Tewatohnhi'saktha
Kahnawà:ke's Economic Development Commission

TEWATOHNHI'SAKTHA

2025 - 2026 Annual Report

Vision

Our vision is a self-sustaining and prosperous community that fosters opportunities for continuous growth and well-being for the next seven generations.

Mission

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

TEWATOHNHI'SAKTHA

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Peggy Mayo-Standup

MESSAGE FROM THE CHAIRPERSON OF THE BOARD OF DIRECTORS

Returning to serve as a Chairperson on a Board of Directors after several years away has been both an honour and a privilege. While stepping back into this role brought a renewed sense of responsibility, it has also reminded me of the strength of this organization, the dedication of its people, and the important work being carried out every day on behalf of our community. It is my pleasure to present Tewatohnhi'saktha's 2025–2026 Annual Report.

Throughout the year, the Board remained focused on providing sound governance, strategic direction, and responsible oversight. Working alongside our Executive Director and Senior Management Team, we continued advancing the priorities outlined in our 2025–2028 Strategic Plan.

Behind every program, every initiative, and every success are employees who genuinely care about making a difference. The Board has witnessed firsthand the professionalism, innovation, and commitment demonstrated by our Executive Director, Senior Management Team, and staff. Their passion for serving our community is evident in everything they do, and it is because of their efforts that Tewatohnhi'saktha continues to grow and thrive.

We are equally grateful to our funding partners, community organizations, local businesses, and residents whose collaboration continues to create opportunities for growth and prosperity. Economic development is never achieved by one organization alone—it is built through partnerships, trust, and a shared commitment to creating opportunities for future generations.

It is an honour to serve alongside such dedicated Board members and an exceptional team of professionals who care deeply about the future of Kahnawà:ke. Together, we are building an organization that is stronger, more resilient, and well-positioned to meet the opportunities of tomorrow.

On behalf of the Board of Directors, niá:wen to everyone who contributes to this important work and to everyone who places their trust in Tewatohnhi'saktha. We look forward to continuing this journey together.

Niá:wen,
Peggy Mayo
Chairperson, Board of Directors



Board of Directors

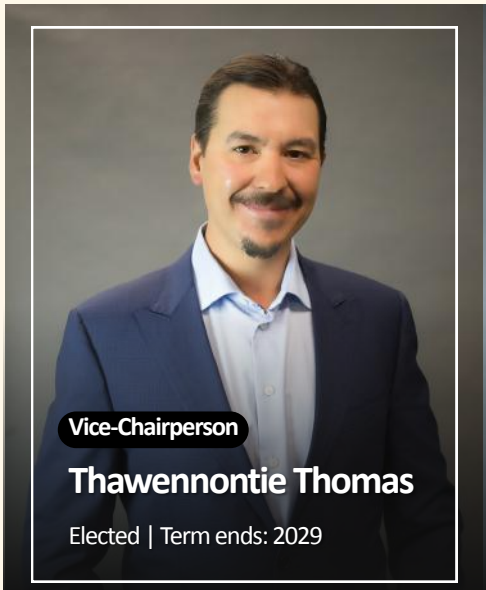
The Board of Directors is responsible for the governance of Tewatohnhi'saktha and overseeing the management of Tewatohnhi'saktha's business and affairs. The Board guides Tewatohnhi'saktha's strategic direction, evaluates the performance of the Executive Director and approves and monitors Tewatohnhi'saktha's business plan, operational plan, and financial results and is ultimately accountable to the Mohawk Council of Kahnawà:ke. Board members must act honestly and in good faith, leaving aside personal interests to advance the public interest and the mandate of Tewatohnhi'saktha.



Chairperson

Peggy Mayo-Standup

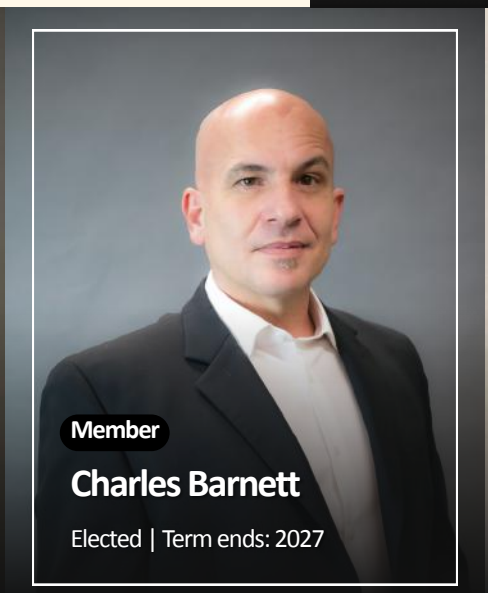
Appointed | Term ends: 2027



Vice-Chairperson

Thawennontie Thomas

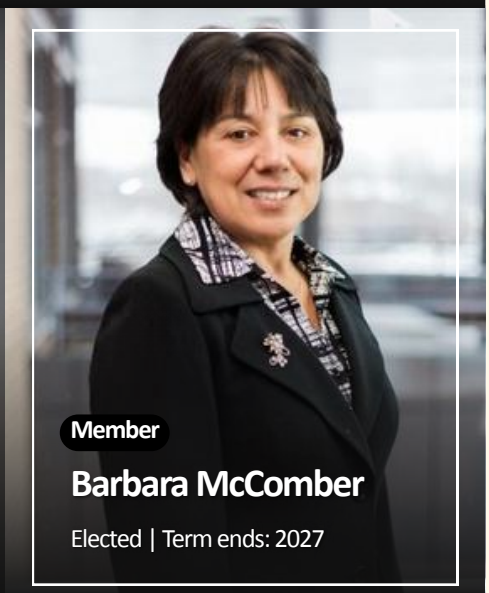
Elected | Term ends: 2029



Member

Charles Barnett

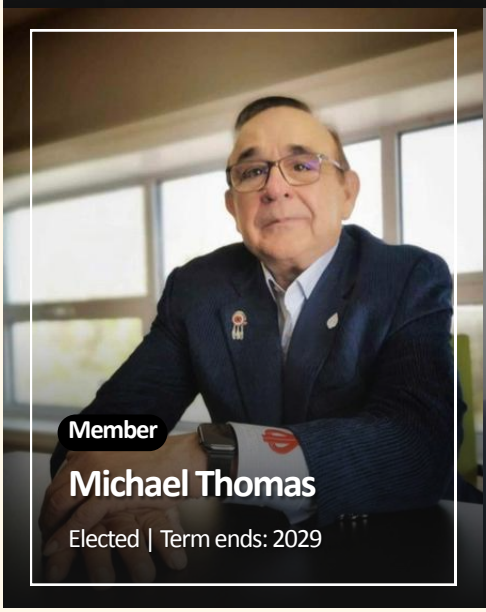
Elected | Term ends: 2027



Member

Barbara McComber

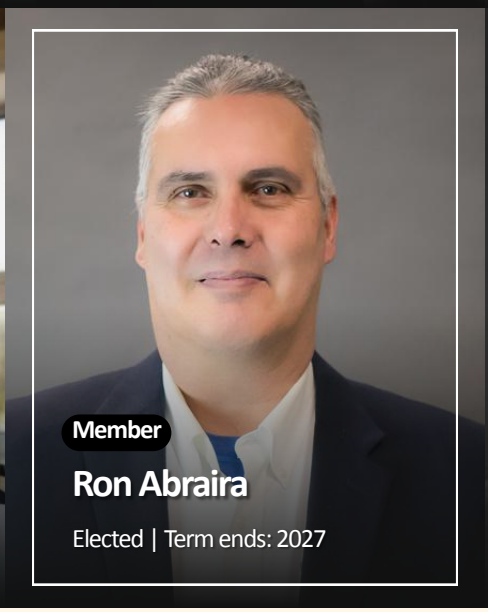
Elected | Term ends: 2027



Member

Michael Thomas

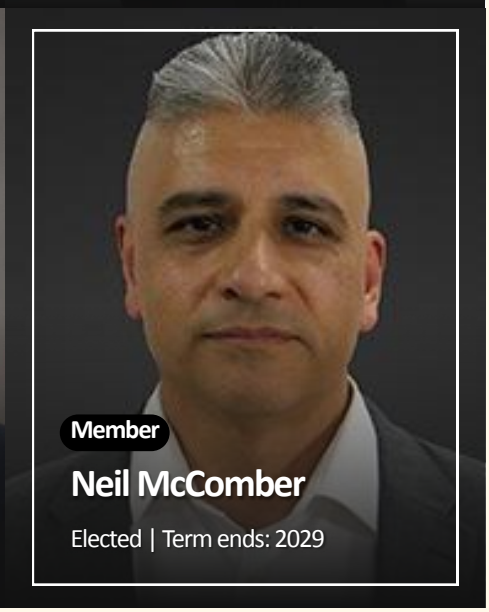
Elected | Term ends: 2029



Member

Ron Abraira

Elected | Term ends: 2027



Member

Neil McComber

Elected | Term ends: 2029

Tammy Delaronde

EXECUTIVE DIRECTOR



2025-2026 was an innovative year for Tewatohnhi'saktha. We held our very first Akwé:kon Skátne Tentewatháhahkwe Opportunity Fair in September to highlight employment, career, training, and funding opportunities for community members, job seekers, students, and entrepreneurs.



The event featured Keynote Speaker Kawennáhere Jacobs and inspiring guest speakers presenting on various topics such as the Youth Workforce - Different Paths and Individuals Journeys and Future in Focus - In Demand Jobs and Workforce Planning in Kahnawà:ke panels. The event was a great success with **24 presenters** speaking on various topics and **19 organizations** and businesses hosting informational booths including Tewatohnhi'saktha, Mohawk Council of Kahnawà:ke, Kateri Memorial Hospital Center, Kanien'kehá:ka Onkwawén:na Raotitióhkwa Language and Cultural Center (KORLCC), Step by Step Child and Family Center, Caisse Populaire Kahnawà:ke, Playground Poker, and McGill and Concordia Universities. Over **200 participants** attended the event with a very positive review of 4.49 out of 5.00 stars.

Workforce Development officially launched its new Professional Advancement and Training Hub (PATH) in 2025-2026 offering workshops to help Kahnawakehró:non develop their skills to gain employment, succeed in their careers, and grow their businesses.

Twelve (12) courses were held including intermediate Excel, Professional Communication, Grant Writing, and Project Management.

In 2025-2026, Tewatohnhi'saktha Business Services implemented the new Indigenous Women Entrepreneurs (IWE) Program in association with the Nation Aboriginal Capital Corporations Association (NACCA) to provide funding and support to Indigenous women seeking to start or grow their business.

Lastly, with the remaining funds raised for Kanatahkwèn:ke; the grand opening is set for early September. Kahnawà:ke Tourism is excited to welcome tourists and guests alike to the new facility!

Marissa Leblanc

DIRECTOR OF OPERATIONS



The 2025–2026 fiscal year was a period of purposeful modernization for the Office of the Director of Operations. Working closely with Accounting and Information Technology, our focus was to strengthen the systems, policies, and everyday services that allow every department to deliver its mandate effectively.

Financial stewardship remained a central priority. We introduced clearer budget tools, refreshed training, strengthened monthly variance reporting, and supported managers through the organization-wide six-month and yearly budget review. This work improved consistency, accountability, and shared understanding of how departmental decisions connect to the organization's overall financial position. The development and Board approval of the Capital Allocation Policy was a significant milestone, establishing stronger operational and building reserve requirements and supporting long-term financial sustainability.

We also advanced the organization's digital transition. The migration of departmental files to SharePoint and personal drives to OneDrive improved access, collaboration, version control, and continuity. At the same time, IT continued to provide responsive day-to-day support, guide equipment planning, strengthen cybersecurity and backup practices, and document core procedures through a comprehensive IT Manual.

Another major focus was the File Room Digitization Project. Through vendor assessment, departmental consultation, and the selection of Boreala, we established a three-year approach to improve records management, retention practices, privacy compliance, and future access to organizational information.

These achievements reflect the dedication of the Accounting and IT teams and the cooperation of managers and staff across Tewatohnhi'saktha. Together, we built stronger foundations while continuing to respond to immediate operational needs. I am proud of the progress made this year and grateful to everyone whose collaboration helped move these priorities from planning into action.

Building reliable systems today to support community impact tomorrow

Stronger Financial Foundation

- Capital Allocation Policy & Stronger Reserves
- Modernized Budgeting & Financial Reporting
- Accounting Service & Process Improvements

Modern Systems, Secure Information

- SharePoint & OneDrive Migration
- Responsive IT Support & Operational Resilience
- Digitization, Records Management & Law 25

Innovation & Strategic Alignment

- Responsible Artificial Intelligence Planning
- Strategic Leadership & Organizational Performance

2025-2026 at a Glance

20
IT Survey Responses

17
Accounting Survey Responses

3
Years Digitization Roadmap

3
Months Operating Reserve Objective

5
Summer Student Positions Requested

Executive Directors Office

Tammy Delaronde
Executive Director

Marissa Leblanc
Director of Operations

Angie Lawrence
Executive Assistant

Business Services

Daryl Leclaire
Director of Business Services

Kristy Kennedy
Business Services Officer / Heads Up Program Coordinator

Kanenhontie Picard
Interim Business Services Officer

Rachel Leborgne
Loans Officer

Ron Murray
Project Development Officer

Katsi'tsaie:ri Paul
Indigenous Women Entrepreneur Project Development Officer

Otiohkwanoron Montour
Business Services Officer / Interim Heads Up Program Coordinator

Brandon Ross
Business Retention & Expansion Officer / Business Services Officer

Workforce Development

Angie Marquis
Director of Workforce Development

Emily Rice
Workforce Development Counselling Services Manager

TammyJo Lahache
Office Assistant

Corinna Phillips
Workforce Development Counsellor

Belle Phillips
Workforce Development Youth Engagement Counsellor

Savannah Matteini-Gabriel
Interim Workforce Development Youth Engagement Counsellor

Emmitt Hamelin
Client Support Clerk

Katsistohkwí:io Jacco
Workforce Development Program Manager

Finnley Montour
Workforce Development Coordinator

Drake D'Souza
Program Manager

Iohserenhawi Bova
Tóta Ma's Café Manager

Administration

Marissa Leblanc
Director of Operations

Angie Lawrence
Executive Assistant

Aidan Alfred
Information Systems Administrator

Wahsontahá:wi Stacey
Accounting Manager

Charles Taylor
Financial Clerk

Karennaienhne Delormier
Office & Facilities Manager

Helen Zacharie
Secretary / Receptionist

Kathy Hart
On-call Receptionist

Jordan Dupont
Building Maintenance

Heath Latour
On-call Building Maintenance

Human Resources

Joni Diabo
Director of Human Resources

Wathahí:ne Kirby
Human Resource Administrator

Marketing and Tourism

Allison Kawennokta Jacobs
Director of Marketing and Tourism

Brian Williams
Social Media Coordinator

Bria Cross
Graphic Designer

Abigail Jacobs
Communications Coordinator

Kimberly Cross
Tourism Development Manager

Jordan Diabo
Tourism Tours Coordinator

Lacey Paul
Tourism Administrative Clerk

Iakothahitáhkhe Diabo
Office Assistant

Bronwyn Johns
Public Relations Officer

Kortanie Raye
Special Projects Coordinator

Allison Jacobs

DIRECTOR OF MARKETING AND TOURISM



The Marketing and Tourism Team works diligently to promote Tewatohnhi'saktha and Tourism products and services throughout the year. I am proud to share that our team met its core targets as confirmed by our client/visitor satisfaction surveys and our community-wide general survey. We measure our impact annually to ensure we are on target with what we set out to do and that we are offering the best service that we can internally to our organization and externally to our visitors and community.

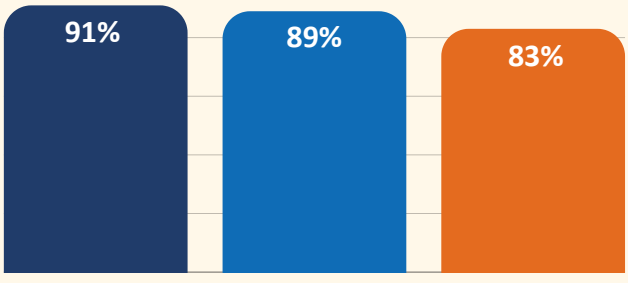
2025-2026 General Survey

We conducted the 2025-2026 Tewatohnhi'saktha General Survey and received positive results, we gathered information from individuals who reside in Kahnawà:ke about their perceptions and awareness of Tewatohnhi'saktha as an organization and their confidence in it. The data collected helps us to make improvements to our services. Our role within Marketing and Tourism is to ensure that the community is aware of what we do and I'm happy to report a sample of our highest ratings for awareness:

91% Kahnawà:ke Tourism offers guided tours to visitors and the general public

89% Kahnawà:ke Tourism promotes and participates in community events

83% Tewatohnhi'saktha's role includes promoting our programs, services, events, and activities



The Opportunity Fair

One of the larger initiatives we promoted this year was the Opportunity Fair; this initiative took months to plan and required the participation of the entire Tewatohnhi'saktha team. We were able to secure amazing guest speakers and secure participation among many community organizations who wanted to share their employment and career opportunities. The various guest speaker presentations provided the community with first hand experience of operating their own business or working in various careers. The event was a grand success.

Kahnawà:ke Tourism Food Fests

Tourism promotes four seasonal food fests per year and averages tour and community participation between **350 to 500 people** per event. Businesses in the community actively participate by offering various Food Fest Themed items in their establishment. These fests have become annual favorites contributing to our economy and providing opportunities to show all that Kahnawà:ke has to offer.

Shop Kahnawà:ke

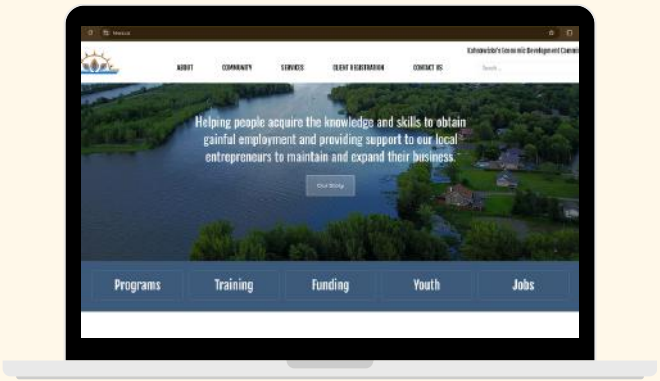
Tewatohnhi'saktha continues to promote "Shopping Local" on an annual basis. We maintain a Shop Kahnawà:ke social media page and website. We also sponsor the Shop Kahnawà:ke Map that is distributed by Kahnawà:ke Tourism to ensure our visitors can navigate our community and shop at local businesses during their visit. Whether you are a small or large business, we try and give your business exposure through business features in our newspapers and external newspapers in neighboring communities. We encourage retailers to join the Shop Kahnawà:ke Program to take advantage of the promotions they receive but to also ensure monies spent are spent locally. For the second year, we produced a Holiday Gift Guide highlighting local businesses; promoting their products and services to purchase during the holiday season.



This past year, our marketing team has been focusing on optimizing our digital media presence deepening customer engagement. We introduce Shop Kahnawà:ke Contests, post engaging video reels and posts as well as host a monthly podcast on various topics that would interest our clientele and community. We are also pleased to announce that we will be installing a new external digital sign, next fiscal year, that will help us to share many important messages to the community as they visit the area of the Kahnawà:ke Business Complex.

Website Upgrades

We will be upgrading our current tewa.ca website in order to improve the design and performance. Over the next 2 years, we will also be revamping our Shop Kahnawà:ke and Tourism Website; all in an effort to optimize functionality.



Kahnawà:ke Welcome Center

The Kahnawà:ke Welcome Center will be undergoing renovations in the 2026-2027 fiscal year in order to improve work spaces, accessibility and safety. The Tourism Development Officer has been working diligently securing funding for these much needed renovations.

As this year has come to a close, I could not be more proud of the work my team embarks on; it truly is a pleasure to work with these talented people each and every day and knowing we are making a difference in the lives of our community members.

TOURISM IMPACT

The 2025–2026 year

The 2025-2026 year was one of growth, visibility and community impact for Kahnawà:ke Tourism. The team continued to welcome visitors, coordinate group tours and cultural experiences, support local businesses and artisans, deliver seasonal events, develop youth and guide capacity, and strenghten Kahnawà:ke's connections with regional, provincal, national and Haudenosaunee tourism networks.

YOUTH PROGRAM

Introduced the Ionkhinenhrí:ne' Youth Cultural Leadership Program

The Ionkhinenhrí:ne' Youth Cultural Leadership Program encouraged Kahnawà:ke's youth to become ambassadors of Kanien'keha:ka culture and heritage through storytelling, guided-tour development, leadership, communication and hands-on community engagement.



Conducted Tour Guide Training



Kanatahkwèn:ke Radiothon



TOUR STATS

235
Group Tours

1,504
Total number of visitors from the tours

$42,263.53
in tour group revenue

$23,834.53
dispersed to tourism partners

Tourism's Food Fests

Seasonal festivals attracted more than **1,200 attendees** across Strawberry, Corn, Harvest, and Maple Fest, while food-fest promotions drove customers directly to participating businesses. Tourism also helped create marketplaces for vendors, cultural presenters and food operators.

More than 1,200
Attendees for the Fests

71 vendors across all Fests

Tourism Economic Development Impact Survey

From April 2025 to March 2026, **61 businesses** provided an important and broader measure of Tourism's relationship to local customer traffic, sales and business development.

49.15% of respondents reported that non-local customer traffic stayed about the same, while **20.34%** reported a significant increase and **28.81%** reported a slight increase; no respondents reported a decrease.

56.67% of respondents reported increased sales over the previous 12 months.

Looking Ahead

Kahnawà:ke Tourism enters the next year with strong momentum. The focus will continue to be on Indigenous-led, culturally grounded tourism that supports community priorities and creates meaningful opportunities for local people and businesses.

Kanatahkwèn:ke: Community Leadership and a New Tourism Home

Kahnawà:ke Tourism is one of the partner organizations in Kanatahkwèn:ke; the **NEW** Cultural Center, Museum, and Theatre, alongside the Kanien'kehá:ka Onkwawén:na Raotitióhkwa Language and Cultural Center, Turtle Island Theatre and the Mohawk Council of Kahnawà:ke. The Tewatohnhi'saktha team will be helping to support the marketing of the center as well as help drive visitors to the museum and theatre.

Kanatahkwèn:ke Radiothon

During the year, the Tourism team led the community-side coordination of the Kanatahkwèn:ke Radiothon in partnership with the Building Committee and its partners, K103.7 FM organized and hosted the on-air Radiothon on October 18th and 19th, 2025.

Community members, organizations, businesses, neighbors and supporters contributed more than **$660,000**, demonstrating extraordinary support for the project and its language, cultural, museum and theatre mandate.

Activities Tourism Participated In

- Opportunity Fair - Tourism Panel
- Regional, Provincial and Indigenous Tourism Connections
- External Promotion and Cultural Representation
- Holiday Craft Fair

Winter Cultural and Community Programming

- Ice-fishing event on February 8th
- Moccasin workshops on February 9th and 10th
- Night Market on February 12th
- Attended the Fashion Show on February 21st











Joni Diabo

DIRECTOR OF HUMAN RESOURCES

Our employees are the foundation of our organization's success, and this past year has demonstrated the dedication and professionalism they bring to our mission every day. I am proud to recognize the contributions of our employees and the positive impact they continue to make on our community.

Throughout the year, Human Resources remained committed to supporting employees by offering learning and development opportunities that strengthened skills, encouraged professional growth, and helped staff succeed in their roles. We also advanced language and culture initiatives that promoted awareness, inclusion, and connection across the organization.

A key accomplishment this year was the continued investment in programs that recognize employee contributions, encourage wellness and foster professional growth. These efforts help support a positive workplace where employees can continue to grow, contribute, and feel supported in their roles.

As we look ahead, Human Resources remains focused on modernization, attracting and retaining exceptional talent, developing future leaders, and creating meaningful employee experiences that align with our organizational values and strategic priorities. We recognize that our greatest strength is our people, and its commitment to providing the resources, support, and opportunities they need to succeed.



> On behalf of the Human Resources team, we thank every employee and partner for your dedication, collaboration, and commitment throughout the year. Together, we will continue to foster a workplace that values excellence, innovation, and service while supporting the continued growth and success of our organization.





Staff Golf

Employee Incentive Programs

Tewatohnhi'saktha continued to support work-life balance through flex time, remote work options and summer hours.

In recognition of our employee's dedication to the organization, we held our Employee Service and Recognition Awards in July 2025, recognizing sixteen (16) employees reaching milestones between one (1) and twenty-five (25) years of service.

Additionally, Tewatohnhi'saktha met or exceeded all team targets for the Organizational Performance Bonus Plan. The Bonus Plan is based on the organization attaining objectives and meeting its team targets which are set at the beginning of each fiscal year by the Senior Management Team. The purpose of the plan is to focus the organization to work together to help create economic development initiatives that foster a self-sufficient community for the people of Kahnawà:ke and reward employees by sharing in the success of the organization.

Training

In our effort to support continuous learning initiatives, the Human Resources department held multiple training sessions throughout the year. We hosted an optional Canva Essentials session and CPR training. As an investment to all our staff, we held a mandatory Building Productive Work Relationships training.

Recruitment and Hiring

This year, we welcomed seven (7) new team members, across the departments of Workforce Development, Marketing and Tourism, Business Services and Human Resources.

Language and Culture Initiatives

Human Resources offered our staff an opportunity to participate in moon ceremony teachings, mid-winter ceremonial teachings and a traditional mitten making workshop.



Daryl Leclaire

DIRECTOR OF BUSINESS SERVICES

In 2025-26 a new financial program was introduced called the Indigenous Women Entrepreneur also known as IWE. The first half of the year was developmental in nature, as we hired our Project Development Officer, Katsi'tsaie:ri Paul, and developed and fine tuned the application process, program guidelines and forms. The IWE program is a micro-lending program, focusing on Women Entrepreneurs. We rolled out the program in January of 2026, and while interest was high, most projects were still in the developmental stage as the fiscal year came to a close.

The demand for our entrepreneurship program remained strong, as for the first time in several years, we introduced two classes, first in September 2025, and then a second one in January of 2026. We anticipate running two classes every year for the foreseeable future to meet the demand.

Business Assistance Fund	**$126,066**
Marketing Fund	**$162,475**
Professional Services	**$50,115**
Direct Grants	**$544,747**
Shop Kahnawà:ke	**$139,140**
Direct Loans	**$379,989**
Clients	**147**

In summer 2025, we decided to cancel our popular Heads Up Camp to evaluate and reorganize the program and introduce the changes in the summer of 2026. The goal was to refocus towards the original intent of the Heads Up and prepare our young entrepreneurs to develop work place skills and be prepared to enter the workforce via KSSEP.

Opportunity Fair

In Fall 2025, Business Services participated in the inaugural Opportunity Fair, including a panel discussion on Funding for Opportunities that included not only Tewatohnhi'saktha, but TD Bank and FNQLEDC (First Nation of Quebec and Labrador Economic Development Commission) focusing on new opportunities for Kahnawà:ke owned businesses. Looking ahead, Small Business Services will be hosting a return of the Business Walk in 2026, and are looking forward to one-on-one conversations with as many entrepreneurs as possible.







Pictures from the Opportunity Fair

We recognize our loan and grant policies are in need of revisions and modernizing as the cost of doing business has increased substantially. Business Services is working to find modern solutions to increase access to capital; these solutions will include a review of loan policies and maximum loan sizes.

Shop Kahnawà:ke continues to be a popular program, with over **180 local businesses** accepting our certificates. There was a big jump in sales, going from **$91,185** in the prior year to **$139,140** in the current year. Thank you to our entrepreneurs and our community for believing in and supporting and shopping Kahnawà:ke.

As I close this message, I want to say that the entrepreneurial spirit is strong in our community and we will work to adapt our services to current and future needs of our clientele.





Angie Marquis

DIRECTOR OF WORKFORCE DEVELOPMENT

Workforce Development experienced an unprecedented year, investing **$1,297,691** in student allowances alone—a 32% increase over the previous fiscal year. This significant investment reflects our continued commitment to supporting community members as they pursue education and training opportunities.

$1,297,691
Invested in student allowances

32%
Increase over the previous fiscal year

We also celebrated a successful partnership with the Kateri Memorial Hospital Centre and the New Frontiers School Board, resulting in **10 students** graduating from the Personal Assistance Worker (PAB) Program. This collaboration helped strengthen the local healthcare workforce while providing participants with valuable skills and meaningful employment opportunities.

Community members took full advantage of our job search services this year, accessing one-on-one employment support, job matching assistance, résumé and cover letter development, interview preparation, and guidance throughout the hiring process. These personalized services helped individuals build confidence, strengthen their job search skills, and better position themselves for employment opportunities.

As a result, several community members successfully secured full-time positions with organizations throughout the community.



Our Mentor a Student Intern Program continues to grow in demand from both post-secondary students and employers. This year, **16 students** secured part-time internships that allowed them to gain meaningul work experience while pursuing their education, supporting both their professional and personal development.

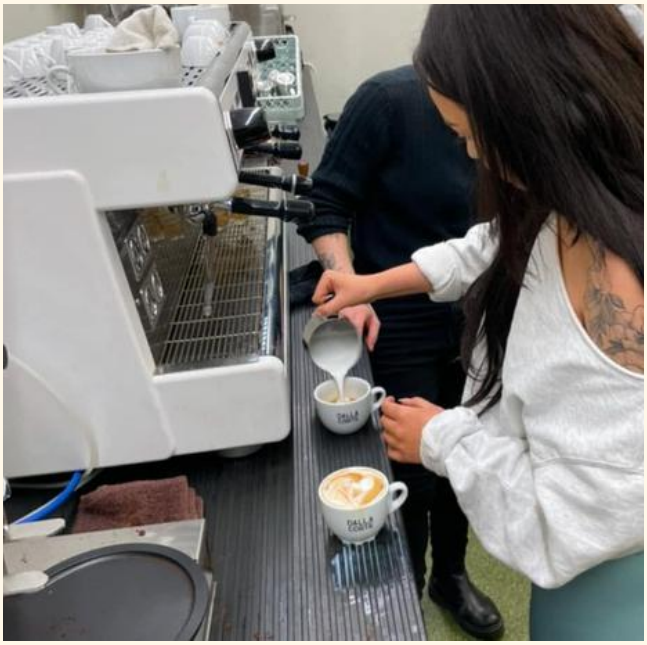
Students were placed in a diverse range of fields, including Arts, Legal Services, Education, Tourism, Marketing, and Social Media—all sectors that are expected to play an important role in meeting the community's future workforce needs. By connecting students with local employers, the program helps build practical skills, strengthen career pathways, and develop a highly skilled workforce for Kahnawà:ke.

After careful consideration, we made the decision not to move forward with opening a second Tóta Ma's Café location at Kanatahkwèn:ke. Instead, we focused our efforts and resources on strengthening the operations of our existing café.

Throughout the year, we invested time, energy, and resources into operational improvements, enhancing processes, and identifying opportunities to better serve our customers and support the continued success of Tóta Ma's Café.

Tóta Ma's Café Improvements

In 2025/26, Tóta Ma's Café evolved as a social enterprise and workforce training space. A new Café Manager, hired in October 2025, collaborated with the Social Enterprise Manager to enhance the business plan and café operations. Improvements included layout and service flow, contributing to the BREW Model: Building Real Enterprises & Workforce. The café supported around **13 local vendors** and strengthened barista training pathways, hosting MASI and KSSEP students while creating a Social Media and Content Creator role. These improvements will help position the café for long-term sustainability and continued growth as a valued social enterprise within the community.



Professional Advancement & Training Hub

In response to strong interest, Tewatohnhi'saktha launched its first annual calendar for the Professional Advancement & Training Hub (PATH) in 2025/26, providing **12 training sessions** throughout the year. The program focused on digital skills, communication, and workplace effectiveness, serving **170 participants**, including business owners and job seekers.

Honour Roll Recognition Awards

On March 26, Tewatohni'saktha held its annual Honour Roll Recognition Event at the Kahnawà:ke Legion, honoring **36 students** from four local high schools for their academic achievements. Each student received a plaque, magnet, and $100 in Shop Kahnawà:ke Certificates, with over **100 family members** attending to celebrate their success.



2025/2026 Graduates

This past year we had a total of **43 clients** who graduated from their programs. Below are the graduates per field:

9	Secretarial Studies
6	Accounting
6	Heavy Equipment Operators
4	Welding and Fitting
2	Carpentry
3	PAB's
2	Professional Cooking
2	Horticulture and Garden Operations
2	Swedish Massage
2	Auto Bodywork
2	Esthetics
2	Retail Butchery
2	Hairdressing

Client Spotlight

Pumpkin Queen Creations

Pumpkin Queen Creations: Blending art, culture, and storytelling – creating tattoos and artwork that honor identity, tradition and the freedom of self-expression. Offering tattoos, fine and digital art, handmade products and crafts.

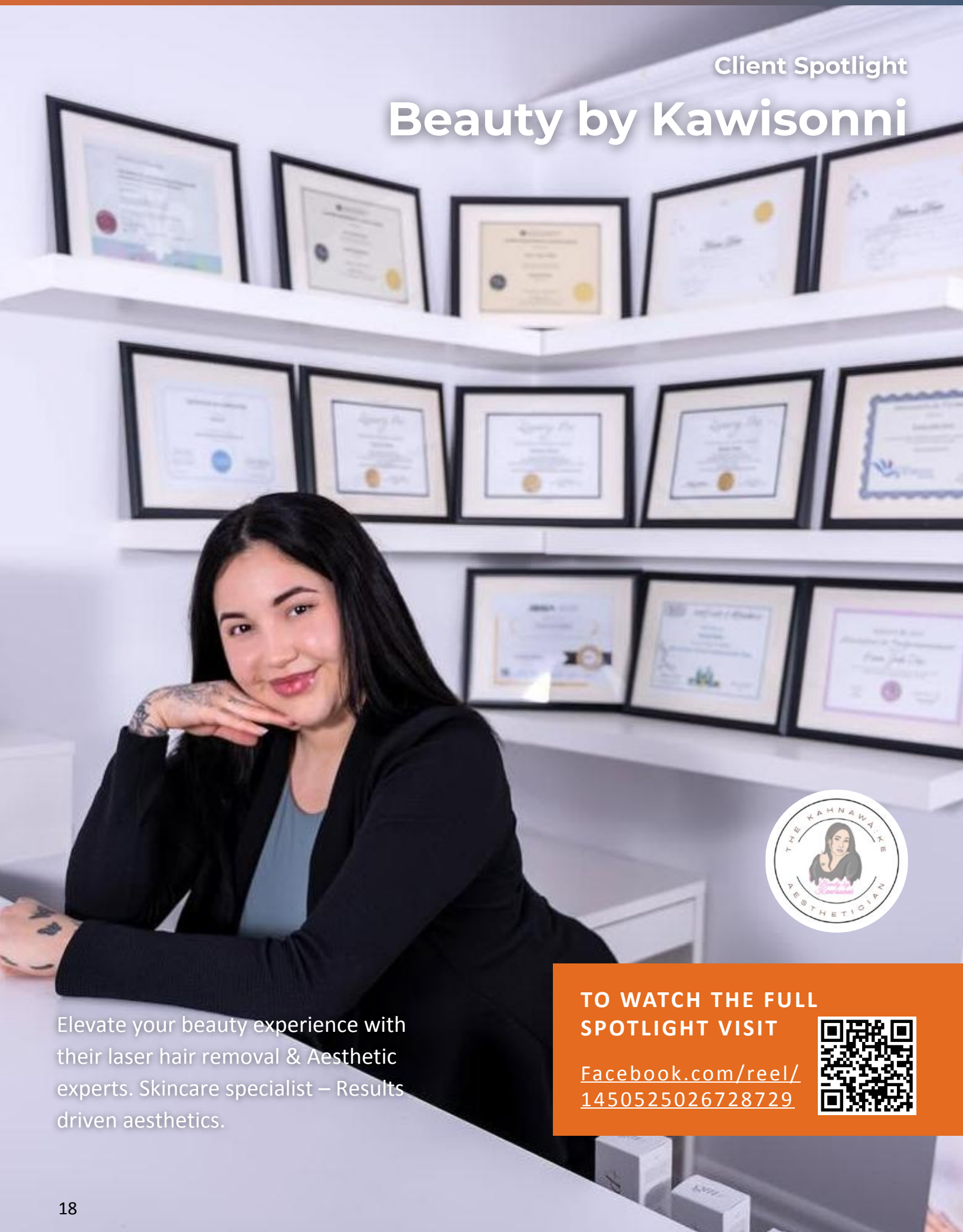
“I’d like to put a lot of my energy into expanding my clientele base, more painting productions and offering a few new products.” At Pumpkin Queen Creations, Jayme wants her clients to feel seen, heard and understood in their art/tattoo wants. She also plans to expand the in-store boutique to offer more crafts, products and merchandise.

TO WATCH THE FULL SPOTLIGHT VISIT

Tewa.ca/spotlight-pumpkin-queen-creations/

Client Spotlight

Beauty by Kawisonni



Elevate your beauty experience with their laser hair removal & Aesthetic experts. Skincare specialist – Results driven aesthetics.

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Tewatohnhi'saktha

Consolidated Financial Statements

March 31, 2026

Tewatohnhi'saktha
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For the year ended March 31, 2026

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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, 2026, 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, 2026, 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 Consolidated Financial Statements

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

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

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

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

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

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

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

MNP LLP[1]

July 29, 2026

[1] By CPA auditor, public accountancy permit No. A124849

Tewatohnhi'saktha
Consolidated Statement of Financial Position
As at March 31, 2026

	2026	*2025*
Financial assets		
Cash and cash equivalents *(Note 3)*	**9,197,103**	8,212,103
Temporary investment *(Note 4)*	**246,915**	241,491
Accounts receivable *(Note 5)*	**912,944**	1,098,481
Portfolio investments *(Note 6)*	**56**	56
Loans receivable *(Note 7)*	**863,839**	741,284
Total financial assets	**11,220,857**	10,293,415
Liabilities		
Accounts payable and accrued liabilities *(Note 9)*	**1,249,137**	1,166,555
Deferred revenue *(Note 10)*	**987,575**	910,106
Unexpended government funding *(Note 11)*	**1,162,976**	953,240
Long-term debt *(Note 12)*	**404,742**	443,985
Total liabilities	**3,804,430**	3,473,886
Net financial assets	**7,416,427**	6,819,529
Commitments and contingencies *(Note 14)*		
Non-financial assets		
Tangible capital assets *(Note 15) (Schedule 1)*	**5,624,203**	5,506,383
Prepaid expenses	**14,674**	13,572
Total non-financial assets	**5,638,877**	5,519,955
Accumulated surplus *(Note 16)*	**13,055,304**	12,339,484

Approved on behalf of the Board

e-Signed by Peggy Mayo-Standup
2026-07-16 12:31:39:39 EDT — **Director**

e-Signed by Thawennontie Thomas
2026-07-16 15:58:48:48 EDT — **Director**

e-Signed by Cody Diabo
2026-07-29 09:34:38:38 EDT — **Grand Chief**

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, 2026

	Schedules	2026 Budget	2026	2025
Revenue				
Government funding				
Indigenous Services Canada *(Note 21)*		**2,113,326**	**2,403,066**	2,091,756
Mohawk Council Kahnawà:ke *(Note 21)*		**2,754,431**	**2,762,338**	1,849,485
Federal government funding *(Note 21)*		**324,591**	**324,590**	319,564
Provincial government funding *(Note 21)*		**-**	**246,444**	-
Unexpended government funding - prior year		**-**	**953,240**	1,359,984
Unexpended government funding - current year		**-**	**(1,162,976)**	(953,240)
		5,192,348	**5,526,702**	4,667,549
First Nations Human Resources Development Commission of Québec		**2,370,193**	**2,161,560**	2,529,808
National Aboriginal Capital Corporations Association		**586,193**	**793,268**	551,767
Other community income *(Note 22)*		**1,474,050**	**1,883,198**	1,686,502
Interest and dividend income		**220,468**	**246,400**	294,524
Recovery of prior years' funding		**-**	**-**	177,089
Deferred revenue - prior year		**-**	**910,106**	1,007,281
Deferred revenue - current year		**-**	**(987,575)**	(910,106)
		9,843,252	**10,533,659**	10,004,414
Expenses				
Workforce Development	*4*	**3,532,502**	**3,208,629**	3,135,608
Business Services	*5*	**1,872,871**	**1,931,626**	1,714,197
Economic Development	*6*	**1,449,917**	**1,235,859**	1,321,241
Administrative Services	*7*	**1,394,189**	**1,122,509**	1,189,139
Marketing and Tourism	*8*	**825,514**	**892,351**	528,947
Adult Education	*9*	**1,570,037**	**1,157,831**	842,412
Capital	*10*	**-**	**269,034**	254,837
Total expenses *(Schedule 2)*		**10,645,030**	**9,817,839**	8,986,381
Surplus before other items		**(801,778)**	**715,820**	1,018,033
Other expense				
Transfer to Kahnawà:ke Collective Impact		**-**	**-**	(439,546)
Surplus		**(801,778)**	**715,820**	578,487
Accumulated surplus, beginning of year		**12,339,484**	**12,339,484**	11,760,997
Accumulated surplus, end of year		**11,537,706**	**13,055,304**	12,339,484

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, 2026

	2026 Budget	2026	2025
Annual surplus	**(801,778)**	**715,820**	578,487
Purchases of tangible capital assets	-	**(386,854)**	(140,452)
Amortization of tangible capital assets	-	**269,034**	254,837
	-	**(117,820)**	114,385
Acquisition of prepaid expenses	-	**(1,102)**	(1,475)
Increase (decrease) in net financial assets	**(801,778)**	**596,898**	691,397
Net financial assets, beginning of year	**6,819,529**	**6,819,529**	6,128,132
Net financial assets, end of year	**6,017,751**	**7,416,427**	6,819,529

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, 2026

	2026	2025
Cash provided by (used for) the following activities		
Operating activities		
Cash receipts from contributors	**10,760,001**	8,866,096
Interest and dividend income	**246,400**	294,524
Cash paid to suppliers	**(5,769,974)**	(5,276,220)
Cash paid to employees	**(3,642,872)**	(3,321,157)
Interest on long-term debt	**(12,742)**	(14,555)
Cash transfer to Kahnawà:ke Collective Impact	**-**	(439,546)
	1,580,813	109,142
Financing activities		
Repayment of long-term debt	**(39,243)**	(110,375)
Capital activities		
Purchases of tangible capital assets	**(386,854)**	(140,452)
Investing activities		
Purchase of temporary investments	**(246,915)**	(241,491)
Proceeds from temporary investments	**241,491**	237,330
Investment in loans receivable	**(364,990)**	(190,335)
Proceeds from collection of loans receivable	**200,698**	195,776
	(169,716)	1,280
Increase (decrease) in cash resources	**985,000**	(140,405)
Cash resources, beginning of year	**8,212,103**	8,352,508
Cash resources, end of year	**9,197,103**	8,212,103

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. 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 Organization has consolidated the assets, liabilities, revenue and expenses of Tewatohnhi'saktha Business Loan Fund Ltd., a wholly owned subsidiary.

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.

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.

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

Allowance for loan impairment *(Continued from previous page)*

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 it's 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:

	Rate and period
Buildings	5 %
Equipment	20 %
Computer hardware	33.3 %
Vehicles	33.3 %

Long-term debt

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

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

Long-lived assets

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

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

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

Measurement uncertainty

The preparation of consolidated financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenue and expenses during the reporting period.

Accounts receivable and loans receivable are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary. Youth business loans are stated after an allowance for debt forgiveness representing the forgivable portion of these loans. Amortization is based on the estimated useful lives of tangible capital assets.

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, 2026.

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.

Revenue from transactions with performance obligations is recognized when the Organization satisfies a performance obligation by providing the promised goods or services to a payor. The performance obligation is evaluated as being satisfied either over a period of time or at a point in time.

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.

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.

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

Foreign currency translation *(Continued from previous page)*

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

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.

Transaction costs directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in operating 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*.

3. Cash

Included in cash is $14,001 (2025 - $130,992) related to the Business Contribution Fund. The use of the cash is restricted for activities related to the operation of this program and cannot be used for any other purposes.

Included in cash is $2,545,662 (2025 - $2,592,875) of externally restricted cash and $5,284,763 (2025 - $4,678,794) of cash internally restricted for future projects (Note 17).

4. Temporary investment

The temporary investment consists of a Guaranteed Investment Certificate which bears interest at 2.2% per annum and matures May 2026. The market value of the investment at March 31, 2026 is equal to its carrying value. The full amount of the temporary investment has been designated for loans to small businesses under the Business Loan Fund.

5. Accounts receivable

	2026	*2025*
Accounts and contributions receivable	**912,873**	1,098,435
Accrued interest	**71**	46
	912,944	1,098,481

Included in accounts receivable is $448,947 (2025 - $967,770) from Mohawk Council of Kahnawà:ke, $1,304 (2025 - $204) from Kahnawà:ke Shakotiia'Takehnhas Community Services and $250 (2025 - $Nil) from Kahnawà:ke Education Centre. These balances are subject to normal terms of trade.

6. Portfolio investments

	2026	*2025*
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

Management has determined that they do not exercise effective control or significant influence over the investment in Onkwawista Holdings Limited without the cooperation of the other 50% shareholder. As such, the investment is recorded at cost.

7. Loans receivable

Loans receivable consist of the following:

	2026	*2025*
Small Business Loans		
Business Loan Fund	**793,856**	606,224
Provision for loan losses	**(25,725)**	(5,725)
	768,131	600,499
Youth Business Fund	**161,173**	186,250
Provision for loan losses	**(20,000)**	-
Provision for loan forgiveness	**(45,465)**	(45,465)
	95,708	140,785
	863,839	741,284

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.

8. Bank line of credit

The Organization has available an unsecured bank line of credit of $100,000 which bears interest at an annual rate of prime plus 1% and is renewable annually. There were no borrowings on this line of credit during the year.

9. Accounts payable and accrued liabilities

	2026	*2025*
Accounts payable and accruals	**910,123**	822,480
Salaries and vacations	**308,649**	335,168
Deductions at source	**30,365**	8,907
	1,249,137	1,166,555

10. Deferred revenue

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

	Balance, beginning of year	*Contributions received*	*Recognized as revenue*	*Balance, end of year*
Deferred Program revenue				
National Aboriginal Capital Corporations Association	**69,178**	**655,801**	**587,641**	**137,338**
First Nation Human Resources Development Commission of Quebec	**724,273**	**838,790**	**824,246**	**738,817**
Kateri Memorial Hospital Centre	**-**	**206,633**	**162,775**	**43,858**
Des Cultures Renewable Energy, Limited Partnership	**116,655**	**-**	**49,093**	**67,562**
	910,106	**1,701,224**	**1,623,755**	**987,575**

11. Unexpended government funding

The following table represents changes in the unspent government funding balances in the year.

	Balance, beginning of year	*Contributions received*	*Recognized as revenue*	*Balance, end of year*
Employment & Social Development Canada	**56,498**	**319,563**	**296,886**	**79,175**
Indigenous Services Canada	**896,742**	**431,522**	**244,463**	**1,083,801**
	953,240	**751,085**	**541,349**	**1,162,976**

12. Long-term debt

	2026	*2025*
Mortgage payable, interest bearing at 3.03% (2025 - 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 $779,580	**399,325**	438,568
Indigenous Business Stabilization Program - Emergency Loan Program loans payable are unsecured, non-interest bearing with 25% - 50% forgiveable 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 13)	**5,417**	5,417
	404,742	443,985

12. Long-term debt *(Continued from previous page)*

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:

2027	46,000
2028	42,000
2029	43,000
2030	44,000
2031	46,000
Thereafter	184,000

13. 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.

	2026	*2025*
Long-term debt	**846,000**	846,000
Less: cumulative grant portion taken into income in prior years'	**(523,750)**	(523,750)
Less: cumulative loan payable capital repayments	**(268,222)**	(268,222)
Less: overpayment of ELP loan receivable due to NACCA	**20,000**	20,000
Less: forgiven loan	**(68,611)**	(68,611)
	5,417	5,417

14. Commitments and contingencies

a) The Organization has entered into contribution agreements with various government departments and agencies. 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 $66,000 (2025 - $156,000) for aboriginal entrepreneurs under the loan guarantee program. As at March 31, 2026 the total guaranteed indebtedness amounted to $66,000 (2025 - $66,000).

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 $212,000 per annum.

15. Tangible capital assets

The tangible capital assets reconciliation is included in Schedule 1.

16. Accumulated surplus

Accumulated surplus consists of the following:

	2026	*2025*
Externally Restricted Funds:		
Balance, beginning of year	**2,592,875**	2,603,731
Deficit	**(47,213)**	(10,856)
	2,545,662	2,592,875
Internally Restricted Funds:		
Balance, beginning of year	**4,678,794**	4,085,441
Surplus	**605,969**	593,353
	5,284,763	4,678,794
Capital Fund:		
Balance, beginning of year	**5,067,815**	5,071,825
Purchases of tangible capital assets	**386,855**	140,452
Amortization	**(269,034)**	(254,837)
Principal repayments of long-term debt	**39,243**	110,375
	5,224,879	5,067,815
	13,055,304	12,339,484

17. Restricted fund balances

Restricted fund balances consist of the following:

	2026	*2025*
Externally restricted funds		
Workforce Development	**419,958**	510,041
Business Loan Fund	**2,125,704**	2,082,834
	2,545,662	2,592,875
Internally restricted funds		
Operational Reserve	**892,256**	892,256
Economic Development Reserve	**4,107,461**	3,501,492
Capital Reserve	**285,046**	285,046
	5,284,763	4,678,794
	7,830,425	7,271,669

18. 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.

19. 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.

Risk management

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

20. 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.

	2026	*2025*
Revenue received from Kahnawà:ke Education Centre	**118,000**	116,489
Revenue received from Kahnawà:ke Shakotiia'Takehnhas Community Services	**283,890**	98,021
Revenue received from Mohawk Council of Kahnawà:ke	**2,882,445**	1,967,237

20. Related party transactions *(Continued from previous page)*

	2026	2025
Expense paid to Kahnawà:ke Shakotiia'Takehnhas Community Services	**9,055**	24,236
Expenses paid to Kahnawà:ke Education Centre	**18,935**	15,828

Amounts due to related Organization entities are as follows:

	2026	2025
Mohawk Council of Kahnawà:ke	**38,660**	171,196
Kahnawà:ke Shakotiia'Takehnhas Community Services	**2,000**	-
Kahnawà:ke Education Centre	**11,355**	-

21. Government transfers

	Operating transfers	Deferrals, repayments and cancellations	2026	2025
Federal government transfers				
Indigenous Services Canada	**2,403,066**	**(187,059)**	**2,216,007**	**2,500,333**
Employment and Social Development Canada	**324,590**	**(22,677)**	**301,913**	**317,731**
	2,727,656	**(209,736)**	**2,517,920**	**2,818,064**
Provincial government transfer				
Province of Quebec	**246,444**	**-**	**246,444**	**-**
Territorial government transfer				
Mohawk Council Kahnawà:ke	**2,762,338**	**-**	**2,762,338**	**1,849,485**
	5,736,438	**(209,736)**	**5,526,702**	**4,667,549**

22. Other community income

Other community income consists of funds which originate from the operations of Council and relates to the following sources of income:

	2026	2025
Other revenues	**275,297**	493,647
Rental income	**999,378**	978,345
Kahnawà:ke Education Center	**118,000**	116,489
Kahnawà:ke Shakotiia'Takehnhas Community Services	**283,890**	98,021
Kateri Memorial Hospital Centre	**206,633**	-
	1,883,198	1,686,502

23. 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 $209,929 in 2025 (2025 - $202,805).

24. Budget information

The disclosed budget information has been approved by the Board of Directors of Tewatohnhi'saktha on January 13, 2026.

25. 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, 2026

	Land	*Buildings*	*Equipment*	*Computer hardware*	*Vehicles*	*Subtotal*
Cost						
Balance, beginning of year	**1,830,000**	**8,474,737**	**795,371**	**273,683**	**-**	**11,373,791**
Acquisition of tangible capital assets	**-**	**302,376**	**22,162**	**-**	**62,316**	**386,854**
Balance, end of year	**1,830,000**	**8,777,113**	**817,533**	**273,683**	**62,316**	**11,760,645**
Accumulated amortization						
Balance, beginning of year	**-**	**5,070,886**	**553,145**	**243,377**	**-**	**5,867,408**
Annual amortization	**-**	**185,312**	**52,878**	**10,092**	**20,752**	**269,034**
Balance, end of year	**-**	**5,256,198**	**606,023**	**253,469**	**20,752**	**6,136,442**
Net book value of tangible capital assets	**1,830,000**	**3,520,915**	**211,510**	**20,214**	**41,564**	**5,624,203**
2025 Net book value of tangible capital assets	1,830,000	3,403,851	242,226	30,306	-	5,506,383

Tewatohnhi'saktha

Schedule 1 - Consolidated Schedule of Tangible Capital Assets

For the year ended March 31, 2026

	Subtotal	*2026*	*2025*
Cost			
Balance, beginning of year	**11,373,791**	**11,373,791**	11,233,339
Acquisition of tangible capital assets	**386,854**	**386,854**	140,452
Balance, end of year	**11,760,645**	**11,760,645**	11,373,791
Accumulated amortization			
Balance, beginning of year	**5,867,408**	**5,867,408**	5,612,571
Annual amortization	**269,034**	**269,034**	254,837
Balance, end of year	**6,136,442**	**6,136,442**	5,867,408
Net book value of tangible capital assets	**5,624,203**	**5,624,203**	5,506,383
2025 Net book value of tangible capital assets	5,506,383	5,506,383	

Tewatohnhi'saktha

Schedule 2 - Schedule of Consolidated Expenses by Object

For the year ended March 31, 2026

	2026 Budget	2026	2025
Consolidated expenses by object			
Acquisitions	**330,684**	**-**	-
Amortization	**-**	**269,034**	254,837
Bank charges and interest	**4,705**	**3,378**	2,400
Fundraising - business golf	**-**	**-**	168,448
Insurance	**41,116**	**25,217**	20,802
Interest on long-term debt	**16,440**	**12,742**	14,555
Meeting	**33,025**	**33,529**	27,277
Miscellaneous	**114,506**	**60,462**	74,049
Office supplies and expenses	**300,012**	**318,053**	202,982
Overhead costs and recoveries	**(23,846)**	**-**	21,079
Professional fees	**419,701**	**950,698**	584,387
Promotion and marketing	**407,337**	**220,151**	155,070
Provision for loan losses	**-**	**40,000**	-
Rent	**185,921**	**210,526**	202,348
Repairs and maintenance	**290,787**	**144,919**	311,696
Salaries and benefits	**4,120,526**	**3,642,872**	3,299,898
Small business services and support	**592,872**	**908,114**	862,360
Telephone	**42,480**	**45,502**	57,303
Training costs	**151,510**	**74,951**	63,966
Training measures and allowances	**3,312,996**	**2,616,560**	2,409,930
Travel	**171,405**	**139,938**	119,969
Utilities	**132,853**	**101,193**	133,025
	10,645,030	**9,817,839**	8,986,381

Tewatohnhi'saktha

Schedule 3 - Consolidated Summary Schedule of Program Reconciliation for Government Reporting

For the year ended March 31, 2026

	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	3,118,546	3,208,629	(90,083)	-	(90,083)	(56,196)
Business Services	5	2,029,056	1,931,626	97,430	-	97,430	53,898
Economic Development	6	1,510,114	1,235,859	274,255	68,287	342,542	17,148
Administrative Services	7	1,514,955	1,122,509	392,446	(202,636)	189,810	(77,362)
Marketing and Tourism	8	1,184,100	892,351	291,749	(291,749)	-	-
Adult Education	9	1,176,888	1,157,831	19,057	-	19,057	645,009
Capital	10	-	269,034	(269,034)	426,098	157,064	(4,010)
Appropriated funds	11	-	-	-	-	-	-
Surplus		10,533,659	9,817,839	715,820	-	715,820	578,487

Tewatohnhi'saktha
Workforce Development
Schedule 4 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus
For the year ended March 31, 2026

	2026 Budget	2026	2025
Revenue			
Government funding			
Indigenous Services Canada			
Block funding	**4,505**	**5,361**	4,572
Federal government funding			
Employment & Social Development Canada	**324,591**	**324,590**	319,564
Unexpended government funding - prior year	**-**	**56,498**	54,665
Unexpended government funding - current year	**-**	**(79,175)**	(56,498)
	329,096	**307,274**	322,303
First Nations Human Resources Development Commission of Québec	**2,370,193**	**2,161,560**	2,529,808
Kahnawà:ke Education Center	**118,000**	**118,000**	116,489
Kahnawà:ke Shakotiia'Takehnhas Community Services	**87,462**	**89,462**	98,021
Kateri Memorial Hospital Centre	**-**	**206,633**	-
Other revenues	**294,000**	**244,926**	223,006
Deferred revenue - prior year	**-**	**840,928**	630,713
Deferred revenue - current year	**-**	**(850,237)**	(840,928)
	3,198,751	**3,118,546**	3,079,412
Expenses			
Employee benefits	**335,734**	**300,561**	139,684
Miscellaneous	**10,719**	**9,099**	31,793
Office supplies and expenses	**-**	**4,404**	5,194
Other employment and training costs	**591,013**	**494,676**	571,273
Overhead costs and recoveries	**376,154**	**377,800**	421,079
Participant allowances	**824,000**	**668,725**	477,978
Participant wages	**522,750**	**483,266**	610,063
Professional fees	**12,705**	**13,073**	13,668
Promotion and marketing	**96,437**	**2,955**	4,501
Rent	**-**	**24,050**	22,200
Repairs and maintenance	**-**	**3,282**	1,646
Salaries	**653,590**	**741,670**	757,960
Telephone	**9,300**	**10,068**	9,089
Travel	**46,300**	**49,605**	45,496
Utilities	**53,800**	**25,395**	23,984
	3,532,502	**3,208,629**	3,135,608
Deficit	**(333,751)**	**(90,083)**	(56,196)
Accumulated surplus, beginning of year	**-**	**510,041**	566,237
Accumulated surplus, end of year	**(333,751)**	**419,958**	510,041

Tewatohnhi'saktha
Business Services
Schedule 5 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus
For the year ended March 31, 2026

	2026 Budget	2026	2025
Revenue			
Government funding			
Indigenous Services Canada			
Block funding	1,000,843	1,015,281	987,439
Mohawk Council Kahnawà:ke	186,743	186,743	-
	1,187,586	1,202,024	987,439
National Aboriginal Capital Corporations Association	586,193	793,268	551,767
Interest and dividend income	92,649	101,924	101,662
Recovery of prior years' funding	-	-	177,089
Other revenues	-	-	370
Deferred revenue - prior year	-	69,178	18,946
Deferred revenue - current year	-	(137,338)	(69,178)
	1,866,428	2,029,056	1,768,095
Expenses			
Bank charges and interest	720	116	159
Business assistance and support	147,935	353,006	275,158
Employee benefits	131,779	55,511	60,909
Grant disbursements	431,192	544,747	558,049
Meeting	300	4,268	1,139
Miscellaneous	8,588	11,913	5,716
Office supplies and expenses	8,714	48,861	17,940
Overhead costs and recoveries	209,574	231,774	209,574
Professional fees	32,381	41,565	46,947
Promotion and marketing	120,000	55,237	10,436
Provision for loan forgiveness	3,750	1,737	18,192
Provision for loan losses	-	40,000	-
Salaries	743,472	524,188	481,706
Telephone	4,140	3,579	3,137
Training costs	15,916	4,580	7,931
Travel	14,410	10,544	17,204
	1,872,871	1,931,626	1,714,197
Surplus	(6,443)	97,430	53,898
Accumulated surplus, beginning of year	-	2,048,655	1,994,757
Accumulated surplus, end of year	(6,443)	2,146,085	2,048,655

Tewatohnhi'saktha
Economic Development
Schedule 6 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus
For the year ended March 31, 2026

	2026 Budget	2026	2025
Revenue			
Government funding			
Indigenous Services Canada			
Block funding	**28,979**	**13,693**	15,695
Mohawk Council Kahnawà:ke	**466,565**	**299,378**	1,849,485
Provincial government funding	**-**	**91,444**	-
	495,544	**404,515**	1,865,180
Interest and dividend income	**9,239**	**27,206**	24,888
Other revenues	**-**	**5,006**	194,934
Rental income	**974,588**	**988,387**	971,320
Kahnawà:ke Shakotiia'Takehnhas Community Services	**-**	**85,000**	-
Deferred revenue - prior year	**-**	**-**	357,622
	1,479,371	**1,510,114**	3,413,944
Expenses			
Aquisitions	**317,434**	**-**	-
Bank charges and interest	**2,120**	**55**	27
Employee benefits	**83,826**	**58,383**	53,550
Fundraising	**-**	**-**	800
Fundraising - business golf	**-**	**-**	168,448
Insurance	**17,216**	**25,217**	13,000
Interest on long-term debt	**16,440**	**12,742**	14,555
Meeting	**22,550**	**17,342**	17,781
Miscellaneous	**8,640**	**2,688**	11,186
Office supplies and expenses	**41,139**	**16,813**	4,445
Professional fees	**185,000**	**505,530**	285,078
Promotion and marketing	**20,000**	**16,315**	240
Repairs and maintenance	**181,124**	**95,183**	238,848
Salaries	**436,830**	**399,121**	385,287
Telephone	**9,900**	**9,012**	18,024
Training costs	**25,445**	**2,909**	2,090
Travel	**8,000**	**1,940**	1,272
Utilities	**74,253**	**72,609**	106,610
	1,449,917	**1,235,859**	1,321,241
Surplus before other items	**29,454**	**274,255**	2,092,703

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, 2026

		2026	2025
Surplus before other items *(Continued from previous page)*	**29,454**	**274,255**	2,092,703
Other income (expense)			
Transfer to Kahnawà:ke Collective Impact	-	-	(439,546)
Surplus before transfers	**29,454**	**274,255**	1,653,157
Transfers between programs			
Transfers between programs	-	**474,826**	(1,437,036)
Transfers to capital fund	-	**(367,296)**	(88,598)
Principle payments on long-term debt	-	**(39,243)**	(110,375)
	-	**68,287**	(1,636,009)
Surplus	**29,454**	**342,542**	17,148
Accumulated surplus, beginning of year	-	**2,790,726**	2,773,578
Accumulated surplus, end of year	**29,454**	**3,133,268**	2,790,726

Tewatohnhi'saktha
Administrative Services
Schedule 7 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus
For the year ended March 31, 2026

	2026 Budget	2026	2025
Revenue			
Government funding			
Indigenous Services Canada			
Block funding	-	4,784	5,206
Mohawk Council Kahnawà:ke	1,275,609	1,381,910	-
	1,275,609	1,386,694	5,206
Interest and dividend income	118,580	117,270	167,974
Other revenues	-	-	1,200
Rental income	-	10,991	7,025
	1,394,189	1,514,955	181,405
Expenses			
Bank charges and interest	1,565	1,605	1,386
Employee benefits	175,074	123,780	139,260
Insurance	20,900	-	6,437
Meeting	7,875	7,427	7,816
Miscellaneous	74,434	28,463	21,148
Office supplies and expenses	181,555	141,706	146,665
Overhead costs and recoveries	(609,574)	(609,574)	(609,574)
Professional fees	166,665	207,357	216,043
Promotion and marketing	114,550	97,579	100,982
Rent	180,921	186,476	180,148
Repairs and maintenance	93,163	34,159	34,437
Salaries	872,089	831,815	858,354
Telephone	10,600	12,930	19,780
Training costs	87,312	55,619	51,793
Travel	17,060	3,167	14,464
	1,394,189	1,122,509	1,189,139
Surplus (deficit) before transfers	-	392,446	(1,007,734)
Transfers			
Transfers between programs	-	(183,077)	982,226
Transfers to capital fund	-	(19,559)	(51,854)
	-	(202,636)	930,372
Surplus (deficit)	-	189,810	(77,362)
Accumulated surplus, beginning of year	-	99,936	177,298
Accumulated surplus, end of year	-	289,746	99,936

Tewatohnhi'saktha
Marketing and Tourism
Schedule 8 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus
For the year ended March 31, 2026

	2026 Budget	2026	2025
Revenue			
Government funding			
Mohawk Council Kahnawà:ke	825,514	894,307	-
Provincial government funding	-	155,000	-
	825,514	1,049,307	-
Kahnawà:ke Shakotiia'Takehnhas Community Services	-	109,428	-
Other revenues	-	25,365	74,137
	825,514	1,184,100	74,137
Expenses			
Aquisitions	13,250	-	-
Bank charges and interest	300	1,602	828
Business assistance and support	9,995	8,624	10,161
Employee benefits	81,630	35,250	32,496
Insurance	3,000	-	1,365
Meeting	2,300	4,492	541
Miscellaneous	12,125	8,299	4,206
Office supplies and expenses	68,604	106,269	28,738
Professional fees	22,950	183,173	22,651
Promotion and marketing	56,350	48,065	38,911
Rent	5,000	-	-
Repairs and maintenance	16,500	12,295	36,765
Salaries	464,698	433,080	311,566
Telephone	8,540	9,913	7,273
Training costs	22,837	11,843	2,152
Travel	32,635	26,257	28,863
Utilities	4,800	3,189	2,431
	825,514	892,351	528,947
Surplus (deficit) before transfers	-	291,749	(454,810)
Transfers between programs			
Transfers between programs	-	(291,749)	454,810
Surplus and accumulated surplus, end of year	-	-	-

Tewatohnhi'saktha
Adult Education
Schedule 9 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus

For the year ended March 31, 2026

	2026 Budget	2026	2025
Revenue			
Government funding			
Indigenous Services Canada			
Block funding	**574,504**	**932,425**	574,349
Fixed Funding	**504,495**	**431,522**	504,495
Unexpended government funding - prior year	**-**	**896,742**	1,305,319
Unexpended government funding - current year	**-**	**(1,083,801)**	(896,742)
	1,078,999	**1,176,888**	1,487,421
Expenses			
Employee benefits	**27,516**	**16,377**	11,351
Other employment and training costs	**264,674**	**230,480**	197,208
Participant allowances	**990,439**	**628,966**	501,565
Participant wages	**120,120**	**110,447**	51,843
Salaries	**114,288**	**123,136**	67,775
Travel	**53,000**	**48,425**	12,670
	1,570,037	**1,157,831**	842,412
Surplus	**(491,038)**	**19,057**	645,009
Accumulated surplus (deficit), beginning of year	**-**	**645,009**	-
Surplus and accumulated surplus, end of year	**(491,038)**	**664,066**	645,009

Tewatohnhi'saktha
Capital
Schedule 10 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus

For the year ended March 31, 2026

	2026 Budget	2026	2025
Expenses			
Amortization	-	**269,034**	254,837
Deficit before transfers	-	**(269,034)**	(254,837)
Transfers between programs			
Transfers to capital fund	-	**386,855**	140,452
Principle payments on long-term debt	-	**39,243**	110,375
	-	**426,098**	250,827
Surplus (deficit)	-	**157,064**	(4,010)
Accumulated surplus, beginning of year	-	**5,067,815**	5,071,825
Accumulated surplus, end of year	-	**5,224,879**	5,067,815

Tewatohnhi'saktha
Appropriated funds
Schedule 11 - Consolidated Schedule of Revenue and Expenses and Accumulated Surplus
For the year ended March 31, 2026

	2026 Budget	2026	2025
Surplus	-	-	-
Accumulated surplus, beginning of year	-	**1,177,302**	1,177,302
Accumulated surplus, end of year	-	**1,177,302**	1,177,302

Mohawk Internet Technologies
Balance Sheet
As of Mar 31, 2026

$CAD	2026 '000	2025 '000
Asset		
Current		
Cash	207	186
Accounts receivable and accrued receivables	1,157	915
Prepaid expenses and deposits	23	61
	1,387	1,162
Capital assets	1,108	1,395
	2,495	**2,557**
Liabilities and Equity		
Current		
Accounts payable and accrued liabilities Current	714	987
portion of loan payable	473	509
	1,187	1,496
Loan payable	878	1,005
	2,066	**2,501**
Equity	429	56
	2,495	**2,557**

Approved on Behalf of the Board of Supervisors

_____, **Supervisor**

_____, **Supervisor**

ACKNOWLEDGEMENTS

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