



Tewatohnhi'saktha
Kahnawà:ke Economic Development Commission
Strategic Plan 2022-2025



October 29th , 2021

Neil McComber
Executive Director
Tewatohnhi'saktha

Dear Mr. McComber,

Thank you for the opportunity to provide consulting services to Tewatohnhi'saktha.

BDO has worked collaboratively with numerous people in the development of this report and the following pages outline the three-year strategic plan for Tewatohnhi'saktha, Kahnawà:ke Economic Development Commission.

For this project, BDO offered a team of experienced consultants that have extensive experience working with First Nations communities in a variety of areas including strategic planning, capacity development strategy, economic development, business coaching and mentoring and community engagement. Members of the project team have also completed the Joint Economic Development Initiative's Indigenous Reconciliation Awareness Module (IRAM). IRAM provides "education for Management and Staff on the history of Indigenous peoples and how to implement reconciliation within your workplace to foster Indigenous inclusion".

We would like to acknowledge the valuable contributions of all workshop participants including the Mohawk Council of Kahnawà:ke and community leaders, Tewatohnhi'saktha team board members and staff, community organization representative, local business owners, and all others who contributed their time, knowledge, and feedback throughout the process.

In addition, the cooperation, guidance, and support of the Tewatohnhi'saktha Strategic Planning Steering Committee (including Alana Rice, Brandi Meloche, Ronald Abraira, Heather Bauersfeld and yourself) have been critical to the development of this strategy.

Sincerely,



Pierre Taillefer, Partner
BDO Canada LLP

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EXECUTIVE SUMMARY

At Tewatohnni'saktha, we support various initiatives in the community that improve the quality of life for our people. The initiatives that are of the utmost importance are those that improve our economy through businesses and employment opportunities, also those that foster our well-being by connecting with our culture and native heritage.

Tewatohnni'saktha's current mandate (in effect since 2019) has been developed collaboratively between the Mohawk Council of Kahnawà:ke and Tewatohnni'saktha to reflect a common understanding of roles and responsibilities.

Tewatohnni'saktha is responsible and accountable for the delivery of services within the following five areas:

- Workforce Development
- Business Retention & Expansion
- Entrepreneurship & Business Services
- Economic Development Marketing & Tourism
- Economic Policy Advisory

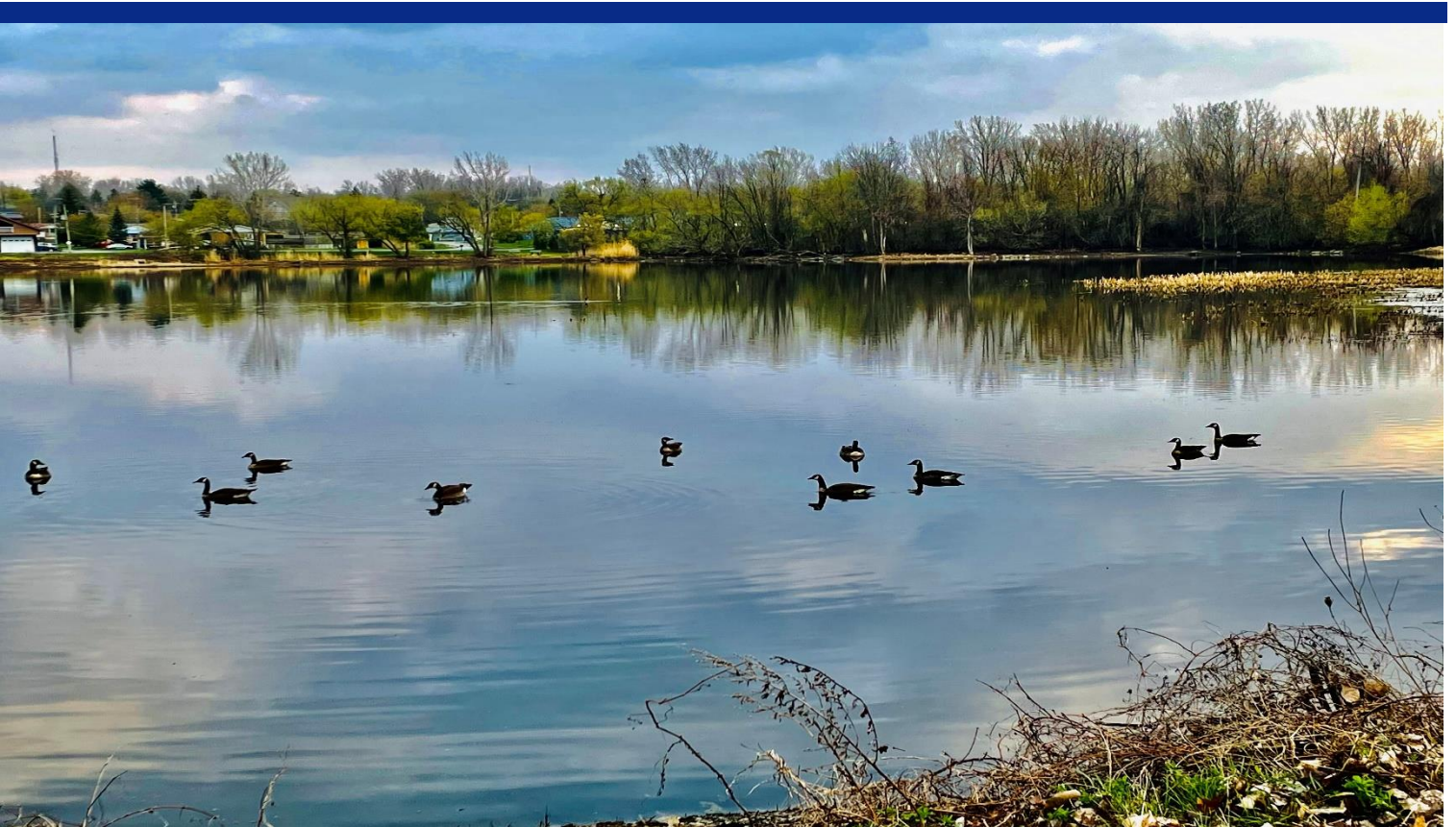
The 2022-2025 Strategic Plan is structured around five areas of focus. Over the next three years Tewatohnni'saktha endeavors to achieve the following Strategic Goals:

- Grow & Diversify Economy
 - *Grow and diversify the economy; empower businesses to hire locally*
- Build Workforce Capacity
 - *Build capacity by developing a skilled, trained, educated workforce*
- Proactively Participate in Economic Policy Efforts
 - *Proactively participate/lead economic policy development efforts*
- Leverage Technology
 - *Leverage technology (e-commerce, marketing, remote work)*
- Showcase Kahnawà:ke
 - *Showcase what Kahnawà:ke has to offer for individuals/tourists while ensuring community acceptance*

EXECUTIVE SUMMARY (Continued)

The priorities identified in this document are based on broad consultations conducted with internal and external stakeholders. The discussions resulted in the identification of 5 Strategic Goals, 11 Strategic Objectives, 15 Strategic Initiatives, 35 Activities (with most activities starting in year 1), and 16 Key Success Measures. Further to this Strategic Plan, Tewatohnni'saktha will develop and implement a detailed Action Plan to ensure the attainment of core strategic priorities.

In addition to this external Strategic Plan, the consultations and input from stakeholders and participants have identified the need for an internal plan. The internal plan will include a Structural Review and an Operational Plan in order to align daily work activities to fit into the larger strategic vision and to ensure that all employees understand their individual contributions to the success of Tewatohnni'saktha.



WHO WE ARE: ABOUT TEWATOHNNHI'SAKTHA

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 supports the goals of various initiatives in the community that improve the quality of life for our people. As part of this Strategic Planning exercise, we have updated our vision, mission, and core values to ensure they are reflective of our evolving community needs and aspirations. The initiatives that are of the utmost importance are those that improve our economy through businesses and employment opportunities, also those that foster our well-being by connecting with our culture and native heritage.

Tewatohnni'saktha, Kahnawà:ke's Economic Development Commission, is composed of teams that works in collaboration to serve community members. The organizational structure is composed of a Board of Directors Team, an Executive Director's Office, a Senior Management Team, a Management Team and an Administration Team and Staff to support the organization.

OUR VISION

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

Definitions:

- **Self-sustained** denotes a Kanien'kehaka community that is able to achieve and continue in a healthy state without outside assistance.
- **Prosperity** denotes a Kanien'kehaka community that enables success and quality of life for all members.

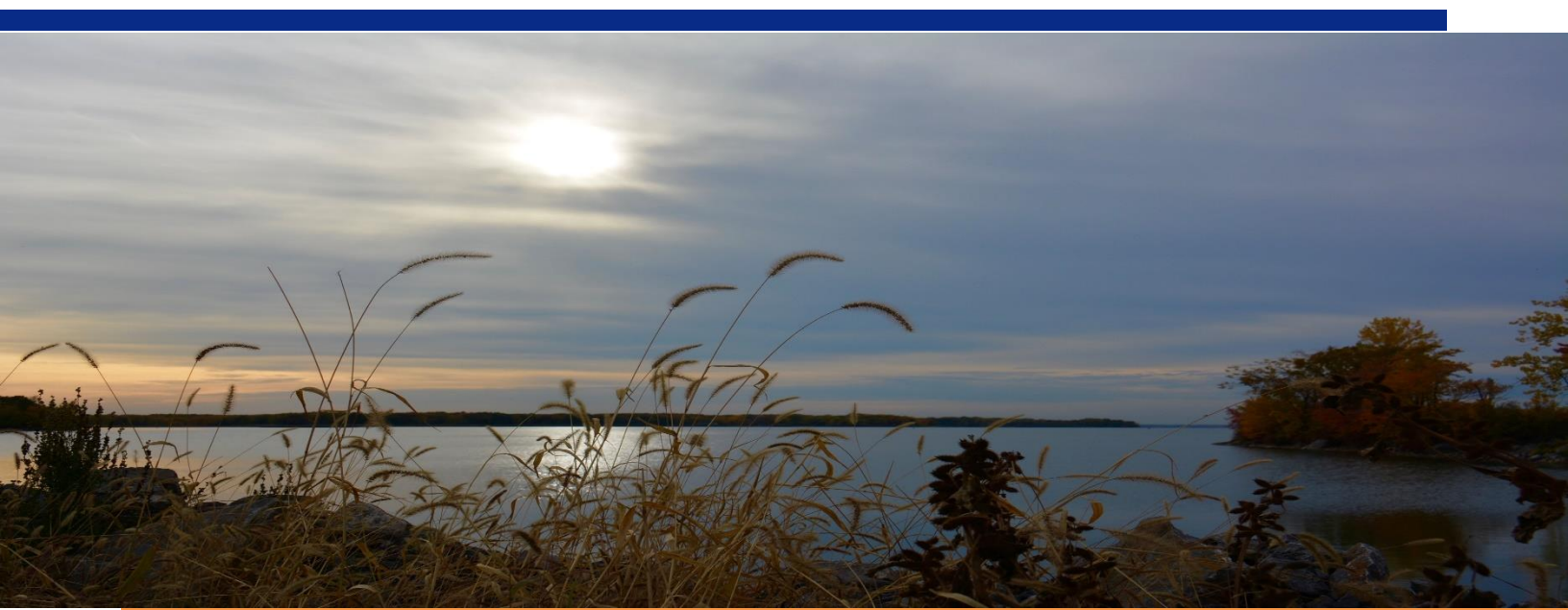
OUR MISSION

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

We prioritize initiatives that enable members of all ages, from youth to established entrepreneurs, to achieve their full potential.

Definitions:

- **Stimulate** and **Enhance** relate to Tewatohnni'saktha's vital role in creating a robust economy in Kahnawà:ke.
- **Investing** relates to the various ways in which Tewatohnni'saktha allocates financial and non-financial resources to economic development endeavors.



OUR CORE VALUES

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

1. **Accountable**
2. **Transparent**
3. **Innovative**

1. Accountable

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

We are accountable by:

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

2. Transparent

We are open, honest and available.

We are transparent by:

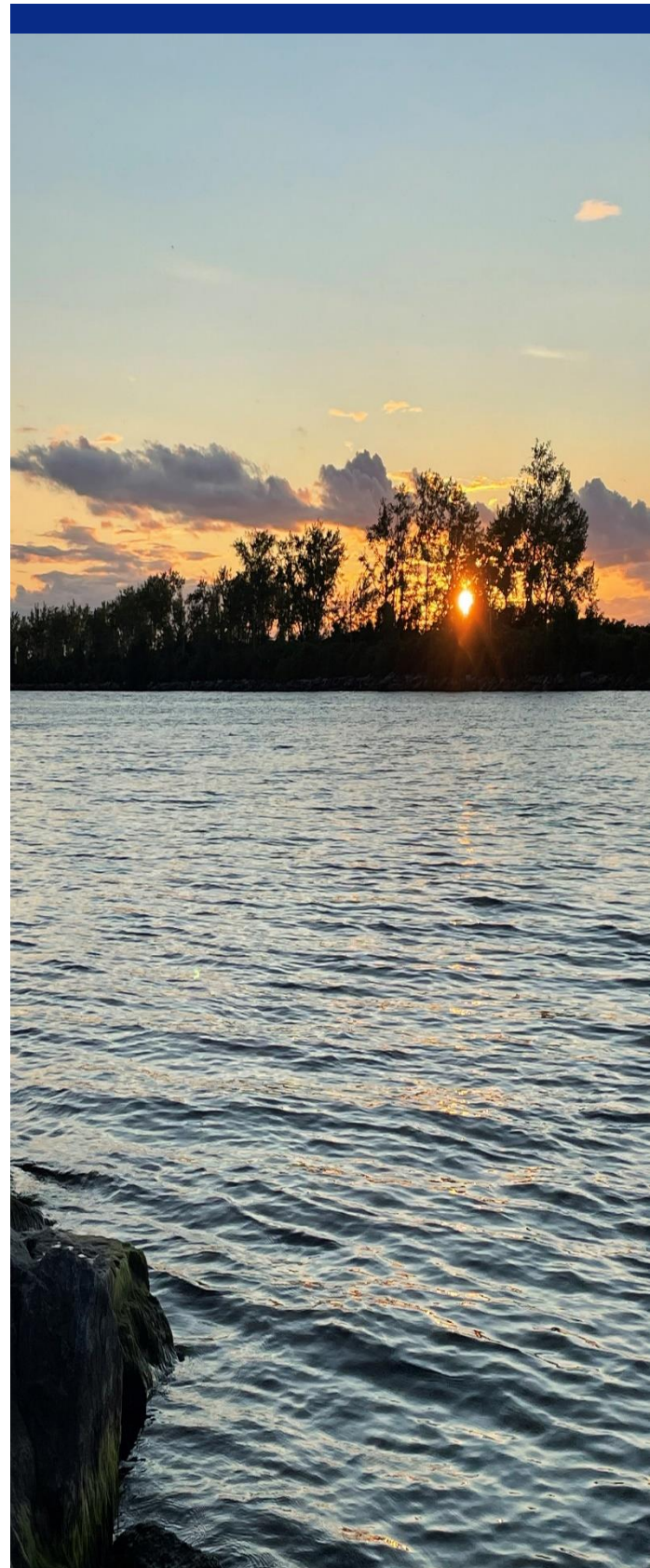
- Sharing key information with our community and stakeholders regarding our projects, initiatives and activities.
- Communicating with our stakeholders in a clear, accurate and timely manner.
- Conducting ourselves with integrity and honor.
- Remaining approachable and accessible to our clients.

3. Innovative

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

We are innovative by:

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



WHAT IS ECONOMIC DEVELOPMENT: OUR DEFINITION

Kahnawà:ke defines Economic Development as the practice of growing and diversifying local economy while supporting collective prosperity and long-term sustainability through services and initiatives that target community needs.

Priority initiatives aim to develop:



1. Independence through employment opportunities and financial literacy



2. Long-term sustainability through local business and economic diversification



3. Impactful relationships with local and regional communities

OUR MANDATE

The current mandate (in effect since 2019) has been developed collaboratively between the Mohawk Council of Kahnawà:ke and Tewatohnhi'saktha to reflect a common understanding of roles and responsibilities.

Tewatohnhi'saktha is responsible and accountable for the delivery of the following services within the Kanien'kehaka Territory of Kahnawà:ke:



Workforce Development

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.



Business Retention & Expansion

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.



Entrepreneurship & Business Services

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.



Economic Development Marketing & Tourism

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.



Economic Policy Advisory

To provide research and analysis of how economic policy, commercial regulations, and macroeconomic trends could impact Kahnawà:ke's economy and businesses.

OUR STRATEGIC PLAN: SETTING THE STAGE

The Tewatohnni'saktha Strategic Plan 2022-2025 creates the founding principles and priorities to focus on in order to efficiently serve and equip community members and businesses and enhance economic development efforts. The plan was created with input from key stakeholders including Staff, Portfolio Chiefs, representatives from the general business community, management, the Executive Director and the Board of Directors.

Strategic Goals

The strategic goals are the overall desired states requiring effective strategy implementation and were identified in a global approach taking into consideration the mandated areas of Tewatohnni'saktha responsibility.



Strategic Objectives

Strategic objectives are long-term goals that help convert the broad vision into more specific plans and projects.

Strategic Initiatives

Strategic initiatives are the specific responses related to the identified objectives.

Key Success Measures

Key success measures are the quantitative metrics linked to the strategic objectives and initiatives.

WORKFORCE DEVELOPMENT



Target Market

- Youth
- Adults seeking jobs
- Employers

Strategic Objectives

- Establish Early Support System to inspire young children and post-secondary students on personal development and career planning
- Establish business standards to ensure quality of life and job security

Initiatives (How will this direction be achieved?)

Strategic Initiatives	Activities
1. Collaborate with Collective Impact to develop Early Support System	a) Education campaign targeting parents to reinforce their role in career planning (provide tools, labour market info, best practices, newsletter, parent groups/committees, etc.) b) Partner with the Youth Center and provide drop-in service for career counselling / drop-in center providing entrepreneurship support (combined with daycare)
2. Relaunch the ACE program in collaboration with educational institutions	a) Partnerships (banks, accounting, etc.) to educate on personal finance & demonstrate value of those topics b) Offer coaching & personal mentorship for youth from the business community (showcase "role models")
3. Develop Business Standards	a) Coordinate education/info sessions in partnership with financial/insurance/group benefit providers to educate both employers and employees on benefits such as pension b) Educate employers on best practices regarding employee benefits & retention c) Assist employers in defining accessibility programs for employees with special needs
4. Establish and maintain a "Job Bank" including internal and external jobs	a) Promote job bank opportunities and provide support to adults seeking career change counselling

Key Success Measures

- Number of graduates who participated in the education campaigns/mentorship programs who enter post-secondary education (both academic and vocational)
- Number of employers providing employee benefits aligned with industry benchmarks/best practices
- Number of employees remaining with company for more than 12 months and reporting a positive job satisfaction level (retention)

BUSINESS RETENTION & EXPANSION



Target Market

- New and existing businesses (regardless of the stage of growth)

Strategic Objectives

- Establish Business Services Counselling
- Inform and assist businesses to secure funding
- Assist businesses to be innovative and creative to grow their businesses (including horizontal growth)

Initiatives (How will this direction be achieved?)

Strategic Initiatives	Activities
1. Business Services Counselling in retention & expansion	<ul style="list-style-type: none"> a) Central data collection – screening exercise to determine needs for readiness b) Develop (short) annual survey to be conducted among business community to identify businesses that are ready to grow/appropriate for ecommerce
2. Funding Working Group	<ul style="list-style-type: none"> a) Develop and maintain comprehensive database of available funding opportunities (to be regularly communicated to eligible businesses) b) Provide “hands-on” assistance for funding requests – limited number/industry
3. Develop Business Standards	<ul style="list-style-type: none"> a) Showcase businesses who have successfully leveraged e-commerce to grow their businesses (videos) b) Provide training on development of e-commerce accounts and benefits of e-commerce c) Social media marketing courses

Key Success Measures

- Number of high-growth/innovative businesses (existing and new)
- Total amount of funding support granted to eligible businesses
- Increase in business revenue (via client survey with increase ranges)
- Increase in business hiring rate (via client survey with increase ranges)
- Business satisfaction level for digital tools courses in terms of practicality and impact (via client survey)
- Number of businesses with an effective online presence and engagement (ex: online reviews, social media followers, analytics)



ENTREPRENEURSHIP & BUSINESS SERVICES

Target Market

- Kahnawà:ke's entrepreneurs and potential entrepreneurs

Strategic Objectives

- Cultivate new businesses and ideas
- Provide relevant tools and courses

Initiatives (How will this direction be achieved?)

Strategic Initiatives	Activities
1. Develop Entrepreneurship Contest with (financial) incentive and/or opportunity to gain investment from local businesses and entrepreneurs	a) A contest similar to the Shark Tank concept
2. Update/re-design the Entrepreneurship Course	a) Incorporate coaching/training in: <ul style="list-style-type: none"> ✓ Leadership ✓ Management b) Offer practical simplified courses for beginners in digital/financial literacy: <ul style="list-style-type: none"> ✓ MS Office ✓ Communication tools ✓ Financial statements ✓ Google Docs
3. Fully implement the Executive Pulse Program	a) Implement the Executive Pulse Program (CRM) for surveys, marketing, client tracking, and reporting
4. Provide Value-added Services to Existing Businesses	a) Assess the current gaps in local markets to identify business and employment opportunities **moved from Economic Policy Advisory b) Develop and launch a marketing campaign to fill the gaps c) Work with MCK to provide structures for business to locate (designated commercial and industrial parks)

Key Success Measures

- Number of new high-potential businesses created by entrepreneurs who have completed the course
- Business satisfaction level for updated entrepreneurship course in terms of practicality and impact (via client survey)
- Number of participants in entrepreneurship contest

ECONOMIC DEVELOPMENT MARKETING & TOURISM



Target Market

- Visitors/Tourists

Strategic Objectives

- Develop and implement the Tourism Strategic Plan
- Showcase Kahnawà:ke as a unique place with a unique story to attract visitors/tourists to local businesses

Initiatives (How will this direction be achieved?)

Strategic Initiatives	Activities
<p>1. Strategic Planning</p>	<ul style="list-style-type: none"> a) Gauge community acceptance of tourism – determine limitations, identify mitigation strategy for resistance b) Secure resources to support implementation of strategic plan
<p>2. Back to Business Marketing Plan – External Communications</p>	<ul style="list-style-type: none"> a) Gradual relaunch of previous tourism services and identification of new initiatives to be implemented in the future (based on gaps observed) b) Communication plan for Shop Kahnawà:ke (to continue to promote visitors to come to community and shop) c) Develop and launch plan to market the overall community (in collaboration with real estate professionals) – to sensitize to what Kahnawà:ke is; will serve as launch pad for legislative framework to attract outside businesses

Key Success Measures

- Increase in number of website visits/social media engagement from unique online visitors
- Increase in number of visits made by non-locals (via survey to local businesses)
- Increase in volume of purchases made by non-locals (via survey to local businesses)
- Satisfactory community acceptance level (via community survey and consultations)



ECONOMIC POLICY ADVISORY

Target Market

- Mohawk Council of Kahnawà:ke
- Business Community (owners/employers)
- Commercial land holders

Strategic Objectives

- A policy framework and database to facilitate economic development
- Develop strategy to support Kahnawà:ke to be "Open for Business" and Business Attraction

Initiatives (How will this direction be achieved?)

Strategic Initiatives	Activities
<p>1. Policy & Community Planning</p>	<ul style="list-style-type: none"> a) Collaborate with MCK in developing Comprehensive Community Plan b) Create and attain the resources to support economic policy advisory, research & development services for business attraction within the structure of the EDO c) Propose an employment benefits framework for the MCK to support and implement
<p>2. Business Attraction</p>	<ul style="list-style-type: none"> a) Develop (and maintain) an inventory of lands and infrastructure available for business attraction b) Identify the needs for commercial and industrial facilities, land and infrastructure and provide for the needs through MCK investment c) Assess current state and desired future state of Kahnawà:ke for business development and attraction d) Gauge community acceptability of external business industries e) Determine methodology to attract external businesses f) Develop community tendering system/application

Key Success Measures

- Increase in the number of businesses coming into the community and increase in the number of existing businesses in the community (net overall growth from both categories)
- Increase in the volume of local investment/spending (via Economic Leakage survey)

STRATEGIC INITIATIVES MAPPING

Target Start Date*

Area	Initiatives	Year 1	Year 2	Year 3
Workforce Development	Collaborate with collective Impact to develop Early Support System			
	Relaunch the ACE program in collaboration with educational institutions			
	Develop Business Standards			
	Establish and maintain a «Job Bank” including internal and external jobs			
Business Retention & Expansion	Business Services Counselling			
	Funding Working Group			
	Promote use of digital tools			
Entrepreneurship & Business Services	Develop Entrepreneurship Contest with (financial) incentive and/or opportunity to gain investment from local businesses and entrepreneurs			
	Update/re-design the Entrepreneurship Course			
	Fully implement the Executive Pulse Program			
	Provide Value-added Services to Existing Businesses			
Economic Development Marketing & Tourism	Strategic planning			
	Back to Business Marketing Plan – External Communications			
Economic Policy Advisory	Policy & Community Planning			
	Business Attraction			

*Initiatives with a target start date spanning over more than one year indicates that the activities related to the initiative have various target start dates. Details are provided in the Strategic Roadmap. A lighter shade box indicates that fewer activities are planned in that year (versus the darker shade boxes).

STRATEGIC ROADMAP: WORKFORCE DEVELOPMENT ACTIVITIES

Target Start Year		
Year 1 (2022/2023)	Year 2 (2023/2024)	Year 3 (2024/2025)
<ul style="list-style-type: none"> Education campaign targeting parents to reinforce their role in career planning (provide tools, labor market info, best practices, newsletter, parent groups/committees, etc.) 	<ul style="list-style-type: none"> Partner with the Youth Center and provide drop-in service for career counselling / drop-in center providing entrepreneurship support (combined with daycare) 	
<ul style="list-style-type: none"> Offer coaching & personal mentorship for youth from the business community (showcase "role models") 	<ul style="list-style-type: none"> Partnerships (banks, accounting, etc.) to educate on personal finance & demonstrate value of those topics 	
<ul style="list-style-type: none"> Coordinate education/info sessions in partnership with financial/insurance/group benefit providers to educate both employers and employees on benefits such as pension 	<ul style="list-style-type: none"> Assist employers in defining accessibility programs for employees with special needs 	
<ul style="list-style-type: none"> Educate employers on best practices regarding employee benefits & retention 		
<ul style="list-style-type: none"> Promote job bank opportunities and provide support to adults seeking career change counselling 		

STRATEGIC ROADMAP: BUSINESS RETENTION & EXPANSION ACTIVITIES

Target Start Year		
Year 1 (2022/2023)	Year 2 (2023/2024)	Year 3 (2024/2025)
<ul style="list-style-type: none"> Develop (short) annual survey to be conducted among business community to identify businesses that are ready to grow/appropriate for ecommerce 	<ul style="list-style-type: none"> Provide training on development of Shopify accounts and benefits of e-commerce 	
<ul style="list-style-type: none"> Central data collection – screening exercise to determine needs for readiness 		
<ul style="list-style-type: none"> Develop and maintain comprehensive database of available funding opportunities (to be regularly communicated to eligible businesses) 		
<ul style="list-style-type: none"> Provide “hands-on” assistance for funding requests – limited number/industry 		
<ul style="list-style-type: none"> Showcase businesses who have successfully leveraged e-commerce to grow their businesses (videos) 		
<ul style="list-style-type: none"> Social media marketing courses 		

STRATEGIC ROADMAP: ENTREPRENEURSHIP & BUSINESS SERVICES ACTIVITIES

Target Start Year		
Year 1 (2022/2023)	Year 2 (2023/2024)	Year 3 (2024/2025)
<ul style="list-style-type: none"> Incorporate coaching/training in: <ul style="list-style-type: none"> ✓ Leadership ✓ Management 	<ul style="list-style-type: none"> Offer practical simplified courses for beginners in: <ul style="list-style-type: none"> ✓ Communication tools 	<ul style="list-style-type: none"> A contest similar to the Shark Tank concept
<ul style="list-style-type: none"> Offer practical simplified courses for beginners in : <ul style="list-style-type: none"> ✓ MS Office ✓ Financial statements 	<ul style="list-style-type: none"> Assess the current gaps in local markets to identify business and employment opportunities 	<ul style="list-style-type: none"> Offer practical simplified courses for beginners in : <ul style="list-style-type: none"> ✓ Google Docs
<ul style="list-style-type: none"> Implement the Executive Pulse Program (CRM) for surveys, marketing, client tracking, and reporting 		<ul style="list-style-type: none"> Develop and launch a marketing campaign to fill the gaps
<ul style="list-style-type: none"> Work with MCK to provide structures for business to locate (designated commercial and industrial parks) 		

STRATEGIC ROADMAP: ECONOMIC DEVELOPMENT MARKETING & TOURISM ACTIVITIES

Target Start Year		
Year 1 (2022/2023)	Year 2 (2023/2024)	Year 3 (2024/2025)
	<ul style="list-style-type: none"> Gauge community acceptance of tourism – determine limitations, identify mitigation strategy for resistance 	<ul style="list-style-type: none"> Develop and launch plan to market the overall community (in collaboration with real estate professionals) – to sensitize to what Kahnawà:ke is; will serve as launch pad for legislative framework to attract outside businesses
	<ul style="list-style-type: none"> Secure resources to support implementation of strategic plan 	
	<ul style="list-style-type: none"> Gradual relaunch of previous tourism services and identification of new initiatives to be implemented in the future (based on gaps observed) 	
	<ul style="list-style-type: none"> Communication plan for Shop Kahnawà:ke (to continue to promote visitors to come to community and shop) 	

STRATEGIC ROADMAP: ECONOMIC POLICY ADVISORY ACTIVITIES

Target Start Year		
Year 1 (2022/2023)	Year 2 (2023/2024)	Year 3 (2024/2025)
<ul style="list-style-type: none"> Gauge community acceptability of external business industries 	<ul style="list-style-type: none"> Collaborate with MCK in developing Comprehensive Community Plan 	<ul style="list-style-type: none"> Propose an employment benefits framework for the MCK to support and implement
<ul style="list-style-type: none"> Assess current state and desired future state of Kahnawà:ke for business development and attraction 		<ul style="list-style-type: none"> Develop (and maintain) an inventory of lands and infrastructure available for business attraction
<ul style="list-style-type: none"> Determine methodology to attract external businesses 		<ul style="list-style-type: none"> Identify the needs for commercial and industrial facilities, land and infrastructure and provide for the needs through MCK investment
<ul style="list-style-type: none"> Create and attain the resources to support economic policy advisory, research & development services for business attraction within the structure of the EDO 		<ul style="list-style-type: none"> Develop community tendering system/application




KEY SUCCESS FACTORS

During consultation sessions, a couple of factors were identified as potentially influential to the attainment of strategic priorities. Namely, competing personal priorities related to health and safety, largely caused by the pandemic, might potentially translate into economic development being low on the list of priorities for individuals and businesses. Furthermore, competing organizational priorities among partner organizations (each doing their own strategic planning independently) could potentially result in a lack of alignment and low engagement levels.

Therefore, success factors have also been identified to address the potential risk factors and will be taken into consideration when implementing the Strategic Plan to ensure attainment of strategic priorities.



KEY SUCCESS FACTORS

-  Frequent community consultation
-  Share information with stakeholders early and often to maximize alignment; consult relevant partners before developing detailed implementation plans
-  Educate the community about the benefits of economic development and how it is aligned with the community's overall priorities

BDO PROJECT TEAM



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