

CALL FOR PROPOSAL

Request for Proposal: Development of a 3-year 2022/23-2024/25 Strategic Plan for Tewatohnhi'saktha

Tewatohnhi'saktha, Kahnawà:ke's Economic Development Commission, wishes to engage the services of a consultant or team to undertake the preparation of a strategic plan for Tewatohnhi'saktha. The plan is expected to be completed by September 30, 2021 and ready for implementation by April 1, 2022.

Given the current situation with pandemic restrictions, we are looking for someone or team that is very capable of implementing a strategic planning process virtually while ensuring total engagement of the stakeholders.

The candidate should have a general understanding of Economic development

The deadline for submission is 3:00 p.m. on June 30, 2021

Thank you for your consideration.

Sincerely,

Neil McComber
Executive Director
Tewatohnhi'saktha



REQUEST FOR PROPOSAL
ECONOMIC DEVELOPMENT STRATEGIC PLAN

Posted: June 9, 2021
Proposal Due Date: June 30, 2021

KAHNAWAKE ECONOMIC DEVELOPMENT COMMISSION

P.O. BOX 1110, KAHNAWAKE MOHAWK TERRITORY, QC J0L 1B0 • TEL: 450.638.4280 • FAX: 450.638.3276 • kedc@kedc.biz

1.

INTRODUCTION

Tewatohnni'saktha (Kahnawà:ke Economic Development Commission, is requesting proposals from qualified individuals and/or entities interested in developing and facilitating a detailed 3 Part report which will include: 1) A definition of Kahnawake Economic Development; 2) An organizational strategic plan and 3) an operational roadmap for the implementation and execution of Tewatohnni'saktha's new Mandate dated 2019. The Plan should produce a clear definition and understanding of Kahnawake economic development as well as a finalized Vision, Mission , Strategic Goals and Core Values that is in alignment with the new mandate as well as identify short-term SMART objectives and workplans (one to three years) with identification of potential opportunities in the medium term (three to five years) and consideration of the long-term (over five years), all in consultation with Tewatohnni'saktha's key stakeholders.

Kahnawà:ke is a Mohawk Nation Territory of approximately 8,000 residents. It is located ten kilometers south of Montreal, Quebec on the south shore of the St. Lawrence River and Seaway. There are over 400 businesses located within the Kahnawà:ke Territory.

Tewatohnni'saktha was originally established in 1999 by legislation of the local government, the Mohawk Council of Kahnawà:ke (MCK). It was reconstituted in 2019 as a semi-autonomous entity, operating mostly at an arm's length from the MCK. Tewatohnni'saktha is structured as a band empowered entity with seven voting members (four elected by the community, three appointed by the MCK) acting as the Board of Directors. Tewatohnni'saktha has a staff of approximately 30 employees and has the following recently revised 2019 mandate:

a) Workforce Development – fully developed

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

b) Business Retention & Expansion – somewhat developed

The purpose of this function is to ensure that businesses located within Kahnawà:ke maintain and expand (as measured by increasing the number of individuals employed) their operations within the Territory.

c) Entrepreneurship & Business Services – fully developed

The purpose of this function is to provide entrepreneurs with access to developmental loans and other financial contributions, training, mentoring and the technical assistance they need to start-up and expand their business.

d) Economic Development Marketing & Tourism – being developed

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

e) Economic Policy Advisory – not developed

Tewatohnni'saktha's function is to provide research and analysis of how economic policy, commercial regulations, and macroeconomic trends could impact Kahnawà:ke's economy and businesses.

f) Business Attraction – no development

Tewatohnni'saktha's role is to attract outside business to Kahnawake.

Tewatohnni'saktha's last major strategic plan was developed for the fiscal years 2015 to 2018. A mini interim plan was developed for 2019 and ends on March 31, 2021. In 2019, three organizational Key Success Measures were established for the following functions: Job Creation, % of Clients Employed, and Client Satisfaction.

The objective of this request for proposal is to provide Tewatohnni'saktha with qualified proponents capable of carrying out the work herein defined. The subsequent proponent submission will form the basis for evaluation, interview, and selection.

2. STRATEGIC PLAN OBJECTIVES

Tewatohnni'saktha wishes to engage the services of a qualified consultant or team to undertake the facilitation and preparation of a three-year strategic plan for the organization that is in alignment with an agreed upon definitional of Kahnawake Economic Development by the stakeholders.

The purpose of Tewatohnni'saktha's three-year strategic plan is to address the following:

- A. To develop a clear definition of Kahnawake Economic Development. This exercise must take into consideration the Community Vision Statement, the MCK's Economic Development Portfolio Structure, the new Tewatohnni'saktha Mandate, the Economic Priority identified within the Kahnawake Collective Impact initiative during the Community Priority Setting process and the Comprehensive Community Planning process (mykahnawake) any other community plans relative to economic development.
- B. To create a cohesive strategic framework for Tewatohnni'saktha within the new Mandate of 2019. The strategy must also take into consideration previous strategic plans created by the organization. The new three-year strategic plan should

incorporate the relevant goals and objectives identified in the 2015-2018 Tewaohnhi'saktha Strategic Plan that have not yet been achieved and that will extend into the new strategic plan horizon;

- C. Development and implementation of a planning process that encourages participation by employees and Board members as to promote support and ownership of the strategic plan;
- D. Develop and articulate goals, objectives, and strategies aimed at a full implementation of Tewaohnhi'saktha's 2019 mandate;
- E. Identify specific opportunities for Kahnawake economic development which are most likely to show successes.
- F. Identify resources, business assistance, partnerships, and policy changes required to implement identified opportunities.
- G. Identifying resources and business assistance to facilitate implementation and identifying initiatives which are already underway within the community that could be partnered with to share funding/expertise/workload, as well as expertise within the community which could be drawn upon.
- H. Advising on options and providing recommendations for an economic model for the provision of economic development services with formalized roles and responsibilities including the costs to implement the recommendations.
- I. Identifying additional funding or grant sources to support the implementation of the plan.
- J. Develop organizational measurement and reporting criteria to assess progress of the plan.
- K. Development of performance measures to adequately gauge senior managers' progress towards achievement of the plan's objectives;

3.

PROJECT SCOPE & DELIVERABLES

Tewaohnhi'saktha currently has a strategic planning process in place that it wishes to maintain. The process currently utilized by Tewaohnhi'saktha is as follows:

1. Review of the organization's vision, mission, and core values with the staff and Board of Directors of Tewaohnhi'saktha.
2. Undertaking an environmental scan with the staff and Board of Directors of Tewaohnhi'saktha and external stakeholders.

3. Undertaking a SWOT analysis for the organization with the staff and Board of Directors of Tewatohnhi'saktha and external stakeholders.
4. Based on the previous three steps, the organization's strategies, goals, and objectives are developed for the next three years and assign senior manager responsibility.
5. Confirm validity of existing Key Success Measures and identify other performance measures, if necessary, to evaluate Tewatohnhi'saktha's progress towards achieving the organizational goals and objectives. These performance measures are annual measures that are reviewed on a quarterly basis.
6. Each Division then reviews its goals and objectives to determine if any amendments are required and if they can be attained in the required timeframe.
7. Development of performance measures for each Divisional goal and objective are developed in order to evaluate the Division's progress towards achieving its goals and objectives.
8. Individual staff members, as required, then prepare their own individual work plans for each of the Divisional goals and objectives that the employee is responsible for.
9. Consolidation of the individual work plans, Divisional goals and objectives, Tewatohnhi'saktha goals and objectives, vision, mission, core values, environment scan, and SWOT analysis into a single document with a suggested measurable scorecard.

In order to meet the above objectives that is achieved utilizing Tewatohnhi'saktha's strategic planning process, the proposal will include, but is not limited to the following requirements:

Responsibilities of Tewatohnhi'saktha:

The staff of Tewatohnhi'saktha will be responsible for undertaking the following:

1. Provide a review of the local economy using the latest socio-economic report as well as identifying major infrastructure investments that may be necessary to support the economic development goals;
2. Development of Divisional strategies that identify how the specific strategic projects, programs, or activities identified in the overall organizational strategy should work to fulfill these goals and objectives. Divisional sessions can be facilitated by the Divisional Directors. Should a Director wish to outsource this responsibility, the respective Divisional Director will issue a separate request for proposal that is not considered under this request for proposal.

3. Individual staff work plans will be developed by each employee and the Divisional Director will incorporate his/her staff's individual work plans into the Division's strategic goals and objectives.
4. Tewaohnni'saktha's management and communications officer, conduct appropriate public consultation processes and community analysis ensuring that a broad and diverse range of opinions and ideas are captured and explored to assist in obtaining broad community support for eventual recommendations and actions.

Responsibilities of the Consultant

The consultant will be responsible for undertaking the following:

1. Analyzing previous strategic documents that currently exist to maximize the success of the new strategic plan, as the new Strategic Plan should build or reflect on and not duplicate this work.
2. Facilitation of the following sessions:
 - a. Session with the Board of Directions of Tewaohnni'saktha; Economic development Portfolio chiefs and SME's; representatives from CCP and KCI; representation from the general business community to create a definition and common understanding of Kahnawake Economic Development. A validation exercise undertaken by Tewaohnni'saktha is required prior to moving forward to the organizational strategy.
 - b. Session with the staff and stakeholders to review and revise, by ensuring alignment to the Kahnawake Economic Development Definition and the New 2019 Mandate, Tewaohnni'saktha's Vision, Mission and core values This session will include all Tewaohnni'saktha staff, the Tewaohnni'saktha Board of Directors, and Portfolio Chiefs and SME's of the Mohawk Council of Kahnawà:ke. Representation from the clientele may be beneficial. A validation exercise undertaken by Tewaohnni'saktha is required prior to moving forward
 - c. Conduct an environmental scan of Kahnawake's external strategic environment. This includes the review and analysis of Kahnawà:ke's key economic indicators, broader economic, technological, political and socio-cultural environment trends, demographics and social changes, and any other indicator that may have an impact on shaping the local economy including identifying and analyzing economic clusters within the region
 - i. A session will be conducted with the staff of Tewaohnni'saktha, the Board of Directors of Tewaohnni'saktha and Portfolio Chiefs;

- ii. A session will be conducted with the Senior Management of the Kahnawake Executive Directors Committee: Mohawk Council of Kahnawà:ke; Kahnawà:ke Education Center; Kahnawà:ke Shakotii'a'takehnhas Community Services; Kateri Memorial Hospital Center; Kahnawà:ke Youth Center; Kahnawà:ke Fire Brigade; Kanien'keháka Onkwawén:na Raotitíohkwa Language and Cultural Center; and Step by Step Early Learning Center
 - d. Conduct an analysis of Tewaohnni'saktha's industry and organizational strategic resource base using a Strength, Weaknesses, Opportunities, and Threats (SWOT) analysis based on Tewaohnni'saktha's products and services, its clientele and customers, geography in terms of business development, industry evolution, and competitive benchmarking against Kahnawà:ke's main competitors for job growth and business development based on information from previous strategic plans and the environmental scan. In addition, the market gaps and opportunities for specific sector development should be examined, identified, and analyzed as well as identification of past, present, and projected future economic development investments in the region.
 - e. Development of an overall organizational strategy that incorporates relevant material from other Executive Director's Committee Organizations. The strategy must demonstrate consistency with applicable regional and local investment strategies. The plan must contain a section setting forth goals and objectives necessary to solve the economic problems, or capitalize on the resources, of the community.
 - f. Develop quantitative and qualitative performance measures that will allow Tewaohnni'saktha to evaluate progress towards achieving the goals and objectives. This session will be conducted with the Senior Management Team and Board of Directors of Tewaohnni'saktha.
3. Drafting and preparation of the final Tewaohnni'saktha Strategic Plan: Fiscal Years 2022/23 to 2024/25

In scope

The strategic plan will take into consideration all components within the new Mandate.

Out of Scope

The strategic plan will not include revenue generation.

4. **CONTRACT REQUIREMENTS**

Minimum requirements for submittal of a Proposal in response to the RFP include the following:

- A. Demonstrated understanding of local and regional economic development theory and practice, research methods, group consensus building, implementation methods, and monitoring and updating processes.
- B. Demonstrated familiarity with development and implementation of economic development policies.
- C. Demonstrated experience, competence, and qualifications of the consultant or team successfully providing similar services to public entities.
- D. An understanding of Kahnawà:ke's unique status and a general understanding of Aboriginal economic development issues.

5. **RFP PROPOSAL REQUIREMENTS**

Consultants interested in providing these services must submit a proposal that includes:

A. *Cover Letter:*

The cover letter is to be signed by the designated officer authorized to execute a contract with Tawatohnhi'saktha.

B. *Consultants Qualifications:*

A profile of the proponent's qualifications and experience and understanding of the requirements and the work required to achieve the objectives outlined. This section shall describe the areas of expertise of current consultant or team members and the scope of the services that can be provided by the consultant or team.

C. *Key Personnel:*

Include all personnel who will be assigned to work on the strategic planning process and include a short description of the abilities, qualifications, and experience. Include all resumes for all personnel. For each consultant, it should be identified his/her specific role in the project, time commitment, and related experience.

D. Project Work Plan:

Provide a description of the project understanding (brief), detailed work approach, and methodology, including process for developing a strategic plan.

E. Project Schedule:

A detailed work plan and schedule for the completion of the plan, including tasks and required level of effort identifying which persons will complete each task and estimated hours. Propose a timeline for completion of the Strategic Plan including start date, milestones, and target completion date.

F. Project Cost:

Provide a detailed project cost table for all of the tasks identified in the Project Scope section of this RFP. Please be as detailed as possible. Include any additional fees or optional services that may be required.

G. References:

A list of similar projects completed by the consultant and or team shall be listed in this proposal.

6. PROPOSAL SUBMISSION AND CONTENT

Tewatohnni'saktha will receive proposals for the project until **3:00 PM**

All proposals shall be delivered to:

**Tewatohnni'saktha
2 River Road
Kahnawà:ke Business Complex – 3rd Floor
P.O. Box 1110
Kahnawà:ke, QC
J0L 1B0**

Proposal documents will:

- a.) Be submitted on company letterhead
- b.) Include all information requested
- c.) Include five (5) copies if sent by mail

Email proposals will be accepted at executive.director@kedc.biz

Proposals which are received after the deadline will not be considered. Tewatohnhi'saktha reserves the right to reject any and all bids.

7.

SCORING

Tewatohnhi'saktha will be evaluating proposals using a Weighted Scores method. Each criterion is assigned a weight and based upon how well the consultant's proposal addressed each criterion; Tewatohnhi'saktha will assign a score of 0-10 and then multiply the points by the designated weight to get the total weighted points for each item. (Please see chart on following page).

Criteria	0-10 score	Weight	Weighted score
Company background and experience.		20	
Experience in performance of comparable engagements.		20	
Scope, approaches, methodology, timeline.		40	
Reasonableness of cost.		20	
Total Weighted Points		100	

8. QUESTIONS

For further information regarding this RFP please contact:

Mr. Neil McComber Executive Director or Alana Rice on behalf of the Chief Operating Officer.

executive.director@kedc.biz

alana.rice@kedc.biz

Phone: (450) 638-4280

For additional information about Tewatohni'saktha, please consult our website at www.tewa.ca

For copies of the Tewatohni'saktha Strategic Plan 2015– 2018, and /or any other relevant materials, please contact:

Executive Director and Chief Operations Office

Packages are also available through reception; please call: