October 20, 2026

Request for Proposals: Development of the 2028–2031 Strategic Plan for Tewatohnhi'saktha, Kahnawà:ke's Economic Development Commission (KEDC).

This RFP seeks a consultant to develop the 2028–2031 Strategic Plan for KEDC and its teams. Strategic planning meetings will begin in 2027, with a preliminary draft due October 29, 2027, and the final plan due February 29, 2028, for implementation on April 1, 2028.

We seek a consultant or team with proven strategic planning experience, knowledge of Kahnawà:ke, and preferably experience with economic development organizations. The consultant will work closely with KEDC to align the plan with our vision and goals.

Please submit your proposal, including a detailed fee quotation, by 4:00 p.m. (Eastern Time) on Friday, December 11, 2026. Include your approach, methodology, and relevant experience.

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

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



REQUEST FOR PROPOSAL

ECONOMIC DEVELOPMENT STRATEGIC PLAN 2028–2031

Posted: October 20, 2026
Proposal Due Date: December 11, 2026

KAHNAWAKE ECONOMIC DEVELOPMENT COMMISSION

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1. INTRODUCTION

Tewatohnhi'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, clients, and organizations.

Tewatohnhi'saktha will submit funding requests to the Mohawk Council of Kahnawà:ke (MCK) annually. Strategic priorities and implementation activities must support this annual funding-request process. Negotiating or preparing a multi-year funding agreement is outside the scope of this RFP.

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 350 small businesses located within Kahnawà:ke but there are no medium or large businesses located within the Territory, excepting tobacco manufacturers and gaming.

Tewatohnhi'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. Tewatohnhi'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. Tewatohnhi'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 teams of Tewatohnhi'saktha are:

- ***Tewatohnhi'saktha Business Services Team (TBS):*** Provides services, loans, and grants for start-up, retention, and expansion of businesses.
- ***Workforce Development Team (WFD):*** Provides workforce development services to community members.
- ***Organizational Services Team (OSD):*** Provides organizational services to all the Teams (including human resources, accounting, IT, receptionist, facilities and office management, communications, and marketing).
- ***Kahnawake Marketing & Tourism:*** Provides marketing services to promote the community, its properties, programs, and initiatives; support business attraction, retention, and expansion; increase tourism; and enhance the community's image locally, nationally, and internationally.

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

Previous Tewatohnhi'saktha strategic plans established principles and priorities to serve community members and businesses and enhance economic development. The consultant will review the current 2025–2028 Strategic Plan and relevant earlier plans, developed with input from staff, Portfolio Chiefs, the business community, management, the Executive Director, and the Board of Directors.

PREVIOUS STRATEGIC GOALS FOR CONTEXT

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 Tewatohnhi'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 a qualified consultant or team to facilitate and prepare a three-year strategic plan for the organization and each of KEDC's teams. The plan will cover April 1, 2028, to March 31, 2031, with planning meetings beginning in 2027.

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

Strategic Plan Objectives

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 team) to promote support and ownership of the plan.

C. Develop goals, objectives, and strategies within Tewatohnhi'saktha's mandate to support entrepreneurship, business retention and expansion, employment and training opportunities for community members.

D. Identify specific mandate-related opportunities for economic development which are most likely to show successes.

E. Identify resources, business assistance, partnerships, and relevant organizational policy changes required to implement identified opportunities.

F. Develop measurement criteria to assess the future economic development function.

G. Development of performance measures to adequately gauge employee progress towards achievement of the plan's objectives.

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. Consultants should consider facilitating focus groups or other consultation sessions with the EDC, local businesses, and/or clients to inform the Strategic Plan. Sessions may be held virtually, including through Microsoft Teams, or in person to gather feedback on community needs, priorities, and opportunities.

4. Based on the previous three steps, develop the organization's strategies, goals, and objectives for April 1, 2028, to March 31, 2031.

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 Team reviews its mission to determine whether amendments are required. Consultants then work with the Directors to establish each Team's goals, objectives, and activities to achieve the organization's objectives within the required timeframe. This process includes coordinating efforts across Teams to avoid duplication and encourage collaboration.

7. Development of performance measures for each Team's goals and objectives are developed to evaluate the Teams' progress towards achieving its goals and objectives. These performance measures are annual measures and are reviewed on a quarterly basis.

8. Consolidation of Teams' goals and objectives, organizational goals and objectives, vision, mission, core values, environmental scan, and SWOT analysis into a single 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 Teams' Director will incorporate his/her staff's individual work plans into the Team's strategic goals and objectives.
2. Provide the current 2025–2028 Strategic Plan, current Teams' plans, the approved mandate, relevant policies, and other pertinent corporate documents to support development of the 2028–2031 Strategic Plan and alignment with annual MCK funding requests.

Responsibilities of the Consultant

The consultant will be responsible for undertaking the following:

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 be built 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 Tewatohnhi'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 Tewatohnhi'saktha's vision, mission, and core values to determine whether they are still relevant or if amendments are required. This session will include all Tewatohnhi'saktha staff, the Tewatohnhi'saktha Board of Directors, and Chiefs of the Mohawk Council of Kahnawà:ke.

    b. Conduct an environmental scan of Tewatohnhi'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 Tewatohnhi'saktha, the Board of Directors of Tewatohnhi'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 Shakotiia'takehnhas Community Services (KSCS); Kateri Memorial Hospital Center (KMHC); Kahnawà:ke Youth Center (KYC); Kahnawà:ke Fire Brigade (KFB); Kanien'kehá:ka Onkwawén:na Raotitióhkwa Language and Cultural Center; Step by Step Child and Family Center, the Kahnawake Peacekeepers', any trade associations; and any other stakeholders as identified by KEDC.

        ii. The second session will be conducted with the Senior Management of Tewatohnhi'saktha, the Board of Directors of Tewatohnhi'saktha.

        iii. Tewatohnhi'saktha's industry and organizational strategic resource base using a Strength, Weaknesses, Opportunities, and Threats (SWOT)

analysis based on Tewatohnhi'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 Tewatohnhi'saktha.

c. 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 Tewatohnhi'saktha.

d. Develop quantitative and qualitative performance measures that will allow Tewatohnhi'saktha to evaluate progress towards achieving the goals and objectives. This session will be conducted with the staff and Board of Directors of Tewatohnhi'saktha.

e. 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.

f. 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.

g. Development of Teams' 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 teams' sessions.

4. Drafting, assembly, and presentation of the final Tewatohnhi'saktha Strategic Plan for fiscal years 2028–2029 to 2030–2031. Submit a preliminary draft by October 29, 2027, and the final plan by February 29, 2028, for Board consideration and implementation beginning April 1, 2028.

3. CONTRACT REQUIREMENTS

Minimum requirements for submitting 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 Tewatohnhi'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 consultants 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 brief description of the project understanding, detailed work approach, and methodology for developing the 2028–2031 Strategic Plan.

E. ***Project Schedule:***

Provide a detailed work plan and schedule identifying tasks, assigned personnel, and estimated hours. Meetings must begin in 2027. Include a preliminary draft by October 29, 2027, and a final plan by February 29, 2028, allowing for Board consideration before implementation on April 1, 2028.

F. ***Project Cost:***

Provide a detailed fee quotation in Canadian dollars for all tasks in the Project Scope, including professional fees, expenses, applicable taxes, and any optional services. The quotation must accompany the proposal submitted by December 11, 2026.

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, including a detailed fee quotation, until 4:00 p.m. (Eastern Time), Friday, December 11, 2026. 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:

Mrs. Marissa Ostach-Leblanc, Director of Operations

Marissa.leblanc@tewa.ca

Phone: (450) 638-4280
Fax: (450) 638-3276

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

For copies of the current 2025–2028 Strategic Plan, current Teams' plans, the approved mandate, and other pertinent corporate documents to support development of the 2028–2031 Strategic Plan, please contact:

Mrs. Marissa Ostach-Leblanc
Director of Operations
Marissa.leblanc@tewa.ca

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