes and gas taxes while raising my two babies who were one and two years old at the time," Monson explained. "Eventually, I purchased a small cutting machine; I then began making my family and friends custom clothing or gifts for events and my second business was born."

The need for a new location arose in November 2018. "I reached a rise in production and had space issues as it was just still in my home and I just had my fourth child," she said. Monson began renting the former Shayne's Place location. "My clientele began to stop in to make orders since there wasn't any such company in Kahnawà:ke for many years," she said.

Monson recently began making ironworker themed shirts. "Ironworking is a big part of my life, my father, Larry Monson, who was an ironworker, passed away suddenly on November 7, 2007," she said.



Carla Monson at work in her very popular print shop.

Monson's goal is to expand her business in memory of her late father. Monson Block has been located at the old Kahnawà:ke Learning Center building on River Road since November 2019.

The business offers e-filing of income taxes, gas taxes, as well as custom and promotional items, which includes just about anything you can think of. "I have a DEP in Secretarial Studies, so I've always liked to use the computer creatively and using my skills and abilities to benefit my community," she said. "We shouldn't have to go outside of Kahnawà:ke to have these services. I've been establishing contacts with our brother and sister reserves and nations, they like that it is Mohawk made and operated."

On how Tewatohnhi'saktha has helped, Monson said, "Daryl Leclair is my go-to person. He's helped me very much from the start. I began taking the Entrepreneurship Training in 2017 at night during tax season, then I wrote a business plan required in seeking a loan or grants."

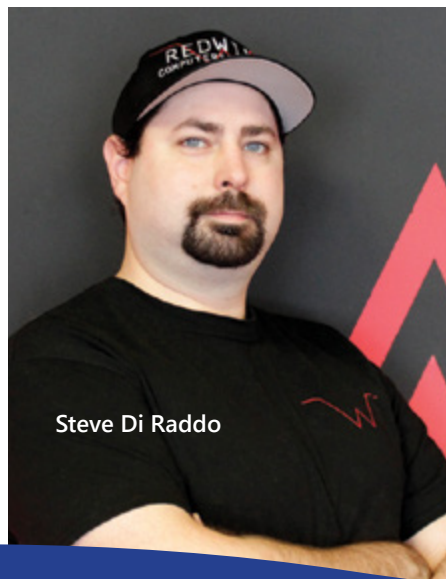
She continued, "I'm very privileged to give employment opportunities to youth seeking creative jobs, utilizing Tewatohnhi'saktha's programs to provide such employment."

"My clients are very grateful to have these services in Kahnawà:ke," said Monson, and promised there is much more to come in 2020. For more information about Monson Block check out their Facebook page, call 514-701-4077 or email monson1217@icloud.com.

service, and frequently get new clients just through word of mouth," he said. "Our existing clients often come back with a variety of questions and requests, because they are that confident in our skills and attention to detail."

The sky is the limit for RedWire.

"The future of our business will involve expanding our team to better serve our customers, as well as expanding our available services to include home-and-business alarm systems, software and web development, and fabrication," Stalk said.



Steve Di Raddo



Kye Stalk



MOHAWK MADE

Victoria McComber

"Shop Kahnawà:ke has made our business more visible in the community and letting others know we are here. We have had multiple customers come in and say they heard us on the Shop Kahnawake Facebook Page. We are glad to be a part of it!"

SUNNY-SIDE DINER

Jessie Lahache

"Shop Kahnawà:ke helped promote our business and has definitely brought in more customers"



VILLAGE VARIETY

Elna Stacey

"It has definitely helped bring in more customers. I've been offering my customers the option to use the Shop Kahnawà:ke certificates since its inception. It has always worked smoothly for me and my customers"



CRYSTAL CONNECTIONS

Arlie Goodleaf

"I love being part of the Shop Kahnawà:ke promotion. Not only does it strengthen our community's economy but I've gained several customers through this initiative. The advertising really helps."



EPICURE

Ihosenntonion Rose Lahache

The Shop Kahnawà:ke Facebook page has not only helped my business grow, it also helped spread the good food movement by providing healthy, simple to make meals for all Kahnawakehro:non"



TRADITIONS

Margaret Standup

"By Shop Kahnawà:ke sharing our posts and promotions, we've seen a noticeable difference in our growth. It helps to spread our message to different audiences and outside of the ones we usually reach".



KATERI PHARMACY

Fadi Chamoun

"Shop Kahnawà:ke has helped our business tremendously, especially during the pandemic. As a clear mode of communication between us and the immediate community, it helped our customers be aware of procedures and protocols for picking up medication and products. We truly appreciate it!"



JACOBS HARDWARE

Cynthia Jacobs

"I find that the posting on the Shop Kahnawà:ke page has helped us bring in new people. Customers have come in and said they saw us on the page and asked about the Shop Kahnawà:ke business certificates".



Kimberly Cross-Zacharie Tourism Development Agent

Kahnawà:ke Tourism offered many activities and tours this year, receiving 1301 visitors to the Welcome Center. A total of 308 visitors booked guided tours, resulting in \$7,749 in revenues, which were dispersed within the community to tour guides, KOR, Saint Kateri Shrine, artists doing craft workshops, bus rentals, and catering for the delicious meals our local chefs put together for visitors to experience traditional cuisine.

In the past seven years, the majority of tourists and passers-by to the Welcome Center are looking to spend their tourist dollars at a local restaurant that serves Indigenous cuisine. Many of our local restaurants offer daily specials that vary weekly, however, to meet visitor demand, there is a need for regular menu offerings in this niche market. When I travel, asking locals where to eat their 'real food' is the first thing I do! We hope in future that our local entrepreneurs add Indigenous cuisine to their regular menus to meet this high demand.

Food was one of the reasons we added food festivals to annual events

that we organize. The Maple, Strawberry and Harvest food festivals are opportunities for businesses to offer specials which focus on the theme during the month of the festival. Restaurants have fun creating new culinary delights, and showcasing typical dishes as well. Artists add twists to the festivals by hosting paint nights or beading activities using templates such as strawberries, squash, harvests, maple trees, and more! Participating businesses receive free promotion through Kahnawà:ke Tourism in local media.

Corn Fest, a day-long event hosted by Kahnawà:ke Tourism and Maison Le-Pailleur in Châteauguay in September, was a great success! The site was the greenspace by the Golden Age Club, hosting 18 entrepreneurs who offered juices, coffee, desserts, sturgeon, burgers, barbeque, Mexican cuisine and crafts, Indian tacos, painting and cornhusk doll workshops, survival skills, Zumba, tree planting, country and rock 'n roll music, traditional dancers, leatherwork, jams, marinades and fresh eggs, handmade natural body care, décor, and handmade sterling silver and turquoise jewelry. That day welcomed approximately 190 visitors!



Kimberly Cross-Zacharie and Kaiewate Jacobs representing at the Fiesta des Cultures, St-Remi, August 2019.

Kahnawà:ke Tourism co-hosted the spring concert benefitting the Kahnawà:ke Education Center schools music programs. We also promoted Kahnawà:ke at the McGill PowWow, Montreal Children's Hospital Aboriginal Day, Kahnawà:ke Picnic in the Park, KWE! Meet with Indigenous Peoples of Quebec in Quebec City, Kahnawà:ke Echoes of a Proud Nation PowWow and the Fiesta des Cultures in St Remi.

TOTAL # VISITORS TO THE KAHNAWÀ:KE WELCOME CENTER

MONTH	YEAR 6 2019	YEAR 7 2020	YEARS 1-7
January	14	11	148
February	26	12	134
March	34	6 (closed)	247
April	96	0	451
May	85	0	622
June	153	0	1514
July	200	0	1805
August	162	0	1397
September	330	0	1498
October	168	0	687
November	27	0	233
December	6	0	53
TOTALS	1301	29	8789



Emmitt Hamelin and Kent Skye at Picnic in the Park, June 2019, giving away summer promotions and informing folks about Kahnawà:ke Tourism.

Tewatohnhi'saktha
Consolidated Financial Statements
March 31, 2020

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Management's Responsibility

To the Members and Board of Directors of Tewaohni'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.

MN 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 them; 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 John Bud Morris

Chief Operating Officer, or other senior officer

Independent Auditor's Report

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

Opinion

We have audited the consolidated financial statements of Tewatohnhi'saktha (the "Organization"), which comprise the consolidated statement of financial position as at March 31, 2020, and the consolidated statements of operations and accumulated surplus, changes in net financial assets and cash flows 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, 2020, 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.



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

July 8, 2020

MNP¹ SENCRL, 5r1

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



Tewatohnhi'saktha
Consolidated Statement of Financial Position
As at March 31, 2020

	2020	2019
Financial assets		
Cash and cash equivalents <i>(Note 4)</i>	4,442,439	3,844,398
Temporary investments <i>(Note 5)</i>	234,037	1,009,650
Accounts receivable <i>(Note 6)</i>	1,037,850	1,803,181
Portfolio investments <i>(Note 7)</i>	557	557
Investment in limited partnership <i>(Note 8)</i>	129,126	429
Loans receivable <i>(Note 9)</i>	621,482	545,609
Total financial assets	6,465,491	7,203,824
Liabilities		
Accounts payable and accrued liabilities <i>(Note 11)</i>	612,956	1,411,946
Deferred revenue <i>(Note 12)</i>	528,556	506,492
Promissory note payable <i>(Note 13)</i>	177,500	-
Long-term debt <i>(Note 14)</i>	1,329,592	1,664,508
Total liabilities	2,648,604	3,582,946
Net financial assets	3,816,887	3,620,878
Commitments and contingencies <i>(Note 15)</i>		
Non-financial assets		
Tangible capital assets <i>(Note 16) (Schedule 1)</i>	5,990,013	9,827,219
Prepaid expenses	3,178	71,824
Total non-financial assets	5,993,191	9,899,043
Accumulated surplus <i>(Note 18)</i>	9,810,078	13,519,921

Approved on behalf of the Board

E-SIGNED by Greg Horn Director

E-SIGNED by Heather Bauersfeld Director

E-SIGNED by Joseph T. Norton
Grand Chief

Tewatohnhi'saktha
Consolidated Statement of Operations and Accumulated Surplus
For the year ended March 31, 2020

	<i>Schedules</i>	<i>2020 Budget</i>	<i>2020</i>	<i>2019</i>
Revenue				
Indigenous Services Canada		935,282	942,917	955,441
Employment and Social Development Canada		428,537	426,345	389,340
Province of Quebec		-	361,029	1,422,755
National Aboriginal Capital Corporations Association		570,000	547,784	609,479
Rental income		1,158,168	1,109,374	1,946,754
First Nations Human Resources Development Commission of Quebec		2,022,699	2,031,408	1,955,218
Mohawk Council of Kahnawà:ke		-	656,205	586,635
Management fees		-	459,000	-
Consulting income		-	137,500	-
Other revenue		20,228	260,623	339,406
Interest income		61,355	78,254	87,246
Kahnawà:ke Education Centre		88,712	87,694	92,911
Secrétariat à l'action communautaire autonome et aux initiatives sociales		10,379	-	75,485
 Kahnawake Shakotiaa'Takehnhas Community Services		 50,000	 50,000	 50,000
Deferred revenue - prior year		137,616	506,492	569,982
Deferred revenue - current year		-	(528,556)	(506,492)
		5,482,976	7,126,069	8,574,160
Expenses				
Workforce Development	4	2,850,216	2,756,158	2,979,237
Business Services	5	1,619,289	1,433,342	1,578,636
Economic Development	6	2,746,832	2,476,653	2,832,789
Administrative Services	7	128,428	(32,284)	9,824
Capital	8	-	285,062	428,244
Total expenses (Schedule 2)		7,344,765	6,918,931	7,828,730
Surplus before other items		(1,861,789)	207,138	745,430
Other expenses				
Breakup fees and other related costs		-	-	(968,843)
Write off of development costs		-	-	(590,404)
Write off of tenant inducement		-	-	(80,361)
Exercise of loan guarantees		-	(3,401)	(74,381)
Loss from business partnership		-	(186,303)	-
		-	(189,704)	(1,713,989)
Surplus (deficit) before transfers		(1,861,789)	17,434	(968,559)
Transfer				
Transfer of office complex building (Note 22)		-	(3,727,277)	-
Deficit		(1,861,789)	(3,709,843)	(968,559)
Accumulated surplus, beginning of year		13,519,921	13,519,921	14,488,480
Accumulated surplus, end of year		11,658,132	9,810,078	13,519,921

Tewatohnhi'saktha
Consolidated Statement of Change in Net Financial Assets
For the year ended March 31, 2020

	<i>2020 Budget</i>	<i>2020</i>	<i>2019</i>
Annual deficit	(1,816,789)	(3,709,843)	(968,559)
Purchases of tangible capital assets	-	(175,133)	(56,663)
Amortization of tangible capital assets	-	285,062	428,244
Write off of development costs	-	-	590,404
Transfer of office complex building	-	3,727,277	-
	-	3,837,206	961,985
Use of prepaid expenses	-	68,646	28,105
Increase in net financial assets	(1,816,789)	196,009	21,531
Net financial assets, beginning of year	3,620,878	3,620,878	3,599,347
Net financial assets, end of year	1,804,089	3,816,887	3,620,878

Tewatohnhi'saktha
Consolidated Statement of Cash Flows
For the year ended March 31, 2020

	2020	2019
Cash provided by (used for) the following activities		
Operating activities		
Cash receipts from contributors	7,697,710	7,180,797
Interest income	78,254	87,246
Cash paid to suppliers	(3,724,052)	(4,200,640)
Cash paid to employees	(3,570,415)	(3,657,602)
Interest on long-term debt	(59,561)	(76,165)
	421,936	(666,364)
Financing activities		
Repayment of long-term debt	(334,916)	(193,344)
Capital activities		
Purchases of tangible capital assets	(175,133)	(56,663)
Investing activities		
Proceeds from temporary investments	775,613	986,581
Investment in shares	-	(930)
Investment in loans receivable	(238,638)	-
Proceeds from collection of loans receivable	149,179	111,339
	686,154	1,096,990
Increase in cash resources	598,041	180,619
Cash resources, beginning of year	3,844,398	3,663,779
Cash resources, end of year	4,442,439	3,844,398

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 event

During the year there was an outbreak of COVID-19 (Coronavirus), which has had a significant impact on businesses and organizations through the restrictions put in place by the Canadian, provincial and municipal governments regarding travel, business operations and isolation/quarantine measures.

At this time it is unknown what the extent of the impact of the COVID-19 outbreak may have on the Organization as this will depend on future developments that are highly uncertain and cannot be predicted with any degree of confidence. These uncertainties arise from the inability to predict the ultimate geographic spread of the disease, the duration of the outbreak, the nature and duration of travel restrictions, business closures or disruptions and quarantine measures that are currently, or may be put, into place by Federal, Provincial and local governments to combat the spread of the virus.

The Organization is providing significant support with respect to COVID-19 activities, and it is expected that this support will continue through the funding it has received from its partners, however, as the outbreak situation continues at the time of these financial statements, information on the costs and the support received cannot be reasonably estimated.

3. 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:

Reporting entity consolidated

The financial statements consolidate the financial activities of the Organization's wholly owned subsidiary.

The Organization has consolidated the assets, liabilities, revenue and expenses of the following entities:

- Kahnawake Sustainable Energies
- Tewatohnhi'saktha Business Loan Fund Ltd.

All inter-entity balances have been eliminated on consolidation.

Basis of presentation

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

Asset classification

Assets are classified as either financial or non-financial. Financial assets are assets that could be used to discharge existing liabilities or finance future operations. Non-financial assets are acquired, constructed or developed assets that do not normally provide resources to discharge existing liabilities but are employed to deliver government services, may be consumed in normal operations and are not for resale in the normal course of operations. Non-financial assets include rental properties, tangible capital assets and prepaid expenses.

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.

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

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.

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.

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

Long-lived assets

Long-lived assets consist of tangible capital assets and construction in progress of the Des Culture Renewable Energy, limited partnership wind energy project. 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.

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.

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

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).

4. Cash

Included in cash is \$409,273 (2019 - \$371,731) 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.

5. Temporary investments

Temporary investment bears interest at 0.50% per annum and matures May 2020. The market value of the investment at March 31, 2020 is \$234,037 (2019 - \$1,009,650). Included in temporary investments is \$234,037 (2019 - \$310,258) designated for loans to small businesses under the Business Loan Fund.

6. Accounts receivable

	2020	2019
Accounts receivable	936,658	1,735,111
Commodity tax receivable	90,112	56,856
Accrued interest	11,080	11,214
	1,037,850	1,803,181

Included in accounts receivable is \$609,025 (2019 - \$1,512,328) from Mohawk Council of Kahnawà:ke, \$Nil (2019 - \$92,611) from Kahnawà:ke Education Center and \$20,590 (2019 - \$Nil) from Des Cultures Renewable Energy, LP. These balances are subject to normal terms of trade.

7. Portfolio investments

	2020	2019
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 50.1% of the issued common shares of Des Cultures Renewable Energy Inc.	501	501
	557	557

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.

Tewatohnnhi'saktha
Notes to the Consolidated Financial Statements
For the year ended March 31, 2020

8. Investment in limited partnership

The Organization's investment in limited partnership consists of the following:

	<i>Investment cost</i>	<i>Cumulative share of earnings (loss)</i>	<i>Total investment</i>
Organization Business Partnerships – Modified Equity:			
Des Cultures Renewable Energy LP - 30%	315,429	(186,303)	129,126

Continued on next page

The Organization's investment in Des Cultures Renewable Energy, Limited Partnership was established for the purpose of building and operating a wind farm in St. Remi, Québec in partnership with Kruger Energy Inc (KEI).

Summary financial information for each Organization business partnership, accounted for using the modified equity method, for their respective year-end is as follows:

	<i>Des Cultures Renewable Energy LP As at March 31, 2020</i>
Assets	
Cash	87
Accounts receivable	1,440
Sales tax receivable	226,402
Work in progress	918,189
Promissory note	177,500
Total assets	1,323,618
Liabilities	
Accounts payable and accruals	26,388
Due to related parties	866,803
Total liabilities	893,191
Net assets	430,427
Total expenses	621,012
Net loss	(621,012)

9. Loans receivable

Loans receivable consist of the following:

	2020	2019
Small Business Loans		
Business Loan Fund	567,932	502,919
Youth Business Fund	53,550	42,690
	621,482	545,609

Tewatohnhi'saktha
Notes to the Consolidated Financial Statements
For the year ended March 31, 2020

9. Loans receivable *(Continued from previous page)*

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 7.95% (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.

10. 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.

11. Accounts payable and accrued liabilities

	2020	2019
Accounts payable and accruals	430,916	419,778
Salaries payable	164,356	264,209
Deductions at source	17,684	16,782
Accounts payable - Hydro-Québec TransÉnergie	-	636,796
Provision for loan guarantees - Caisse Populaire Kahnawà:ke	-	74,381
	612,956	1,411,946

12. 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	281,966	431,192	275,943	437,215
Skills Link Program	137,616	177,504	251,391	63,729
ACE	75,734	426,345	474,467	27,612
Economic Development Officer - Aboriginal Initiatives III	11,176	-	11,176	-
	506,492	1,035,041	1,012,977	528,556

Tewatohnhi'saktha
Notes to the Consolidated Financial Statements
For the year ended March 31, 2020

13. Promissory note payable

The promissory note payable to the limited partnership is unsecured, non-interest bearing and is due on demand.

14. Long-term debt

	2020	2019
Mortgage payable, interest bearing at 3.55% (2019 - 4.29%), repayable in blended monthly installments of \$14,592, with the balance subject to renewal in August 2020, secured by a trust agreement in the lender's favour on the Business Complex having a net book value of \$3,056,673	714,919	1,021,504
Mortgage payable, interest bearing at 4.60% (2019 - 4.65%), repayable in blended monthly installments of \$4,790 with the balance subject to renewal in December 2020, secured by a \$1,000,000 first rank immovable hypothec on the Commercial Complex having a net book value of \$917,006	614,673	643,004
	1,329,592	1,664,508

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:

2021	182,000
2022	189,000
2023	196,000
2024	203,000
2025	109,000

15. 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 \$156,000 (2019 - \$257,929) for aboriginal entrepreneurs under the loan guarantee program. As at March 31, 2020, the total guaranteed indebtedness amounted to \$156,000 (2019 - \$230,381).
- 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.
- 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 \$73,000 has been paid prior to March 31, 2020.
- f) The Company has entered into an agreement with the distributor of wind energy and has provided a \$480,000 letter of guarantee.

16. Tangible capital assets

The tangible capital assets reconciliation is included in Schedule 1.

Tewatohnhi'saktha
Notes to the Consolidated Financial Statements
For the year ended March 31, 2020

17. 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, 2020, no amount has been drawn.

18. Accumulated surplus

Accumulated surplus consists of the following:

	2020	2019
Externally Restricted Funds:		
Balance, beginning of year	2,221,642	2,594,587
Surplus (deficit)	64,196	(372,945)
	2,285,838	2,221,642
Internally Restricted Funds:		
Balance, beginning of year	3,135,568	3,552,945
Deficit	(271,749)	(417,377)
	2,863,819	3,135,568
Capital Fund:		
Balance, beginning of year	8,162,711	8,340,948
Purchases of tangible capital assets	175,133	56,663
Amortization	(285,062)	(428,244)
Principal repayments of long-term debt	334,916	193,344
Transfer of Office Complex Building	(3,727,277)	-
	4,660,421	8,162,711
	9,810,078	13,519,921

19. Restricted fund balances

Restricted fund balances consist of the following:

	2020	2019
Externally restricted funds		
Workforce Development	284,714	192,552
Business Loan Fund	2,001,124	2,029,090
	2,285,838	2,221,642
Internally restricted funds		
Operational Reserve	193,000	193,000
Economic Development Reserve	2,670,819	2,942,568
	2,863,819	3,135,568
	5,149,657	5,357,210

20. 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, Tewatohnni'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.

21. 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.

22. 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.

	2020	2019
Revenue received from Kahnawà:ke Education Centre	87,694	92,911
Revenue received from Kahnawà:ke Shakotia Takehnhas Community Services	50,000	50,000
Revenue received from Mohawk Council of Kahnawà:ke	1,244,720	713,785
Revenue received from Des Cultures Renewable Energy, LP	137,500	-
Expense paid to Kahnawà:ke Fire Brigade	12,000	-
Transfer of Kahnawà:ke Office Complex to Mohawk Council of Kahnawà:ke	3,727,277	-
Included in Accounts Payable:		
Kahnawà:ke Shakotia Takehnhas Community Services	12,067	-
Mohawk Council of Kahnawà:ke	161,961	36,265
Kahnawà:ke Fire Brigade	12,000	-
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.

Tewatohnhi'saktha
Notes to the Consolidated Financial Statements
For the year ended March 31, 2020

23. Government transfers

	<i>Operating transfers</i>	<i>Deferrals and repayments</i>	2020	2019
Federal government transfers				
Indigenous Services Canada	942,917	-	942,917	955,441
Employment and Social Development Canada	426,345	(48,122)	378,223	491,532
	1,369,262	(48,122)	1,321,140	1,446,973
Provincial government transfers				
Province of Quebec	361,029	-	361,029	1,422,755
Secrétariat à l'action communautaire autonome et aux initiatives sociales	-	11,176	11,176	81,901
	361,029	11,176	372,205	1,504,656
	1,730,291	(36,946)	1,693,345	2,951,629

24. 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 \$153,128 in 2020 (- \$184,478).

25. Budget information

The disclosed budget information has been approved by the Board of Directors of Tewatohnhi'saktha on April 2, 2019.

26. Comparative figures

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

27. Supplemental cash flow information

During the year, 315,000 units in the limited partnership were acquired at an aggregate cost of \$315,000, of which \$137,500 were acquired by settlement of accounts receivable and \$177,500 by a promissory note payable.

Tewatohnhi'saktha
Schedule 1 - Consolidated Schedule of Tangible Capital Assets
For the year ended March 31, 2020

	<i>Land</i>	<i>Buildings</i>	<i>Office equipment</i>	<i>Furniture and fixtures</i>	<i>Computer hardware</i>	<i>2020</i>	<i>2019</i>
Cost							
Balance, beginning of year	1,830,000	15,094,791	161,826	161,859	160,139	17,408,615	17,351,952
Acquisition of tangible capital assets	-	87,144	-	87,989	-	175,133	56,663
Transfer of tangible capital asset to Mohawk Council of Kahnawà:ke	-	(7,006,430)	-	-	-	(7,006,430)	-
Balance, end of year	1,830,000	8,175,505	161,826	249,848	160,139	10,577,318	17,408,615
Accumulated amortization							
Balance, beginning of year	-	7,125,838	144,851	154,692	156,015	7,581,396	7,153,152
Annual amortization	-	261,263	3,395	19,031	1,373	285,062	428,244
Transfer of accumulated amortization to Mohawk Council of Kahnawà:ke	-	(3,279,153)	-	-	-	(3,279,153)	-
Balance, end of year	-	4,107,948	148,246	173,723	157,388	4,587,305	7,581,396
Net book value of tangible capital assets	1,830,000	4,067,557	13,580	76,125	2,751	5,990,013	9,827,219
2019 Net book value of tangible capital assets	1,830,000	7,968,953	16,975	7,167	4,124	9,827,219	

Tewatohnhi'saktha
Schedule 2 - Schedule of Consolidated Expenses by Object
For the year ended March 31, 2020

	<i>2020 Budget</i>	<i>2020</i>	<i>2019</i>
Consolidated expenses by object			
Amortization	-	285,062	428,244
Bad debts	-	-	966
Bank charges and interest	18,443	16,214	41,989
Board travel, training and honoraria	25,450	19,233	24,325
Business assistance	246,020	224,942	186,797
Business support	36,903	37,688	21,319
Computer expenses	62,879	66,169	46,603
Consulting	236,307	92,614	171,045
Covid-19 expenses	-	5,788	-
Employment and training costs	840,728	670,139	846,563
Fundraising - business golf	-	130,982	146,452
Grant disbursements	467,500	275,943	428,982
Insurance	29,681	26,900	25,647
Interest on long-term debt	77,493	59,561	76,165
Land option payments	4,334	-	141,805
Loan forgiveness	-	13,586	478
Loan processing fee	-	-	57,000
Meeting	27,334	25,747	25,358
Miscellaneous	52,350	62,438	57,191
Office supplies and expenses	94,951	60,023	70,032
Overhead costs and recoveries	(91,469)	(36,315)	(23,000)
Professional fees	261,173	183,592	368,897
Promotion and marketing	226,098	142,561	111,805
Rent	185,788	227,162	220,967
Repairs and maintenance	380,410	403,549	255,441
Salaries and benefits	3,542,673	3,570,415	3,657,602
Telephone	217,472	50,055	41,690
Training	61,950	24,239	58,192
Travel	59,974	106,545	136,137
Utilities	280,323	174,099	204,038
	7,344,765	6,918,931	7,828,730

Tewatohnhi'saktha
Schedule 3 - Consolidated Schedule of Revenues and Expenditures
For the year ended March 31, 2020

	<i>Schedule #</i>	<i>Budget</i>	<i>ISC Revenue</i>	<i>Other Revenue</i>	<i>Deferred Revenue</i>	<i>Total Revenue</i>	<i>Total Expenses</i>	<i>Adjustments/ Transfers From (To)</i>	<i>Current Surplus (Deficit)</i>	<i>Prior Year Surplus (Deficit)</i>
Segment schedule										
Workforce Development	4	31,760	3,867	2,722,444	122,009	2,848,320	2,756,158	-	92,162	(262,290)
Business Services	5	2,061,811	920,540	828,252	(155,249)	1,593,543	1,433,342	-	160,201	(111,989)
Economic Development	6	1,253,629	13,810	2,429,661	11,176	2,454,647	2,476,653	(510,049)	(532,055)	(464,463)
Administrative Services	7	(44,779)	4,700	35,155	-	39,855	(32,284)	-	72,139	48,420
Capital	8	8,162,711	-	-	-	-	285,062	(3,217,228)	(3,502,290)	(178,237)
Surplus (Deficit)		11,465,132	942,917	6,015,512	(22,064)	6,936,365	6,918,931	(3,727,277)	(3,709,843)	(968,559)

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

For the year ended March 31, 2020

	2020 Budget	2020	2019
Revenue			
Indigenous Services Canada	-	3,867	3,747
Employment and Social Development Canada	428,537	426,345	389,340
First Nations Human Resources Development Commission of Quebec	2,022,699	2,031,408	1,955,218
Kahnawà:ke Education Centre	88,712	87,694	92,911
Mohawk Council of Kahnawà:ke	-	63,827	52,115
Other revenue	11,860	113,170	65,846
Deferred revenue - prior year	137,616	213,350	371,120
Deferred revenue - current year	-	(91,341)	(213,350)
	2,689,424	2,848,320	2,716,947
Expenses			
Allowances	635,173	425,475	568,635
Computer expenses	-	991	3,297
Consulting	2,000	12,381	17,430
Dependent care	12,000	9,295	14,656
Employee benefits	171,188	103,653	114,468
Insurance	-	-	120
Meeting	-	-	1,003
Miscellaneous	11,860	14,515	7,219
Office supplies	20,529	88,107	72,690
Office supplies and expenses	-	6,221	16,518
Overhead costs and recoveries	287,501	301,500	267,500
Professional fees	22,450	9,266	27,859
Professional services	43,950	60,996	71,699
Promotion and marketing	-	9,227	6,280
Rent	-	35,700	36,850
Repairs and maintenance	-	3,437	2,707
Salaries	1,426,589	1,509,867	1,517,578
Telephone	3,000	3,726	3,574
Training	-	2,975	6,426
Training	129,076	82,097	118,883
Travel	22,200	73,631	101,723
Utilities	62,700	3,098	2,122
	2,850,216	2,756,158	2,979,237
Surplus (deficit)	(160,792)	92,162	(262,290)
Accumulated surplus, beginning of year	192,552	192,552	454,842
Accumulated surplus, end of year	31,760	284,714	192,552

Tewatohnhi'saktha

Business Services

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

For the year ended March 31, 2020

	2020 Budget	2020	2019
Revenue			
Indigenous Services Canada	915,746	920,540	932,159
National Aboriginal Capital Corporations Association	570,000	547,784	609,479
Other revenue	8,368	13,211	29,091
Interest income	51,610	60,179	59,819
Deferred revenue - prior year	-	281,966	192,446
Deferred revenue - current year	-	(437,215)	(281,966)
Mohawk Council of Kahnawà:ke	-	210,479	-
	1,545,724	1,596,944	1,541,028
Expenses			
Bad debts	-	-	966
Bank charges and interest	81	444	486
Board travel, training and honoraria	2,100	-	-
Business assistance	243,100	220,377	186,797
Business support	36,903	37,688	21,319
Computer expenses	2,395	3,829	3,808
Consulting	3,245	2,531	3,253
Covid-19 expenses	-	150	-
Employee benefits	68,411	74,364	67,250
Grant disbursements	467,500	275,943	428,982
Insurance	300	-	244
Loan forgiveness	-	13,586	478
Meeting	2,454	362	846
Miscellaneous	5,167	6,225	8,259
Office supplies and expenses	2,314	5,706	14,919
Overhead costs and recoveries	187,464	189,654	184,768
Professional fees	37,520	35,572	26,484
Promotion and marketing	52,250	43,574	50,916
Repairs and maintenance	2,229	6,805	2,748
Salaries	475,997	486,129	546,192
Telephone	3,309	4,297	4,833
Training	12,400	6,080	7,250
Travel	11,150	18,382	15,208
Utilities	3,000	1,644	2,630
	1,619,289	1,433,342	1,578,636
Surplus (deficit) before other items	(73,565)	163,602	(37,608)
Other expense			
Exercise of loan guarantees	-	(3,401)	(74,381)
Surplus (deficit)	(73,565)	160,201	(111,989)
Accumulated surplus, beginning of year	2,135,376	2,135,376	2,247,365
Accumulated surplus, end of year	2,061,811	2,295,577	2,135,376

Tewatohnhi'saktha
Economic Development
Schedule 6 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus
(Deficit)

For the year ended March 31, 2020

	2020 Budget	2020	2019
Revenue			
Indigenous Services Canada	14,101	13,810	14,101
Province of Quebec	-	361,029	1,427,946
Kahnawà:ke Shakeout Community Services	50,000	50,000	50,000
Mohawk Council of Kahnawà:ke	-	381,899	534,520
Secretariat a placion communities autonomies et aux initiatives sociaux	10,379	-	75,485
Rental income	1,134,980	1,082,460	1,920,644
Other revenue	-	134,242	244,469
Interest income	8,357	9,834	26,092
Management fees	-	459,000	-
Consulting income	-	137,500	-
Deferred revenue - prior year	-	11,176	6,416
Deferred revenue - current year	-	-	(11,176)
	1,217,817	2,640,950	4,288,497
Expenses			
Bank charges and interest	8,573	8,428	29,998
Board travel, training and honoraria	21,200	17,858	22,800
Business assistance	2,920	4,565	-
Computer expenses	4,100	6,862	2,116
Consulting	205,312	57,023	138,958
Covid-19 expenses	-	675	-
Employee benefits	129,277	99,817	97,660
Fundraising - business golf	-	130,982	146,452
Insurance	27,847	26,900	23,749
Interest on long-term debt	77,493	59,561	76,165
Land option payments	4,334	-	141,805
Loan processing fee	-	-	57,000
Meeting	23,400	22,505	22,425
Miscellaneous	27,323	27,249	27,883
Office supplies	-	4,169	-
Office supplies and expenses	37,672	14,907	7,243
Overhead costs and recoveries	412,858	463,463	475,336
Professional fees	188,833	122,821	297,758
Promotion and marketing	10,450	17,721	3,535
Rent	-	8,800	-
Repairs and maintenance	341,280	364,143	211,513
Salaries	775,125	803,860	782,662
Telephone	201,507	30,877	22,839
Training	16,000	3,422	29,391
Travel	16,705	10,688	16,215
Utilities	214,623	169,357	199,286
	2,746,832	2,476,653	2,832,789
Surplus before other items	(1,529,015)	164,297	1,455,708

Continued on next page

**Tewatohni'saktha
Economic Development**

**Schedule 6 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus
(Deficit)**

For the year ended March 31, 2020

	2020 Budget	2020	2019
Surplus before other items <i>(Continued from previous page)</i>	(1,529,015)	164,297	1,455,708
Other expenses			
Breakup fees and other related costs	-	-	(968,843)
Write off of development costs	-	-	(590,404)
Write off of tenant inducement	-	-	(80,361)
Loss from business partnership	-	(186,303)	-
	-	(186,303)	(1,639,608)
Deficit before transfers	(1,529,015)	(22,006)	(183,900)
Transfers			
Transfer to capital asset fund	-	(175,133)	(56,663)
Transfer principal payment of mortgages	-	(334,916)	(193,344)
Transfers between programs	-	-	(30,556)
	-	(510,049)	(280,563)
Deficit	(1,529,015)	(532,055)	(464,463)
Accumulated surplus, beginning of year	2,782,644	2,782,644	3,247,107
Accumulated surplus, end of year	1,253,629	2,250,589	2,782,644

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

For the year ended March 31, 2020

	2020 Budget	2020	2019
Revenue			
Indigenous Services Canada	5,435	4,700	5,434
Province of Quebec	-	-	(5,191)
Rental income	23,188	26,914	26,110
Interest income	1,388	8,241	1,335
	30,011	39,855	27,688
Expenses			
Bank charges and interest	9,789	7,342	11,505
Board travel, training and honoraria	2,150	1,375	1,525
Computer expenses	56,384	54,487	37,382
Consulting	25,750	20,679	11,404
Covid-19 expenses	-	4,963	-
Employee benefits	81,355	79,050	87,380
Insurance	1,534	-	1,534
Meeting	1,480	2,880	1,084
Miscellaneous	8,000	14,449	13,830
Office supplies and expenses	54,965	33,189	31,352
Overhead costs and recoveries	(979,292)	(990,932)	(950,604)
Professional fees	12,370	15,933	16,796
Promotion and marketing	163,398	72,039	51,074
Rent	185,788	182,662	184,117
Repairs and maintenance	36,901	29,164	38,473
Salaries	414,731	413,675	444,412
Telephone	9,656	11,155	10,444
Training	33,550	11,762	15,125
Travel	9,919	3,844	2,991
	128,428	(32,284)	9,824
Surplus before transfers	(98,417)	72,139	17,864
Transfers			
Transfers between programs	-	-	30,556
Surplus	(98,417)	72,139	48,420
Accumulated surplus, beginning of year	53,638	53,638	5,218
Accumulated surplus, end of year	(44,779)	125,777	53,638

Tewatohnhi'saktha

Capital

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

For the year ended March 31, 2020

	2020 Budget	2020	2019
Expenses			
Amortization	-	285,062	428,244
Deficit before transfers	-	(285,062)	(428,244)
Transfers between programs			
Transfer to capital asset fund	-	175,133	56,663
Transfer principal payment of mortgages	-	334,916	193,344
Transfer of office complex building	-	(3,727,277)	-
	-	(3,217,228)	250,007
Deficit	-	(3,502,290)	(178,237)
Accumulated surplus, beginning of year	8,162,711	8,162,711	8,340,948
Accumulated surplus, end of year	8,162,711	4,660,421	8,162,711

MOHAWK INTERNET TECHNOLOGIES

BALANCE SHEET

(In thousands of dollars)

AS AT MARCH 31 **2020** **2019**

(In Canadian Dollars)

ASSETS

Current

Cash	\$ 794	\$ 798
Accounts receivable (Note 3)	161	25
Prepaid expenses and deposits	183	160

1 138 **983**

Capital assets (Note 4) **1,388** **1,657**

\$ 2,526 **\$ 2,640**

LIABILITIES AND EQUITY

Current

Accounts payable and accrued liabilities (Note 5)	\$ 546	\$ 510
Current portion of loans payable (Note 6)	598	687

1,144 **1,197**

Loans payable (Note 6) **880** **1,025**

2,024 **2,222**

Equity **502** **418**

\$ 2,526 **\$ 2,640**

Approved on behalf of Board of Supervisors

 Supervisor

 Supervisor

The accompanying notes are an integral part of the financial statements

RABINOVITCH
LUCIANO



PHOTO: KANIEŃ'KEHÁ:KA ONKWAWÉN:NA RAOTITIOHKWA CULTURAL CENTER

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 Tewatohnhí'saktha is to stimulate and enhance Kahnawà:ke's economic growth by investing in people and businesses, as well as other economic opportunities.



P.O. Box 1110
Kahnawà:ke Mohawk Territory, Qc J0L 1B0
TEL 450-638-4280
FAX 450-638-3276
kedc@kedc.biz

tewa.ca
shopkahnawake.com
kahnawaketourism.com

ACKNOWLEDGEMENTS

COORDINATOR

Allison Jacobs, PR/Communications Officer

ASSISTANT COORDINATOR

Emmitt Hamelin, Jr Communications Officer

GRAPHIC DESIGN

Kim Delormier

PROOFREADING

Kanenhontie Picard
Kristy Kennedy

PHOTOS

Kanien'kehá:ka Onkwawén:na Raotitíohkwa Cultural Center
Allison Lahache
Jordan Standup
Tewatohnhí'saktha Archives

BEADWORK

Leith Goodleaf

PRINTING

Impression Expo

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