

2023 - 2024



24th Annual Report

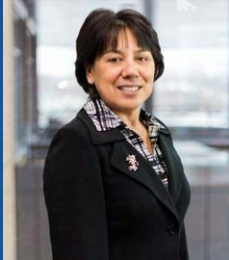
April / Onerahtókha 1, 2023 to March / Enniskó:wa 31, 2024



Board of Directors



Heather Bauersfeld
Chairperson
Appointed
Term Ends: 2027



Barbara McComber
Vice-Chairperson
Elected
Term Ends: 2027



Charles (Chuck) Barnett
Elected
Member
Term Ends: 2027



Thawennontie Thomas
Member
Term 2025



Mackenzie Kirby
Elected
Member
Term 2025



Peggy Mayo-Standup
Member
Appointed
Term Ends: 2027



Ron Abaira
Member
Appointed
Term Ends: 2027

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Chairperson, Board of Directors

As the newly elected Chairperson of the Economic Development Commission, it is my distinct honor to present our Annual Report for the fiscal year 2023-2024. This past year has been one of progressive change and strategic growth, underpinned by our unwavering commitment.

Firstly, I would like to express our profound gratitude to Mr. Greg Horn for his years of dedicated service to the Commission, including his tenure as the previous Chairperson of the Board. His contributions have been invaluable, and we are deeply appreciative of his many years of leadership and vision.

New Board Members

With the election of new Board Members, including myself as Chairperson and Barbara McComber as Vice-Chairperson, we have embraced the responsibility of steering our Commission towards new horizons. The transition has been seamless, thanks to the strong foundation laid by our predecessors, and we are excited about the collective expertise and fresh perspectives that the new Board brings.

This year also marked significant strides in organizational development. We implemented an updated administrative and personnel policy manual, demonstrating our commitment to a safe, respectful, and equitable workplace. This endeavor included comprehensive training in Health and Safety and violence and harassment prevention, ensuring that our team is well-equipped to cultivate a positive work environment.



Heather Bauersfeld
Chairperson

New Talent in Key Positions

The Commission welcomed new talent with the appointment of a Director of Operations and several key positions, completing our dynamic team. These additions have bolstered our capacity to deliver on our mandate effectively.

Financial Strategy

In a strategic financial move, we established reserve accounts with rigorous policies for both building and operational reserves, enhancing our financial resilience and preparedness.

Tewatohnhi'saktha Business Golf Challenge

The return of the Tewatohnhi'saktha Business Golf Challenge has been a highlight, with planning efforts throughout the year fostering community engagement and anticipation.

Embracing Modern Work Trends

Our successful financial audit highlights our commitment to transparency. We have implemented a remote work policy to adapt to modern work trends, ensuring flexibility and continuity of operations.

Chairpersons Message

Our workforce development sector has made commendable advancements by aligning their allowances and policies with the Kahnawà:ke Education Center's rates, a significant step towards uniformity and fairness.

With the budget approved and the final year of our 5-year funding agreement with the Mohawk Council of Kahnawà:ke upon us, we are poised to enter a period of strategic planning. We eagerly anticipate our 3-year Strategic Planning session for 2025-2028 and the development of a 5-year financial plan. These initiatives will be instrumental in positioning our organization for long-term financial health and strategic direction.

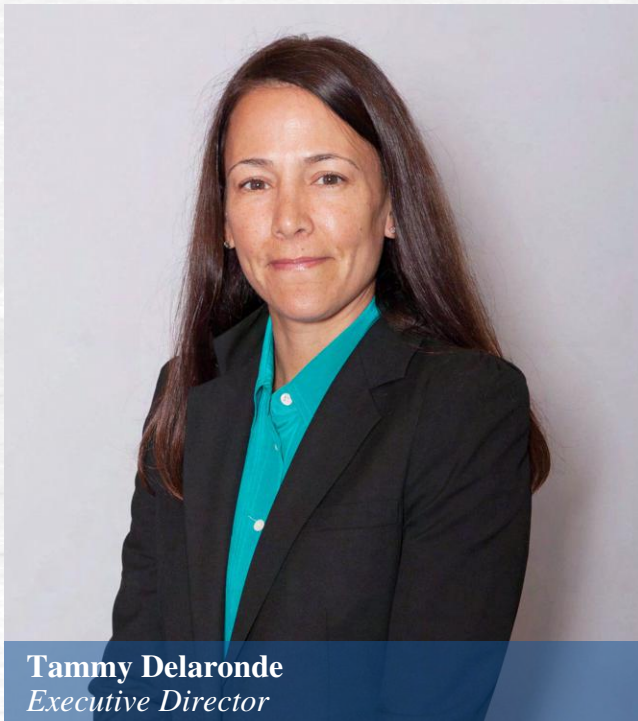


As we look to the future, we are reminded of the collective effort and dedication that have brought us to this point. I am confident that, together, we will continue to create opportunities that drive economic prosperity and enhance the quality of life for our community members.



Niauwenhkó:wa

Thank you to all our staff, Board members, partners, and stakeholders for your continued support and collaboration. We are excited about what the future holds and remain committed to advancing our shared goals with integrity, innovation, and excellence.



Tammy Delaronde
Executive Director

Fiscal year 2023-2024 was a very busy and successful year for Tewatohnhi'saktha and our clients. An increasing number of the clients decided to resume the career goals they put off due to COVID and focus on their education or start/expand their business. Our dedicated and knowledgeable Employment Counsellors, Business Services Officers, and support staff worked diligently with the clients to help them achieve their career and business goals.

Tewatohnhi'saktha Team

Our Tewatohnhi'saktha team also became whole in 2023-2024, as we filled several positions within the organization including the Directors of Operations, Executive Assistant to the Executive Director and Director of Operations, Office and Facilities Manager, Director of Human Resources, and Communications Generalist. We are excited about the new staff members joining our team and the current employees that have taken on more challenging roles!

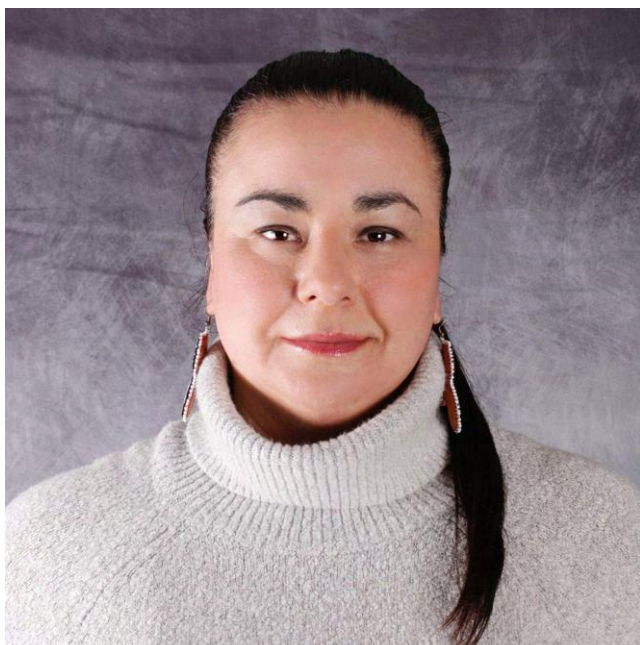
Strategic Initiatives

In addition to its day-to-day activities, the Tewatohnhi'saktha team has also been busy working on strategic initiatives identified in the 2022-2025 Strategic Plan for their units. For example, the Executive Director's Office coordinated meetings between the Tewatohnhi'saktha Board of Directors and Senior Management Team and MCK Chiefs and Executive Officers to discuss priorities relating to the Economic Policy Advisory area of our mandate and establish a means to collaborate on Economic Policy issues. A Terms of Reference was created as a result of the meetings.

Approaching 25 Years

As we approach our 25th anniversary, we look back on all of the achievements of our clients who took a chance on themselves and went back to school or opened a business. We wish them continued success in their future and look forward to helping new clients reach their goals!





Marissa Leblanc
Director of Operations

Director of Operations

To the valued members of the Kahnawà:ke community,

In my new capacity as Director of Operations at Tewaohnni'saktha, I have the honor of contributing to our annual report and sharing our collective vision for Kahnawà:ke's economic development.

Strong Foundation Established

Our path is one of self-determination and my focus is on advancing our operational capabilities to further this objective. With gratitude for the foundations established by valued leaders such as John Bud Morris, Kyle Delisle, and Barbara McComber, I am committed to fostering a spirit of cooperative progress. My dedication is towards harnessing opportunities that will help uplift every community member — from the aspiring entrepreneur and the diligent job seeker to the established business owner — ensuring comprehensive support for their endeavors.

Embracing New Technology

In an era where technology underpins economic advancement, I am acutely aware of the necessity to embrace innovation. Staying abreast of the digital transformation is imperative for our growth.

Transparency and Innovation Part of our Core Values

Open dialogue and transparency will be the trademarks of our progress, ensuring that community input is not only heard but also acted upon. I believe that with the collective talents and expertise of Tewaohnni'saktha's team, we can transform any challenge into a catalyst for innovation.

Supporting Youth

I assure our predecessors that their wisdom will shape our strategies. To the youth, I promise support for educational and professional opportunities to prepare for success.

Supporting a Strong Economic Future

My commitment is to channel our potential for the collective benefit, to steward our resources responsibly, and to ensure my decisions are made with the utmost integrity and a deep respect for our community and its members. We will continue to offer programs and services that bolster your journey to self-reliance and economic independence, creating an economic future that is reflective of our identity and supportive of the generations to follow.

Together we can thrive in the economy.

Together, let us build an economy that not only thrives but also embodies the spirit, values, and traditions of Kahnawa'kehrónon.

Message from the Chief Operations Officer

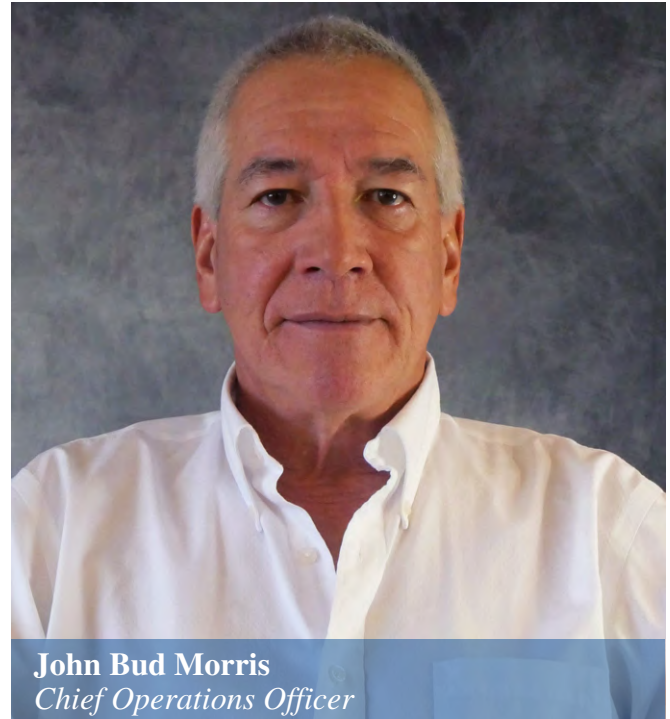
As we stand at the threshold of Tewatohnhi'saktha's 25th anniversary, I am filled with immense pride as I reflect on the journey we have undertaken together. Our organization has become a testament to the strength, ingenuity, and resilient spirit of our community.

Overcoming Challenges

Over the past year, our internal operations focused on recovery from the numerous effects of the pandemic on our systems. While we are proud that we were able to provide high quality services to our clients in a remote work environment, we also realized the necessity of a new business model. After consultation and analysis, we instituted a hybrid work from home and office model which allows our staff a better work-life balance without any negative effects on service delivery. We also had numerous staff vacancies which necessitated the wearing of several hats as positions were being filled.

Kahnawà:ke Sustainable Energies successful transfer

In April 2023, we finalized the paperwork for the successful transfer of Kahnawà:ke Sustainable Energies to the Mohawk Council of Kahnawà:ke (MCK) and changeover in corporate governance. We are proud of the Kahnawà:ke Sustainable Energies and Des Cultures project which has not only contributed to a healthier environment but has also positioned Kahnawà:ke as a role model for Indigenous and non-Indigenous communities alike and it has set the stage for future renewable energy projects. This transfer was due to a change in our mandate required by the MCK. As part of this change in mandate, we also initiated a collaborative effort with MCK to define



expectation for our Economic Policy Advisory function. That defining work continues and is expected to bear fruit this year.

Hosting Kahnawà:ke Collective Impact

After hosting the Kahnawà:ke Collective Impact (KCI) and its predecessor for many years, we concluded that KCI's needs had outgrown our ability to serve them. Effective April 1, 2024, KCI will be hosted by Kahnawà:ke Shakotia'takehnhas Community Services. KCI's work is a long-term vision, and we are proud of the role we played in its initiation.

Business Golf Challenge Returns

2023 also saw a return of the Business Golf Challenge after a three-year hiatus due to the pandemic and a recovery period for businesses. The Tournament was a huge success with \$75,000 being raised for the library.

Message from the Chief Operations Officer



KAHNAWA:KE
SUSTAINABLE
ENERGIES

Leaving a Strong Foundation for Future Leadership

I am confident that Tewatohnhi'saktha's foundation is strong, and that the future leadership will continue to uphold our values, mission, and vision for economic development. The path we have walked together has been one of collaboration, respect, and shared success. I am deeply grateful for the trust you have placed in me and for the opportunity to serve this vibrant community.

Retiring with heartfelt gratitude

As I retire, I carry with me the stories of our triumphs and the lessons learned through adversity. I am forever thankful for the support, dedication, and passion of our staff that have been the driving forces behind our collective achievements.

May Tewatohnhi'saktha continue to thrive and may our community's spirit shine brightly for many years to come.

Niá:wen for the privilege of serving you all these years.

With heartfelt gratitude,

John Bud Morris

Chief Operations Officer

Tewatohnhi'saktha - Kahnawà:ke's

Economic Development Commission

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

Angie Marquis

Director of Workforce Development

Daryl Leclaire

Director of Business Services

Marissa Leblanc

Director of Operations

Business Services

Daryl Leclaire

Director of Business Services

Kristy Kennedy

Business Services Officer /
Heads Up Program Coordinator

Rachel Leborgne

Loans Officer

Ron Murray

Project Development Officer

Coreen Delormier

Business Retention & Expansion Officer

Otiohkwanon Montour

Junior Business Services Officer

Human Resources

Alana Rice

Advisor to the Executive Director
and Chief Operations Officer

Workforce Development

Angie Marquis

Director of Workforce Development

Emily Rice

Workforce Development Counselling
Services Manager

Corinna Phillips

Workforce Development Counsellor

Belle Phillips

Workforce Development Youth
Engagement Counsellor

Emmitt Hamelin

Client Support Clerk

Katsistohkwí:io Jacco

Interim Workforce Development
Program Manager

Drake D'Souza

Workforce Development Coordinator

Keanna Goodleaf

Tóta Ma's Café Manager

Marketing and Tourism

Allison Kawennokta Jacobs

Marketing and Tourism Manager

Annie Marquis

Communications Generalist

Brian Williams

Social Media Coordinator

Bria Cross

Graphic Designer

Kimberly Cross

Tourism Development Manager-LOA

Trevor Diabo

Tourism Development Agent

Marie Lahache

Director of Human Resource

Jordan Diabo

Office Manager / Tourism
Tours Coordinator

Bronwyn Johns

Events Coordinator

Lacey Paul

Tourism Administrative Clerk

Kyah Montour

Public Relations

Administration

Andrea Moore

Executive Assistant

Abigail Jacobs

Office Assistant

Aidan Alfred

Information Systems Administrator

Wahsontaha:wi Stacey

Accounting Manager

Keisha Goodleaf

Interim Accounting Manager

Charles Taylor

Financial Clerk

Coreen Delormier

Office & Facilities Manager

As of January 2024

Helen Zacharie

Secretary / Receptionist

Kathy Hart

On-call Receptionist

Jordan Dupont

Building Maintenance

Heath Latour

On-call Building Maintenance

Erica McComber

On-call Maintenance

Takarihwaienhne Delaronde

Human Resource Assistant



Allison Jacobs
Manager of Marketing and Tourism

It is with pleasure I provide our year-end results for the Marketing and Tourism Department. The role of this department is to promote all programs, services and activities within Tewaohnni'saktha and that includes the promotions for Kahnawà:ke Tourism. We introduced updated websites for **Shop Kahnawà:ke** and **Kahnawà:ke Tourism**. The updates were necessary to keep up with the needs of our clients and visitors and to support our communication efforts. We introduced a new podcast series for Tewaohnni'saktha and continue to promote the Tourism podcast that is hosted through Iorì:wase. A new TikTok account has been created to reach our youth and a reel's series for social media.

Programs, Services, and Activities

We utilize our local media channels to communicate what we offer, and we measure the results of those efforts. We published more than 90 ads in our local papers, 25 radio ads, participated in over 10 talk shows, created 19 various videos and social media reels combined and utilize the digital billboards that

expand our highways. We measure our communication effectiveness each year through our Community Baseline Survey and have exceeded our target of 80% to 86.65% of strongly agree/agree in effectively communicating our activities to the community.

Extending our Reach

This past year, we expanded our Tourism and Shop Kahnawà:ke promotions through small town media outlets to bring awareness to what Kahnawà:ke has to offer. Promoting Tourism public events, activities and tour offerings as well as shopping Kahnawà:ke. We want to connect with our neighbors, bringing awareness of what Kahnawà:ke has to offer and create repeat shopping and visitor experiences. The Welcome Center hosted 77 tours of 1,384 guests and greeted 649 walk-in visitors from all over the world. Tourism hosted various events such as Riverside Musical Park Demonstration, Maple, Strawberry, Corn and Harvest Food Fest events and collaborated on many other public events.

Overcoming Challenges

We have overcome some staffing challenges in Tourism this year, however, the team continued to offer the best service possible. A key interim role was vacated; however quickly filled by Jordan Diabo stepping up to support a portion of the duties as Office Manager while continuing to coordinate visitor tours this past year. Kimberly Cross-Zacharie, the Tourism Development Manager, is finishing up her last year of the 2-year Kanien'kéha Ratiwennahní:rats Mohawk Immersion Program and will be returning to work this summer. We look forward to her resuming her leadership role with renewed excitement as she shares her extended knowledge of our language and culture with the team. Thank you to my entire team for supporting each other during challenging times.

Strawberry Fest

The annual Strawberry Food Fest featured 10 businesses at the Kahnawà:ke Sports Complex on Saturday, July 22, 2023, offering strawberry-themed items, local dishes, and beverages. Despite the weather, 458 visitors enjoyed the event with various strawberry products, including photo props, shirts, and treats for pets.



Spirit of Wellness Promotion




194 people participated in the Shop Wellness promotion, a Shop Kahnawà:ke Initiative, by visiting one or more of these five (5) business; Crystal Connections, Lotus + Sage, Diva's Den, Sequoia, and First Nations Nutrition. Congratulations to all of the winners!



The winners from each business were Billy Jo Ratt for Crystal Connection, Bria Cross for Lotus + Sage Holistics, Maya Rice for Diva's Den, Brittany Zachary for First Nations Nutrition, and Nancy Roth for Sequoia.



Welcome to Ka'nikonhrí:io! This podcast explores Tewaohnhi'saktha's programs and services. A new episode released monthly. Listen now at tewa.ca/podcast

-  **Episode 1:** Shop Kahnawà:ke Initiative
-  **Episode 2:** Workforce Development's Programs & Services
-  **Episode 3:** Kahnawà:ke Summer Student Employment Program



Kwakaratón:ni episodes consist of meeting the tour guides and sharing our ways of being conscious of the community. A new episode released monthly! Listen now at kahnawaketourism.com/kahnawake-tourism-podcast





Capital Campaign

Kahnawà:ke Tourism is a key partner in The Kahnawà:ke Cultural Arts Center's project.

Kahnawà:ke Tourism Survey

Kahnawà:ke Tourism surveyed community businesses to assess the impact of Tewatohnhi'saktha & Kahnawà:ke Tourism on economic activity. A total of 80 out of 375 businesses responded. This survey will be repeated in 2025, and we hope to have greater participation.

To view the full results visit:
Kahnawaketourism.com

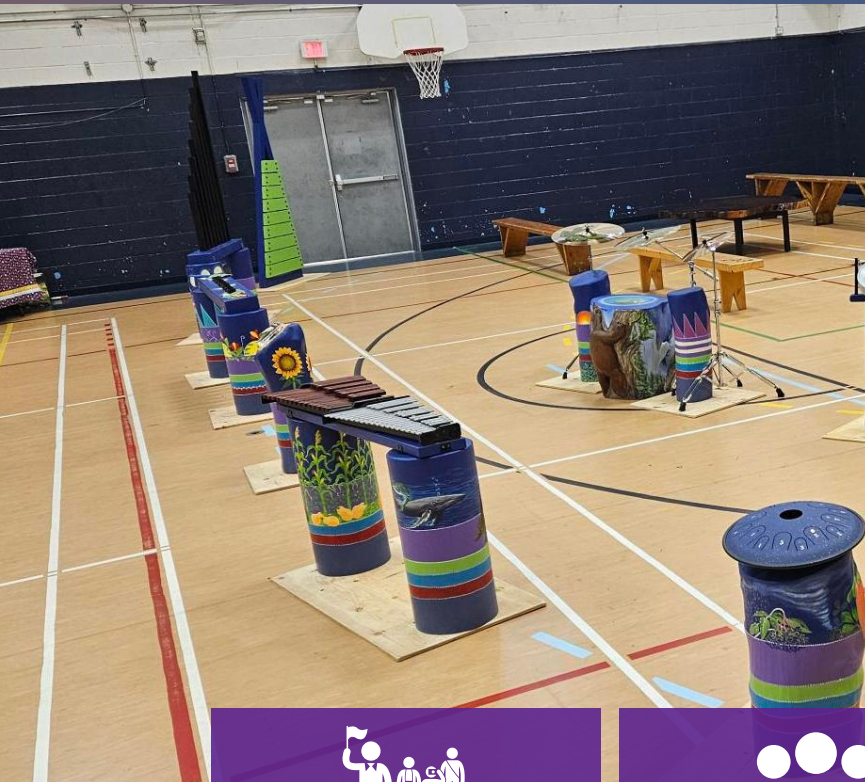


Green Corn Agricultural Fair

Tourism and Kahnawà:ke Collective Impact collaborated on the Green Corn Agricultural Fair on August 19th, 2023 to showcase gardening skills.

The event featured sturgeon preparation, traditional food samples, animal care demonstrations, traditional plant knowledge sharing, and composting discussions.

Visitors enjoyed activities like a homemade jam competition and learning survival skills.



Musical Park

The Riverside Musical Park, a project created by Owisokon Lahache, was publicly demonstrated to the community from March 4-9th at the Kahnawà:ke Youth Center. The project is a few years in the making, from idea phase, to funding, to reality. The playground consists of 11 musical structures, handmade and painted by Owisokon herself. More updates to come! This project was funded through a tourism grant.



77
Tours



1,384
Guests



649
Walk-ins

Maple Food Fest Brunch

The Sugar Shack Brunch took place at The Kahnawà:ke Youth Center on March 23rd, it was a huge success. The event served as a fundraiser for the Youth Traveling to Scandinavia in 2025! Over 300 attendees; \$5,236.00 was raised! Another community partner collaboration.



Lemonade with a Counsellor

On Wednesday, July 26th, 2023, the Workforce Development team hosted a pop-up event to chat about returning to school or seeking new job opportunities while enjoying a refreshing glass of lemonade!





Marie Lahache
Director of Human Resources

Human Resources

It has been a great year for Tewatohnhi'saktha! There have been many exciting changes including an HR departmental restructuring and I am pleased to have been selected as the new Director of Human Resources. I am very happy to be working alongside so many knowledgeable and experienced people who support and collaborate so well together in delivering exceptional service to the community of Kahnawà:ke.

The Human Resources (HR) Department has played an important role in allowing Tewatohnhi'saktha to remain a high-performance organization with a continuous goal of being known as one of the top employers in Kahnawà:ke. We offer employees an inclusive workplace that is challenging, fulfilling and fun. We believe our employees are the most valuable assets and feel it is important to invest in our employees' personal and professional growth which in return results in happy, motivated, and long-term employees.

This year's goal is to continue implementing positive changes that will enhance the already great work environment which focuses on employee personal and professional growth, health and wellness, culture, and trust.

Recruitment and Hiring

We are pleased to say that for the first time since Covid, we are fully staffed with all positions filled.

We filled a total of eight (8) positions by external recruitment, four (4) positions by the internal recruitment processes.

Three (3) of the filled positions were Senior Management positions:

- Director of Operations
- Director of Human Resources
- Director of Marketing and Tourism.
- There were four (4) departures.

Our recruitment process was enhanced this year by incorporating an additional screening. The new job model assessment tool helped to assist management with matching and selecting the right person for the right job.



Performance and Talent Management

This year we enhanced our comprehensive performance management process (PMP) to include a “Talent Management” tool.

- The tool will be used as a means of identifying training needs and professional goals of each employee that will be used to support them in their personal and career development and as well as succession planning.
- The performance evaluation program now incorporates the “core values” of the organization into the performance evaluations by means of translating these values into “competencies”. The “how” you do your job (i.e. values/competencies) is also important and needed to be considered rather than just looking at the “what” you do.
- A job analysis survey for each position was completed.
- Each employee completed a job profile assessment. This individual profile will be used to assist the employee and supervisor in determining their Career Development goals.



Compensation and Benefits

Last summer, Tewatohnhi'saktha hired an Independent Consultant to conduct a Salary Market Review for the organization. The purpose of the project was for Tewatohnhi'saktha to ensure it was compensating its employees fairly and comparable to the outside Markets (in and outside of the community of Kahnawà:ke).

The Salary Market recommendations resulted in the following actions:

Every job was evaluated to ensure it was properly placed within the salary scale.

Three (3) job descriptions were revised, renamed (new job title), re-evaluated and moved up on the salary scale.

All employees received some form of salary increase once placed on the new scale according to Salary Market.



Employee Engagement

This past year, Tewatohnhi'saktha conducted an engagement survey which was administered by an external consultant to gauge the level of satisfaction in the workplace.

Social Committee: The committee planned some fun staff-related activities throughout the year which included a Halloween Masquerade, Holiday Parade, Easter Egg Hunt, Valentine's Day snacks (wear red) and this year we hosted an in-house baby shower for one of our employees. This coming year we are aiming to include more culturally relevant activities.

Workplace Health and Safety

Tewatohnhi'saktha prioritizes employee health, safety, and well-being through a Health and Safety Committee, a Harassment Policy, and training by a Labor Lawyer.



Employee Health and Wellness

Tewatohnhi'saktha supports its employees in achieving work-life balance by offering some of the following options:

- Flex time schedules
- Work from home options (up to 2 days per week)
- Summer Hours (end of June to end of August) – Fridays end work at 12:30pm

Training and Professional Development

Each department as well as HR budgets a generous amount of training dollars for its employees. Employees took training in some of the following:

- WorkSmart with MS Office
- Transitioning from Employee to Supervisor
- Mental Health Strategies for Career Development Professionals
- 8-week Trauma Informed Attachment Training
- Motivational Interviewing
- 60hrs Healing Sexual Abuse, Sexual Assault & Domestic Violence in the Family & Community
- Cannexus 2024 Conference for Career Development Professionals





Daryl Leclaire
Director of Business Services

Year of Change for Business Services

2023-24 marked a year of change for Business Services, as three new individuals joined the team. Joining our team first was Rachel Leborgne, transferring from our Workforce Development team and taking on the role of Loans Officer. By the end of year, a familiar face rejoined the team, as Kristy Kennedy returned in the role of Business Services Officer, and was in turn joined by Otiohkwano:ron Montour as Junior Business Services Officer. Leaving the team was Marissa Leblanc, who remains with Tewatohnhi'saktha but has taken on the role of Director of Operations.

Financing Programs

Our financing programs remain popular as always as we gave out non-repayable contributions (grants) close to \$350,000 directly to Kahnawà:ke owned businesses through the Business Assistance Fund (BAF), Marketing Program Fund (MPF) and Professional Services Funds (PRO). Additionally, through the

Tewatohnhi'saktha Business Contribution Fund (TBCF), an additional \$392,685.61 of non-repayable financial contributions was given out to businesses. Businesses needing a little bit extra were also able to access our loan funds (Tewatohnhi'saktha Business Loan Fund and Kahnawà:ke Youth Business Fund) to the tune of \$ 297,148.12.

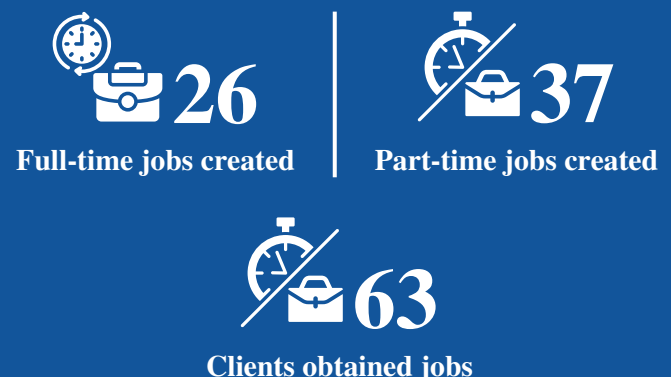
Shop Kahnawà:ke

We continue to promote Shop Kahnawà:ke to our businesses, as well as the community at large, resulting in another successful year for the program, as gift certificates sales totaled over \$50,000 for the year. The Shop Kahnawà:ke program guarantees certificates are used within the community, and now has close to 140 participating businesses.

Entrepreneurship Training

Another session of our entrepreneurship training was concluded in November 2023, and looking forward to this year, it will be returning to an in-person session for the first time since 2019. We continue to partner with Concordia, as they have and will continue to present during the entrepreneurship, focusing on marketing plans for the entrepreneur participants.

Job Creation Stats for 2022 to 2023





Shop Kahnawà:ke New Website

Shop Kahnawà:ke recently launched its new website! New features include space for enhanced business profiles, product or service photos and videos as well as google map pins to help customers find their physical location. A new business is featured every month on the home page!



Heads-Up Summer Program

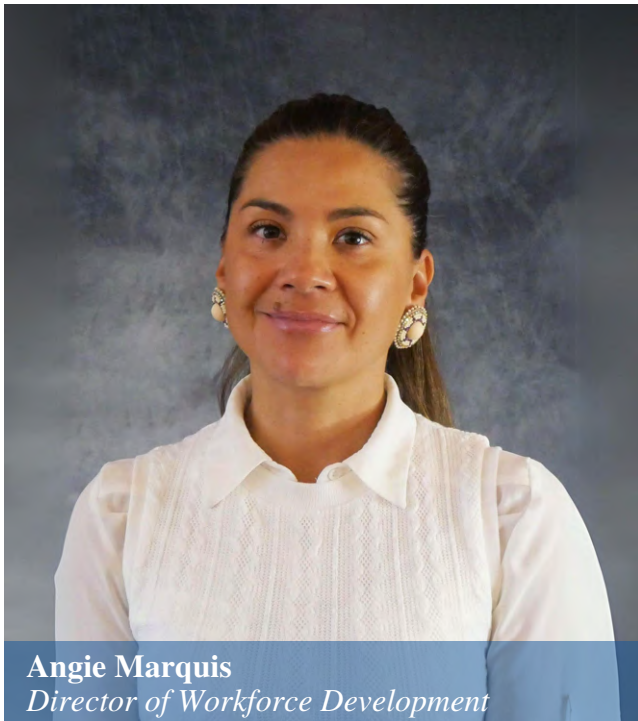
Two sessions of the Heads-Up Summer Program camp were completed. It was the first time since 2019 the summer camps took place at full participation with 16 campers per group. The program offers the youth the chance to learn many life-skills and business skills as well as career exploration including a 3-day employee for a day session.

Shop Kahnawà:ke Christmas Sale

\$52,205.00 worth of Shop Kahnawà:ke Certificates were sold from November 23rd to December 22nd! A Christmas raffle was held during the same time which raised \$1,500.00 with proceeds donated to the Purple Ribbon Walk.



Shop Kahnawà:ke's Christmas Raffle was drawn today, Thursday December 21, 2023. Kennedy's won \$400 in gift cards to 16 local businesses.



Angie Marquis
Director of Workforce Development

Workforce Development

The year was full of many successful collaborations with community organizations and partners in an effort to provide meaningful training and employment opportunities that cover several industries in the workforce.

In September, we proudly launched our highly anticipated project, the Builders of the Future program. This exciting initiative is a collaboration with New Frontiers School Board, Lester B. Pearson School Board, and the First Nations Regional Adult Education Center. After completing the training phase, students had the chance to apply their skills in carpentry, plumbing, and electricity through hands-on experience with local contractors.

In order to answer to a demand for administrative professionals in the community, an Administrative Bootcamp was offered alongside Mohawk Council of Kahnawà:ke's Strategic Development Unit and Nova Career Centre. The interest in this program was overwhelmingly positive.

Collaboration

A pilot project began with Kahnawà:ke Shakotia'takenhnas Community Services and Dearhouse Farms in February 2024. The focus is on mentorship for young men in the community.

We're also excited to highlight another successful collaboration with Kateri Memorial Hospital Center and the PAB graduates.

Through the Transitions Program, these graduates are offered a valuable 6-month work placement that complements their training, providing them with practical experience and career development opportunities.



Partnerships

The partnerships we make with community organizations are crucial to the on-going needs and the personal and professional development of the workforce.

Year End Highlights

Some notable highlights this year were that student allowance rates were significantly increased in January 2025, 65 people found employment and 33 people graduated with Vocational Diplomas.





Carpentry Graduation

Carpentry students graduated, on June 16th the latest cohort of the construction program completed with 5 graduates. Students went onto various work measures, employment, and some returned back to school.



Celebrating 5 Years

Tóta Ma's Café is celebrating 5 years! This social enterprise has offered support to many independent businesses by selling their products and has given training and work experience to community members.



Stats for the 2023
to 2024 fiscal year

260 
Clients served

58 
New clients

65 
Clients obtained
jobs unsubsidized

36 
Total jobs created (SEAP,
Skills Link, Transitions,
Youth Employment
Strategy, Self Employed)



Construction Equipment Operator Program

Tewatohnhi'saktha collaborated with Atelier Ecole Les Cedres on May 23, 2023, to launch the first English cohort for Construction Equipment Operator. The program had two cohorts, with successful graduates receiving a DEP in Construction Equipment Operation and over 1,095 CCQ recognized hours. The school submitted a proposal and was granted funding to host an all-Indigenous group for the DEP (Diplome D'études Professionnelles) program. After completion of the program the students left with a DEP in Construction Equipment Operation and over 1,095 CCQ recognized hours in heavy equipment and excavation operating.

Ten graduates emerged, with most funded by Tewatohnhi'saktha Workforce Development, many are employed at Bush Mohawk Construction, Slash/cavation, and Kahnawà:ke Mohawk Stevedores. The other graduates are looking for work within their fields at various outside companies.

Kateri Memorial Hospital Centre

Four students from the community completed the specialized 3-month PAB (Préposé aux Bénéficiaires) training course from Nova Career Centre. The program was a joint initiative between the Kateri Memorial Hospital Centre and the Quebec Ministry that is a condensed intensive program in order to address the demand for PAB's within the province. The KMHC collaborated with Tewatohnhi'saktha Workforce Development to access their Transitions Program for the graduates to guarantee 6 months of employment following the completion of the specialized program. The overall goal of the Transitions Program is for Vocational and Post-Secondary graduates to gain valuable work

experience within their field of study allowing for an easier transition into long-term employment within the field. We placed the graduates on Transitions measures on December 9th, 2023, for 26 weeks, ending in June 2024.





Up & Atom STEAM Camp

Sponsored by Des Cultures Renewable Energies, Tewatohnhi'saktha hosted its first ever Up & Atom STEAM Summer Camp. STEAM stands for Science, Technology, Engineering, Arts and Mathematics. It represents a multi-disciplinary initiative that promotes creativity and elevated levels of student engagement, as they perform a series of group projects that not only involve five school subject domains, but also makes them more relevant, creative, discovery-based and interesting for students. The one-week camp was geared to those aged 12 to 14 years old and introduced youth to different STEAM related careers in and around the community. The camp included fun STEAM day trips in order to expose youth to the field of STEAM.



Trips included various site-visits to local organizations and businesses that have STEAM related positions such as KMHC, KEPO, La Flesche, and the KOR. The other days were spent visiting the Montreal Science Centre, the Ottawa Science Museum, the Montreal Biodome, and had an in-house paint afternoon with Tekaronhiahkhwa Standup. The camp started on August 8th, 2023, and ended on August 11th, 2023, we had 12 participants across grades 6 to grade 8. You can catch next summer's Up & Atom STEAM Camp setting to launch July 15th, 2024.



KSCS/Dearhouse Farms

Tewatohnhi'saktha Workforce Development teamed up to support KSCS in their 26-week Land Based pilot project with Dearhouse Farms.

This pilot program combines hands-on learning experience and psychological/emotional support services. The program started on February 6th, 2024, where 6 young men within ages of 18 and 35, come together Monday to Friday for land-based learning and mentorship.

The program incorporates restoring culture and identity, education (trees, plants, herbs, biology, history, math, etc.), construction, developing skills and identifying gifts, building self-sufficiency, attending ceremony, and networking.



The overall goal of the program is for capacity building and healing through connections to land, culture, and collective experiences. Tewatohnhi'saktha Workforce Development contributed to the program financially for the participants wages. The Counselling team will connect with the program leads (Codey Martin, Chuck Barnett, and David Martel) when the cohort is ready for career and soft skill development towards the end of the program.



Administrative Assistant Bootcamp

The Administrative Assistant Bootcamp was a collaborative effort between Tewatohnhi'saktha, the New Frontiers School Board (NFSB), and the Mohawk Council of Kahnawà:ke (MCK). Building on the success of the 2022 Administrative Assistant Bootcamp, which helped numerous individuals launch successful careers within our community, we have revamped the curriculum based on valuable feedback. This new iteration was designed to meet the specific needs of Kahnawà:ke residents and businesses, providing essential skills and knowledge for excelling in administrative roles. With overwhelming interest, we welcomed 15 participants, achieving a 100% successful completion rate. Some participants are now employed at MCK, Kahnawà:ke Shakotii'a'takehnhas Community Services, Step-By-Step, Kateri Food Basket, and Tewatohnhi'saktha.



\$250 ⁰⁰	\$16,000	\$12,934	\$9,150	\$3,943	\$12,091
Completion Bursary Per Participant	Mohawk Council of Kahnawà:ke's Contribution	Tewatohnhi'saktha's Contribution	Tuition	Rent and Catering	Laptops and Microsoft Office Subscriptions



Builders of the Future

The Builders of the Future program, a landmark initiative of our organization, was made possible through \$1.4 million of funding from Service Canada and the collaborative efforts of the New Frontiers School Board and Lester B. Pearson School Board. This program hosted at the First Nations Regional Adult Education Center (FNRAEC) is designed to equip students with the skills and knowledge necessary for careers in Carpentry, Electrical, and Plumbing trades and address the demand for skilled and certified tradespeople within our community.



Over the course of the program, students engaged in comprehensive training that combined classroom instruction with hands-on experience. The curriculum included detailed modules in each of the three trades, ensuring a well-rounded education that prepared students for real-world applications. One of the program's highlights was a 6-week work placement with local contractors, providing students with invaluable on-the-job training and exposure to industry practices.

Seven students completed the Builders of the Future program, showing dedication and earning certifications for their future careers. The success sets a strong foundation for future cohorts with positive feedback encouraging program expansion for skill development and career opportunities within the community.





Belle Phillips, *Youth Engagement Counsellor*, **Drake D'Souza**, *Workforce Development Coordinator*
Otiohkwanon Montour, Jr *Business Services Officer*

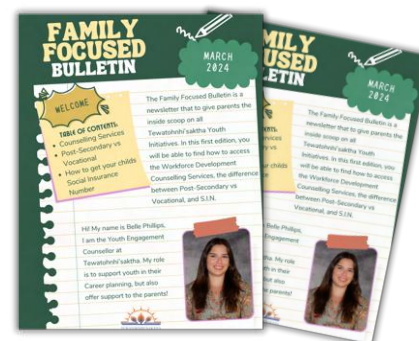
Youth Outreach

As in previous years, Tewaohnhi'saktha has maintained a close partnership with the Kahnawà:ke Survival School, and the Kahnawà:ke Education Center. In 2023/2024, Belle Phillips (Youth Engagement Workforce Development Counsellor, Tewaohnhi'saktha) has collaborated with Bethany Douglas (Post-Secondary Distance Counsellor, Kahnawà:ke Education Center), and Echo Hamelin (Transitions Counsellor, Kahnawà:ke Survival School). This trio has worked together to offer different events to not only Kahnawà:ke Survival School Students, but also the community.

In November 2023, they organized and hosted the Aboriginal Post-Secondary Information Program that hosted post-secondary schools from both Quebec and Ontario, as well as Vocational schools. The Annual KSS Career Fair was hosted February 1, 2024, which included CEGEPS, Universities, Vocational Schools, Community Organizations, and the 711 union.

Apart from the larger events, Belle and Bethany offered parent information sessions on what is needed for both vocational and post-secondary education.

They also held in class workshops throughout the year on topics such as resume and cover letter writing. Belle also attended the KSS visit to Nova Career Center to explain her role within Tewaohnhi'saktha and how they can access workforce development services.



Parent Newsletter

A quarterly parent newsletter has been introduced for our youth audience to keep them informed about any upcoming programs or training opportunities. Visit **Tewa.ca/family-focused-bulletin** to subscribe!

**Follow our youth
TikTok account!**

@tewayouth





Tóta Ma's Café

In May 2023, Tóta Ma's Café moved into a new location on the Old Malone Highway across from the Knights of Columbus. The staff at Tóta Ma's Café are trained as Baristas, and learn how to make high quality beverages and food items. In this environment, they continue to learn important employability skills, such as customer service, professionalism, punctuality, team-work, conflict resolution and more.



Café Rentals

Since moving to our new and bigger location in May 2023, it has given us the opportunity to host more community events. On average our café hosts 3 events per month, such as, the Kateri Memorial Foundation Annual General Meeting, KSCS Job Fair, and weekly Kanien'keha classes given Skátne Ionkwawientehta'onhatie.

New Business Partnerships

Over the past year we have maintained many loyal small business partnerships here at the café. As always, we have also added a few new partnerships for a long term and short period such as, Amy's Gluten Free Goodies, Sweet Sister Treats, Aux Vivres, Josie's Bakery, Petal Pops, Twisted Ladle, TLC, and Power Oats.



Self-Employment Assistance Program

The Self-Employment Assistance Program is an employability program that is specifically for new Entrepreneurs who are within their first year of operating a business. In 2023/2024 fiscal year, the SEAP supported a total of 8 new Entrepreneurs with a

monthly allowance and in some instances, childcare costs. The objective of the SEAP is to assist new Entrepreneurs in focusing on developing and investing in their new business, with the goal of the business becoming sustainable and successful long-term.



Mentor a Student Intern Program

The Mentor-A-Student Intern (MASI) Program supported the employment of a total of 11 students in the 2023/2024 fiscal year. The purpose of the MASI Program is to connect post-secondary students with employment opportunities that are related to their studies and allows them to work in a part-time mentored work environment. Participating employers included community organizations and small businesses, such as the Mohawk Council of Kahnawà:ke, Sowilo Sportswear and Karahkwa Designs, PlanIt Consulting and Communications.

In addition, Champlain College once again participated in the MASI Program, and mentored several Indigenous Student Ambassadors.





Kahnawà:ke Summer Student Employment Program

The Kahnawà:ke Summer Student Employment Program (KSSEP) saw its twenty third year in the summer of 2023. A variety of high-quality positions were made available to students this year, ranging from long-time seasonal positions such as Onake Camp Counsellors and Heads Up Facilitators at Tewatohnhi'saktha, to brand new positions such as a Digital Marketing Intern with Laflesche and a Project Assistant for the North American Indigenous Games through the Sports and Recreation Unit at the Mohawk Council of Kahnawà:ke.

The Kahnawà:ke Summer Student Employment Program (KSSEP) saw its twenty third year in the summer of 2023. A variety of high-quality positions were made available to students this year, ranging from long-time seasonal positions such as Onake Camp Counsellors and Heads Up Facilitators at Tewatohnhi'saktha, to brand new positions such as a Digital Marketing Intern with Laflesche and a Project Assistant for the North American Indigenous Games through the Sports and Recreation Unit at the Mohawk Council of Kahnawà:ke.

The KSSEP received many new requests for innovative and unique positions in 2023, which is indicative of Kahnawà:ke employers' commitment to investing in our youth through training them to not only apply their studies in a practical setting, but to shape their professionalism and enhance their skills in specialized fields. Overall, the KSSEP once again has been instrumental in positively contributing to Kahnawà:ke's workforce, which is evident through the number of connections that the program facilitated between employers and high achieving students, who later participated in the Mentor-A-Student Intern Program in Fall 2023.

The total budget for the Program was \$256,442.14, and therefore, the KSSEP Selection Committee were able to approve a total of 74 positions. This year, two brand new Tewatohnhi'saktha employees were hired as the Interim Program Manager – Katsistohkwí:io Jacco - and the Youth Programs Assistant – Destiny Lazore. As such, the management, coordination and implementation of the KSSEP was a new experience for both Katsistohkwí:io and Destiny. Nonetheless, with their combined efforts, a total of 70 students were employed this year through the KSSEP, which is one of the highest rates of student employment through this program since its inception.



Adrianna Jones
Tewatohnhi'saktha
Youth Engagement Social Media Content Creator



Ella Kane
Tota Ma's Cafe
Barista



Charm Iontonwesentha Goodleaf
Onake
Canoe Camp Animator



Matthew Stacey, Adyson Stacey, Jack Phillips
Kahnawà:ke Youth Center
Summer Fun Day Camp Animators

Eric “Dirt” McComber making a positive contribution by passing on culture and crucial land-based knowledge to our Youth



Eric “Dirt” McComber was born and raised here in Kahnawà:ke, he has been an Ironworker for 20 years and decided it was time to hang up his tool belt and pursue something that he’s always known and loved; fishing which crossed over into hunting and trading. He has traded with other First Nations and became the well-known “McComber’s Fish N’ Game” for the last 25+ years. *“I consider myself as a self-sufficient man, it is seasonal, but I make it work throughout the year. I do not have to wake up every day and work a 9 to 5, I can come and go as I please and it works for me. It does not work for everybody, but it does for me. It is the freedom that allows me to network all over North America and I am very well known.”* explained McComber. As the saying goes, *“if you love what you do, you will never work a day in your life,”* and that is what Eric does, he took on what he knew from his dad growing up, catching, cutting, selling fish, moose, deer, duck, caribou, geese. *“It’s not the greatest or the most glamorous, it’s rough and hard but I make it work and it’s best for me.”* said McComber.

Eric has always been someone that is very outspoken and knowledgeable in everything that he does. He always tries to help as many people as he can. So, when his son’s friend introduced an opportunity to apply for a project that does exactly that, *“The Tahatikohnsontóntie’ Experienceship”* Eric could not pass it up. *“Helping a young man that wants to learn more about our culture and crucial land-based knowledge, I knew would be a fantastic way for me to do that. I wanted to help make a difference in some way and make a positive contribution. I am a hard teacher, but everybody has an opportunity to learn.”* said McComber.

The Tahatikohnsontóntie’ Experienceship is an award from Quebec Network Environment for Indigenous Health which is the first time anyone has been offered



this kind of award. *“As Eric “Dirt” McComber's previous Business Services Officer at Tewatohnhi'saktha, I am pleased to announce that this \$20,000 award signifies a profound investment in the holistic well-being of Indigenous communities, extending beyond mere financial support. Through this project, Eric is passing on crucial land-based knowledge to his apprentice, thereby fostering an environment of cultural continuity and promoting the core values of Indigenous resilience and identity. It is immensely gratifying to see such meaningful outcomes from our sometimes-wide-reaching business support services, and I am elated that this specific initiative has been recognized and rewarded.”* said Marissa Leblanc, Tewatohnhi'saktha Director of Operations (Former Business Services Officer). Eric explains his long-term goal would be to acquire his own piece of commercial land to open a store one day to sell his wild game, as well as the possibility of a small restaurant for everyone to enjoy. Also, he would like to continue to expand his networking starting with more Pow Wow's all over the continent.



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Meloche soaking up the experience at Dable Advisory and Consulting Services



Carsyn Meloche has spent the past year working at Dable Advisory and Consulting Services. *"I enjoy multiple aspects of my job, but one of the most enjoyable is the access to experienced professionals willing to provide guidance and leadership in projects I am working on,"* Meloche said. *"As a*

young employee, it is valuable to know that I have supervisors I can rely on should I have any questions or concerns to complete my work." She said that she also enjoys the 'small work environment and flexibility to work remotely.'

Meloche has an impressive educational resume. *"I graduated from the Desautles Faculty of Management at McGill University with a Bachelor of Commerce in 2023 with a concentration in Strategic Management and a minor in Psychology,"* she explained. *"Prior to completing this degree at McGill, I received a Diploma of Collegial Studies for the Commerce program at Dawson College."* The 23-year-old Kahnawa'kehró:non recently helped organize the charity golf tournament for the Club 24 Athletics Foundation, which raised approximately \$72,000 to benefit young athletes in the community.

"In the past, I've also worked at multiple organizations in Kahnawà:ke, including the Kahnawà:ke Youth Center as a summer camp day counsellor, Step-By-Step as a classroom assistant, and the Kanawaki Golf Club as a waitress," Meloche said. She said that she has had to overcome hurdles in both education and her career. *"Throughout my educational and work experience, a hurdle I've had to overcome is acclimating to unfamiliar environments,*

whether that be within a new school or new workplace," Meloche said. *"It can be intimidating starting at a new school, meeting a new work team, or beginning a new job. Throughout my career, it has been important for me to expose myself to these situations in order to grow as an adult and improve my professional skills, such as verbal and written communication, project governance and working in a team."*

She said that Tewatohnhi'saktha helped her achieve her goals by providing consistent updates concerning initiatives applicable to her as a student. *"Throughout my academic career, I was always informed on available trainings or workshops offered by Tewatohnhi'saktha, any registration required to continue receiving financial aid and job development opportunities,"* Meloche said. *"As a summer student, I relied on Tewatohnhi'saktha's employment opportunities to discover available jobs within the community and gain work experience during school breaks."* Because of all that, Meloche would gladly recommended Tewatohnhi'saktha's services and assistance to other community members. *"Especially students obtaining their higher education,"* she added. Whatever the future holds, one thing is certain: the sky is the limit for Meloche. *"Five years down the road, I imagine that I will be further along in my career as a management consultant and hope to use my time working professionally to gain an understanding of where I'd most like to focus my efforts within the business field,"* she said. *"Once I'm able to gather this experience, my goal is to go back to school for further qualifications and more in-depth education of my chosen career path."*



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Raven Beauvais shares her journey on opening her own business



Raven Beauvais is co-owner of STRAIT CUTS, a new salon/barbershop here in Kahnawà:ke that offers barbering, colouring, cuts and sets for men and women. Raven describes her experience opening her new business as positive. She highlights a supportive work environment with her co-owner and one that was also exhausting and very time-consuming. *“Being open for one month we have already had lots of rewarding achievements. It’s a lot of work but our clientele is consistent, loyal, and always so supportive.”* said Raven Beauvais.

Raven received her Diploma of College Studies (DEC) in an Administrative Assistant Program. After working in the industry for a couple of years, Raven came to the realization that sitting behind a desk wasn’t her forte. While working in between jobs, she decided it was time to do what she always wanted to do. *“While I was in the secretarial program, my cousin was downstairs in hairdressing, and it was always something I was interested in. I would always go down when she needed somebody for workshops or exams. I contacted Tewatohnhi'saktha where they set me up with a counsellor and I was registered at Nova for hairdressing.”*

Since completing her Hairdressing program at Nova, Raven began her stage at a salon in Chateauguay and quickly learned that working under somebody was not for her. After completing stage and receiving her (DEC) Raven knew she wanted to be her own boss, *“When my cousin decided to leave her workplace, within 72 hours, we had our salon/barbershop up and running.”* said Raven *“From my experience, it’s okay to do something and end up not liking it. It’s normal, and don’t be afraid to change your career path because in the end, only you know what you want and Tewatohnhi'saktha is there to help!”*



“If it wasn’t for Tewatohnhi'saktha, I honestly don’t know what I would be doing after high school. I recommend all the services they offer as they are very beneficial. I just want to say niá:wen to everybody there! Tewatohnhi'saktha helps you achieve and meet your goals and they are always there to help guide you in the right direction. Overall, a fantastic experience on my employment journey.” said Raven Beauvais, Co-Owner of Strait Cuts

Strait Cuts is located on Route 207, JFK QUARRY ROAD, Driveway After 3rd Speed Bump, Pink Brick Building next to 3 Door Garage
Straitcuts.ca



For more information about Vocational Training, please contact a Workforce Development Counsellor at **(450) 638-4280**.



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Deom pursues passion for videography, photography through new job



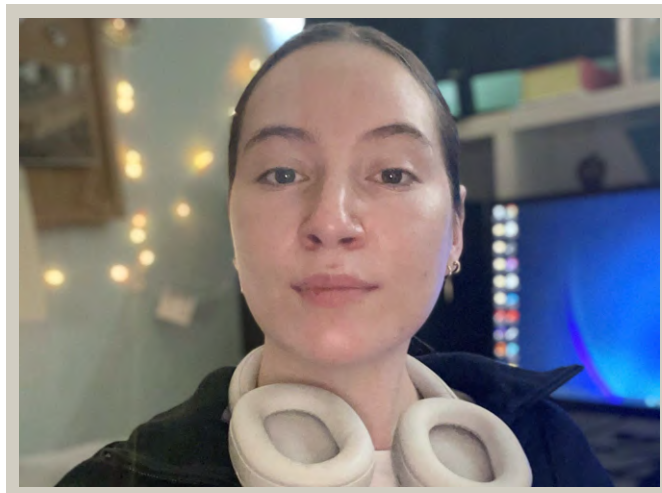
Kahnawa'kehró:non Kanerahtakwas Eve Deom has an excellent work ethic and she is more than happy to continue to pursue her passion for videography and photography through her current job.

"I am employed with Cross the River Creative, doing part time work for Brady Cross and Abigail Jacobs as the assistant editor," said Deom, who has a Bachelor's of Fine Arts in Film Production from Concordia University. "I work on many projects such as videography, photography, editing, and occasionally running the photobooth." She said she especially loves the flexibility of the work schedule and the creativity that she gets to put into the various projects.

"I am often given free rein on how I will tackle a project, and then Brady and I go over what changes could benefit what I've been working on," Deom explained. "It's great to receive feedback from someone as experienced as Brady. Every job becomes a learning experience."

She is no stranger to this line of work though, as she previously worked at one of Kahnawà:ke's newspapers. *"People may have seen me around the past few years with a camera at various events while covering news for Iorì:wase, taking video and photos at graduations, weddings, or running the photobooth for many parties," Deom said.*

She also talked about how Tewatohnhi'saktha was able to help her on her career path. *"Thanks to Tewatohnhi'saktha's program, I was able to be employed by Brady and Abbey, which jumpstarted my long-term employment with them once the program was finished," Deom said. "It gave them the confidence that I was worth keeping on as the editing assistant." She said she would recommend Tewatohnhi'saktha's services to those looking for*



employment, or those seeking funding for employment. *"They are one of the first options I go to when considering new employment. I always know that there will be someone who is able to help me or direct me to resources," Deom affirmed. "Níá:wen to Belle Phillips who was my Youth Engagement Counsellor while in the Transitions Program."*

It didn't always come easy though, as there were obstacles along the way. *"When I was meant to start work for CTRC, I had a family issue that pulled me away for a while," Deom said. "Having supervisors/employers who were understanding and supportive during that time really helped me get through it without feeling stressed or pressured to get back to work before I was able to. I now feel comfortable to come to my employers with any issue, personal or professional, and that lets me get my work done without any stress." While she isn't quite sure where she sees herself in the next five years, she did say that she was pursuing a second degree. "I know I'll be graduated by then," Deom said. "And I hope to be doing more creative video and film projects."*



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Tewatohnhi'saktha Programs and Services

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



Kahnawà:ke Tourism Services

- 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, 2024

Independent Auditor's Report**Consolidated Financial Statements**

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Independent Auditor's Report

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

Opinion

We have audited the consolidated financial statements of Tewatohnhi'saktha (the "Organization"), which comprise the consolidated statement of financial position as at March 31, 2024, and the consolidated statements of operations, accumulated surplus, changes in net financial assets and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Organization as at March 31, 2024, and the results of its consolidated operations, changes in its net financial assets and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

Other Information

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

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

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

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

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

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

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

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

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Organization 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 17, 2024

MNP ¹ *LLP*

¹ By CPA auditor, public accountancy permit No. A124849

Tewatohnhi'saktha
Consolidated Statement of Financial Position
As at March 31, 2024

	2024	2023
Financial assets		
Cash and cash equivalents (Note 4)	8,352,508	8,049,194
Temporary investment (Note 5)	237,330	236,502
Accounts receivable (Note 6)	758,606	734,579
Portfolio investments (Note 7)	56	557
Investment in limited partnership (Note 8)	-	2,875,732
Loans receivable (Note 10)	762,536	747,349
Loans receivable - Emergency Loan Program (Note 11)	-	85,486
Total financial assets	10,111,036	12,729,399
Liabilities		
Accounts payable and accrued liabilities (Note 13)	1,061,279	714,092
Deferred revenue (Note 14)	2,367,265	874,896
Long-term debt (Note 15)	554,360	851,554
Total liabilities	3,982,904	2,440,542
Net financial assets	6,128,132	10,288,857
Commitments and contingencies (Note 17)		
Non-financial assets		
Tangible capital assets (Note 18) (Schedule 1)	5,620,768	5,837,759
Prepaid expenses	12,097	1,488
Total non-financial assets	5,632,865	5,839,247
Accumulated surplus (Note 19)	11,760,997	16,128,104
Approved on behalf of the Board		
e-Signed by Heather Bauersfeld 2024-07-16 21:55:20:20 GMT	Director	e-Signed by Barbara McComber 2024-07-16 22:52:43:43 GMT
e-Signed by Cody Diabo 2024-07-18 17:57:11:11 GMT	Grand Chief	Director

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

Tewatohnhi'saktha
Consolidated Statement of Operations and Accumulated Surplus
For the year ended March 31, 2024

	<i>Schedules</i>	2024 Budget	2024	2023
Revenue				
Government funding				
Indigenous Services Canada (Note 24)		965,928	2,066,634	979,280
Federal government funding (Note 24)		1,728,612	444,722	99,884
Provincial government funding (Note 24)		275,500	526,854	-
		2,970,040	3,038,210	1,079,164
First Nations Human Resources Development Commission of Québec		2,168,564	2,562,303	2,050,420
First Nations Québec and Labrador Health and Social Services Commission		-	-	81,114
National Aboriginal Capital Corporations Association		542,762	573,712	354,291
Other community income		2,601,236	4,504,692	3,527,119
Investment income		13,317	-	-
Interest and dividend income		64,549	235,248	136,711
Repayment of funding		-	(126,308)	-
Deferred revenue - prior year		-	724,896	737,468
Deferred revenue - current year		148,230	(2,367,265)	(724,896)
		8,508,698	9,145,488	7,241,391
Expenses				
Workforce Development	4	3,970,215	3,448,860	3,052,087
Business Services	5	1,616,743	1,755,030	1,697,207
Economic Development	6	2,367,596	2,177,177	1,613,117
Administrative Services	7	537,310	728,737	623,825
Marketing and Tourism	8	705,816	422,436	532,301
Adult Education	9	-	57,815	-
Capital	10	-	269,331	292,996
		9,197,680	8,859,386	7,811,533
Total expenses		9,197,680	8,859,386	7,811,533
Surplus (deficit) before other items		(688,982)	286,102	(570,142)
Other income (expense)				
Grant income		-	-	252,250
Earnings from business partnership		-	-	823,200
Loss on transfer of debt to Mohawk Council of Kahnawà:ke (Note 9)		-	(8,438,443)	-
Gain on transfer of investment to Mohawk Council of Kahnawà:ke (Note 9)		-	3,785,234	-
		-	(4,653,209)	1,075,450
Surplus (deficit)		(688,982)	(4,367,107)	505,308
Accumulated surplus, beginning of year		16,128,104	16,128,104	15,622,796
Accumulated surplus, end of year		15,439,122	11,760,997	16,128,104

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

Tewatohnhi'saktha
Consolidated Statement of Change in Net Financial Assets
For the year ended March 31, 2024

	<i>2024 Budget</i>	<i>2024</i>	<i>2023</i>
Annual surplus (deficit)	(688,982)	(4,367,107)	505,308
Purchases of tangible capital assets	-	(52,340)	(376,552)
Amortization of tangible capital assets	-	269,331	292,996
	-	216,991	(83,556)
Acquisition of prepaid expenses	-	(10,609)	(621)
Increase (decrease) in net financial assets	(688,982)	(4,160,725)	421,131
Net financial assets, beginning of year	10,288,857	10,288,857	9,867,726
Net financial assets, end of year	9,599,875	6,128,132	10,288,857

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

Tewatohnhi'saktha
Consolidated Statement of Cash Flows
For the year ended March 31, 2024

	2024	2023
Cash provided by (used for) the following activities		
Operating activities		
Cash receipts from contributors	10,336,092	7,131,655
Interest and dividend income	235,248	136,711
Cash paid to suppliers	(5,072,056)	(4,431,415)
Cash paid to employees	(3,104,129)	(2,897,968)
Interest on long-term debt	(20,931)	(27,855)
Cash transfer to Mohawk Council Kahnawà:ke upon transfer of Kahnawà:ke Sustainable Energies Inc. (Note 9)	(1,790,847)	-
	583,377	(88,872)
Financing activities		
Repayment of long-term debt	(258,583)	(357,269)
Capital activities		
Purchases of tangible capital assets	(52,340)	(376,552)
Investing activities		
Purchase of temporary investments	(237,330)	(236,502)
Proceeds from temporary investments	236,502	235,913
Distribution from investment in limited partnership	-	1,657,610
Investment in loans receivable	(312,148)	(304,876)
Proceeds from collection of loans receivable	343,836	306,313
	30,860	1,658,458
Increase in cash resources	303,314	835,765
Cash resources, beginning of year	8,049,194	7,213,429
Cash resources, end of year	8,352,508	8,049,194

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

1. Operations

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. Change in accounting policy

Effective April 1, 2023, the Organization adopted the recommendations relating to revenue, as set out in the Canadian public sector accounting standards.

Revenue

Effective April 1, 2023, the Organization adopted the Public Sector Accounting Board's (PSAB) new standard for the recognition, measurement and disclosure of revenue under PS 3400 *Revenue*. The new standard establishes when to recognize and how to measure revenue, and provides the related financial statement presentation and disclosure requirements. Pursuant to these recommendations, the change was applied prospectively, and prior periods have not been restated.

There was no material impact on the consolidated financial statements from the prospective application of the new accounting recommendations.

3. Significant accounting policies

These consolidated financial statements are the representations of management, prepared in accordance with Canadian public sector accounting standards and including 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 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 equivalent 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.

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

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.

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.

Provision for loss is 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.

When conditions indicate that a tangible capital asset no longer contributes to the Organization's ability to provide goods and services, or that the value of future economic benefits associated with a tangible capital asset is less than its net book value, the Organization reduces the cost of the asset to reflect the decline in its value. Write-downs of tangible capital assets are not reversed.

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:

	<i>Rate and period</i>
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.

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

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 its 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 financial statements are presented so as to highlight net financial assets as the measurement of financial position. The 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 (deficit).

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.

A liability for an asset retirement obligation reflects management's best estimate of the amount required to retire the related tangible capital asset (or component thereof). The best estimate of the liability is based upon assumptions and estimates related to the amount and timing of costs for future asset retirement. Changes to the underlying assumptions and estimates or legislative changes in the near term could have a material impact on the provision recognized. No asset retirement obligations were identified as at March 31, 2024.

By their nature, these judgments are subject to measurement uncertainty, and the effect on the consolidated financial statements of changes in such estimates and assumptions in future years could be material. These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in earnings in the years in which they become known.

Revenue recognition

Government Transfers

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.

Externally restricted revenue

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.

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

Revenue recognition *(Continued from previous page)*

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 and non-monetary items included in the fair value category reflect the exchange rates at the statement of financial position date.

Generally, unrealized foreign exchange gains and losses are recognized in the statement of remeasurement gains and losses. However, at initial recognition of a financial asset or financial liability arising from a foreign currency transaction, the Organization may irrevocably elect to recognize the exchange gains and losses directly in the statement of operations, including those exchange gains and losses arising prior to settlement or derecognition. The Organization has not made such an election.

Except when the election above has been made, in the period of settlement, foreign exchange gains and losses are reclassified to the statement of operations, and the cumulative amount of remeasurement gains and losses is reversed in the statement of remeasurement gains (losses).

The Organization does not have any unrealized foreign exchange gains (losses).

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 defined contribution 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.

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.

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

Financial instruments *(Continued from previous page)*

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 (deficit). 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.

The Organization has not presented a statement of remeasurement gains and losses as it does not have any items giving rise to remeasurement gains (losses).

Segments

The Organization conducts its business through six of reportable segments. These operating segments are established by senior management to facilitate the achievement of the Organization's long-term objectives to aid in resource allocation decisions, and to assess operational performance.

For each reported segment, revenue and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. Therefore, certain allocation methodologies are employed in the preparation of segmented financial information.

The accounting policies used in these segments are consistent with those followed in the preparation of the consolidated financial statements as disclosed in the *Significant accounting policies*.

4. Cash

Included in cash is \$15,738 (2023 - \$243,119) related to the Business Contribution Fund and \$99,334 (2023 - \$105,055) 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 \$2,603,731 (2023 - \$2,831,285) of externally restricted cash and \$3,800,395 (2023 - \$8,214,169) of cash internally restricted for future projects (Note 19).

5. Temporary investment

The temporary investment consists of a Guaranteed Investment Certificate which bears interest at 1.75% per annum and matures May 2024. The market value of the investment at March 31, 2024 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.

Tewatohnhi'saktha
Notes to the Consolidated Consolidated Financial Statements
For the year ended March 31, 2024

6. Accounts receivable

	2024	2023
Accounts and contributions receivable	758,606	729,743
Commodity tax receivable	-	3,879
Accrued interest	-	957
	758,606	734,579

Included in accounts receivable is \$356,422 (2023 - \$541,356) from Mohawk Council of Kahnawà:ke, \$Nil (2023 - \$500) from Kahnawà:ke Shakotia Takehnhas Community Services and \$1,000 (2023 - \$1,000) from Kahnawà:ke Education Centre. These balances are subject to normal terms of trade.

7. Portfolio investments

	2024	2023
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
	56	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.

The investment in Des Cultures Renewable Energy Inc. was disposed at cost to a related party.

8. Investment in limited partnership

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

	<i>Investment cost</i>	<i>Transfer to Mohawk Council of Kahnawà:ke</i>	<i>Total investment</i>
Business Partnerships – Modified Equity:			
Des Cultures Renewable Energy, LP - 30%	2,875,732	(2,875,732)	-

As a result of an agreement entered into between the Organization and Mohawk Council of Kahnawà:ke, The Organizations's investment in Kahnawà:ke Sustainable Energies was transferred to Mohawk Council of Kahnawà:ke on April 1, 2023 for no consideration.

Tewatohnhi'saktha
Notes to the Consolidated Consolidated Financial Statements
For the year ended March 31, 2024

9. Transfer of Kahnawà:ke Sustainable Energies

As a result of an agreement entered into between the Organization and Mohawk Council of Kahnawà:ke, The Organizations's investment in Kahnawà:ke Sustainable Energies was transferred to Mohawk Council of Kahnawà:ke ("MCK") on April 1, 2023 for no consideration.

As the Organizations investment in KSE had been accounted for on a consolidated basis, the details of the assets and liabilities of KSE transferred to MCK on April 1, 2023 and removed from the books of the Organization were as follows:

Assets:	
Cash	1,790,847
Sales tax receivable	3,879
Investment in shares of a private company	501
Investment in limited partnership units	2,875,732
	<hr/> 4,670,959
 Liabilities:	
Accounts payable	17,750
Loan payable to Tewatohnhi'saktha	8,438,443
	<hr/> 8,456,193
 Shareholder's Deficiency	
Share capital	100
Accumulated deficit	(3,785,334)
	<hr/> (3,785,234)

As a result of the above transaction, The Organization has recognized a gain of the transfer of the net carrying amount of its investment in KSE's shares in the amount of \$3,785,234.

Furthermore, as a result of a transfer agreement entered into between the Organization and MCK on the same date, the Organization's loan receivable from KSE was assumed by MCK for Nil consideration. As a result of this transaction, the Organization has recognized a loss of \$8,438,443 on the assumption of the loan by MCK.

Tewatohnhi'saktha
Notes to the Consolidated Consolidated Financial Statements
For the year ended March 31, 2024

10. Loans receivable

Loans receivable consist of the following:

	2024	2023
Small Business Loans		
Business Loan Fund	706,922	729,398
Provision for loan losses	(79,000)	(79,000)
	627,922	650,398
Youth Business Fund		
Provision for loan forgiveness	180,079	142,416
	(45,465)	(45,465)
	134,614	96,951
	762,536	747,349

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 11.20% (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.

11. 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, 2024, 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 \$Nil.

	2024	2023
Emergency Loan Program Loans		
Emergency Loan Program advances	846,000	846,000
Less: cumulative portion recognized and expensed as a grant	(523,750)	(523,750)
Less: cumulative loan repayment	(273,639)	(226,764)
Plus: loan overpayment repaid	20,000	20,000
Less: provision for loan loss	(68,611)	(30,000)
	-	85,486

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 Consolidated Financial Statements
For the year ended March 31, 2024

12. 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.

13. Accounts payable and accrued liabilities

	2024	2023
Accounts payable and accruals	811,981	474,760
Salaries and vacations	216,074	212,929
Deductions at source	33,224	26,403
	1,061,279	714,092

14. 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	235,519	516,761	733,334	18,946
First Nation Human Resources Development Commission of Quebec	233,953	1,116,201	863,534	486,620
Employment & Social Development Canada	-	444,722	390,057	54,665
Indigenous Services Canada	-	1,363,134	57,815	1,305,319
First Nations of Quebec and Labrador Health and Social Services Commission	224,902	-	224,902	-
Tamarack Institute	6,260	308,544	231,688	83,116
Kahnawà:ke Shakotiiia'Takehnhas Community Services	24,262	629,763	379,519	274,506
	724,896	4,379,125	2,880,849	2,223,172
Des Cultures Renewable Energy, Limited Partnership	150,000	-	5,907	144,093
	874,896	4,379,125	2,886,756	2,367,265

Tewatohnhi'saktha
Notes to the Consolidated Consolidated Financial Statements
For the year ended March 31, 2024

15. Long-term debt

	2024	2023
Mortgage payable, interest bearing at 3.54% (2023 - 3.54%), repayable in blended monthly installments of \$14,592, with the balance subject to renewal in August 2024, secured by a trust agreement in the lender's favour on the Business Complex having a carrying amount of \$2,643,128	72,301	241,569
Mortgage payable, interest bearing at 3.03% (2023 - 3.03%), repayable in blended monthly installments of \$4,332 with the balance subject to renewal in December 2024, secured by a \$1,000,000 first rank immovable hypothec on the Commercial Complex having a carrying amount of \$774,810	476,642	513,540
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 16)	5,417	96,445
	554,360	851,554

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: are estimated as follows:

2025	116,000
2026	39,000
2027	40,000
2028	42,000
2029	43,000
Thereafter	274,000

16. 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.

	2024	2023
Long-term debt	846,000	846,000
Less: cumulative grant portion taken into income	(523,750)	(523,750)
Less: cumulative loan payable capital repayments	(268,222)	(215,805)
Less: overpayment of ELP loan receivable due to NACCA	20,000	20,000
Less: forgiven loan	(68,611)	(30,000)
	5,417	96,445

During the year, the Organization received \$46,875 of capital loan repayment for the Emergency Loan Program receivable (note 11) and repaid \$52,417 of which \$10,959 was for the March 31, 2023 year end.

As at March 31, 2024, the current portion of the Emergency Loan Program long term debt payable is \$5,417.

Tewatohnhi'saktha
Notes to the Consolidated Consolidated Financial Statements
For the year ended March 31, 2024

17. 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 (2023 - \$156,000) for aboriginal entrepreneurs under the loan guarantee program. As at March 31, 2024, the total guaranteed indebtedness amounted to \$96,000 (2023 - \$116,800).

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 \$215,000 per annum.

d) The Organization has been named as co-defendant in a lawsuit on behalf of a previous tenant, seeking to recover approximately \$1,800,000 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.

18. Tangible capital assets

The tangible capital assets reconciliation is included in Schedule 1.

19. Accumulated operating surplus

Accumulated operating surplus consists of the following:

	2024	2023
Externally Restricted Funds:		
Balance, beginning of year	2,831,285	3,456,715
Surplus (deficit)	(227,554)	(625,430)
	2,603,731	2,831,285
Internally Restricted Funds:		
Balance, beginning of year	8,214,169	7,366,228
Surplus (deficit)	(4,413,774)	847,941
	3,800,395	8,214,169
Capital Fund:		
Balance, beginning of year	5,082,650	4,799,853
Purchases of tangible capital assets	52,340	376,552
Amortization	(269,331)	(292,996)
Principal repayments of long-term debt	206,166	199,241
Transfer to operating reserve	285,046	-
	5,356,871	5,082,650
	11,760,997	16,128,104

Tewatohnhi'saktha
Notes to the Consolidated Consolidated Financial Statements
For the year ended March 31, 2024

20. Restricted fund balances

Restricted fund balances consist of the following:

	2024	2023
Externally restricted funds		
Workforce Development	566,237	832,129
Business Loan Fund	2,037,494	1,999,156
	2,603,731	2,831,285
Internally restricted funds		
Operational Reserve	892,256	193,000
Economic Development Reserve	2,908,139	8,021,169
	3,800,395	8,214,169
	6,404,126	11,045,454

21. 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.

22. Financial Instruments

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

Interest rate 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.

Interest rate risk sensitivity analysis

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.

Tewatohnhi'saktha
Notes to the Consolidated Consolidated Financial Statements
For the year ended March 31, 2024

22. Financial Instruments (Continued from previous page)

Credit Risk (Continued from previous page)

Risk management

The Organization manages its credit risk by performing regular credit assessments of its receivables and providing allowances for potentially uncollectible accounts receivables.

23. Related party transactions

During the year, the Organization conducted the following transactions with related entities which form part of the government reporting entity of Mohawk Council of Kahnawà:ke. The transactions were recorded 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.

	2024	2023
Revenue received from Kahnawà:ke Education Centre	126,336	106,968
Revenue received from Kahnawà:ke Shakotia'Takehnhas Community Services	816,139	179,575
Revenue received from Mohawk Council of Kahnawà:ke	1,342,142	1,561,155
Expense paid to Kahnawà:ke Shakotia'Takehnhas Community Services	11,550	3,958
Expenses paid to Kahnawà:ke Education Centre	9,469	11,199

Amounts due to related Organization entities are as follows:

Mohawk Council of Kahnawà:ke	116,052	111,447
Kahnawà:ke Shakotia'Takehnhas Community Services	-	233

On April 1, 2023, the Organization entered into a transaction with Mohawk Council of Kahnawà:ke which was not in the normal course of operations, and was recorded at its carrying amount, as described in note 9.

24. Government transfers

	Operating transfers	Deferrals, repayments and cancellations	2024	2023
Federal government transfers				
Indigenous Services Canada	2,066,634	(1,030,894)	1,035,740	979,280
Canadian Heritage	-	-	-	99,884
Employment and Social Development Canada	444,722	(54,665)	390,057	-
	2,511,356	(1,085,559)	1,425,797	1,079,164
Provincial government transfer				
Province of Quebec	526,854	-	526,854	-
	3,038,210	(1,085,559)	1,952,651	1,079,164

25. Defined contribution plans and other post-employment benefits

Defined contribution pension plan

The Organization has a defined contribution pension plan covering substantially all full-time employees. Contributions to the plan are based on 7.5% - 10% of participants' base salaries. The Organization contributions and corresponding expense totalled \$153,981 in 2024 (2023 - \$145,195).

26. Budget information

The disclosed budget information has been approved by the Board of Directors of Tewatohnhi'saktha on January 24, 2023.

27. Comparative figures

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

Tewatohnhi'saktha
Schedule 1 - Consolidated Schedule of Tangible Capital Assets
For the year ended March 31, 2024

	Land	Buildings	Equipment	Computer hardware	2023	2024
Cost						
Balance, beginning of year	1,830,000	8,372,062	716,159	262,778	11,180,999	10,804,447
Acquisition of tangible capital assets	-	14,077	27,358	10,905	52,340	376,552
Balance, end of year	1,830,000	8,386,139	743,517	273,683	11,233,339	11,180,999
Accumulated amortization						
Balance, beginning of year	-	4,707,821	429,858	205,561	5,343,240	5,050,244
Annual amortization	-	183,915	62,731	22,685	269,331	292,996
Balance, end of year	-	4,891,736	492,589	228,246	5,612,571	5,343,240
Net book value of tangible capital assets	1,830,000	3,494,403	250,928	45,437	5,620,768	5,837,759
2023 Net book value of tangible capital assets	1,830,000	3,664,241	286,301	57,217	5,837,759	

Tewatohnhi'saktha
Schedule 2 - Schedule of Consolidated Expenses by Object
For the year ended March 31, 2024

	<i>2024 Budget</i>	<i>2024</i>	<i>2023</i>
Consolidated expenses by object			
Amortization	-	269,331	292,996
Acquisitions	23,736	-	-
Bad debts	-	38,611	86,250
Bank charges and interest	3,265	(18,431)	40,392
Community events	47,040	97,123	55,949
Covid-19 payments	14,471	2,112	31,120
Economic Development	2,990,620	3,277,329	2,556,981
Fundraising - business golf	-	123,675	-
Honouraria(um)	53,880	4,372	55,995
Insurance	25,840	20,177	21,538
Interest on long-term debt	31,568	20,931	27,855
Meeting	58,436	41,909	40,244
Miscellaneous	294,759	52,128	60,370
Office supplies and expenses	244,258	281,753	171,685
Overhead costs and recoveries	(205,477)	(47,933)	(47,314)
Professional fees	513,962	582,695	536,083
Promotion and marketing	407,697	173,747	185,449
Rent	237,433	220,186	203,020
Repairs and maintenance	194,221	180,653	160,562
Salaries and benefits	3,646,777	3,104,129	2,897,968
Telephone	47,739	44,966	40,223
Training costs	128,411	135,279	36,271
Travel	127,189	143,929	243,977
Utilities	311,855	110,715	113,919
	9,197,680	8,859,386	7,811,533

Tewatohnhi'saktha
Schedule 3 - Consolidated Summary Schedule of Program Reconciliation for Government Reporting
For the year ended March 31, 2024

	Sch	Total Revenues	Total Expenses	Surplus (deficit) before other items	Transfers between programs	Schedule Surplus (Deficit)	Prior Year Schedule Surplus (Deficit)
Segment schedule							
Workforce Development	4	3,182,988	3,448,880	(265,892)	-	(265,892)	(825,430)
Business Services	5	1,759,318	1,755,030	4,288	(463,663)	(459,375)	(54,221)
Economic Development	6	(827,360)	2,177,177	(3,004,537)	(808,191)	(3,813,728)	714,695
Administrative Services	7	124,757	728,737	(603,980)	(197,809)	(801,589)	187,467
Marketing and Tourism	8	194,781	422,436	(227,655)	227,655	-	-
Adult Education	9	57,815	57,815	-	-	-	-
Capital	10	-	269,331	(269,331)	543,552	274,221	282,787
Appropriated funds	11	-	-	-	699,256	699,256	-
Surplus		4,492,279	8,859,386	(4,367,107)	-	(4,367,107)	505,308

**Tewatohnhi'saktha
Workforce Development**

Schedule 4 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus
For the year ended March 31, 2024

	2024 <i>Budget</i>	2024	2023
Revenue			
Government funding			
Indigenous Services Canada			
Block funding	-	4,505	4,444
Federal government funding			
Employment & Social Development Canada	1,413,612	444,722	-
	1,413,612	449,227	4,444
First Nations Human Resources Development Commission of Québec	2,168,564	2,562,303	2,050,420
Kahnawà:ke Shakotii'aTakehnhas Community Services	-	88,576	-
Kahnawà:ke Education Center	148,262	126,336	106,968
Other revenues	214,038	407,951	208,675
Deferred revenue - prior year	-	233,953	290,103
Deferred revenue - current year	84,932	(685,378)	(233,953)
	4,029,408	3,182,968	2,426,657
Expenses			
Employee benefits	107,642	112,483	100,414
Insurance	180	-	-
Miscellaneous	220,681	7,776	13,326
Office supplies and expenses	10,500	8,281	9,002
Other employment and training costs	633,190	620,871	286,625
Overhead costs and recoveries	400,002	380,448	365,922
Participant allowances	915,971	810,016	808,945
Participant wages	709,981	715,291	642,327
Professional fees	21,500	48,679	5,978
Promotion and marketing	14,987	4,984	2,616
Rent	47,760	25,660	20,670
Repairs and maintenance	4,000	2,812	2,563
Salaries	799,371	612,454	548,971
Telephone	4,600	6,378	5,624
Travel	79,850	69,085	212,047
Utilities	-	23,642	27,057
	3,970,215	3,448,860	3,052,087
Deficit	59,193	(265,892)	(625,430)
Accumulated surplus, beginning of year	-	832,129	1,457,559
Accumulated surplus, end of year	59,193	566,237	832,129

Schedule 5 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus*For the year ended March 31, 2024*

	2024 Budget	2024	2023
Revenue			
Government funding			
Indigenous Services Canada			
Block funding	937,741	968,896	955,064
National Aboriginal Capital Corporations Association	542,762	573,712	354,291
Other revenues	4,220	39,861	30,000
Investment income	13,317	-	-
Interest and dividend income	57,328	83,203	61,008
Repayment of funding	-	(122,927)	-
Deferred revenue - prior year	-	235,519	225,892
Deferred revenue - current year	-	(18,946)	(235,519)
	1,555,368	1,759,318	1,390,736
Expenses			
Bad debts	-	38,611	86,250
Bank charges and interest	100	238	395
Business assistance and support	188,380	385,477	327,490
Covid-19 payments	-	-	26,533
Employee benefits	94,137	59,661	59,971
Grant disbursements	431,192	524,838	205,969
Indigenous business stabilization	-	-	252,250
Meeting	1,550	989	355
Miscellaneous	5,234	8,562	5,379
Office supplies and expenses	4,750	2,683	1,253
Overhead costs and recoveries	4,095	224,829	255,574
Professional fees	27,850	61,670	36,148
Promotion and marketing	147,450	4,149	8,368
Provision for loan forgiveness	-	-	16,774
Salaries	471,725	413,869	400,577
Telephone	1,404	2,081	1,404
Training costs	20,812	12,328	4,610
Travel	8,490	15,045	7,907
Utilities	209,574	-	-
	1,616,743	1,755,030	1,697,207
Surplus (deficit) before other items	(61,375)	4,288	(306,471)
Other income			
Grant income	-	-	252,250
Transfers between programs			
Transfers between programs	-	(454,976)	-
Transfers to capital fund	-	(8,687)	-
	-	(463,663)	-
Deficit	(61,375)	(459,375)	(54,221)
Accumulated surplus, beginning of year	-	2,454,132	2,508,353
Accumulated surplus, end of year	(61,375)	1,994,757	2,454,132

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

For the year ended March 31, 2024

	2024 Budget	2024	2023
Revenue			
Government funding			
Indigenous Services Canada			
Block funding	28,187	14,512	14,704
Federal government funding			
Canadian Heritage	315,000	-	99,884
Provincial government funding			
Province of Québec	275,500	526,854	-
	618,687	541,366	114,588
First Nations Québec and Labrador Health and Social Services Commission	-	-	81,114
Kahnawà:ke Shakotiiia'Takehnhas Community Services	261,114	726,563	179,575
Mohawk Council Kahnawà:ke	1,000,000	1,324,142	1,447,976
Other revenues	-	363,578	513,898
Interest and dividend income	3,620	33,328	21,345
Rental income	837,803	942,451	930,398
Repayment of funding	-	(3,381)	-
Deferred revenue - prior year	-	255,424	221,473
Deferred revenue - current year	63,298	(357,622)	(255,424)
	2,784,522	3,825,849	3,254,943
Expenses			
Aquisitions	23,736	-	-
Bank charges and interest (recovered)	1,672	(22,051)	38,324
Business assistance and support	1,260	1,387	338
Community events	47,040	97,123	55,949
Covid-19 payments	8,100	-	-
Employee benefits	91,796	62,884	53,775
Fundraising - business golf	-	123,675	-
Honouraria(um)	53,880	4,372	55,995
Insurance	23,826	600	21,494
Interest on long-term debt	31,568	20,931	27,855
Meeting	48,476	37,648	41,575
Miscellaneous	23,788	4,559	14,327
Office supplies and expenses	41,814	109,355	22,849
Other employment and training costs	14,400	152,978	10,346
Overhead costs and recoveries	367,145	-	(15,000)
Professional fees	338,039	229,644	278,739
Promotion and marketing	31,010	43,333	13,274
Rent	13,440	18,450	11,250
Repairs and maintenance	133,019	139,623	75,498
Salaries	912,063	924,243	794,832
Telephone	19,895	12,213	16,324
Training costs	26,054	84,882	3,904
Travel	15,494	42,376	6,256
Utilities	100,081	88,952	85,213
	2,367,596	2,177,177	1,613,117
Surplus before other items	416,926	1,648,672	1,641,826

Continued on next page

**Tewatohnhi'saktha
Economic Development**

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

For the year ended March 31, 2024

	2024	2023
Surplus before other items <i>(Continued from previous page)</i>	416,926	1,648,672
Other income (expense)		
Earnings from business partnership	-	823,200
Loss on transfer of debt to Mohawk Council of Kahnawà:ke	-	(8,438,443)
Gain on transfer of investment to Mohawk Council of Kahnawà:ke	-	3,785,234
	-	(4,653,209)
Surplus (deficit) before transfers	416,926	(3,004,537)
Transfers between programs		
Transfers between programs	-	(569,240)
Transfers to capital fund	-	(33,785)
Principle payments on long-term debt	(197,494)	(206,166)
	(197,494)	(809,191)
Surplus (deficit)	219,432	(3,813,728)
Accumulated surplus, beginning of year	-	6,587,306
Accumulated surplus, end of year	219,432	2,773,578

Schedule 7 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus*For the year ended March 31, 2024*

	2024 Budget	2024	2023
Revenue			
Government funding			
Indigenous Services Canada			
Block funding	-	5,139	5,068
Interest and dividend income	3,601	118,717	54,358
Other revenues	7,999	-	4,686
Rental income	2,800	901	7,550
	14,400	124,757	71,662
Expenses			
Bank charges and interest	1,493	3,382	1,497
Covid-19 payments	6,371	2,112	4,737
Employee benefits	127,387	96,212	96,673
Insurance	1,534	19,577	-
Meeting	6,810	3,243	(2,287)
Miscellaneous	22,054	26,602	20,862
Office supplies and expenses	136,274	132,143	100,562
Overhead costs and recoveries	(976,719)	(653,210)	(653,810)
Professional fees	124,673	169,260	157,580
Promotion and marketing	153,700	83,865	98,331
Rent	176,233	176,076	171,100
Repairs and maintenance	39,202	29,330	28,966
Salaries	638,753	582,410	566,687
Telephone	14,400	17,584	11,181
Training costs	57,045	33,670	21,496
Travel	8,100	6,481	250
	537,310	728,737	623,825
Deficit before transfers	(522,910)	(603,980)	(552,163)
Transfers			
Transfers between programs	-	(187,741)	792,284
Transfers to capital fund	-	(9,868)	(52,654)
	-	(197,609)	739,630
Surplus (deficit)	(522,910)	(801,589)	187,467
Accumulated surplus, beginning of year	-	978,887	791,420
Accumulated surplus, end of year	(522,910)	177,298	978,887

Schedule 8 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus*For the year ended March 31, 2024*

	2024 Budget	2024	2023
Revenue			
Other revenues	125,000	194,781	97,393
Expenses			
Bank charges and interest	-	-	176
Business assistance and support	10,000	8,656	5,917
Covid-19 payments	-	-	(150)
Employee benefits	20,699	18,475	17,371
Insurance	300	-	44
Meeting	1,600	29	601
Miscellaneous	23,002	4,629	6,476
Office supplies and expenses	50,920	29,291	38,019
Other employment and training costs	86,246	-	-
Professional fees	1,900	73,442	57,638
Promotion and marketing	60,550	37,416	62,860
Repairs and maintenance	18,000	8,888	53,535
Salaries	383,204	221,438	258,697
Telephone	7,440	6,710	5,690
Training costs	24,500	4,399	6,261
Travel	15,255	10,942	17,517
Utilities	2,200	(1,879)	1,649
	705,816	422,436	532,301
Deficit before transfers	(580,816)	(227,655)	(434,908)
Transfers between programs			
Transfers between programs	-	227,655	444,075
Transfers to capital fund	-	-	(9,167)
	-	227,655	434,908
Surplus and accumulated surplus, end of year	(580,816)	-	-

Schedule 9 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus*For the year ended March 31, 2024*

	2024 <i>Budget</i>	2024	2023
Revenue			
Government funding			
Indigenous Services Canada			
Block funding	-	765,799	-
Fixed Funding	-	307,783	-
	-	1,073,582	-
Other revenues	-	289,552	-
Deferred revenue - current year	-	(1,305,319)	-
	-	57,815	-
Expenses			
Other employment and training costs	-	1,800	-
Participant allowances	-	56,015	-
	-	57,815	-
Surplus and accumulated surplus, end of year	-	-	-

Tewatohnhi'saktha
Capital

Schedule 10 - Consolidated Schedule of Revenue and Expenses and Accumulated
Surplus
For the year ended March 31, 2024

	<i>2024 Budget</i>	<i>2024</i>	<i>2023</i>
Expenses			
Amortization	-	269,331	292,996
Deficit before transfers	-	(269,331)	(292,996)
Transfers between programs			
Transfers between programs	-	285,046	-
Transfers to capital fund	-	52,340	376,552
Principle payments on long-term debt	197,494	206,166	199,241
	197,494	543,552	575,793
Surplus	197,494	274,221	282,797
Accumulated surplus, beginning of year	-	5,082,650	4,799,853
Accumulated surplus, end of year	197,494	5,356,871	5,082,650

Tewatohnhi'saktha
Appropriated funds
Schedule 11 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus
For the year ended March 31, 2024

	2024 Budget	2024	2023
Transfers between programs			
Transfers between programs	-	699,256	-
Surplus	-	699,256	-
Accumulated surplus, beginning of year	-	193,000	193,000
Accumulated surplus, end of year	-	892,256	193,000

MOHAWK INTERNET TECHNOLOGIES**BALANCE SHEET****AS AT MARCH 31, 2024**

(In thousands)

	2024	2023
ASSETS		
Current		
Cash	\$ 3	\$ 320
Accounts receivable (Note 3)	1,397	1,395
Prepaid expenses and deposits	235	211
	1,635	1,926
Capital assets (Note 4)	1,702	1,578
	\$ 3,337	\$ 3,504
LIABILITIES AND EQUITY		
Current		
Accounts payable and accrued liabilities (Note 5)	\$ 1,518	\$ 1,066
Current portion of loan payable (Note 6)	662	512
	2,180	1,578
Loan payable (Note 6)	1,145	1,112
	3,325	2,690
Equity	12	814
	\$ 3,337	\$ 3,504

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

Approved on behalf of the Board of Supervisors

 Director Director



Lemonade with a Counsellor



Builders of the Future Info Session



Corn Fest



Workforce Development attending Cannexus



2023 Business Golf Challenge recipients



2023 Holiday Parade

ACKNOWLEDGEMENTS

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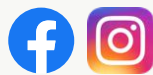
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Tewatohni'saktha has made every effort to ensure accuracy of the information contained in this annual report and on the digital copy posted to our website. However, Tewatohni'saktha does not guarantee the appropriateness, accuracy, usefulness or any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