



May 1, 2024

Request for Proposals: Development of a Strategic & Financial Plan for Tewatohnhi'saktha, Kahnawà:ke's Economic Development Commission (KEDC).

The scope of this RFP (Request for proposals) includes two deliverables. Firstly, the formulation of a strategic plan that will guide the operations of KEDC's various divisions and secondly, a five-year financial roadmap designed to address and mitigate an anticipated operational deficit as a complimentary yet separate document. The successful applicant will demonstrate the capability to deliver a preliminary draft by October 2024, with the final plan being ready for deployment by April 1, 2025.

We are seeking a consultant or consulting team with a proven history in strategic planning and financial planning, particularly with knowledge of the community of Kahnawà:ke and preferably with economic development organizations. The chosen party will be expected to work closely with KEDC to ensure that the plan is both realistic and aligned with our long-term vision and goals.

Please be aware that the deadline to submit your proposal is 4:00 p.m. on Friday, May 31, 2024. We encourage you to include detailed information on your approach, methodology, and previous relevant experience in your submission.

We appreciate your interest in collaborating with Tewatohnhi'saktha and look forward to your thoughtful and detailed proposals. Should you have queries or need further information, please contact us.

Thank you for considering this opportunity to contribute to the future success of KEDC.

Sincerely,

Marissa Leblanc
Director of Operations



REQUEST FOR PROPOSAL

ECONOMIC DEVELOPMENT 3-YEAR STRATEGIC PLAN

&

A 5-YEAR FINANCIAL PLAN

Posted: May 1, 2024
Proposal Due Date: May 31, 2024

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, also known as the Kahnawà:ke Economic Development Commission (KEDC), is inviting submissions from skilled individuals or organizations that are interested in crafting and leading the execution of an in-depth and comprehensive strategic plan and organizational strategy. This plan should address immediate (one to three-year) objectives, while also outlining potential initiatives for mid-range (three to five-year) and extended (beyond five-year) periods. The development of this plan should involve active engagement with local businesses, community collectives, and surrounding regional economic development stakeholders.

Additionally, our organization is anticipating a financial shortfall within the next five years. To navigate this challenge, we seek the expertise of professionals who can provide strategic recommendations while maintaining the viability of our current programs and services. Therefore, a second document is also required which would meticulously formulate a long-term 5-year financial strategy, which aligns with the overarching strategic plan and integrates enhancements into our current operational practices.

Kahnawà:ke is a Mohawk Nation Territory of approximately 6,000 people. It is located ten kilometers south of Montreal, Quebec on the south shore of the St. Lawrence River and Seaway. The community has experienced minimal population growth over the last ten years and there are approximately 250 small businesses located within Kahnawà:ke but there are no medium or large businesses located within the Territory, excepting tobacco manufacturers.

Tewatohnni'saktha was established in 1999 by legislation of the Mohawk Council of Kahnawà:ke (MCK). It was established to create jobs, wealth, and self-sufficiency for the Mohawks of Kahnawà:ke. Tewatohnni'saktha operates as an autonomous entity from the MCK and operates as a cooperative legal structure with seven voting members acting as the Board of Directors. Tewatohnni'saktha has a staff of approximately thirty employees and exists to stimulate and enhance Kahnawà:ke's growth by investing in people, businesses, and economic opportunities. The four divisions of Tewatohnni'saktha are:

- ***Tewatohnni'saktha Business Services Division (TBS)***: Provides services, loans, and grants for start-up and small businesses.
- ***Workforce Development Division (WFD)***: Provides workforce development services to community members.
- ***Organizational Services Division (OSD)***: Provides organizational services to all the Divisions (including human resources, accounting, IT, receptionist, facilities and office management, communications, and marketing).
- ***Kahnawake Tourism***: Assume leadership of the collective effort to promote and position Kahnawà:ke as a key destination for religious, cultural and leisure tourism.

The current mandate (in effect since 2019) has been developed collaboratively between the Mohawk Council of Kahnawà:ke and Tawatohnhi'saktha to reflect a collective understanding of roles and responsibilities. Tawatohnhi'saktha is responsible and accountable for the delivery of the following services within the Kanien'kehà:ka 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.

The 2021-22 to 2024/25 Tawatohni'saktha Strategic Plan created the founding principles and priorities to focus on 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.

2021-22 TO 2024/25 - 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 Tawatohni'saktha responsibility.

SHOWCASE KAHNAWÀ:KE

Showcase what Kahnawà:ke has to offer for individuals/tourists while ensuring community acceptance.

LEVERAGE TECHNOLOGY

Leverage technology (e-commerce, marketing, remote work).

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.

Tewatohnhi'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 and each of KEDC's divisions and a long-term 5-year financial plan, with the intent of mitigating potential deficits as well as proactively enabling the organization to implement the goals and objectives of the 2025-2028 strategic plan.

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

PART 1 – Strategic Plan

- A. To create a cohesive strategic framework for Tewatohnhi'saktha. The strategy must also take into consideration previous and existing strategic plans created by the organization, as well as other community plans in the sense that the next three-year strategic plan should be a completely new and fresh start, significantly considering the entire staff's input.
- B. Development and implementation of an internal strategic plan process that encourages participation by employees (including the OSD division) to promote support and ownership of the plan.
- C. Identify specific mandate-related opportunities for economic development which are most likely to show successes.
- D. Identify resources, business assistance, partnerships, and Tewatohnhi'saktha policy changes required to implement identified cost-saving opportunities.
- E. Develop measurement criteria to assess the future economic development function.
- F. Development of performance measures to adequately gauge employee progress towards achievement of the plan's objectives.

PART 2 - Financial Plan (separate but complimentary document)

- A. Include the cost of implementation of the Strategic Plan into the Financial plan and identify any possible additional funding or grant sources to support the implementation of the Strategic and Financial plans.
- B. To develop a long-term financial plan that will facilitate the operations conducted by Tewatohnhi'saktha in pursuit of its long-term goals and objectives, while mitigating potential deficits.
- C. The financial planning will be established based on the organizational vision and objectives. The plan will describe the financial resources that will be required within the time range for completion.

- D. To Establish a financial strategy that will guide the development of the plan. The strategy should include a set of principles, priorities, and boundaries.

2. PROJECT SCOPE & DELIVERABLES

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

1. Review of the organization's vision, mission, and core values with the staff and Board of Directors of Tewatohnhi'saktha.
2. Undertaking an environmental scan with the staff and Board of Directors of Tewatohnhi'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, including obtaining client and business input on their needs and types of programming they would like to be provided.
4. Based on the previous three steps, the organization's strategies, goals, and objectives are developed for the next three years.
5. Development of performance measures 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 mission to determine if any amendments are required. Consultants then facilitate with the divisional Directors to determine the goals and objectives that each Division will be required to undertake to ensure that the organizational objectives are attained in the required period with cross-references to each division to avoid duplication and encourage team work.
7. Development of performance measures for each Divisional goal and objective are developed to evaluate the Division's progress towards achieving its goals and objectives. These performance measures are annual measures and are reviewed on a quarterly basis.
8. Development of a financial plan to alleviate a 5-year organizational deficit.
9. Individual staff members then prepare their own individual work plans for each of the Divisional goals and objectives that the employee is responsible for. The individual work plans detail the required tasks, time, and resources needed to accomplish the Division's goals and objectives. The individual work plans are developed on an annual basis and are incorporated into the employee's annual performance reviews.
10. Consolidation of the individual work plans, Divisional goals, and objectives, Tewatohnhi'saktha goals and objectives, vision, mission, core values, environment scan, and SWOT analysis, divisional goals and objectives, and financial plan into a

single document.

PART II – Financial Plan

Tewatohnhi'saktha does not have a formal long-term financial process in place. However, there is an annual budgeting process adhered to by all staff and management.

The scope of the Financial Plan includes the review, assessment, and projections of all Tewatohnhi'saktha financial resources, expenditures, assets, and liabilities for the upcoming 5-year period.

It is expected that the consultant will provide recommendations for financial planning improvements and implementation.

The final deliverable will include a financial strategy with established principles and boundaries; a current-state analysis of the organization's financial position; forecast of future needs and wants; risk assessment and mitigation recommendations, analysis of revenues and recommendations for potential enhancements; a clear and detailed projection of revenues and expenses for the 5-year period that will facilitate the management and elimination of potential deficits, while enabling the organization to move forward with the implementation of its 2025-2028 strategic plan.

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

Responsibilities of Tewatohnhi'saktha:

Under the facilitation of the consultant/consultant team, the staff of Tewatohnhi'saktha will be responsible for undertaking the following:

1. 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.
2. Provide the 2022-2025 Strategic Plan, the 2024-2025 OSD Strategic Plan, the signed 2019 mandate, 2021-2022-2023 signed and audited financial statements, MCK/Tewa funding agreement, MCK transfer agreement, and other pertinent corporate documents to help build the current Strategic & Financial plan.

Responsibilities of the Consultant

The consultant will be responsible for undertaking the following:

PART I – Strategic Plan

1. Analyzing previous strategic documents that currently exist to maximize the success of the new strategic plan, as the new Economic Development Strategic Plan should build on and not duplicate this work.

2. The proponent is requested to describe the method for receiving public input and provide a schedule for its achievement. In coordination with the Tawatohnni'saktha Management, 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.
3. Facilitation of the following sessions:
 - a. Session with the staff and stakeholders to review Tawatohnni'saktha's vision, mission, and core values to determine whether they are still relevant or if amendments are required. This session will include all Tawatohnni'saktha staff, the Tawatohnni'saktha Board of Directors, and Chiefs of the Mohawk Council of Kahnawà:ke.
 - b. Conduct an environmental scan of Tawatohnni'saktha'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. It is envisioned that this will require three separate sessions.
 - i. The first session will be conducted with the staff of Tawatohnni'saktha, the Board of Directors of Tawatohnni'saktha, and other stakeholders that are internal to Kahnawà:ke. These stakeholders include, but are not limited to, the following: Mohawk Council of Kahnawà:ke (MCK); Kahnawà:ke Education Center (KEC); Kahnawà:ke Shakotia'takehnhas Community Services (KSCS); Kateri Memorial Hospital Center (KMHC); Kahnawà:ke Youth Center (KYC); Kahnawà:ke Fire Brigade (KFB); Kanien'kehá:ka Onkwawén:na Raotitíohkwa Language and Cultural Center; Step by Step Child and Family Center, any trade associations; and any other stakeholders as identified by KEDC.
 - ii. The second session will be conducted with the Senior Management of Tawatohnni'saktha, the Board of Directors of Tawatohnni'saktha, and other stakeholders that are external to Kahnawà:ke. These stakeholders include but are not limited to the Centre local de développement (CLD) de Roussillon; Champlain College, Montreal-area CEGEPS and universities, and other educational institutions.
 - iii. A third session will also be required to be conducted with the political and economic development representatives of Kahnawà:ke's neighboring communities.
 - c. Conduct an analysis of Tawatohnni'saktha's industry and organizational strategic resource base using a Strength, Weaknesses, Opportunities, and Threats (SWOT) analysis based on Tawatohnni'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. This session will be conducted with the staff and Board of Directors of Tewaohnhi'saktha.

- d. Development of an overall organizational strategy that incorporates relevant material from other government-sponsored or supported plans such as the Mohawk Council of Kahnawà:ke strategic and operational plans. 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. This session will be conducted with the staff and Board of Directors of Tewaohnhi'saktha.
- e. Develop quantitative and qualitative performance measures that will allow Tewaohnhi'saktha to evaluate progress towards achieving the goals and objectives. This session will be conducted with the staff and Board of Directors of Tewaohnhi'saktha.
- f. Conduct a review of the local economy and its current base by detailing existing economic assets and liabilities and identifying the infrastructure levels necessary to support the economic development goals.
- g. Conduct a final session for staff to review all recommendations from the stakeholders to determine which ideas are feasible and which are not and should be removed.
- h. Development of Divisional strategies that identify specific strategic projects, programs, or activities identified in the overall organizational strategy should work to fulfill these goals and objectives. The consultant/consultant team will facilitate divisional sessions.

PART II – Financial Plan

- i. Development of a financial plan to alleviate a 5-year projected financial operational deficit. Assess the current financial condition of Tewaohnhi'saktha by reviewing its financial statements, budgets, funding arrangements, and any other relevant documents.
- j. Establish a financial strategy that includes principles and boundaries.
- k. Analyze projected revenues and expenditures over the next five years, including an assessment of the risks and uncertainties associated with our funding from the Mohawk Council of Kahnawake.

- l. Develop strategies to address potential projected deficits, which could include cost reduction initiatives, revenue enhancement opportunities, investments, high interest savings accounts, alternative funding sources, etc.
 - m. Provide recommendations on improving fiscal management practices and operational efficiency.
 - n. Prepare a financial plan that includes detailed projections, analysis, and actionable steps for the organization to achieve financial sustainability.
 - o. Present the financial plan to Tewaohnhi'saktha's Board of Directors and other stakeholders as required.
4. Drafting, assembly, and presentation of the final Tewaohnhi'saktha Strategic Plan for fiscal years 2025-26 to 2027/28 & a 5- year Financial Plan.

3. 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.

4. 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 Tewaohnnhi'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 brief 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 to for developing a strategic plan and a financial 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 and financial plan including start date, milestones, and target completion date.

F. *Project Cost:*

Provide a detailed project cost table for all 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.

5. PROPOSAL SUBMISSION AND CONTENT

Tewatohnhi'saktha will receive proposals for the project until **4:00 PM** (local time), Friday 31 May 2024. Faxed or e-mailed proposals will be rejected.

All proposals shall be delivered to:

Tewatohnhi'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.

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

6. 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		10	
Experience in performance of comparable engagements (including with Kahnawake).		20	
Scope, approaches, methodology, timeline.		50	
Reasonableness of cost.		20	
Total Weighted Points		100	

7. QUESTIONS

For further information regarding this RFP please contact:

Ms. Marissa Leblanc, Director of Operations

Marissa.leblanc@kedc.biz

Phone: (450) 638-4280

Fax: (450) 638-3276

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

For copies of the 2022-2025 Strategic Plan, the 2024-2025 OSD Strategic Plan, Kahnawake Tourism Strategic Plan 2022 to 2025, the signed 2019 mandate, 2021-2022-2023 signed and audited financial statements, MCK/Tewa funding agreement, MCK transfer agreement, and other pertinent corporate documents to help build the 2025-2028 Strategic & 5-year financial plan, please contact:

Ms. Andrea Moore

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