



**TEWATOHNHI'SAKTHA 5TH ANNUAL REPORT**  
ONERAHTOKHA / APRIL 1 '04 - ENNISKU:WA / MARCH 31 '05

COMMITTED TO PURSUING

A STRATEGY OF GROWTH



Our vision is an independent community that ensures a quality of life for its Kanien'kehaka ne Kahnawakehró:non consistent with our culture and values, and creates prosperity for future generations.

I:non tsi ia'teikwaká:nere ne tsi tewanákere sénha aioianeréhake tsi tíónhnhe. Aontatiatèn:rohwe ne Kanien'kehá:ka Kahnawakehró:non tsi niionkwarihò:ten ne Onkwehonwe'né:ha. Tho néntewe tsi aioianeréhake nó:nen enhón:newe ne shatinákerekereke ne tahotikonhsontóntie.



The information contained herein captures Tewaohnni'saktha's activities from April 1/04 to March 31/05.

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**TEWATOHNHI'SAKTHA**  
KAHNAWAKE ECONOMIC DEVELOPMENT COMMISSION

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**BUSINESS HOURS**  
Monday to Friday, 8:30 am to 4:00 pm



**Iris Rice**  
Term Expiring August 2005



**Cissy Cecelia Lafleur**  
Term Expiring August 2005



**Lionel Jacobs**  
Term Expiring July 2007



**Tammy Beauvais**  
Term Expiring July 2007



**Terry Diabo Sr.**  
Term Expiring July 2007

B O A R D O F D I R E C T O R S



The Board of Directors is responsible for ensuring that its goals and objectives are achieved. It has broad responsibilities to ensure that appropriate policies are set, that the organization is being managed well, and that finances are sound.

C H A I R P E R S O N ' S M E S S A G E

Since 1999, Tewaohnni'saktha has worked to assist clients to develop their personal and business endeavors and to investigate project opportunities for community growth. Over those same years, there has been a reduction in certain areas of our funding which has necessitated a strategic review of our mandate. Previously, the Board and management had re-prioritized revenue generation as the most important mandate for Tewaohnni'saktha. Without adequate revenue streams, the services offered to the community that help make us economically competitive would decline. Since that re-prioritization, efforts and results for revenue generation have increased significantly.



**Wayne Delormier**  
Chairperson  
Term Expiring August 2005

Since the transfer of Mohawk Internet Technologies in 2004, Tewaohnni'saktha, with our partners, has put in place a management and board structure that supports the future growth of the business and provides a steady revenue stream for the community. Commercial development through large scale projects also lends itself to providing more revenue. The Kahnawá:ke Business Complex and soon the newest commercial office building to be constructed will build on a solid economic foundation required for future development. A profit oriented private medical clinic, including magnetic resonance imaging, is yet another project under investigation for the future.

Over this past year, we held nine regular and four special meetings with the CEO. The journey has been a learning experience for everyone resulting in continuous improvement along the way. Staying focused on our strategic plan, and in particular on revenue generation, was the key to our success as outlined in this year's annual report.

In closing, I would like to confirm our commitment to you to focus on present and future economic growth and to continue to nurture the organizational culture; teamwork. ♦



**John Bud Kanentio Morris**  
Chief Executive Officer / Thaniarotáhrhoks

**2004-2005** can be considered a turning point for Tewaohnni'saktha. A number of changes and developments have occurred which I believe are noteworthy.

Tewaohnni'saktha's involvement in Mohawk Internet Technologies was the most significant development. By all accounts, including those of our partners, Tewaohnni'saktha has proved itself to be an asset to that growing company.

We have contributed our experience and knowledge in the areas of organizational systems, structure and planning to our partners' entrepreneurial approach and this has made for a healthier, stronger organization. This year, we expect that Mohawk Internet

Technologies, as an Internet utility company, will expand its operations to Europe and Asia to meet customer demands while continuing to invest in Kahnawá:ke.

Less noticeable to the public but not less noteworthy has been our accountability for results. To better implement the final two years of our current strategic plan, we switched from activity based quarterly reports to management (what did we do these past three months to earn our keep) to outcome or results based reports targeted results compared to actual) to everyone in the organization, including, Management, Staff and Board.

Tewaohnni'saktha's accomplishments have been profiled in a case study by Marcelene H. Anderson in *Ensuring Strategic Plans Get Implemented, Esprit d'Accord – Association for Creative Change in Organizational Renewal and Development*, Vol. 11, Spring 2005, p. 1. It's an evolving process but I believe our accountability for results is a model for other community organizations to consider. You can read the year end results in each of the divisional reports.

Our focus on revenue generation had a minor diversion in 2004-2005 when a long planned investment of up to \$1.5 million did not come to fruition. That's business, as they say, but work began in earnest on our 'Plan B': a new three-floor office facility to be located just east of the transfer



Approximately 75 jobs were created or brought to Kahnawá:ke through the creation of the Kahnawá:ke Business Complex.

depot. By the time this goes to print, construction will have begun.

The tobacco industry has continued to be a source of growth for Kahnawá:ke's economy. Based on data collected and industry opinions, we estimate that it now accounts for approximately 800 jobs in the community, second only to local government services at approximately 900.

**Private businesses, not including the tobacco industry, account for approximately 785 jobs in the community.**

Overall, Tewaohnni'saktha is well poised to continue improving its results across the board: our financials are sound, we have an excellent team of dedicated and talented people from the front desk to the boardroom and we know what we have to do to get the job done, and just as importantly, how to measure it.

With the community's support and ongoing good business relations with other institutions such as the Kahnawá:ke Caisse Populaire and the Mohawk Council of Kahnawá:ke, we will continue to help Kahnawá:ke grow and prosper. ♦



**Nancy Stacey**  
Director of Human Resources & Administration / Ierihwaka:én:ions Tsi nikaiothenserotens

**At Tewaohnni'saktha, we are committed to being the best. We know that to be the best in the eyes of our clientele, we must be the best in the eyes of our employees.**

On behalf of the Organizational Services Team, it is my pleasure to update you on some of the activities in which we were involved and some of the results we achieved in the past year. What a busy and productive year it was!

#### ABOUT US

Simply put, Organizational Services is an umbrella unit that provides a number of internal support services to Tewaohnni'saktha as well as a few services to our clientele. We are a professional and talented team who take great pride in the jobs that we perform. We are committed to supporting the organization and its people towards a shared goal of providing high quality services to our clientele.

The following are some of the functions that are included in the Organizational Services Unit:

- Administration
- Human Resources Management
- Office Management
- Accounting
- Communications

#### HIGHLIGHTS FOR 2004/05

One of our most important accomplishments this past year that we are proud to share is the organizational support that was given to those who were directly affected by Tewaohnni'saktha's Organizational Restructuring Plan that was implemented in May 2004. We maintain our commitment to

those employees affected by allotting each individual up to 12 months to find alternate employment: some of which we rehired at Tewaohnni'saktha as vacancies occurred. We achieved near 100%, most of which were direct referrals from our organization.

Another significant accomplishment that we take great pride in sharing is the fact that we measure employee satisfaction. Employee satisfaction is key to Tewaohnni'saktha's success and our ability to achieve strategic goals and objectives. We believe that happy and motivated employees are productive employees and we are committed to being an "Employer of Choice".

In December 2002 we conducted a Staff Satisfaction Survey inviting all staff to participate. The information obtained from this survey grades our organization and lets us know if and where we need improvement. Creating a positive workplace is important to us and helps the organization to achieve results. The information provided us with a baseline in which we will compare at later dates on-going

improvements. In a recent re-survey, on a satisfaction scale of 1 to 7 with 7 being very positive, Tewaohnni'saktha scored an average of 6.0. This is a very positive and strong foundation for us to build on.

Another top accomplishment is the production of the "Tewaohnni'saktha Review" by our communications officer. The Review was designed to provide quarterly updates to our stakeholders on the activities and results of Tewaohnni'saktha. The intent is to share information regularly through the year, leading us to this final community annual report. ♦



Renting out Tewaohnni'saktha's meeting and training rooms, when they are not in use, is a source of revenue for Organizational Services' operational budget.



This year, Tewaohnni'saktha has played a significant role in furthering the business development of Mohawk Internet Technologies.

- Kanienkeha Language Training (Beginners & Intermediate)
- Performance Management training for supervisors: Reinforcing & Modifying Behaviour
- Aboriginal Statistical Training
- Myers Briggs MBTI Training
- Computer Training: Audit Year End Procedures for A/R, A/P, G/L and Budgets
- Surviving Organizational Change Workshop
- Managing Multiple Projects, Objectives and Deadlines
- Linux System Administration
- Performance Management Training for supervisors: Preparing for and conducting appraisal review discussions
- Fundamentals of Finance and Accounting for Non-Financial Managers
- Project Management
- Board Training and Strategic Planning
- National Consultation on Career Development (NATCON)
- Strategic Planning
- Moving From Operational Manager to Strategic Thinker
- Liability Insurance Training
- External Communications for Government
- Management Skills for Secretaries, Administrative Assistants, and Support Staff
- Advanced Project Management



Tewatohnni'saktha's training facility with state-of-the-art equipment includes the first teleconferencing equipment available in the community.

Lastly, an additional vital accomplishment we want to share is the revenue generated from renting Tewatohnni'saktha meeting rooms, training rooms and equipment for the purposes of meetings or training sessions conducted by individuals, organizations and/or businesses.

We also generated revenue by leasing some of our office space to private entrepreneurs. This revenue was used to subsidize our administration/operational expenses for which we do not receive funding from any government agencies or any funding partners.

We hope you enjoyed our review and reflection for 2004/05 and that it conveyed the amount of work, energy and dedication that the Organizational Services team has devoted to helping Tewatohnni'saktha move closer to achieving its vision, mission and strategic goals and objectives.

As we look to the future, we promise to continue to place our clientele and community first. We look forward to serving you in the coming year! ♦



**REMAIN** focused and determined to achieve the targets and results of our strategic, divisional and individual goals and objectives.

**CONTINUE** to be accountable to each other and to our stakeholders.

**REFLECT** and plan for the future (short and long-term).

**GAIN** new experiences and take opportunities to be creative and look for new ways of doing things to become more effective.

**FOCUS** on retaining our employees to sustain our ability to achieve our strategic goals and objectives.

**MAINTAIN** and/or increase our level of employee satisfaction.

**FOCUS** on capacity building to develop and/or enhance our abilities as a high performance team and future leaders.

**INVEST** in developing and enhancing our leadership abilities and effectiveness.

**UPGRADE** our IT Systems and develop a 3-year IT Plan.

**CONTINUE** to function as a lean and efficient operation.

**IMPROVE** our Employee Fitness/Wellness Subsidy Program to create a healthy work culture and environment by helping employees strike a balance between their personal and professional well-being.



PROJECT DEVELOPMENT



The 2004/05 fiscal year for Project Development was highlighted by: the completion of one major project; becoming involved in a technology business which is experiencing high growth; and significant attempts at jump starting Tewatohnni'saktha's next major project/investment(s).



The mission of Project Development is to create opportunities for business, employment and to generate revenues for Kahnawá:ke and Tewatohnni'saktha.

Louie John Tekanentsasen Diabo  
Director / Ohén:ton Í:rate Nia'tekaio'tenhserá:ke Ratiio'tenhserí:sas

KAHNAWÁ:KE BUSINESS COMPLEX

The Edgewater Café and Grill opened in February of 2005 and completed the Kahnawá:ke Business Complex (KBC) as the long awaited final piece of the puzzle. Several jobs have been created by this venture owned and operated by the Stacey family and has provided the KBC tenants with an in-house restaurant as promised by Tewatohnni'saktha during the KBC conceptual stage.



The Edgewater Cafe & Grill in the Kahnawá:ke Business Complex offers a distinct menu, including East Indian cuisine.

PAUL COMMUNICATIONS

Tewatohnni'saktha and Paul Communications jointly completed the detailed business plan and subsequent negotiations for Tewatohnni'saktha to take an equity stake in the cable/internet business. This investment was to be used to expand Paul Communications' business and services through the purchase of new head end equipment which would allow the joint venture to offer the services of Voice Over Internet Protocol (telephone using the internet), Digital Cable TV (including High Definition Television), Video on Demand and Tele-Video Conferencing capabilities for both home and business.



Mohawk Internet Technology renovated with the help of local contractors.

MOHAWK INTERNET TECHNOLOGIES

After months of negotiations on the details of the business deal, both sides mutually agreed that the Paul Communications expansion would be best done as a sole venture by the ownership of Paul Communications. Although the file did not result in an investment that would provide a monetary return to Tewatohnni'saktha, it did accomplish the goal of Economic Development for the community as Project Development did assist a Kahnawá:ke Business in its expansion and ultimately job creation/retention.

The past fiscal year was the inaugural year of the new MIT strategic partnership. After a typical merger adjustment period, Tewatohnni'saktha representatives on the Board of Directors (John Bud Morris, CEO and Tammy Beauvais, Tewatohnni'saktha Board) and Management Committee (Louie John Diabo, Project Development), entered into a Strategic Planning process with MIT Management for the long-term growth of the business. Major components of the strategic plan that have been worked on and are already bearing some results are; Human Resources policies and practices being formalized, core business facility expansion, redundancy in other geographic locations, access to capital markets and improved communications. ←



It is the optimistic view of Tewatohnhi'saktha that the \$2.8 million profit from the 2004/05 fiscal year is a sign of more good things to come from this business and burgeoning industry. Project Development continued to monitor the Private Medical Clinic landscape in the Montreal Region and Canada, including the legalities and revenue sources (Private Insurance judgments) for the offering of MRI scans and other medical services in high demand. Further investigation and development of this file shall continue in 2005/06.



Kahnewá:ke Office Complex will open in Spring 2006.

Due to the high demand for commercial office space in Kahnewá:ke, the development of the Kahnewá:ke Office Complex to fulfill this need at a premium has also been reviewed and will take precedence in 2005/06 as a construction job creation catalyst.

It continues to be very exciting times for Tewatohnhi'saktha Project Development, with one major project successfully completed (Kahnewá:ke Business Complex), significant representation in another successful venture (Mohawk Internet Technologies) and with significant momentum in obtaining/investing in others (New Commercial Building). ♦

The vision we continue to strive towards is a strong, sustainable economic base for our community through the creation of and investment in large-scale projects for communal revenue generation and job opportunities for Kahnewá:kerho:non.



Expanding the market & reducing leakage...  
the most important on-going challenge facing Small Business Services.



Barbara Kahnekiostha McComber

Director/ Ohén:ton Lé:iente  
Ken'nikai'o'tenhserá:sa  
Shakotiriwawá:se

businesses, which benefit when consumers redeem Shop Kahnewá:ke gift certificates. More than \$2,995 of various denominations were sold. Many organizations purchase certificates as donations, gifts and promotions and local businesses display Shop Kahnewá:ke First stickers, inviting customers to redeem certificates in their establishments.

EFFECTS OF LEAKAGE

Development and publicizing the positive and negative economic effects of dollars leaving our community is our attempt to inform the community that by making a concerted effort to shop locally, when you can, is very beneficial. Dollars spent outside provide no economic return to the community as a whole. Copies of our leakage series - *Kahnewá:ke's Economy, Spending-Leakage, Leakage-More Factors, Shop Kahnewá:ke First* - prepared by Ronald J. Abraira, MBA are available at our office.

2004 was another productive year for Small Business Services (SBS). We accomplished important divisional objectives, implemented strategic initiatives and looked for ways to continually improve our performance. In short, we are focused on growth; the growth of the small business community through development and expansion.

REDUCING LEAKAGE

What is reduction of leakage? The answer to that question is "Shop Kahnewá:ke First". The re-launching of our Shop Kahnewá:ke First campaign resulted in participation of 81

and one new medium business over the past fiscal year, SBS worked to promote the option of entrepreneurship or self-employment as a career choice. Profiling several entrepreneurs through our local newspaper and community cable channel proved to be successful. Business owners are able to illustrate their challenges and successes; this goes a long way in showing the reality of operating a business. We received positive feedback from business owners whose business activity increased following the airing of their profiles.

FINANCIAL PROGRAMS

Direct contributions of \$282,525 were allocated to clients in the form of non-repayable grants from our marketing, professional services and business assistance funds. Indirect contributions totaled \$73,778. The total new business loans awarded through the Tewatohnhi'saktha Business Loan Fund Ltd. far exceeded the \$80,000 objective for 2004/05 fiscal period and totaled \$121,748. ➔

NEW BUSINESS DEVELOPMENT

In order to achieve a goal of assisting in the development of one new small business



In Jan. 05 Small Business Services (SBS), on behalf of the Mohawk Council of Kahnewá:ke, participated in the CLD de Roussillon tourist promotion campaign entitled *Les Découvertes de Roussillon*. The 2005/06 edition of the map highlights the abundance and diversity of the Roussillon (Municipalities: Candiac, Chateaugay, Delson, La Prairie, Lery, Mercier, Sainte-Catherine, Saint Constant, Saint-Isidore, Saint-Mathieu and Saint-Philippe) and the Mohawk Territory of Kahnewá:ke, our communities and tourism products. One hundred thousand (100,000) copies of the map were distributed in June 2005 to all residents of the MRC of Roussillon with the Kahnewá:ke distribution taking place through the Kahnewá:ke Economic Development Commission. This partnership is our on-going effort to expand the market and bring new dollars to our community. Annually, SBS promotes Kahnewá:ke as a destination for tourists in the Montreal Scope, highlighting tourism businesses such as the golf clubs, St. Francis Xavier Mission, Kanien'kehaka Onkwawén:na Raotitiohkwa and many shops. Through the Quebec Aboriginal Business and Communities Directory, developed by Indiana Marketing, we are able to promote Kahnewá:ke businesses and tourist attractions to every Aboriginal company and organization in Quebec by directing readers to our website: [www.shopkahnewá:ke.com](http://www.shopkahnewá:ke.com).



**BUSINESS INCUBATOR**  
During its first year of existence, the Kahnawá:ke Multi-Media Center (incubator) survived its share of ups and downs. For the businesses located within its walls, the experience has served to make them stronger as people and as businesses. Precision Audio Lab has emerged as a strong post-production audio facility and Mohawk Media has expanded in terms of capability, size and staff. Mohawk Princess Productions continues to expand on an already impressive body of work. The tenants' combined talents produced a short video designed to promote multi-media as a career option among Kahnawá:ke youth, using a combination of print, video and a website to do so.

**ENTREPRENEUR TRAINING**

In keeping with our mandate of supporting entrepreneurship we provided two entrepreneurial training sessions this year, in September 2004 and February 2005. A total of 64 people registered with 44 successfully completing the 13-week course. This course is always well attended and we continue to receive positive feedback from the participants.

**KAHNAWÁ:KE YOUTH**

In September 2004, SBS introduced our programs and services to Kahnawá:ke Survival School students and the option of entrepreneurship as a career by inviting them to the Kahnawá:ke Business Complex. The students were also introduced to our Employment & Training Division programs and services that included higher education, career and employment options.

**CUSTOMER SERVICE VIDEO**

One of the greatest impacts on business is customer service. We tried to create an awareness of this with the production of a video *How to Keep Your Customers Happy*. This video was provided complimentary to all participants of our Shop Kahnawá:ke First Campaign. *The Eastern Door* dedicated one page to this topic with the Nosy News Question asking what community members thought about customer service in Kahnawá:ke.

Tom O'Connell, facilitator for **Taking Your Ideas to Market**, a seminar sponsored by Small Business Services.

**BUSINESS PEOPLE'S FORUM**  
The Business People's Forum has continued to meet on the last Wednesday of every month with the exception of December. The focus has shifted somewhat to economic development in the area of Arts & Culture. In September, SBS hosted an Arts & Culture planning session involving business people in the following sectors: performing arts; arts & crafts; publishing; sound recording; multi-media; design and music. The session was well attended with 33 participants. The goal is to implement a comprehensive economic development strategy to benefit Kahnawá:ke's arts and culture industry. Our biggest challenge will be to get more business people involved with the working group when we resume meetings in September 2005.

**PRODUCT DEVELOPMENT**

This year we offered "Taking your Ideas to Market", a seminar for those who may have a good idea for a product but don't know how to protect their ideas (patents, copyrights) or how to have their product produced and sold. We had a total of eight participants. Because of decreasing attendance, we have tried to be creative in finding ways to provide business information that may be helpful, such as the section in our Kahnawá:ke Business Directory that contains Answers to Frequently Asked Questions.

**TRACKING BUSINESS DEVELOPMENT**

One of the challenges that we face is the ongoing process on how best to collect information that will be eventually disseminated to our community. Collecting data or receiving information of new businesses that open or those that close in each fiscal year is a challenge. We continue to update our data base through client interviews, however, we encourage all businesses to inform us of any changes to their address, location, or opening or closing of their establishments, in order to maintain current business information. ♦



Examples of Stained Glassworks creations.

Ever since opening in November 2003, Stained Glassworks Enterprises has offered quality stained glass and beadwork pieces. Owner Sosan Montour handcrafts each piece, which results in a unique and distinctive look.

Although Montour spends her days creating, she was not always artistically focused. Art was not a predominate subject in school. She recalled, "it (art) was never pushed on you," and took an interest only after university when she started working at her uncle, Robert Patton's, woodwork shop, "that's were I found out I was good at making stuff."

Montour developed her newfound skills by taking stained glass and beadwork classes and by enrolling in an interior decorating and display program at Nova Career Centre, from which she graduated in 2001.

**Entrepreneurship program facilitates stained glass business venture**

With the possibility of opening her own business in mind, Montour enrolled in an entrepreneurial training course offered by Tewatohnhisaktha in 1999, "I took the course first and waited a few years... it helped with the business planning." Both

Tewatohnhisaktha and the training prepared Montour with all the basics needed to successfully open Stained Glassworks Enterprises in 2003.

The startup support included a youth grant and loan, business plan creation, and base salary for the first year of operation. With the information you provide, said Montour, "they (Tewatohnhisaktha) write the business plan which helps you to get your loan... they also help a lot with advertising. They have a fund every year, it's really helpful." The advertising budget encompasses more than just print and broadcast ads; in Montour's case, it also included a booth at the Pow Wow.

The assistance received from Tewatohnhisaktha simplified the business startup process, which allowed Montour more time to focus on the development of Stained Glassworks Enterprises. Her products range from stained glass for kitchen cabinets, door inserts, overhead

lights, and lamps, as well as glass paintings and jewelry boxes. Her beadwork, which she describes as "traditional Kahnawá:ke-style raised beadwork," is available as cuffs, belts, regalia, picture frames, moccasins, and cellular phone covers.

Montour operates predominately on an appointment only basis but also displays her work at craft shows and events throughout the year such as those held for Mother's Day, Easter, and Christmas. Customized items are always in high demand, she said. "I've been doing a lot of corporate gifts, a lot of people ask for customized corporate gifts."

Montour has expanded her business services by offering beadwork and stained glass classes, which are held on a six-week rotation schedule and average three to five participants. Classes are available at the beginner level and offer the opportunity for advancement. "People like it," she said.

The next step for Montour and Stained Glassworks Enterprises is a new location. She is in the process of designing her home, which will also house her business; she hopes to relocate by Fall 2005. She also wants to share her expertise with others; "I'm trying to write a book on beadwork," she added. ♦



We were pleased to welcome back to the SBS team, Tammy Delaronde, Business Services Officer, following her maternity leave.



Daryl Leclaire, Business Services Officer, is also the new Business Incubator Manager supporting the Multi-media tenants.





**John "Bud" Morris**  
CEO



**Louie John Diabo**  
Director, Project Development



**Nancy Stacey**  
Director, HR / Administration



**Barbara McComber**  
Director, Small Business Services



**Steven Horne**  
Director, Employment & Training



**Patricia Deer**  
Executive Assistant  
Replacement



**Coreen Delormier**  
Executive Assistant



**Erica Delisle**  
Jr. Project Development Officer



**Bonnie Montour**  
Executive Assistant



**Allison Jacobs**  
Communications Officer



**Tammy Deloaronde**  
Business Services Officer



**Gene Montour**  
Employment & Training Counselor



**Tyler Diabo**  
Information Technologies



**Terry Patton**  
Secretary/Receptionist



**Cynthia Martin**  
Administrative Assistant



**Daryl Leclair**  
Business Services Officer  
Incubator Manager



**Helen Watso**  
Employment & Training Counselor



**Wayne Rice**  
Information Technologies



**Beverly Rice**  
Secretary/Receptionist



**Angela Deer**  
Loans Officer



**Dawn Stacey**  
Employment & Training Counselor  
Youth Programs Coordinator



**Marvin McComber**  
Building Superintendent

**NOTES**

**Coreen Delormier:** 1 year maternity leave, effective August 2004.

**Rodney Hestor:** Employment & Training Counselor/ Youth Programs Coordinator, resigned December 2004 to pursue a career advancement opportunity.

**Alana Atwin:** Resigned to pursue career opportunity.



**Cathy Diabo**  
Sr. Accounting Clerk



**Diane Stacey**  
Financial Clerk



**Herb Rice**  
Employment Officer

OUR  
TEAM

Organizational Structure of  
Tewatohnni'saktha as of March 31 '05.



**Steven Oserase Horne**

Director / Ohé:ton I:rate Ratiio'tenhseri:sa'ks Ronwatirihonnié:ni

This past year witnessed a very high level of activity in the Employment and Training Division of Tewatohnhi'saktha as we served over 700 community members in one fashion or another. All of these efforts are aimed at the economic development and self-sufficiency of Kahnawá:ke:non by improving individuals employability through our employment and training services programs.

#### CLIENT SERVICES

Individuals accessed a variety of services from consulting and career planning with our employment counselors, to active enrollment in professional and vocational courses. The bulk of our funding was allocated towards subsidizing both the tuition costs as well as living allowances of individuals in order to allow them to pursue their respective career plans.

#### MAJOR INITIATIVES

We continue to follow through on major initiatives such as the N.U.R.S.E.S. project and have supported a number of students in the Kaniénke'ha Ratiwennirats Literacy Program. The Summer Student Program, a major youth initiative of Tewatohnhi'saktha, continues to innovate, improve and provide quality employment and experience for 55 high school, adult education, CEGEP and University students.

#### ALLIANCES

Finally, the Employment & Training Unit continued to participate and represent the human resource development interests of Kahnawá:ke at the FNHRDCQ (First Nations Human Resource Development Commission of Quebec). This alliance is important to our community as it ensures both information and financial support for the present and future years in order to meet our human resource development needs.



Employee workshops are part of the Kahnawá:ke Summer Student Employment Program.

The past year marked a significant milestone as a new four-year funding agreement between Canada via Human Resource and Skills Development Canada and the FNHRDCQ via the Assembly of First Nations of Quebec and Labrador was negotiated and signed. This is great news for Kahnawá:ke:non, as it ensures continued support for employment and training services for years to come.

On behalf of the Employment and Training Unit of Tewatohnhi'saktha I would like to affirm our commitment to working with the key stakeholders in the coming year. We are confident that we will work productively with the business community, public organizations, and our existing and up coming workforce in order to be able to continue to provide for ourselves and to maintain the health and wealth of Kahnawá:ke. ♦

## Determination is a must in a field dominated by high-tech youth

As a woman and a mother, Missy Montour is the minority in a field dominated by young males who have had the advantage of growing up in a high tech computer and video game age. Although Montour is now a technical support specialist at MIT, she had to start the learning process with the basics.

Her first opportunity to work with computers came about seven years ago when Tewatohnhi'saktha offered a business software course in Chateauguay. It was a start but Montour was more interested in the technological aspect of computers. "I kept asking if they could teach me how to take apart a computer and put it back together," she said, but the teachers did not have the time."

Montour headed to Tewatohnhi'saktha for advice on where to find a computer course; one of the employment counselors suggested a networking course at Delta College in Montreal. Montour started her studies at Delta at an ideal time as her enrollment paralleled the introduction of Windows 2000 into the curriculum. "I was part of the first class to have full fledged access to Windows 2000."

The program extended one year and consisted of 14 courses. Montour admits it was a grind with two courses, two projects, two midterms, and two finals in each six-week cycle. "Learn it, know it, move on," is how she described the teaching style.

As part of her graduation requirement, Montour had to complete a

two month stage, something which she discovered was not that easy to come by. She approached several organizations in Kahnawá:ke, including MIT, but did not find anyone willing to take her on as a stage. The MIT technical team was small and too busy to train her at that time, she said.

Montour ended up securing a position at IGS Security in Montreal but stayed only a month because her boss restricted her to gofer-like work such as fetching coffee. Deciding that she actually wanted to learn from her stage, Montour completed her remaining month back at Delta by setting up domains and working with older versions of software for backup purposes.

Montour graduated in July 2001; she was one of seven students to graduate from an initial enrollment of 25 and was also the only female student in her class. These numbers may seem a bit discouraging but Montour insists that all one needs is determination to succeed. "You have to want to do this; you have to stick with it. I was a single mother with three kids and I did it ... it's tough but it's attainable."

She began working the night shift at MIT in September 2001. As a night shift employee Montour built servers for the daytime staff to install. Since MIT caters to a global network of clients, situated in different time zones, she was also responsible for catering to clients who were only able to phone at night.

After seven months on the night



Missy Montour, technical Support Specialist at MIT, took a networking course at Delta College with the help of Tewatohnhi'saktha.

shift, Montour advanced to the dayshift and built equipment, created databases, and did troubleshooting. One improvement that she initiated at MIT was the implementation of security policies. She was concerned that policies related to those authorized to make changes to clients' equipment and services were lax, so she discussed the introduction of security policies with her boss. MIT now requires a list of all people authorized to make modifications.

After four years of employment at MIT, Montour has settled into her position and MIT has come to acknowledge her capabilities. As someone who was once hesitant and always asked questions, Montour has eased into her role as a minority in the computer field and is secure and confident with it, she said. "I can learn anything I want, if I want to." ♦

# Tewatohnhi'saktha

## Statement of Revenues and Expenses and Appropriated Fund Balances

Year ended March 31, 2005

Description	Appropriated Fund Balance March 31, 2004	Revenues \$	Expenses \$	Surplus (Deficit) \$	Appropriated Fund Balance March 31, 2005 \$
<b>Employment and Training</b>					
CRF	-	1,256,581	1,256,581	-	-
EIF	-	475,280	475,280	-	-
CRF (Youth)	-	120,402	120,402	-	-
CRF (Disabilities)	-	39,077	39,324	(247)	(247)
Youth Work Experience Initiative	-	106,533	106,533	-	-
FNEC, MCK and other	27,809	182,480	-	182,480	210,289
	27,809	2,180,353	1,998,120	182,233	210,042
<b>Administration</b>	270	984,867	819,176	165,691	165,961
<b>Economic Development</b>					
KEDC	63,906	2,366,484	353,164	2,013,320	2,077,226
KEDC II - QKR	125,726	907,951	172,556	735,395	861,121
	189,632	3,274,435	525,720	2,748,715	2,938,347
<b>Project Development</b>	(11,203)	262,018	256,824	5,194	(6,009)
<b>Small Business Services</b>	147,795	751,887	839,192	(87,305)	60,490
<b>Business Loan Fund Ltd.</b>					
Loan Guarantee Fund	1,139,981	40,427	61,388	(20,961)	1,119,020
Youth Business Fund	301,049	29,152	74,688	(45,536)	255,513
NACCA Activities Fund	52,896	27,454	29,174	(1,720)	51,176
	1,493,926	97,033	165,250	(68,217)	1,425,709
<b>Kahnawá:ke Business Complex</b>	(134,885)	382,472	354,986	27,486	(107,399)
<b>Sub-Total</b>	<b>1,713,344</b>	<b>7,933,065</b>	<b>4,959,268</b>	<b>2,973,797</b>	<b>4,687,141</b>
Less: Internal invoicing	-	(1,296,215)	(1,296,215)	-	-
	<b>1,713,344</b>	<b>6,636,850</b>	<b>3,663,053</b>	<b>2,973,797</b>	<b>4,687,141</b>

# Tewatohnhi'saktha

## Statement of Capital Assets Fund Balance

Year ended March 31	2005 \$	2004 \$
<b>Balance - beginning of year</b>	<b>4,604,535</b>	<b>614,183</b>
Mortgage principal payments	40,191	-
Transfer from KEDC	-	1,600
Transfer from KEDC II - QKR	-	1,759,173
Transfer from Business Complex	6,674	2,374,019
Transfer from administration	10,271	10,804
Transfer from Small Business Services	2,792	21,707
	<b>59,928</b>	<b>4,167,303</b>
Less:		
Amortization		
Computers	(11,826)	(24,131)
Furniture and fixtures	(26,425)	(15,049)
Business Complex	(320,365)	(94,460)
Office equipment	(18,120)	(9,601)
Write-off of leasehold improvements	-	(3,672)
Write-down of net investment in leases	(46,000)	(30,038)
	<b>(422,736)</b>	<b>(176,951)</b>
<b>Balance - end of year</b>	<b>4,241,727</b>	<b>4,604,535</b>

Lippman Leebosh April  
s.e.n.c.

# Tewatohnhi'saktha

## Notes to the Financial Statements

March 31, 2005

### 1. Organization

Established in 1999, Tewatohnhi'saktha is the economic development commission of Kahnawá:ke. It was created by legislation from the Mohawk Council of Kahnawá:ke with a mandate to create jobs, wealth and self-sufficiency by focusing new and existing resources, both human and financial, on an integrated approach to business development and human resource investment.

### 2. Summary of significant accounting policies

*Use of estimates:* The preparation of these financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the amounts reported in the financial statements and the accompanying notes. In the opinion of management, these financial statements reflect, within reasonable limits of materiality, all adjustments necessary to present fairly the results for the periods presented. Actual results could differ from these estimates.

*Amortization of capital assets:* Amortization is provided for over the estimated useful lives of the related assets on a diminishing balance basis at the following rates:

Business Complex	- 5%
Computers	- 33.3%
Furniture and fixtures	- 20%
Office equipment	- 20%

*Capital assets fund balance:* This fund is comprised of capital assets net of certain components of long-term debt.

### 3. Loans receivable

	2005 \$	2004 \$
Loans receivable issued by Tewatohnhi'saktha Business Loan Fund Ltd., bearing interest at rates ranging from 8.5% to 11% per annum, maturing between one to ten years	272,553	288,494

### 4. Capital assets

	Cost \$	Accumulated Amortization \$	2005 Net \$	2004 Net \$
Vacant land	70,000	-	70,000	70,000
Business Complex	6,706,220	414,825	6,291,395	6,202,866
Computers	127,787	91,268	36,519	47,270
Furniture and fixtures	153,251	42,414	110,837	126,991
Office equipment	104,399	27,721	76,678	86,408
	<b>7,161,657</b>	<b>576,228</b>	<b>6,585,429</b>	<b>6,533,535</b>

Lippman Leebosh April  
s.e.n.c.

# Tewatohnhi'saktha

## Notes to the Financial Statements *continued*

### 5. Long-term debt

	2005 \$	2004 \$
7.5% loan payable, secured by a trust agreement in the lender's favor on the Business Complex, repayable in blended monthly instalments of \$22,840, due in 2009	2,583,059	1,975,000
Current portion.	83,171	-
	<b>2,499,888</b>	<b>1,975,000</b>

Principal repayments are due as follows:

	\$
2006	83,171
2007	89,628
2008	96,586
2009	104,085
2010	112,185
2011 and subsequent years	2,097,404
	<b>2,583,059</b>

### 6. Lease commitment

The organization has entered into a long-term lease for certain premises for the period ending March 31, 2010. The minimum annual rent will be established at the end of each fiscal period and will be determined by the landlord. The minimum annual rent for fiscal 2005 is \$18,460.

### 7. Investment in commercial ventures

The organization has an investment in and exercises significant influence over the Kahnawá:ke Services Complex which houses commercial entities and certain community organizations.

Effective March 31, 2004, the organization entered into a partnership agreement with an unrelated corporation to continue the operations of the entity formerly created and empowered by Mohawk Council of Kahnawá:ke called Mohawk Internet Technologies (MIT). Tewatohnhi'saktha has significant influence in MIT based on its partnership interest and representation on the Board of Directors.

### 8. Financial instruments

The organization has available a bank line of credit of \$100,000.

### 9. Statement of cash flows

A statement of cash flows has not been prepared as it would not provide any additional significant information.

### 10. Contingent liabilities

The corporation has guaranteed the Caisse Populaire Kahnawá:ke for a portion of approved bank borrowings to a maximum of \$432,272 for native entrepreneurs under the loan guarantee program. As at March 31, 2005, the total guaranteed indebtedness amounted to \$333,502.



Tewatohnhi'saktha purchased products and services from the following Kahnawake businesses this fiscal year:

Alan Goodleaf Plumbing	Lafleur Golf Club
Angus L. Montour, Electoral Officer-Consultant	Louie Deer Construction-Gerpro
Barbara Diabo, Catering	Loud Spirit Productions
Caisse Populaire Kahnawake	McWeld
Calico Cottage	Mikie's Taxi
Cathy Rice, Consultant	Millennium Productions
Caughnawaga Golf Club	Mohawk Media
Club Rez	Mohawk Mobile
Courtney Montour, Writer	Mohawk Oil
Cross The River Landscaping	Mohawk Princess Productions
Diane's Kitchen	Old Malone's Restaurant
Dolores Lahache, Catering	Okwaho Movers
Eileen's Bakery	Paul Communications
Frosty's	Precision Audio Lab
Gene's Sound Machine	Ronald J. Abaira, Consultant
Glen Dione Construction	Sequoia
Jacob's Hardware & Supplies	Selma Delisle, Catering
JEM Consulting	Simple Pleasures
Joe Deom & Associates	Sophie's Pizza
Joanie Montour, Consultant	Skyworld Graphic Design
JB Kitchen Cabinets-Master Carpenter	The Eastern Door
K103 FM	Village Boutique
Kenneth L. Williams, Writer	Wendy Mayo, Catering

# T E W A T O H N H I ' S A K T H A R E S U L T S A T A G L A N C E

## SMALL BUSINESS SERVICES DIVISION

**MANDATE:** To support economic development and self-sufficiency of Kahnawa'kehró:non by improving small business development services and programs, entrepreneurship and access to financing.

	Results 2003/04	Target 2004/05	Results 2004/05	Summary of Results
<b>STRATEGIC OBJECTIVES</b>				
<ul style="list-style-type: none"> <li>To increase the number of new startup businesses and/or business expansions. CATEGORIES: MICRO (1 employee); SMALL (2-5 employees) MEDIUM (6-15 employees); LARGE (16+ employees)</li> </ul>	1 MICRO 1 SMALL 1 MEDIUM	1 SMALL 1 MEDIUM	18 MICRO 3 SMALL 2 MEDIUM	Increase of 18 new micro businesses, 3 small businesses and 2 medium businesses.
<ul style="list-style-type: none"> <li>To increase the number of new loans under Tawatohnni'saktha Business Loan Fund.</li> </ul>	\$159,732	\$80,000	\$121,738	Exceeded target by \$41,784 in new loans under the Tawatohnni'saktha Business Loan Fund.
<ul style="list-style-type: none"> <li>Increase the \$ value of products utilized by clients.</li> </ul>	\$214,776	\$220,990	\$249,932	Exceeded target by \$28,942 in products utilized by clients. \$ value by products: Marketing Fund, Business Consulting, etc. compared from Year 1: 03/04
<ul style="list-style-type: none"> <li>Increase the number of clients who obtained services. Measured through client visits.</li> </ul>	157	160	448	Exceeded target by 288 client visits.
<ul style="list-style-type: none"> <li>Increase consulting services offered to clients from Business Services Officers (consulting service by \$ value).</li> </ul>	\$79,614	\$80,000	\$14,875	Missed the target by \$65,125 the \$ value of consulting services from Business Services Officers offered to clients.

## EMPLOYMENT & TRAINING DIVISION

**MANDATE:** To develop Kahnawake's human resources by providing effective labour market integration services to individuals, groups and businesses.

	Results 2003/04	Target Year 2 Mar 31/05	Results Mar 31/05	Summary of Results
<b>STRATEGIC OBJECTIVES</b>				
<ul style="list-style-type: none"> <li>To increase the number of clients that obtain full-time employment through the collaboration with Small Business Services and Project Development.</li> </ul>	59	66	92	Exceeded target by 26 new clients that obtained full-time employment through Employment & Training, Small Business Services and Project Development.
<ul style="list-style-type: none"> <li>Increase consulting services offered to clients from Employment Counselors. Measured through client visits (clients may have visited more than once).</li> </ul>	1,615	1,687	1,794	Exceeded target by 107 client visits receiving services from the Employment Counselors.
<ul style="list-style-type: none"> <li>Increase the \$ value administered to clients through tuition and allowances.</li> </ul>	\$848,224	\$1.35 Million	\$1.38 Million	Exceeded target by \$30,000 the \$ value of tuition and allowances administered to clients.

## PROJECT DEVELOPMENT DIVISION / OFFICE OF THE CEO

**MANDATE:** The mission of Project Development is to create opportunities for business, employment and to generate revenues for Kahnawake and Tawatohnni'saktha. It accomplishes this by investigating, analyzing and implementing community-sized projects to foster economic development.

	Results 2003/04	Target Year 2 Mar 31/05	Results Mar 31/05	Summary of Results
<b>STRATEGIC OBJECTIVES</b>				
<ul style="list-style-type: none"> <li>To generate revenue through project investment through the present business files: Kahnawake Business Complex - Mohawk Internet Technologies - Consulting Fees - Lease/Rental</li> </ul>	N/A	\$1.1 Million	\$2.3 Million	Exceeded target by \$1.2 million in revenue generated from present business files.

## ORGANIZATIONAL SERVICES DIVISION *Our Team is the key to our success*

**MANDATE:** To provide support services to the Divisions of Tawatohnni'saktha. Organizational Services provides the following services: Accounting, Administration, Communications, Information Technology Management, Office Management, Human Resource Management.

	Results 2003/04	Target 2004/05	Results 2004/05
<b>STRATEGIC OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>To increase employee satisfaction (Satisfaction Scale with 1 being dissatisfied and 7 being very satisfied) by confirming employee satisfaction regarding the following:                             <ul style="list-style-type: none"> <li>Employee Benefits</li> <li>Level of Engagement</li> <li>Performance Management</li> <li>Employee Retention</li> </ul> </li> </ul>			
<ul style="list-style-type: none"> <li>To reduce turnover of employees whom we wish to remain in our employment</li> </ul>			

Results 2003/04	Target 2004/05	Results 2004/05
-2*	0	0

(One employee resigned to explore a career opportunity and another to accept a career advancement)

**Summary of Activities and Initiatives**  
 FOCUSED on our strategic, divisional and individual goals and objectives and contributed to the success and results achieved by Tawatohnni'saktha during the past year; MANAGED increased workloads and met multiple deadlines; INCREASED the level of employee satisfaction from 5.7 on 7 to 6 on 7; LAUNCHED an Employee Referral Award Program to enlist employees' assistance in sourcing and referring quality candidates for employment opportunities; IMPLEMENTED Recruitment Strategies to enlist employees' support in promoting Tawatohnni'saktha as an Employer of Choice; OPTIMIZED revenue generation through facility/equipment rentals to support administration/operational costs; DEVELOPED an electronic Employer of Choice brochure to help promote Tawatohnni'saktha as an Employer of Choice and to affirm the benefits of working for Tawatohnni'saktha; DEMONSTRATED support for community events and activities by encouraging employees to participate in activities; DEVELOPED the content for the Organizational Services site on Tawatohnni'saktha Webpage; SURVIVED our organizational restructuring keeping our operations lean and efficient; LEARNED from our experiences; REGAINED employee commitment, high energy and positive attitude; REVIEWED and reflected on the past year.

## COMMUNICATIONS

**STRATEGIC OBJECTIVES**

- To improve communications of Tawatohnni'saktha programs, services, initiatives and economic direction.

**EXTERNAL STAKEHOLDERS** (Community Members, Businesses, Organizations - Public / Private)

- To effectively communicate the programs, services, initiatives and economic direction of Tawatohnni'saktha to our external stakeholders (baseline data from March 2004 External Communications Survey).

Results 2003/04	Target 2003/04	Results 2004/05
20% familiar with activities	60% familiar	(December)

**INTERNAL STAKEHOLDERS** (Staff, Management, Board of Directors, Funding Partners)

- The objective is to confirm the effectiveness of present communication tools and processes in the organization and to increase satisfaction level to 60% very satisfied by December 2005 (baseline data from April 2003 Internal Communications Survey)

Results 2003/04	Target 2003/04	Results 2004/05
62% satisfied 17% very satisfied	60% very satisfied	(December)

**Summary of Activities and Initiatives**  
 DEVELOPED a quarterly activities report, Tawatohnni'saktha Review, to external stakeholders that is printed in *The Eastern Door*; DEVELOPED a comprehensive information brochure for clients and visitors; DEVELOPED strategic marketing and communication plans for Tawatohnni'saktha Division that included promotional campaigns and advertising; LAUNCHED the 4th Annual Report of Tawatohnni'saktha results; FOCUSED on internal communications and instituted quarterly staff meetings; LAUNCHED an electronic bulletin board to post both work and public announcements; OPTIMIZED use of human resources in the organization to improve internal communications; DECREASED the circulation of unwanted messages via email by implementing an Electronic Bulletin Board.