



23RD ANNUAL REPORT

April / Onerahtókha 1, 2022 to March / Enniskó:wa 31, 2023





VISION

Our vision is a self-sustained community that creates well-being and prosperity for 7 generations in accordance with our cultural values.

MISSION

Our mission is to stimulate and enhance Kahnawà:ke's economic growth by investing in people and businesses.

TO VIEW MANDATES VISIT TEWA.CA

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Message from the Chairperson



Greg Horn

Chairperson, Board of Directors,
lori:wase

As I reflect on this past year, I am proud to report that we have helped our clients continue their journey to both business and personal growth, as they navigate the dynamic environment that we are living in.

Through all the pressures of this past year, our team was steadfast in their dedication to our clients and to our community. Our team have adjusted the way they work to be more in line

with the needs of their clients. We continue to outreach to our clients and provide the personalized support they need to succeed. We have raised the allowances for students to attend school, as we recognize the high cost of travel, childcare and living in general.

As part of our new mandate, we are focusing our external promotion to drive customers to our businesses and to bring awareness to all that Kahnawà:ke has to offer. We are revamping our websites in order to better showcase businesses of all sizes through shopkahnawake.com and kahnawaketourism.com. We are seeing increased interest in our community through tourism - an important component to growing our economy and bringing awareness of our Indigenous history, culture and language.

We will continue to help educate employers on best practices regarding employee benefits and retention and focusing on life skill coaching and training for our youth. We will also be offering more drop-

in service for career counselling and entrepreneur support and promoting client services through community engagement events.

The result of a world-wide pandemic has caused challenges, but we are slowly rebounding from its effects. Businesses are still facing the high costs of goods and services to operate and struggle with workforce shortages as people are slowly re-entering the workforce.

***Tewatohnhi'saktha is
here to help build a
strong workforce and
business community so
we can continue to
prosper and collectively
navigate through
whatever challenges we
may face in the future.***

-Greg Horn

BOARD OF DIRECTORS



Charles (Chuck) Barnett
Member
Term Ends: 2023
Dearhouse Farms



Thawennontie Thomas
Member
Term Ends: 2025
ATD Manufacturing Tech



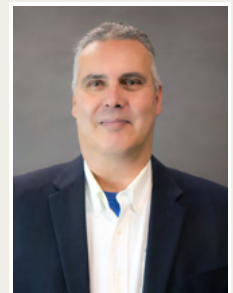
Mack Cal Kirby
Member
Term Ends: 2025
Playground Poker



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



Peggy Mayo-Standup
Appointed Member
Term Ends: 2023



Ron Abaira
Appointed Member
Term Ends: 2023

Message from the Executive Director



Tammy Delaronde
Executive Director

In my new role as Executive Director, I have had the pleasure of overseeing the direction of the organization and working with a great team of dedicated employees and Board members. We have completed the second year

of our strategic plan and are committed to achieving our targets including supporting the start-up and expansion of our local businesses and helping community members get trained and obtain gainful employment. We also set a goal to measure whether we are meeting the needs of the clients and to gauge community awareness through Client Satisfaction surveys and the Annual General Community Survey. I am pleased to say that we reached our targets once again and moving forward, we will use those results to ensure that we continue to meet the needs of our clients and the community.

As you browse through this report, I hope that you are inspired to encourage those that have not yet found their career or business path to reach out to us for assistance.

I've thoroughly enjoyed my new experiences in the position over these several months and look forward to the challenges ahead. I would like to thank the Board of Directors for having confidence in my abilities and providing me with this opportunity.

***There is no greater joy
than to see our clients
succeed in their careers
and businesses.***

Values reflect who we are and what we continuously strive to become.
At Tewatohnhi'saktha, we strive to be:

Accountable

We hold responsibility for setting and achieving community economic development goals.

We are accountable by:

- Being competent, knowledgeable and professional in our interactions.
- Encouraging a culture of excellence in servicing our members and customers.
- Living up to our responsibilities, meeting our obligations and fulfilling our agreements with all stakeholders.

Transparent

We are open, honest and available.

We are accountable by:

- Sharing key information with our community and stakeholders regarding our projects, initiatives and activities.
- Communicating with our stakeholders in a clear, accurate and timely manner.
- Conducting ourselves with integrity and honor.
- Remaining approachable and accessible to our clients.

Innovative

We will continuously collect community input with a creative and forward-thinking mindset in order to cultivate initiatives in the best interest of our stakeholders.

We are innovative by:

- Identifying market opportunities that lead to the development of products, services and processes that evolve with the times.
- Challenging ourselves to go beyond conventional ways of thinking.
- Creating an environment that promotes ingenuity and resourcefulness.



Bud Morris
Chief Operating Officer

This past year had its many challenges, notably, the pandemic and its impact on businesses and the labour force. Through it all, we maintained our focus on serving our clients and adjusting our programs and services to meet evolving needs while maintaining work protocols that kept our employees and clients safe during the height of the pandemic. Although we regularly evaluate our progress at the management level, it is best we hear directly from our staff and our clients, especially in the context of the pandemic. Our 2022 employee engagement survey found 96% of our staff were proud to work for Tewatohnhi'saktha and our clients rated us above a combined 90% satisfied or very satisfied in our 2023 customer satisfaction survey. Both results are testaments to the strong efforts put in by all.

At the beginning of January 2023, we transitioned from mostly remote work to mostly back in the office with staggered schedules and some remote working options. While this hybrid system is a compromise, it is here to stay and it heralds a new way of thinking. It is an indicator that, along with changes in programming and services, Tewatohnhi'saktha is not bound by the practices of the past and that we should innovate to better meet the needs of our clients while being sensitive to work-life balances.

I hope you enjoy reading the many successes we have to report as much as we enjoy serving our clients.



Kahnewà:ke Sustainable Energies

Kahnewà:ke Sustainable Energies (KSE) and the Mohawk Council of Kahnewà:ke (MCK) announced that effective April 1, 2023, the common shares of KSE and, by extension, its partnership units in the Des Cultures Wind Energy Project (Des Cultures) were transferred to the MCK. The transfer was ratified by the Tewatohnhi'saktha Board of Directors on March 28, 2023 and by the MCK via Mohawk Council Executive Directive at the duly convened MCK meeting held on Monday, April 3, 2023.

Tewatohnhi'saktha, through Kahnewà:ke Sustainable Energies, worked in partnership with Kruger Energy, L.P. to develop and successfully start up the Des Cultures Wind Farm Project – a 24-megawatt wind farm located in the municipalities of Saint-Remi and

Saint-Michel. Des Cultures has a supply agreement with Hydro-Quebec. In 2019, Tewatohnhi'saktha and the MCK mutually agreed that the mandate for revenue generation and business development, including community-owned and large-scale economic projects and revenue generation initiatives, would be under the responsibility of the MCK. In October of 2022, the MCK established a Revenue and Business Development Unit and mandated them to operationalize the revenue generation and business development mandate.

“This green energy project is a testament that our community can achieve sustainable development that will benefit our community for future generations,” said John Bud Morris, outgoing President of Kahnewà:ke Sustainable Energies.

The 30% shareholdings held by Kahnewà:ke in Des Cultures will generate stable revenues annually to the community until at least the year 2040.





Angie Marquis

Director of Workforce Development

This year our Workforce Development unit implemented various changes to the policies and procedures manual. Our goal was to improve the support we provide to all of our clients and to better align our programs with our mandate. One significant change included an increase to student allowance rates and increase to childcare and travel rates. These increases were meant to address the effects of inflation and the hardship on our clients as they pursue their career goals and to better align with our mandate.

With the use of COVID relief funds, we were able to support local businesses by provide wage subsidies. This COVID Wage Subsidy program helped 37 people with job integration and retention. Another exciting partnership was created this year with Atelier-école Les Cèdres who will deliver two English training cohorts for Construction Equipment Operators. This program was very well received by the community and registration filled up quickly.

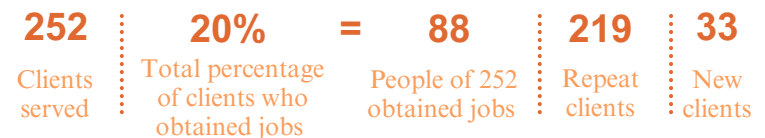
Finally, we are also pleased to report that we have been approved for a Skills & Partnership Project of \$1.4 million called Builder's of the Future. This new program will focus on training community members to fill the trade gaps of certified electricians, carpenters, and plumbers. As community members take advantage of these opportunities, we can expect to see many skilled tradesmen and women filling the gaps that we are now seeing in these trades.

WORKFORCE DEVELOPMENT MANDATE

To enable individuals to acquire knowledge, skills and attitudes for gainful employment or improved work performance and providing employers with an effective means to communicate and meet their demand for skills to decrease the number of unemployed and under-employed community members.

TEAM TARGET

Team targets provide a clear direction and plan of action in supporting our clients for growth and development.



LEVEL OF SATISFACTION RECORDED BY OUR CLIENTS

Workforce Development surveys their clients at the end of the fiscal year to confirm their level of satisfaction with the services they received.



AVERAGE SATISFACTION LEVEL 86.73%

CLIENTS WHO ACHIEVED SUCCESS

Tewatohnhi'saktha follows up with clients one year after providing training or services to determine if they have secured employment or need additional support in their job search.

This year we had 89 clients successfully complete employability & training programs in various industries. These are the top 5 areas where people found employment:



[Click here for FNRAEC carpentry promo from lori:wase](#)

Or visit kahnawakenews.com for the FNRAEC Carpentry promo video



11 People found jobs through Job Seeker with 28 sign ups

If you are a job seeker and would like to have support finding employment, our Workforce Development Counsellors are here to help. We will match you with employers who are looking for your set of skills and experience.

tewa.ca/job-seekers



11 NEW clients for the Self Employment Assistance Program (SEAP)

Tewatohnni'saktha's Self-Employment Assistance Program (SEAP) is intended to provide newly self-employed individuals with financial support in the first year of operations in their new business venture. Ex. Allowances for Business Owners in their first year of operations.

tewa.ca/services/programs/self-employment



21 People accessed the Skills Link Measure

The Skills Link program helps youth overcome barriers to employment, develop a broad range of skills and knowledge in order to participate in the current and future labour market and to promote education and skills as being key to labour market participation. Eligible participants are youth aged 15-30 who are out of school, unemployed or underemployed.

tewa.ca/skills-link-program



5 People accessed the Transitions Program

Our Transitions program is designed to offer new graduates the opportunity to access a 26 week work measure with an employer that is connected to their field of study. The Transitions program allows graduates to have the opportunity to gain valuable experience upon the completion of their studies, learn hands on skills in the workplace and get started on a path to success.

tewa.ca/transitions



Emily Rice
Counselling Services Manager

Emily Rice has been representing Tewatohnni'saktha by participating in various trauma-informed trainings put together in collaboration with KSCS (The Wellness Action Team) and Goodleaf Consulting (Suzy Goodleaf, Linda Delormier, Nancy Ruthers), with the goal of creating

and developing a community trauma-informed team.

She began with attending the 8 week Trauma Informed Attachment Training from October 20th, 2022 to December 8th, 2022. Followed by a 2-week intensive course that provides a very focused training and experience in the implementation of a trauma-informed workshop template. It taught participants to confidently design, deliver, and adapt workshops that will bring awareness to the way in which trauma impacts broadly in our lives.

Additionally, this two-part training will help participants to support organizations develop trauma-informed practices in schools, organizations and clinical settings. This will encourage the mental health and well-being of not only employees within services, but clients and the community at large.

Emily completed 70hrs of the Training of Trainers: Trauma Informed Community Intervention Strategies in March 2023. She and the group put together a conference at the of May 2023, Trauma; Weaving Stories of Healing.





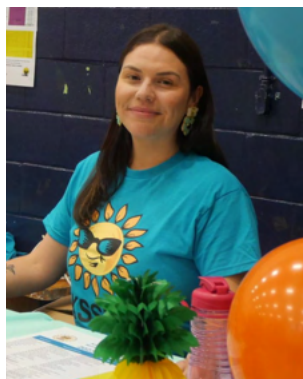
Belle Phillips

Youth Engagement Counsellor

Belle's goal is to provide plenty of engaging activities to keep Kahnawà:ke youth on track to a bright career path. Belle also provides academic, vocational and career counselling services to her youth clients as a Workforce Development Coordinator.

One of our goals in Workforce Development is to support community members in achieving their goals. We are excited and honored to have mentored Ms. Belle Phillips as she pursued her degree in Human Relations from Concordia University.

Upon graduation, Belle was hired as the Youth Employment Coordinator. During the 2022-2023 school year, Belle visited our youth on a regular basis. She attends career fairs and collaborates with other community youth networks to provide comprehensive services.



Katsistohkwí:io Jacco

New Program Manager

Tewatohnhi'saktha was pleased to hire the new Interim Workforce Development Program Manager, Katsistohkwí:io Jacco. She received her Master of Arts in Political Science and a Graduate Certificate in Indigenous Nationhood from the University of Victoria.

Katsistohkwí:io is very passionate about empowering Indigenous youth through creating culturally relevant programs and services.

In her position, Katsistohkwí:io managed the Kahnawà:ke Summer Student Employment Program (KSSEP), Self-Employment Assistance Program (SEAP), and the Skills Link Program (SLP). She will also be responsible for overseeing Tóta Ma's Café, a Tewatohnhi'saktha social enterprise. Something you can look forward to from Katsistohkwí:io is the launch of a brand-new 4-year program coming this fall, Builders of the Future.

The 2022 KSSEP provided financial support for businesses in Kahnawà:ke to hire students to help their business recover from COVID-19. 65 students were employed, but some positions went unfilled due to a lack of qualified applicants. The program received positive feedback from students, employers, and program administrators.



94 Positions approved

65 Positions filled

Corinna Phillips

Workforce Development Counsellor

Corinna provides clients with academic, vocational, and career counselling services. Clients can also receive support with job searching, resume writing, and other counselling processes for personal development and success. Corinna lead the Carpentry project this year where she worked hard to coordinate and match students with local contractors.





Daryl Leclaire

Interim Director of Business Services

HEADS UP

This popular youth program returned in person sessions in 2022. The BBQ was held and was a great success.



PROGRAMS ACCESSED

6 Youth Loans approved through the Kahnawà:ke Youth Business Fund
tewa.ca/kahnawake-youth-business-fund

30 Participants completed the Entrepreneurship Training Course
tewa.ca/entrepreneurship

ENTREPRENEURSHIP & BUSINESS SERVICES MANDATE

To provide entrepreneurs with access to developmental loans and other financial contributions, training, mentoring and the technical assistance they need to start-up and expand their business.

134

Businesses accessed programs

224

Grants were given out (Marketing Program Fund, Professional Services Fund, Business Assistance Fund)

166

Unique clients were served

259 TOTAL CLIENTS SERVED



11

New businesses opened



13

Loans started to nine (9) businesses

\$436,636.00

Total amount spent for grants

\$304,876.04

Total amount spent for loans

TEAM TARGET JOB CREATION TARGET 31 JOBS

Team targets provide a clear direction and plan of action in supporting our clients for growth and development.



11

Part-time jobs were created

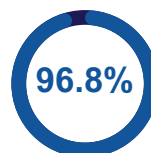


30

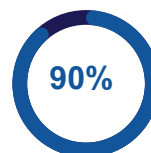
Full-time jobs were created

Level of satisfaction recorded by our clients

Business Services surveyed their clients who obtained assistance to confirm their level of satisfaction with the services they received.



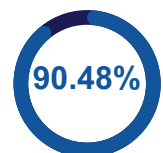
April to June



July to Sept



Oct to Dec



Jan to Mar

AVERAGE SATISFACTION LEVEL 94%



Allison Jacobs

Marketing and Tourism Manager

ECONOMIC DEVELOPMENT MARKETING & TOURISM MANDATE

To market the overall community, individual properties or sites, or specific programs or policies for the purposes of attraction, retention, and expansion of businesses, increasing the number of tourists, and improvement of the community's image locally, nationally, and internationally.

ANNUAL GENERAL SURVEY RESULTS

Tewatohnni'saktha effectively communicates their activities to the people of Kahnawà:ke is 83.8% from the survey results. We strive to continually improve the ways in we reach our clients and potential clients.



INTERNAL & EXTERNAL PROMOTIONS



Kahnawà:ke Directory

A portion of the Directory is created by Tewatohnni'saktha



Formula 1



Back to School Carnival

Tewatohnni'saktha's Back to School Carnival was held on September 23, 2022 at the Knights of Columbus. It was a great success with many prizes that were won including an iPad as the grand prize!



Publications

Annual Report and quarterly newsletter



10 Client Success Stories

We report on client success stories



40 Radio spots recorded in-house

Personalized radio presence recorded by staff



Shop Kahnawà:ke Website

The Shop Kahnawà:ke website is undergoing an upgrade with new features, photos, location pins for businesses, and more! Stay updated by following our social media.



SUGAR SHACK BUNCH

On Saturday, March 25th, 2023, Kahnawà:ke Survival School (KSS), in partnership with Kahnawà:ke Tourism, hosted the very first Sugar Shack Brunch sponsored by Playground – The Rail Coal Fire Bistro, netting over \$3,900 for student extra-curricular activities. The students of KSS used their new maple syrup processing system in anticipation of this event and to supply the brunch with the final product of Maple Syrup. The students also offered various maple items for sale to the public. The event was well attended with 256 tickets sold, 91 purchased online and another 165 purchased at the door.

Panelist

Kimberly Cross, Tourism Development Manager, was a panelist on "What's your Story"



Monthly Tourism Newsletter was created
8 issues, 194 subscribers



New partnership
Reel Um In Fishing, allows for a new visitor experience

ANNUAL FOOD FEST EVENTS

The food festivals initiative was created in 2016, to showcase our traditional foods that coincide with our cycle of ceremonies to visitors and community members alike. The food fests are a fun, respectful and economically beneficial way in which to share our culture, without disrupting the local environment.



Corn Fest



Harvest Food Fest



Maple Food Fest



Tourism website update
New website is in development

1,340
Total visitors



Online booking
Book tours online on our website!

76

Coordinated tours



Updated brochures
for the Welcome Center



Updated map of Kahnawà:ke
to promote local shopping

TÓTA MA'S CAFÉ

Tóta Ma's Café is a social enterprise that was established by the ACE 1 cohort in July 2018. Tóta Ma's Café has provided individuals with the opportunity to implement and improve upon their learned skills of leadership, teamwork, communication and conflict resolution in a real work setting.



PARTNERSHIPS



SHOP KAHNAWÀ:KE

The "Shop Kahnawà:ke First" is a promotional campaign supported by Tewatohnhi'saktha in an effort to encourage community members to purchase local products and services. This campaign is in support of our businesses to help stimulate our local economy. Over this past fiscal year, we have extended our promotion external to the community.

We encourage Kahnawà:ke entrepreneurs to get involved in this campaign by contacting a Tewatohnhi'saktha Business Services Officer.

As a participating business, Tewatohnhi'saktha will promote your business through Shop Kahnawà:ke Campaigns in the local media and on our social media platforms. When signing up, you will receive a vinyl window sticker to promote that you accept the Shop Kahnawà:ke Certificates, a poster explaining the benefits of local shopping and information on how to redeem Shop Kahnawà:ke Certificates.

150

Businesses participate in the Shop Kahnawà:ke First campaign. Visit www.shopkahnawake.com to view the full list.



Shop Kahnawà:ke Certificates can be purchased at Tewatohnhi'saktha and the Kahnawà:ke Welcome Center.

Tewatohnhi'saktha shops Kahnawà:ke!
We purchased from these local businesses in this fiscal year.

- 207 Hardware & Gas
- 207 Steak and Seafood
- Club Rez
- The Eastern Door
- First Nations Wireless
- Iori:wase
- K103
- Paul's Communication
- Simple Pleasures
- Valley Girls
- WWK Stacey
- Lotus + Sage Holistics
- Echoes of a Proud Nation Pow Wow
- Kahnawà:ke CrossFit
- Diva's Den
- First Nations Nutrition
- Sequoia Soaps
- Purple Dragonfly Trading Post
- The Crystal Connection
- Tóta Ma's Café
- GD's Asphalt Inc.
- Iontonhontsasherinni Delormier & Son Landscape & Design



Executive Directors Office

Tammy Delaronde
Executive Director

John Bud Morris
Chief Operations Officer

Senior Management

Tammy Delaronde
Executive Director

John Bud Morris
Chief Operations Officer

Nancy Stacey
Director of Human Resources

Angie Marquis
Director of Workforce Development

Daryl Leclaire
Interim Director of Business Services

Business Services

Daryl Leclaire
Interim Director of Business Services

Marissa Leblanc
Business Services Officer

Ron Murray
Project Development Officer
Business Contributions Fund

Coreen Delormier
Business Retention & Expansion Officer

Kanenhontie Picard
Businesses Services Loans Officer

Workforce Development

Angie Marquis
Director of Workforce Development

Robyn Robertson
Executive Assistant

Emily Rice
Interim Counselling Services Manager

Rachel Kanietenhawi Leborgne
Client Support Clerk

Belle Phillips
Youth Engagement Counsellor

Corinna Phillips
Workforce Development Counsellor

Katsistohkwí:io Jacco
Interim Program Manager

Keanna Goodleaf
Tóta Ma's Café Manager

Marketing and Tourism

Allison Kawennokta Jacobs
Marketing and Tourism Manager

Kimberly Cross
Tourism Development Manager

Trevor Diabo
Interim Tourism Development Agent

Emmitt Hamelin
Communication Generalist

Jordan Diabo
Tours and Events Coordinator

Brian Williams
Social Media Coordinator

Lacey Paul
Reception Tourism Clerk

Bria Cross
Graphic Designer

Kaitlyn Patterson
Special Projects Coordinator

Administration

Nancy Stacey
Director of Human Resources

Takarihwaiehne Delaronde
Human Resources Assistant

Wahsontaha:wi Stacey
Accounting Manager

Keisha Goodleaf
Interim Accounting Manager

Charles Taylor
Financial Clerk

Marissa Leblanc
Office & Facilities Manager

Helen Zacharie
Secretary / Receptionist

Kathy Hart
On-call Receptionist

Jordan Dupont
Building Maintenance

Heath Latour
On-call Building Maintenance

Erica McComber
On-call Maintenance

Tiohawihton Peterson
On-call Maintenance



Peter Deer Lands a New Job at Playground

Determination, dedication, and consistency are just a few words that can describe Peter Deer, who, after a year of hard work, finished his accounting classes at NOVA Career Center and accessed Tewatohnhi'saktha's Job Seekers Service. "I used the job seeker service as soon as I was able to send out my resume in early September as I was close to finishing school at this point, and I knew I was going to look for work," said Deer.

After applying to a few businesses that were looking for an accountant with Peter's skills and experience, he received a call back from Playground regarding their Administrative Coordinator position. "I received a call from a recruiter, Kate Montgomery, from Playground and she asked me what type of work I was looking for. I applied for any position they offered as I wanted to see my name come across their desk. I was confident that she would help get me a job somewhere where I can apply my accounting knowledge."

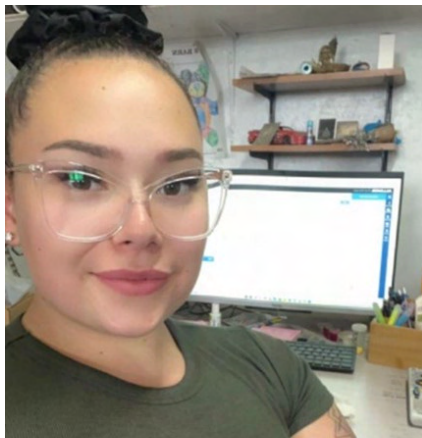
The Job Seekers service at Tewatohnhi'saktha is for anyone who is seeking support in finding employment. Our Workforce Development Counsellors are here to help match you with employers that are looking for your set of skills and experience.

Peter comes from a family with a long history of owning businesses. He always had an interest in administrative and accounting duties and responsibilities and felt that the transition from his past job would be an easy one. "It has been

nothing but a positive experience. The culture at Playground is amazingly upbeat, and the help and resources are everywhere you need them to be. I have never had a day where I do not want to be there," said Deer.

"I would and do recommend Tewatohnhi'saktha as a resource and reference to anyone who is considering going back to school. They answered all the questions I had about accounting classes at NOVA. The counsellors make you feel comfortable and confident applying for school. I had nothing but a great experience with Tewatohnhi'saktha."

If you are interested in returning to school or finding a job, please visit tewa.ca/job-seekers or contact Client Support Clerk, Rachel Leborgne at rachel.leborgne@kedc.biz



Ravyn Regis shares what she learned in her family's Automotive Business

Ravyn Regis recently participated in Tewatohnhi'saktha's Skills Link Program and completed a work placement at LTR Automotive, a locally owned auto repair shop here in Kahnawà:ke. When asked about her experience working at LTR Automotive she describes a positive work environment, one that was very pleasant

and busy. "I would recommend the Skills Link Program to youth who are in between jobs and or looking to gain experience and help out in a family business like I have."

The objective of the Skills Link Program is to provide training experiences that support youth in acquiring skills needed for employment. The program also supports our local businesses with their recruitment needs and in some cases with succession planning. Ravyn received her Diploma of College Studies (DEC) in an Administrative Assistant Program and showed keen interest to help her family. "I wanted to help my brother put some structure and organization into his business and help him with the overall administration part of the business and share what I have learned."

Since completing her time in the Skills Link Program and her work placement at LTR Automotive, Ravyn recently began working as the Invoicing and Order Clerk at Club Rez, a local

wholesaler in Kahnawà:ke. Ravyn talks about her experience working at Club Rez as "Great! It is very busy and such a friendly atmosphere to work in, with a friendly staff as well."

"Tewatohnhi'saktha helped me achieve my goal in helping my brother with his business and they are continuing and doing great without me. Tewatohnhi'saktha helps you achieve and meet your goals and they are always there to help guide you when needed. Overall, a wonderful experience on my employment journey."

For more information about the Skills Link Program, please contact a Workforce Development Counsellor at (450) 638-4280.





Tasha Kirby Achieves Her Career Goal Working in our Local Hospital

Tasha Kirby finished her 13-month Secretarial Studies Course at NOVA Career Center, and was recommended to try the Transitions Program that is

offered by Tewatohnni'saktha. The Transitions program is designed to offer new graduates the opportunity to access a 26-week work experience with an employer that is connected to their field of study. The program allows graduates to have the opportunity to gain valuable experience upon the completion of their studies and learn hands on skills in the workplace. "The Transitions program is a great initiative for anyone coming right out of school. Your mind is still fresh from everything you learned throughout the past year. I would recommend this program for everyone who is in the same position as I was," said Kirby.

Growing up, Tasha had always been interested in working in a hospital-like setting, so it was an easy decision on where she would apply for her Transitions work measure; the Kateri

Memorial Hospital Center (KMHC).

She applied to and was accepted for the Administrative Assistant position. Tasha describes her experience working at the KMHC as "exciting and welcoming. I gained a lot of knowledge being here. Learning new things about each department is a great experience."

"Tewatohnni'saktha helped me in every way possible from start to finish. Once I filled out the application online to apply for schooling, they instantly called me and met with me to find out what my interests were."

For more information about the Transitions Program visit tewa.ca/transitions or contact Emily Rice, Counselling Services Manager at emily.rice@kedc.biz or call 450-638-4280



Tahothoratie Cross Mentor a Student Intern Program

With the winter school semester in full swing, students and employers can begin to look forward to accessing the Tewatohnni'saktha's Mentor a Student Intern Program (MASI). The program, also known as MASI has been a core program at Tewatohnni'saktha for a number of years seeing countless students benefiting from the program. One of those students, Tahothoratie Cross, currently studying at Bishop's University, described his experience as a great opportunity to not only grow as a professional but to also experience various working environments which he says have helped him ever since. "My

experience with the MASI program has served as a springboard for many opportunities that have come my way. The ease of application and ability to create a working experience for students like me is very valuable," said Cross.

It is clear when speaking with Tahothoratie that he has a special appreciation for the MASI, "The program has helped me carve out a position that I am passionate about and allows me to give back to my community. Working as an Indigenous student support worker I have had the privilege to meet many students and help them transition into the post-secondary environment. I have also been able to continue working on reconciliation and decolonization initiatives within Champlain College St Lambert. The student intern program has allowed me to work in these various capacities and hopefully make a positive impact on Indigenous students," said Cross. With the hard work and dedication that he has put in, and with the help of the Mentor a Student Intern Program, it is clear that Tahothoratie has carved out a bright future for himself filled with plenty of opportunities.



"I would absolutely recommend the program to anybody who is interested. The program helps foster personal growth which is unique and important. Over the years Tewatohnni'saktha has helped me in various ways.

Their support and the opportunities offered to help me find work as a student has been integral to my success and as part of the working community," said Cross.

If you are a high-school or post-secondary student currently attending CEGEP or University, you are eligible to apply for Tewatohnni'saktha's MASI Program. The 15-week program provides students with meaningful part-time work experiences within their field of study. These subsidized work measures allow the students to build networks and earn wages throughout the academic year. Students are also able to participate in the same employment measure with the same employer for a maximum of up to four semesters. The program not only benefits students but it is also beneficial to the participating businesses and organizations, with their recruitment needs, succession planning, and the opportunity to mentor individuals for future employment.



Exalted Eyelashes

Owning and operating her own business was something Jody Diabo always wanted to do, however wasn't quite sure what business to explore. Eventually, she decided to follow her passion and take an eyelash course. After gaining knowledge and experience in the field Jody opened her new business, Exalted Eyelashes. "I have no regrets! I get to do what I love and share that with my clients. Seeing their reactions when they open their eyes is what motivates me to keep learning and becoming a better lash artist," said Diabo.

Jody attended the Tewatohnhi'saktha's Entrepreneurship Training Program, exploring what is to be an entrepreneur. Through this program Jody discovered the Workforce Development Training Program.

The objective of the Program is to provide financial support to individuals

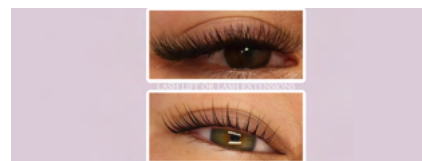
who are currently employed at a privately owned businesses in Kahnawà:ke who require professional development, upgrading to retain and or enhance their current employment.

"The amount of knowledge that was shared through the Workforce Development counsellors were very clear, and questions were always answered fast!" said Diabo. With the help of this program, Jody was able to take a Velvet Rose Lash Mega Volume Masterclass. "This course was my 6th certification in the lashing field, and I knew that by enrolling in the course it would benefit my existing clients and also provide me with an edge over the local competition."

Jody is proof that with the right motivation, dedication, and an excellent work ethic you can achieve your goals.

"Through the years Tewatohnhi'saktha has always helped me achieve my goals, when I went to college, they also helped cover costs for equipment. I also got to work at the Kahnawà:ke Youth Center through a partnership with Tewatohnhi'saktha. I have taken advantage of many trainings through their assistance."

"I always believed in doing what brings you happiness and am happy to have been recognized as a successful local business. If you can make it here, you can make it anywhere! I highly recommend those that are thinking of starting a business reach out to Tewatohnhi'saktha to enroll in the Entrepreneur Program and decide if being a business owner is a right fit for you," explains Diabo.



Two Row Holistic Health

Two Row Holistic Health is a Holistic Nutrition and Health Coaching business located in Kahnawà:ke that is owned by Laura Jacobs and launched on March 24th, 2023. Over the last year Laura completed the Holistic Nutrition and Health Coach course from Nutrathoria School of Holistic Nutrition, which certifies her as a Holistic Nutrition and

Health Coach, and is recognized by the Health Coach Alliance, allowing her to issue receipts for Client Insurance.

Services offered include a one-hour consultation with Laura where clients will receive a personal wellness profile, a review of their 2-week health journal that is provided pre-consultation, a one-day meal plan as well create their wellness vision. Some other services that are offered include follow-up consultation sessions of either 30 or 45 minutes, a 2-week meal plan, or wellness packages (3 or 6 months). Clients have priority communication with Laura, follow up sessions, as well as weekly health journal reviews, check-ins, and 3 weekly recipes tailored to the client's needs. "The target market is very broad when it comes to the age groups, I am putting a concentration on the most

prevalent issues that are affecting Kahnawà:ke as well as other Indigenous communities within Canada and the US, such as cardiovascular disease, diabetes, obesity, and addictions and mental health," said Jacobs. Laura is not done upgrading her skills either, as she plans to take a tier 2, Advanced Holistic Nutritionist Diploma Program, online at the Nutrathoria School of Holistic Nutrition and become a Holistic Nutritionist

For a free Welcome Package contact Laura through her email or telephone number. The package includes all the assessments that need to be filled out as well as a 2-week health journal log. This can be provided online through email or in person.

(continued on the next page)



Dable Advisory & Consulting Services

Dable (pronounced “Day Bull”) Advisory & Consulting Services is a 100% Indigenous owned full-service advisory and consulting firm located in the Mohawk Territory at Kahnawà:ke. Paul Rice, President and CEO, has put together a team of professionals with over 20 years of experience in various backgrounds including finance, business development, revenue generation, strategy, gaming, cannabis, transportation, pension/benefits, logistics, political relations, and regulatory support with the goal to give clients a custom solution to meet their needs and exceed expectations.

“We provide strategic, financial, business development and economic development advisory services to Indigenous Entrepreneurs, businesses, and organizations,” said Rice. “The team also has extensive experience in negotiation,

valuation, transactions, business plans, financial forecasts, strategic plans, portfolio management and significant pension and benefits experience.”

The team of professionals at The Dable Group came together with a deep desire to grow unique ideas, projects, and businesses with the belief that anything is possible. With a customizable service to fit your specific need, the team at Dable will provide you with an independent and objective perspective on your business or project.

“At Dable Group our belief that anything is possible begins by focusing on what is feasible, actionable, and attainable!” said

Rice. “We work exclusively with Indigenous Entrepreneurs, Businesses, and Organizations and do not work for federal, provincial, state or any other governments.”

By subscribing to Dable Advisory and Consulting Services, clients will have access to a team of 15+ highly skilled and experienced professionals.



Open from Monday to Friday 9am to 3pm. The team can be reached by telephone at 450-632-2240 or 514-244-2240, by email at paul@dablegroup.com, or through their website dablegroup.com. Dable Advisory and Consulting Services office is a 100% Indigenous owned full-service advisory and consulting firm located in the Mohawk Territory at Kahnawà:ke.



Paxton Phillips, Administrative Assistant, Paul Rice, President and CEO, and Aliyah Deer, Marketing and Branding

Currently, Laura can meet with her clients after 4:00pm from Monday to Friday and from 8:00am to 6:00pm on weekends online or in-person at their home. She can be contacted at 514-707-4261 or by email at laura@tworowhealth.com. You can also visit Laura’s website tworowhealth.com to learn more about her and all of the services that she provides. Check out Two Row Holistic Health on Facebook and Instagram.

“I would recommend utilizing the services that Tewatohnhi’saktha’ has to offer. I was able to get funding to complete my schooling, I was very quickly accepted into the Business course and started the next week. Thereafter, I had help with the creation of my business plan and funding

(continuation from previous page)

to start my business which has helped in launching my website and getting my business phone and materials,” Jacobs said.

Wellness Package 1 3 Month Program

You Will Receive:

- One 1-Hour Consultation
- Five 45-Minute Bi-Weekly Sessions
- Email/ Text Priority with Coach
- Weekly Health Journal Reviews
- 3 Weekly Recipes Tailored To Your Needs
- Weekly Check-Ins
- Wellness Worksheets/Information

Wellness Package 2 6 Month Program

You Will Receive:

- One 1-Hour Consultation
- Eleven 45-Minute Bi-Weekly Sessions
- Email/ Text Priority with Coach
- Weekly Health Journal Reviews
- 3 Weekly Recipes Tailored To Your Needs
- Weekly Check-Ins
- Wellness Worksheets/Information

Service List

Consultation: \$80
30-Minute Follow-up: \$45
45-Minute Follow-Up: \$60
2-Week Meal Plan: \$30

Wellness Package 1: \$675
Wellness Package 2: \$1110

Two Week Meal Plan

A meal plan can be provided after a consultation without a follow-up session. The plan will be tailored to your needs based on your wellness profile.

What will be provided:

- Breakfasts
- Lunches
- Dinners
- Snacks
- Water Intake Needs

PROGRAMS

Bookkeeping and Aftercare
Counselling and Advice
Meeting Room Rental
Mentor a Student Intern Program
Self Employment Assistance



TRAINING

Entrepreneurship Training
I want to learn a trade
Looking for a New Career
Training for my staff
Vocational Training



FUNDING

Business Assistance Fund
Business Contribution Fund
Business Loan Fund
Marketing Program Fund
Professional Services Fund
School/Training
Wage Subsidy



YOUTH

Counselling-Youth Engagement
Heads Up Program
Kahnawà:ke Youth Business Fund
Skills Link Program
Kahnawà:ke Summer Student
Employment Program (KSSEP)



JOBS

Help Applying for a Job
Looking for a Job
Looking for a Summer Job
Job Seekers
Looking to Hire
Job Creation Initiative
Post a Job



Visitor Information Center

Guided tours:
Walking and bus tours

Shop Kahnawà:ke
Certificate sales

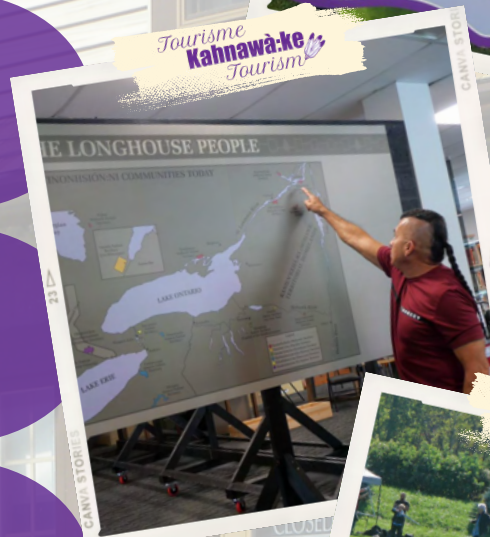
Promotes Kahnawà:ke
businesses to visitors

Features annual Food
Festivals and Events

Coordinates Dance Troupes
and demonstrations upon
request

Promotes public
community events

Handcrafted art & beadwork
sales on consignment



Tewatohnhi'saktha
Consolidated Financial Statements
March 31, 2023

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Management's Responsibility

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

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

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

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

MNP S.E.N.C.R.L., s.r.l is appointed by the Board of Directors to audit the consolidated financial statements and report directly to 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 Tammy Delaronde

2023-07-14 18:44:38:38 GMT

Executive Director

Independent Auditor's Report

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

Opinion

We have audited the financial statements of Tewatohnhi'saktha (the "Organization"), which comprise the statement of financial position as at March 31, 2023, and the statements of operations and accumulated surplus, changes in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2023, and the results of its operations and its 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 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 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 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 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 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 financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the 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.

MNP S.E.N.C.R.L., s.r.l./LLP

1155, boulevard René-Lévesque Ouest, 23e étage, Montréal (Québec) H3B 2K2

1.888.861.9724 Tél : 514.861.9724 Téléc : 514.861.9446

Tewatohnhi'saktha
Consolidated Statement of Financial Position
As at March 31, 2023

	2023	2022
Financial assets		
Cash and cash equivalents (Note 3)	8,049,194	7,213,429
Temporary investments (Note 4)	236,502	235,913
Accounts receivable (Note 5)	734,579	654,126
Portfolio investments (Note 6)	557	557
Investment in limited partnership (Note 7)	2,875,732	5,101,461
Loans receivable (Note 8)	747,349	664,754
Loans receivable - Emergency Loan Program (Note 9)	85,486	504,792
Total financial assets	12,729,399	14,375,032
Liabilities		
Accounts payable and accrued liabilities (Note 11)	714,092	923,426
Deferred revenue (Note 12)	874,896	737,468
Loan payable (Note 13)	-	1,375,339
Long-term debt (Note 14)	851,554	1,471,073
Total liabilities	2,440,542	4,507,306
Net financial assets	10,288,857	9,867,726
Commitments and contingencies (Note 16)		
Non-financial assets		
Tangible capital assets (Note 17) (Schedule 1)	5,837,759	5,754,203
Prepaid expenses	1,488	867
Total non-financial assets	5,839,247	5,755,070
Accumulated surplus (Note 18)	16,128,104	15,622,796
Approved on behalf of the Board		
<div>e-Signed by Greg Horn 2023-07-14 15:25:08:08 GMT</div>	Director	<div>e-Signed by Heather Bauersfeld 2023-07-18 17:50:44:44 GMT</div> Director
<div>e-Signed by Kahsennenhawe Sky-Deer 2023-07-26 02:17:01:01 GMT</div>	Grand Chief	

The accompanying notes are an integral part of these financial statements

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

Our objectives are to obtain reasonable assurance about whether the 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 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 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 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 financial statements, including the disclosures, and whether the 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 26, 2023

MNP¹ SENCRL, s.r.l.

¹ CPA auditor, public accountancy permit no. A124849

Tewatohnhi'saktha
Consolidated Statement of Change in Net Financial Assets

For the year ended March 31, 2023

	<i>2023 Budget</i>	<i>2023</i>	<i>2022</i>
Annual surplus (deficit)	(1,551,997)	505,308	2,860,360
Purchases of tangible capital assets	-	(376,552)	(161,813)
Amortization of tangible capital assets	-	292,996	231,275
	-	(83,556)	69,462
Acquisition of prepaid expenses	-	(621)	(263)
Increase in net financial assets	(1,551,997)	421,131	2,929,559
Net financial assets, beginning of year	9,867,726	9,867,726	6,938,167
Net financial assets, end of year	8,315,729	10,288,857	9,867,726

The accompanying notes are an integral part of these financial statements

Tewatohnhi'saktha

Consolidated Statement of Operations and Accumulated Surplus

For the year ended March 31, 2023

	<i>Schedules</i>	<i>2023 Budget</i>	<i>2023</i>	<i>2022</i>
Revenue				
Government funding				
Indigenous Services Canada (Note 23)		2,220,151	979,280	2,385,049
Federal government funding (Note 23)		-	99,884	18,900
Provincial government funding (Note 23)		301,114	-	187,799
		2,521,265	1,079,164	2,591,748
Interest and dividend income		50,141	136,711	79,272
Other community income		1,380,151	3,527,119	2,605,644
First Nations Quebec and Labrador Health and Social Services Commission		-	81,114	81,114
Administrative cost share revenue		647,476	706,150	739,543
First Nations Human Resources Development Commission of Quebec		2,034,800	2,050,420	2,927,742
National Aboriginal Capital Corporations Association		1,286,141	354,291	336,514
Deferred revenue - prior year		1,302,632	737,468	1,108,830
Deferred revenue - current year		-	(724,896)	(737,468)
		9,222,606	7,947,541	9,732,939
Expenses				
Workforce Development	4	3,502,496	3,086,165	2,611,417
Business Services	5	2,900,900	1,700,469	2,981,222
Economic Development	6	2,552,470	1,628,117	1,572,089
Administrative Services	7	1,381,917	1,277,635	978,017
Marketing and Tourism	8	436,820	532,301	311,757
Capital	9	-	292,996	231,275
Total expenses		10,774,603	8,517,683	8,685,777
Surplus (deficit) before other items		(1,551,997)	(570,142)	1,047,162
Other income				
Proceeds on sale of interest in Kahnawake Service Complex		-	-	285,046
Grant income (Note 15)		-	252,250	120,000
Earnings from business partnership (Note 7)		-	823,200	1,408,152
		-	1,075,450	1,813,198
Surplus		(1,551,997)	505,308	2,860,360
Accumulated surplus, beginning of year		15,622,796	15,622,796	12,762,436
Accumulated surplus, end of year		14,070,799	16,128,104	15,622,796

The accompanying notes are an integral part of these financial statements

Tewatohnhi'saktha
Consolidated Statement of Cash Flows
For the year ended March 31, 2023

	2023	2022
Cash provided by (used for) the following activities		
Operating activities		
Cash receipts from contributors	7,837,805	10,128,866
Interest and dividend income	136,711	79,272
Cash paid to suppliers	(5,137,565)	(6,454,311)
Cash paid to employees	(2,897,968)	(2,550,338)
Interest on long-term debt	(27,855)	(34,594)
	(88,872)	1,168,895
Financing activities		
Advances of long-term debt	-	126,000
Repayment of long-term debt	(357,269)	(250,279)
Proceeds on sale of interest in Kahnawake Service Complex	-	285,046
	(357,269)	160,767
Capital activities		
Purchases of tangible capital assets	(376,552)	(161,813)
Investing activities		
Purchase of temporary investments	(236,502)	(235,913)
Proceeds from temporary investments	235,913	235,207
Distribution from investment in limited partnership	1,657,610	-
Investment in loans receivable	(304,876)	(544,070)
Proceeds from collection of loans receivable	306,313	259,013
	1,658,458	(285,763)
Increase in cash resources	835,765	882,086
Cash resources, beginning of year	7,213,429	6,331,343
Cash resources, end of year	8,049,194	7,213,429

The accompanying notes are an integral part of these financial statements

1. Nature of the organization

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

2. Significant accounting policies

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

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:

- Kahnawàke Sustainable Energies Inc.
- 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.

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.

Investment in limited partnership

The Company's investment in the limited partnership is accounted for using the modified equity method. Accordingly, the investment is recorded at acquisition cost and is increased for the Company's proportionate share of post acquisition earnings and decreased by post acquisition losses and dividends received.

All transactions with the limited partnership are disclosed as related party transactions.

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.

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

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
Buildings	5%
Equipment	20%
Computer hardware	33.3%

Long-term debt

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

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

Long-lived assets

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

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

Net financial assets

The Organization's consolidated financial statements are presented so as to highlight net financial assets as the measurement of financial position. Net financial assets of the Organization is determined by its financial assets less its liabilities. Net financial assets is comprised of two components, non-financial assets and accumulated surplus.

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

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.

Investment income

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

ELP grant income and expenses

The Organization recognizes both grant income and grant expense from ELP loans at the point at which the terms and conditions of the loans are accepted by the recipients and the funds are disbursed.

Foreign currency translation

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

Employee future benefits

The Organization's employee future benefit programs consist of the following:

The Organization is part of a multi-employer plan defined contribution pension plan. Since the actuary does not attribute portions of the surplus (deficit) to individual employers, the Organization is not able to identify its share of the plan assets and liabilities.

Organization contributions to the plan are expensed as incurred.

Financial instruments

The Organization recognizes its financial instruments when the Organization becomes party to the contractual provisions of the financial instrument. All financial instruments are initially recorded at their fair value.

At initial recognition, the Organization may irrevocably elect to subsequently measure any financial instrument at fair value. The Organization has made such an election during the year.

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

The Organization subsequently measures investments in equity instruments quoted in an active market and all derivative instruments, except those that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, at fair value. Fair value is determined by published price quotations. Transactions to purchase or sell these items are recorded on the trade date. Net gains and losses arising from changes in fair value are recognized in the statement of remeasurement gains and losses. Investments in equity instruments not quoted in an active market and derivatives that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, are subsequently measured at cost. With the exception of those instruments designated at fair value, all other financial assets and liabilities are subsequently measured at amortized cost using the effective interest rate method.

Transaction costs directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in operating surplus. Conversely, transaction costs are added to the carrying amount for those financial instruments subsequently measured at cost or amortized cost.

All financial assets except derivatives are tested annually for impairment. Management considers whether the investee has experienced continued losses for a period of years, recent collection experience for the loan, such as a default or delinquency in interest or principal payments, in determining whether objective evidence of impairment exists. Any impairment, which is not considered temporary, is recorded in the statement of operations. Write-downs of financial assets measured at cost and/or amortized cost to reflect losses in value are not reversed for subsequent increases in value. Reversals of any net remeasurements of financial assets measured at fair value are reported in the statement of remeasurement gains and losses.

Tewatohnhi'saktha
Notes to the Consolidated Financial Statements
For the year ended March 31, 2023

3. Cash

Included in cash is \$243,119 (2022 - \$325,870) related to the Business Contribution Fund and \$105,055 (2022 - \$106,594) related to the Indigenous Business Stabilization Program - Emergency Loan Program. The use of the cash is restricted for activities related to the operation of these programs and cannot be used for any other purposes.

Included in cash is \$2,831,285 (2022 - \$3,456,715) of externally restricted cash and \$8,214,169 (2022 - \$7,366,228) of cash internally restricted for future projects (Note 19).

4. Temporary investments

The temporary investment consists of a Guaranteed Investment Certificate which bears interest at 0.35% per annum and matures May 2023. The market value of the investment at March 31, 2023 is equal to its carrying value. The full amount of the temporary investment has been designated for loans to small businesses under the Business Loan Fund.

5. Accounts receivable

	2023	2022
Accounts and contributions receivable	729,743	653,385
Commodity tax receivable	3,879	741
Accrued interest	957	-
	734,579	654,126

Included in accounts receivable is \$541,356 (2022 - \$278,797) from Mohawk Council of Kahnawà:ke and \$500 (2022 - \$500) from Kahnawà:ke Shakotiiia'Takehnhas Community Services and \$1,000 (2022 - \$Nil) from Kahnawà:ke Education Centre. These balances are subject to normal terms of trade.

6. Portfolio investments

Measured at cost:	2023	2022
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.

7. Investment in limited partnership

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

	<i>Investment cost</i>	<i>Distributions</i>	<i>Cumulative share of earnings (loss)</i>	<i>Total investment</i>
Business Partnerships – Modified Equity:				
Des Cultures Renewable Energy, LP - 30%	1,909,565	(3,048,929)	4,015,096	2,875,732

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).

Tewatohnhi'saktha
Notes to the Consolidated Financial Statements
For the year ended March 31, 2023

7. Investment in limited partnership *(Continued from previous page)*

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

	<i>Des Cultures Renewable Energy, LP [audited] As at December 31, 2022</i>	<i>Des Cultures Renewable Energy, LP [unaudited] As at March 31, 2023</i>
Assets		
Cash	5,160,000	1,873,000
Trade and other receivables	1,142,000	1,321,000
Prepaid expenses and other assets	44,000	175,000
Property, plant and equipment	61,415,000	60,612,000
Right-of-use-assets	3,404,000	3,175,000
Derivative financial instrument	14,245,000	11,784,000
Total assets	85,410,000	78,940,000
Liabilities		
Trade and other payables	1,058,000	842,000
Lease obligation	3,491,000	3,143,000
Long-term debt	65,862,000	65,017,000
Asset retirement obligation	349,000	353,000
Total liabilities	70,760,000	69,355,000
Net assets	14,650,000	9,585,000
Total revenue	9,234,000	2,444,000
Total expenses	5,376,000	1,329,000
Net income	3,858,000	1,115,000
Other comprehensive income (loss)	7,570,000	(2,987,000)
Net income (loss)	11,428,000	(1,872,000)

The Organization's investee has a different year-end than March 31, 2023. The Organization uses the investee's year-end financial statements to account for its investment in this investee. The organization also records transaction of the stub period based on unaudited financial statements to March 31, 2023. The Organization's share of the stub period loss accounted for in the accounting records as at March 31, 2023 amounted to \$561,600 (2022 - \$2,043,600 income).

<i>Name of investee</i>	<i>Year-end</i>	<i>Significant events and transactions</i>
Des Cultures Renewable Energy, LP	December 31, 2023	Financial loss \$2,987,000

8. Loans receivable

Loans receivable consist of the following:

	2023	2022
Small Business Loans		
Business Loan Fund	729,398	622,108
Provision for loan losses	(79,000)	(22,750)
	650,398	599,358
Youth Business Fund		
Youth Business Fund	142,416	94,087
Provision for loan forgiveness	(45,465)	(28,691)
	96,951	65,396
	747,349	664,754

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 6.45% to 10.70% (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.

9. Emergency Loan Program

Indigenous Business Stabilization Program - Emergency Loan Program (ELP) loans are unsecured, non-interest bearing with 25%-75% forgivable if repaid no later than 4 years following the date the loan was issued, payable monthly commencing no later than one year after the loan was issued.

As at March 31, 2023 the Organization has issued loans of \$846,000 that are subject to an agreement between the Organization and National Aboriginal Capital Corporations Association (NACCA).

The Organization and National Aboriginal Capital Corporations Association (NACCA). The current portion of the Emergency Loan Program loans receivable, based upon initial loan disbursement date is \$85,486.

	2023	2022
Emergency Loan Program Loans		
Emergency Loan Program advances	846,000	846,000
Less: cumulative portion recognized and expensed as a grant - \$252,250 expensed in 2023	(523,750)	(271,500)
Less: cumulative loan repayment	(206,764)	(69,708)
Less: provision for loan loss	(30,000)	-
	85,486	504,792

In accordance with the terms of the funding agreement of the Emergency Loan Program with National Aboriginal Capital Corporations Association ("NACCA"), NACCA has provided TBLF with guarantees for any potential loan losses for uncollectible loans.

Tewatohnhi'saktha
Notes to the Consolidated Financial Statements
For the year ended March 31, 2023

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

	2023	2022
Accounts payable and accruals	474,760	737,456
Salaries and vacations	212,929	185,431
Deductions at source	26,403	539
	714,092	923,426

12. Deferred revenue

The following table represents changes in the deferred revenue balance attributable to each major category of external restrictions:

	<i>Balance, beginning of year</i>	<i>Contributions received</i>	<i>Recognized as revenue</i>	<i>Balance, end of year</i>
Deferred Program revenue				
National Aboriginal Capital Corporations Association	225,892	301,165	291,538	235,519
First Nation Human Resources Development Commission of Quebec	290,103	153,576	209,726	233,953
First Nations of Quebec and Labrador Health and Social Services Commission	162,228	81,114	18,440	224,902
Tamarack Institute	59,245	281,184	334,169	6,260
KSCS	-	129,325	105,063	24,262
	737,468	946,364	958,936	724,896
DCRE, LP 23/24 restricted contribution	-	150,000	-	150,000
	737,468	1,096,364	958,936	874,896

13. Loans payable

Loan payable - Kruger Energy, LP , unsecured, bearing interest at 5% per annum was repaid during the year.

Tewatohnhi'saktha
Notes to the Consolidated Financial Statements

For the year ended March 31, 2023

14. Long-term debt

	2023	2022
Mortgage payable, interest bearing at 3.54% (2022 - 3.54%), repayable in blended monthly installments of \$14,592, with the balance subject to renewal in August 2023, secured by a trust agreement in the lender's favour on the Business Complex having a carrying amount of \$2,990,756	241,569	404,969
Mortgage payable, interest bearing at 3.03% (2022 - 3.03%), repayable in blended monthly installments of \$4,332 with the balance subject to renewal in December 2023, secured by a \$1,000,000 first rank immovable hypothec on the Commercial Complex having a carrying amount of \$801,512	513,540	549,381
Indigenous Business Stabilization Program - Emergency Loan Program loans payable are unsecured, non-interest bearing with 25% - 50% forgivable if repaid no later than 4 years following the date the loan was issued, payable monthly, on the same basis the loans receivable are collected, commencing no later than one year after the loan was issued (note 15).	96,445	516,723
	851,554	1,471,073

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:

2024	313,000		
2025	110,000		
2026	39,000		
2027	40,000		
2028	42,000		
Thereafter	317,000	-	-

15. Long-term debt Emergency Loan Program

Emergency Loan Program loans are repayable to NACCA upon the earlier of the following events:

- 1) the underlying loans receivable are repaid by the applicant
- 2) it has been determined that advances made by NACCA will not be disbursed to applicants: or
- 3) the funds are not utilized in a manner consistent with the funding applications.

	2023	2022
Long-term debt	846,000	846,000
Less: cumulative grant portion taken into income - \$252,250 taken into income in 2023	(523,750)	(271,500)
Less: cumulative loan payable capital repayments	(215,805)	(57,777)
Less: Overpayment of ELP loan receivable due to NACCA	20,000	-
Less: forgiven loan	(30,000)	-
	96,445	516,723

During the year, the Organization received \$157,056 of capital loan repayment for the Emergency Loan Program receivable (note 9) and repaid \$158,029 of which \$11,931 was for the March 31, 2022 year end. The difference of \$10,958 was disbursed subsequent to year-end.

As at March 31, 2023, the current portion of the Emergency Loan Program long term debt payable is \$96,445.

16. 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 (2022 - \$156,000) for aboriginal entrepreneurs under the loan guarantee program. As at March 31, 2023, the total guaranteed indebtedness amounted to \$116,800 (2022 - \$136,400).
- c) The Organization has entered into long-term leases for premises. The minimum annual rentals, excluding escalation clauses covering increases in property taxes and operating expenses, are approximately \$9,000 per annum.
- d) The Organization has been named as co-defendant in a lawsuit on behalf of a previous tenant, seeking to recover \$1,795,303 in damages allegedly sustained by them as a result of construction work performed on or around the property leased. The lawsuit remains at an early stage, and as litigation is subject to many uncertainties, it is not possible to predict the ultimate outcome of the lawsuit or to estimate the loss, if any, which may result. Any amount awarded as a result of this action will be recorded when reasonably estimable.

17. Tangible capital assets

The tangible capital assets reconciliation is included in Schedule 1.

18. Accumulated surplus

Accumulated surplus consists of the following:

	2023	2022
Externally Restricted Funds:		
Balance, beginning of year	3,456,715	2,675,035
Surplus (Deficit)	(625,430)	781,680
	2,831,285	3,456,715
Internally Restricted Funds:		
Balance, beginning of year	7,366,228	5,410,588
Surplus	847,941	1,955,640
	8,214,169	7,366,228
Capital Fund:		
Balance, beginning of year	4,799,853	4,676,813
Purchases of tangible capital assets	376,552	161,813
Amortization	(292,996)	(231,275)
Principal repayments of long-term debt	199,241	192,502
	5,082,650	4,799,853
	16,128,104	15,622,796

19. Restricted fund balances

Restricted fund balances consist of the following:

	2023	2022
Externally restricted funds		
Workforce Development	832,129	1,457,559
Business Loan Fund	1,999,156	1,999,156
	2,831,285	3,456,715
 Internally restricted funds		
Operational Reserve	193,000	193,000
Economic Development Reserve	8,021,169	7,173,228
	8,214,169	7,366,228
	11,045,454	10,822,943

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, Tewatohnhi'saktha is responsible for the day to day operations and management of MIT. However, based on the terms of the third party agreement, it does not exercise effective strategic control over MIT's assets, liabilities and surplus without the explicit cooperation and approval of the third party. As such, the assets, liabilities and results of the operations of MIT are not included in these financial statements.

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.

Credit risk

Credit risk is the risk of financial loss because a counter party to a financial instrument fails to discharge its contractual obligations.

The carrying amount of the Organization's financial instruments best represents the maximum exposure to credit risk.

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.

	2023	2022
Included in revenues:		
Revenue received from Kahnawà:ke Education Centre	106,968	145,570
Revenue received from Kahnawà:ke Shakotia'Takehnhas Community Services	179,575	50,000
Revenue received from Mohawk Council of Kahnawà:ke	1,451,007	1,113,579
Included in expenses		
Expense paid to Kahnawà:ke Shakotia'Takehnhas Community Services	3,958	-
Expenses paid to Kahnawà:ke Education Centre	11,199	51,454
Included in Accounts Payable:		
Kahnawà:ke Shakotia'Takehnhas Community Services	233	-
Mohawk Council of Kahnawà:ke	111,447	99,059
Kahnawà:ke Education Centre	-	6,529

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

Transactions with an entity for which the Organization has a 30% interest includes interest charged by Kruger Energy, LP in the amount of \$15,980 (2022 - \$64,096). Included in accounts payable is \$Nil (2022 - \$132,468) owed to Des Cultures Renewable Energies, LP.

23. Government transfers

	<i>Operating transfers</i>	<i>Deferrals, repayments and cancellations</i>	2023	2022
Federal government transfers				
Indigenous Services Canada	979,280	-	979,280	2,492,234
Canadian Heritage	99,884	-	99,884	-
Employment and Social Development Canada	-	-	-	190,932
	1,079,164	-	1,079,164	2,683,166
Provincial government transfers				
Province of Quebec	-	-	-	187,799
	1,079,164	-	1,079,164	2,870,965

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 \$170,901 in 2023 (- \$165,264).

25. Budget information

The disclosed budget information has been approved by the Board of Directors of Tewatohnhi'saktha on January 24, 2022.

26. Comparative figures

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

27. Supplemental cash flow information

During the year \$15,980 (2022 - \$64,096) of interest was charged for the loan payable - Kruger Energy, LP, \$15,980 (2022 - \$64,096) was capitalized to the loan and \$Nil (2022 - \$Nil) was paid for in cash.

Contributions from investment in limited partnership totalled \$3,048,929 of which \$1,657,610 were received in cash and the remainder applied against the loan payable - Kruger Energy, LP.

28. Subsequent event

Subsequent to year end, the investment in Kahnawàke Sustainable Energies Inc. was transferred to the Mohawk Council of Kahnawàke.

Tewatohnhi'saktha
Schedule 1 - Consolidated Schedule of Tangible Capital Assets
For the year ended March 31, 2023

	<i>Land</i>	<i>Buildings</i>	<i>Equipment</i>	<i>Computer hardware</i>	<i>2023</i>	<i>2022</i>
Cost						
Balance, beginning of year	1,830,000	8,342,762	431,777	199,908	10,804,447	10,642,634
Acquisition of tangible capital assets	-	29,300	284,382	62,870	376,552	161,813
Balance, end of year	1,830,000	8,372,062	716,159	262,778	11,180,999	10,804,447
Accumulated amortization						
Balance, beginning of year	-	4,514,966	358,283	176,995	5,050,244	4,818,969
Annual amortization	-	192,855	71,575	28,566	292,996	231,275
Balance, end of year	-	4,707,821	429,858	205,561	5,343,240	5,050,244
Net book value of tangible capital assets	1,830,000	3,664,241	286,301	57,217	5,837,759	5,754,203
2022 Net book value of tangible capital assets	1,830,000	3,827,796	73,494	22,913	5,754,203	

Tewatohnhi'saktha
Schedule 2 - Schedule of Consolidated Expenses by Object

For the year ended March 31, 2023

	2023 Budget	2023	2022
Consolidated expenses by object			
Administration	442,895	658,836	688,523
Amortization	-	292,996	231,275
Aquisitions	107,000	-	-
Bad debts (recovered)	-	86,250	(6,141)
Bank charges and interest	3,281	40,392	75,082
Community events	25,940	55,949	-
Covid-19 payments	1,303,367	31,120	1,429,767
Economic Development	2,793,828	2,556,981	2,121,063
Honouraria(um)	48,400	55,995	-
Insurance	28,608	21,538	21,174
Interest on long-term debt	41,333	27,855	34,594
Meeting	66,465	40,244	47,084
Miscellaneous	200,776	62,892	35,102
Office supplies and expenses	356,820	171,685	127,637
Professional fees	547,976	536,083	646,257
Promotion and marketing	219,775	185,449	94,948
Rent	227,147	203,020	198,580
Repairs and maintenance	182,147	160,562	121,503
Salaries and benefits	3,622,670	2,897,968	2,550,338
Telephone	70,390	40,223	49,811
Training costs	111,719	33,749	22,105
Travel	251,835	243,977	99,570
Utilities	122,231	113,919	97,505
	10,774,603	8,517,683	8,685,777

Tewatohnhhi'saktha
Schedule 3 - Consolidated Schedule of Revenues and Expenditures
For the year ended March 31, 2023

	<i>Schedule #</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	4,444	2,400,141	56,150	2,460,735	3,086,165	-	(625,430)	808,918
Business Services	5	955,064	700,811	(9,627)	1,646,248	1,700,469	-	(54,221)	82,195
Economic Development	6	14,704	4,112,390	(33,951)	4,093,143	1,628,117	(1,750,331)	714,695	1,374,335
Administrative Services	7	5,068	720,404	-	725,472	1,277,635	739,630	187,467	471,872
Marketing and Tourism	8	-	97,393	-	97,393	532,301	434,908	-	-
Capital	9	-	-	-	-	292,996	575,793	282,797	123,040
Surplus		979,280	8,031,139	12,572	9,022,991	8,517,683	-	505,308	2,860,360

**Tewatohnhi'saktha
Workforce Development**

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

For the year ended March 31, 2023

	2023 Budget	2023	2022
Revenue			
Government funding			
Indigenous Services Canada			
Block funding	-	4,444	4,392
Federal government funding			
Employment & Social Development Canada	-	-	15,120
	-	4,444	19,512
First Nations Human Resources Development Commission of Quebec	2,034,800	2,050,420	2,927,742
Other revenues	227,889	208,675	227,551
Kahnawake Education Center	123,800	106,968	145,570
Administrative cost share revenue	-	34,078	61,176
Deferred revenue - prior year	1,116,007	290,103	329,086
Deferred revenue - current year	-	(233,953)	(290,103)
	3,502,496	2,460,735	3,420,534
Expenses			
Administration	400,000	400,000	400,000
Employee benefits	142,666	100,414	95,627
Insurance	180	-	-
Meeting	-	-	(87)
Miscellaneous	136,950	13,326	2,573
Office supplies and expenses	10,500	9,002	15,295
Other employment and training costs	316,996	286,625	247,320
Participant allowances	899,131	808,945	532,279
Participant wages	820,329	642,327	617,109
Professional fees	19,700	5,978	11,138
Promotion and marketing	9,700	2,616	4,547
Rent	20,400	20,670	20,400
Repairs and maintenance	4,000	2,563	3,851
Salaries	653,608	548,971	593,453
Telephone	18,600	5,624	15,002
Travel	46,236	212,047	49,051
Utilities	3,500	27,057	3,859
	3,502,496	3,086,165	2,611,417
Surplus (deficit) before transfers	-	(625,430)	809,117
Transfers			
Transfers between programs	-	-	(199)
Surplus (deficit)	-	(625,430)	808,918
Accumulated surplus, beginning of year	-	1,457,559	648,641
Accumulated surplus, end of year	-	832,129	1,457,559

Schedule 5 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus*For the year ended March 31, 2023*

	2023 Budget	2023	2022
Revenue			
Government funding			
Indigenous Services Canada			
Block funding	2,196,090	955,064	942,050
Fixed Funding	-	-	1,328,146
Federal government funding			
Employment & Social Development Canada	-	-	3,780
	2,196,090	955,064	2,273,976
Interest and dividend income	46,103	61,008	58,234
Other revenues	4,220	30,000	300
National Aboriginal Capital Corporations Association	556,079	354,291	336,514
Administrative cost share revenue	37,902	3,262	1,157
Deferred revenue - prior year	60,506	225,892	502,398
Deferred revenue - current year	-	(235,519)	(225,892)
	2,900,900	1,393,998	2,946,687
Expenses			
Administration	41,432	258,836	288,523
Bad debts (recovered)	-	86,250	(6,141)
Bank charges and interest	100	395	45
Business assistance and support	318,380	327,490	207,201
Covid-19 payments	1,249,067	26,533	1,369,816
Employee benefits	81,786	59,971	67,337
Grant disbursements	431,192	205,969	384,917
Indigenous business stabilization	-	252,250	120,000
Insurance	8,320	-	-
Meeting	1,550	355	2,570
Miscellaneous	5,234	5,379	5,013
Office supplies and expenses	6,830	1,253	2,163
Professional fees	65,857	36,148	59,060
Promotion and marketing	30,950	8,368	4,276
Provision for loan forgiveness	-	16,774	6,716
Rent	6,240	-	-
Repairs and maintenance	3,467	-	-
Salaries	449,065	400,577	447,604
Telephone	2,581	1,404	504
Training costs	25,961	4,610	496
Travel	159,022	7,907	21,122
Utilities	13,866	-	-
	2,900,900	1,700,469	2,981,222
Deficit before other items	-	(306,471)	(34,535)

Continued on next page

Schedule 5 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus*For the year ended March 31, 2023*

	2023 Budget	2023	2022
Other income			
Grant income	-	252,250	120,000
Surplus (deficit) before transfers	-	(54,221)	85,465
Transfers			
Transfers to capital fund	-	-	(3,270)
Surplus	-	(54,221)	82,195
Accumulated surplus, beginning of year	-	2,508,353	2,426,158
Accumulated surplus, end of year	-	2,454,132	2,508,353

Tewatohnhi'saktha
Economic Development

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

For the year ended March 31, 2023

	<i>2023 Budget</i>	<i>2023</i>	<i>2022</i>
Revenue			
Government funding			
Indigenous Services Canada			
Block funding	14,845	14,704	14,477
Flexible funding	-	-	60,975
Provincial government funding			
Secrétariat aux affaires autochtones	301,114	-	187,799
Federal government funding			
Canadian Heritage	-	99,884	-
	315,959	114,588	263,251
Interest and dividend income	2,268	21,345	4,150
National Aboriginal Capital Corporations Association	730,062	-	-
First Nations Quebec and Labrador Health and Social Services Commission	-	81,114	81,114
Other revenues	-	513,898	234,845
Rental income	916,537	930,398	910,651
Mohawk Council Kahnawake	-	1,447,976	1,000,000
KSCS	83,005	179,575	50,000
Administrative cost share revenue	-	15,000	24,000
Deferred revenue - prior year	126,119	221,473	277,346
Deferred revenue - current year	-	(255,424)	(221,473)
	2,173,950	3,269,943	2,623,884
Expenses			
Aquisitions	107,000	-	-
Bank charges and interest	1,696	38,324	54,771
Business assistance and support	-	338	1,750
Community events	25,940	55,949	-
Covid-19 payments	9,900	-	15,805
Employee benefits	107,258	53,775	48,873
Honouraria(um)	48,400	55,995	-
Insurance	18,316	21,494	21,174
Interest on long-term debt	41,333	27,855	34,594
Meeting	56,037	41,575	37,269
Miscellaneous	24,410	14,327	12,424
Office supplies and expenses	152,675	22,849	31,261
Other employment and training costs	-	10,346	-
Professional fees	378,409	278,739	469,558
Promotion and marketing	30,250	13,274	2,121
Rent	33,390	11,250	10,300
Repairs and maintenance	131,680	75,498	81,611
Salaries	1,177,732	794,832	600,666
Telephone	32,296	16,324	19,304
Training costs	44,958	3,904	14,402
Travel	28,125	6,256	25,476
Utilities	102,665	85,213	90,730
	2,552,470	1,628,117	1,572,089
Surplus before other items	(378,520)	1,641,826	1,051,795

Continued on next page

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

For the year ended March 31, 2023

	2023 Budget	2023	2022
Surplus before other items <i>(Continued from previous page)</i>	(378,520)	1,641,826	1,051,795
Other income			
Earnings from business partnership	-	823,200	1,408,152
Surplus before transfers	(378,520)	2,465,026	2,459,947
Transfers			
Transfers between programs	-	(1,236,359)	(751,477)
Transfers to capital fund	-	(314,731)	(141,633)
Principle payments on long-term debt	-	(199,241)	(192,502)
	-	(1,750,331)	(1,085,612)
Surplus	(378,520)	714,695	1,374,335
Accumulated surplus, beginning of year	-	5,872,611	4,498,276
Accumulated surplus, end of year	(378,520)	6,587,306	5,872,611

Schedule 7 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus*For the year ended March 31, 2023*

	2023 Budget	2023	2022
Revenue			
Government funding			
Indigenous Services Canada			
Block funding	-	5,068	5,009
Interest and dividend income	1,770	54,358	16,888
Other revenues	-	4,686	10,448
Rental income	-	7,550	2,619
Administrative cost share revenue	609,574	653,810	653,210
	611,344	725,472	688,174
Expenses			
Administration	1,463	-	-
Bank charges and interest	1,485	1,497	20,032
Business assistance and support	1,000	-	-
Covid-19 payments	37,200	4,737	41,446
Employee benefits	112,003	96,673	68,294
Insurance	1,534	-	-
Meeting (recovered)	7,028	(2,287)	4,895
Miscellaneous	29,632	23,384	10,498
Office supplies and expenses	149,840	100,562	69,214
Professional fees	81,510	157,580	53,205
Promotion and marketing	115,100	98,331	65,235
Rent	167,117	171,100	167,880
Repairs and maintenance	30,000	28,966	28,791
Salaries	600,149	566,687	433,513
Telephone	11,456	11,181	11,626
Training costs	28,500	18,974	3,388
Travel	6,900	250	-
	1,381,917	1,277,635	978,017
Deficit before other items	(770,573)	(552,163)	(289,843)
Other income			
Proceeds on sale of interest in Kahnawake Service Complex	-	-	285,046
Deficit before transfers	(770,573)	(552,163)	(4,797)
Transfers			
Transfers between programs	-	792,284	491,235
Transfers to capital fund	-	(52,654)	(14,566)
	-	739,630	476,669
Surplus	(770,573)	187,467	471,872
Accumulated surplus, beginning of year	-	791,420	319,548
Accumulated surplus, end of year	(770,573)	978,887	791,420

Tewatohnhi'saktha
Marketing and Tourism

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

For the year ended March 31, 2023

	2023 Budget	2023	2022
Revenue			
Government funding			
Indigenous Services Canada			
Fixed Funding	9,216	-	30,000
Other revenues	24,700	97,393	23,660
	33,916	97,393	53,660
Expenses			
Bank charges and interest	-	176	234
Business assistance and support	6,800	5,917	3,771
Covid-19 payments (recovered)	7,200	(150)	2,700
Employee benefits	41,976	17,371	20,103
Insurance	258	44	-
Meeting	1,8504,	601	2,437
Miscellaneous	550	6,476	4,594
Office supplies and expenses	36,975	38,019	9,704
Professional fees	2,500	57,638	53,296
Promotion and marketing	33,775	62,860	18,769
Repairs and maintenance	13,000	53,535	7,250
Salaries	256,427	258,697	174,868
Telephone	5,457	5,690	3,375
Training costs	12,300	6,261	3,819
Travel	11,552	17,517	3,921
Utilities	2,200	1,649	2,916
	436,820	532,301	311,757
Deficit before transfers	(402,904)	(434,908)	(258,097)
Transfers between programs			
Transfers between programs	-	444,075	260,441
Transfers to capital fund	-	(9,167)	(2,344)
	-	434,908	258,097
Surplus and accumulated surplus, end of year	(402,904)	-	-

Schedule 9 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus*For the year ended March 31, 2023*

	2023 Budget	2023	2022
Expenses			
Amortization	-	292,996	231,275
Deficit before transfers	-	(292,996)	(231,275)
Transfers between programs			
Transfers to capital fund	-	376,552	161,813
Principle payments on long-term debt	-	199,241	192,502
	-	575,793	354,315
Surplus	-	282,797	123,040
Accumulated surplus, beginning of year	-	4,799,853	4,676,813
Accumulated surplus, end of year	-	5,082,650	4,799,853

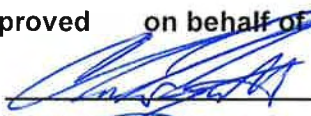
MOHAWK INTERNET TECHNOLOGIES**BALANCE SHEET****AS AT MARCH 31, 2023**

(in thousands)

	2023	2022
ASSETS		
Current		
Cash	\$ 320	\$ 358
Accounts receivable (Note 3)	1,394	1,153
Prepaid expenses and deposits	212	170
	1,926	1,681
Capital assets (Note 4)	1,578	1,294
	\$ 3,504	\$ 2,975
LIABILITIES AND EQUITY		
Current		
Accounts payable and accrued liabilities (Note 5)	\$ 1,066	\$ 939
Current portion of loan payable (Note 6)	512	339
	1,578	1,278
Loan payable (Note 6)	1,112	997
	2,690	2,275
Equity	814	700
	\$ 3,504	\$ 2,975

The accompanying notes are an integral part of these financial statements.

Approved on behalf of the Board of Supervisors


_____, Supervisor
_____, SupervisorRABINOVITCH
LUCIANO



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