



# 2025-2028 Strategic Plan

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October 2024

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## Acknowledgements

The 3-year Strategic Plan and accompanying 5-year Financial Plan are the result of contributions by many individuals. The individuals below were significantly involved in the process of developing the strategic plan. Their input, guidance, and support have been crucial in the development of the Strategic Plan and the accompanying Financial Plan for Tewatohnhi'saktha.

### **Project Sponsors:**

Tammy Delaronde - Executive Director

Marissa Leblanc – Director, Operations

### **Senior Management Team Members:**

Angie Marquis – Director, Workforce Development

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Allison Jacobs – Director, Marketing and Communications

Marie Lahache – Director, Human Resources

Thank you to all the staff for sharing your ideas and opinions with interest and enthusiasm!



## Executive Summary

Tewatohnhi'saktha is pleased to present the 2025-2028 Strategic Plan for the next three years to our employees, partners, and community.

Tewatohnhi'saktha's current mandate is to support economic development initiatives to improve the quality of life for Kahnawa'kehró:non.

The organization is responsible for the delivery of services within the following focal areas:

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

The strategic planning process was conducted in an inclusive manner, with the input of all employees, from the idea generation phase to the final approval phase.

In addition, multiple workshops were conducted to ensure that input was gathered from many stakeholders, including the staff, the management team, the Board of Directors, clients, Executive Directors Committee organizations, and representatives from the Mohawk Council of Kahnawà:ke (MCK).

The process resulted in four strategic themes that are critical to support Tewatohnhi'saktha's mandate for the next three years:

- **Increased internal collaboration across teams**
- **Promote Language & Culture**
- **Plan for tomorrow's economy**
- **Redefine success**

Ideas were collected both from in-person interviews and via questionnaires for those who could not attend in person. Group discussions showed the engagement and willingness of employees and stakeholders to think creatively about how to positively impact the economic opportunities in Kahnawà:ke for years to come.

The 26 strategic objectives and associated strategic initiatives outlined in this document are based on extensive discussions with each team in the organization to define how they will contribute to achieving Tewatohnhi'saktha's mandate.

## Tewatohnhi'saktha: An Evolving Purpose

Tewatohnhi'saktha has a history of 25 years serving Kahnawa'kehró:non. The organization is a semi-autonomous entity, established in 1999 by legislation of the Mohawk Council of Kahnawà:ke (MCK).

The organization operates as a band-empowered entity with oversight by a Board of Directors that consists of seven voting members (four elected members and three members appointed by the MCK).

As part of the strategic planning process, there was a review of the organization's purpose and promise to stakeholders by reviewing and updating the Mission and Vision statements.

In establishing the Mission and Vision of the organization, the 2009 Community Shared Vision served as a guide. The Kahnawà:ke community has collectively prioritized the principles of self-sufficiency, opportunity, and encouragement, and these ideas emerged in the development of Tewatohnhi'saktha's Vision and Mission statements, in addition to the expression of the updated Core Values.

The updated Vision and Mission statements are as follows:

### Vision Statement:

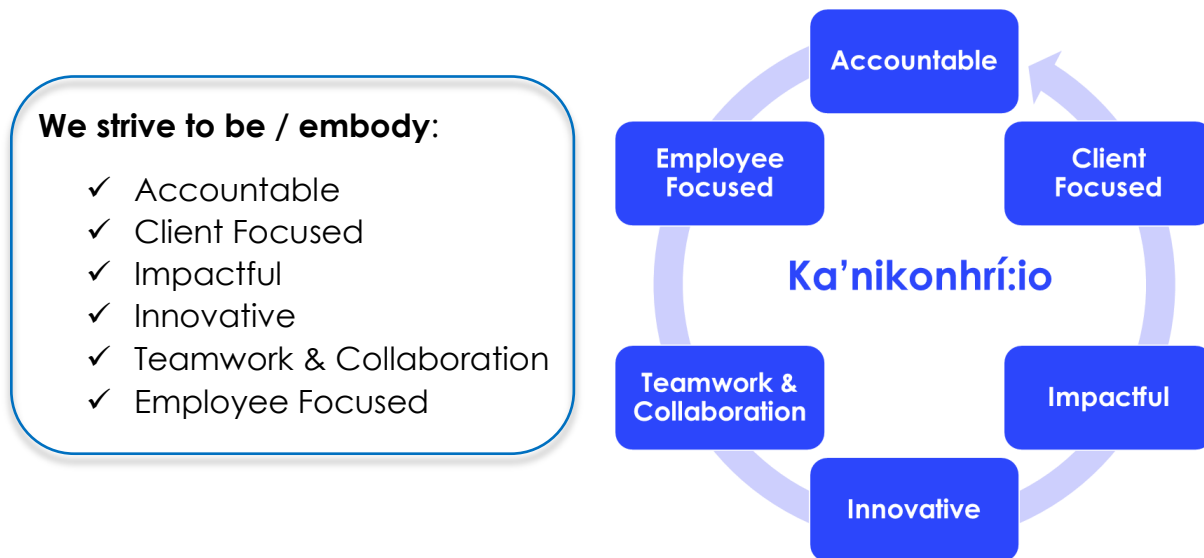
***Our vision is a self-sustaining and prosperous community that fosters opportunities for continuous growth and well-being for the next seven generations.***

### Mission Statement:

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

## Our Core Values

Tewatohnhi'saktha's Core Values are the foundation for how we conduct ourselves. The organization's values are based on a foundation of demonstrating the principle of Ka'nikonhrí:io, a "Good Mind".



## How do we define our Core Values?

**Accountable:** We are responsible for setting and achieving economic development goals.

**Client Focused:** We are focused on meeting our clients' evolving needs in a professional and respectful manner.

**Impactful:** We strive to achieve meaningful, measurable outcomes that benefit the community.

**Innovative:** We collect community feedback with a forward-thinking mindset to design and deliver initiatives for the benefit of all our stakeholders.

**Teamwork & Collaboration:** We collaborate effectively, by supporting each other and working towards shared goals together.

**Employee Focused:** We are mindful of the well-being of our colleagues by all contributing to a positive work environment.

## Mandate

Tewatohnni'saktha's Mandate (since 2019) was developed between the Mohawk Council of Kahnawà:ke and Tewatohnni'saktha to define a shared understanding of the organization's scope of responsibilities.

Tewatohnni'saktha is responsible for the delivery of the following areas within Kahnawà:ke:



**Workforce Development** – to enable individuals to acquire knowledge, skills & 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 & 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 & other financial contributions, training, mentoring & 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.



## Strategic Themes

The workshops and discussions during the strategic planning process resulted in four themes that were translated into Strategic Objectives and Initiatives. The themes are as follows:

### **1. Increased internal collaboration across departments**

- Tewatohnhi'saktha will develop impactful, cohesive events that involve all departments of the organization towards helping individuals and businesses grow economically.

### **2. Promote Language & Culture**

- Tewatohnhi'saktha will have a renewed emphasis to promote the use of Kanien'kéha internally and with clients. We will also promote our festivals and ceremonies in order to connect with our heritage.

### **3. Plan for tomorrow's economy**

- Tewatohnhi'saktha will proactively develop and update our programs, services, and offerings to respond to the changing demographic forces and workforce dynamics.

### **4. Redefine success**

- Tewatohnhi'saktha's definition of success will be broadened to include a longer-term follow-up of clients as well as a concerted effort to ensure employee well-being.

In order to articulate the Strategic Themes into more concrete actions over a three-year period, we need to use a common framework and definitions.

## What is a Strategic Objective?

Strategic objectives are overarching goals that an organization sets to achieve its strategy. They are broad and ambitious and are designed to move the organization forward in meaningful ways.

## What is a Strategic Initiative?

Strategic Initiatives are specific projects in a targeted area that are designed to achieve one or more strategic objectives within an organization. They help bridge the gap between high level strategic objectives and the day-to-day activities that support them.



## Team-level Plans

The following pages outline the team-level strategic objectives and initiatives that are aligned with the Strategic Themes of Tewatohnhhi'saktha for 2025-2028.

### Workforce Development Team

Strategic Objective	Strategic Initiative	Priority	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28
<b>Long-term planning and promotions of future careers and gaps</b>	Opportunity Fair / Career Fair: to engage and inform community members and businesses of career development and business-related economic development opportunities.	Medium	●	●	●
	Prepare for the upcoming wave of retirement in the community - Silver Tsunami.	Medium	●		
	Develop impactful training based on evolving needs.	High	●	●	●
	Collaboration with KLO on training needs (regarding certification initiatives) to meet the ongoing demand of skilled employees in the construction sector.	Medium	●	●	●
<b>Redefine success metrics; improved collaboration with TBS</b>	Redefine success metrics to measure outcomes <u>and</u> progress	High	●		
	Wage subsidy program: better collaboration with TBS for business clients - shared administration and client follow-up.	High	●	●	

**Workforce Development Team (continued)**

Strategic Objective	Strategic Initiative	Priority	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28
<b>Language/culture integration: internal policies and external visibility</b>	Collaborate with Ratiwennahní:rats program to integrate students into the workforce to incorporate more language to programs, products & services.	Medium	●	●	●
	Tóta Ma's Café: sustainment of café (second location).	High	●	●	
	Tóta Ma's Café: incorporating culture and language into products and services.	Medium	●	●	

**Business Services Team**

Strategic Objective	Strategic Initiative	Priority	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28
<b>Policy and Program Review</b>	Marketing program fund and ProServices program fund: review eligibility and funding criteria.	High	•	•	
	Review eligibility: KKR status vs. boarder eligibility	Medium	•	•	•
	Entrepreneurship Course content review: - Review intake process, course duration, difficulty level, frequency, Terms of Reference for business plan, content (e.g. AI tools, business succession)	High	•	•	
	Heads Up Program review: training for facilitators; review program format; educating employers	High	•		
	TBLF review: impact analysis- if TBCF clients can become eligible and/or increase the loan limit.	High	•		
	Increase awareness of programs: ex. BAF.	Medium	•		
<b>Ongoing business support</b>	Assist clients who are requesting ongoing support. Follow-up officer role.	Medium	•		
	Business Services Officer for additional clients – new role.	High	•		
	Project Development Officer for additional projects – new role.	High	•		

<b>Relationship Building</b>	Business education / training – use different mediums (ex. Podcasts, videos, webinars, etc.)	High	•		
	Business coalition / Chamber of Commerce: proactive involvement.	Medium		•	
	Strengthen partnership with MCK for business needs / opportunities.	Medium	•	•	•
	Participate in Tewatohnhi'saktha's "Opportunity Fair": to engage and inform businesses about economic development opportunities.	High	•	•	•
<b>Building cross-team collaboration</b>	Working with WD to handle administration of requests by businesses.	Medium	•	•	

## Marketing and Communications Team

Strategic Objective	Strategic Initiative	Priority	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28
<b>Structured annual communication plan to highlight all programs and services</b>	Develop marketing and communications plan for each department.	High	•	•	
	Develop a platform to consolidate all events across the organization.	High	•		
	Develop an external calendar of events.	High	•	•	•
	To enhance marketing of all events and activities for Tewaohnhi'saktha and Tourism.	Med.	•		
<b>External Marketing to promote Shop Kahnawà:ke</b>	Identify optimal media outlets.	Med./ High	•	•	•
<b>Community Engagement</b>	Participate in Tewaohnhi'saktha's "Opportunity Fair": to engage and inform community members and businesses about economic development opportunities. Focus: Event logistics and promotion.	High	•	•	•
<b>Clarifying Roles and Responsibilities</b>	Cross-training amongst M&T members for different platforms for backup and skill development purposes.	High	•		

**Tourism Team \***

Strategic Objective	Strategic Initiative	Priority	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28
<b>Strengthen ties with other departments in Tewatohnnhi'saktha</b>	TBS: promote business financing and training WD: training opportunities EDO: support for long-term funding and advocacy	High	●	●	
<b>Partnerships/ collaborations to promote Kahnawà:ke</b>	Align tourism partners; Encourage the tourism industry to become aligned with growth and development initiatives.	High	●	●	●
<b>Recognize tourism as a major economic sector for the community</b>	Ensure Tourism has a voice at the Economic Development and Heritage portfolio levels.	Medium	●	●	●
	Community benchmarking study.	Medium	●	●	
<b>Enhanced and targeted marketing. Develop a Tourism Marketing Plan</b>	Prioritize Tourism assets in Kahnawà:ke to target clientele.	Medium / High	●	●	
	Increase marketing content and distribution. Create and implement a Tourism Marketing Plan.	Medium/ High	●	●	●

\* Some points on the Tourism Team plan are carried over from the previous Tourism Strategic Plan.

**Tourism Team (continued) \***

Strategic Objective	Strategic Initiative	Priority	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28
<b>Strengthen and expand products and experiences. Ensure products are using best practices, and encourage new product development within community</b>	Establish a three-to-five-year product development target list to facilitate a longer-term planning window. (e.g. golf courses, hotels, dance troupes, etc.)	Medium	•	•	•
	Encourage development of new tourism products and experiences.	Medium		•	•
	Define Tourism's scope role within new KCAC & establish new experiences and products.	High	•		
	Assisting Tourism businesses to access alternative sources of funding (with TBS).	Low	•	•	
	Improve overall visitor experience within the community.	Medium /High	•	•	•
<b>Building capacity / staffing</b>	Ensuring sufficient staffing and talent development for tourism-related positions in the industry.	High	•	•	•
	Develop special tourism-related projects for product and experience growth and development.	High	•		

\* Some points on the Tourism Team plan are carried over from the previous Tourism Strategic Plan.



## Human Resources Team

Strategic Objective	Strategic Initiative	Priority	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28
<b>Improve and Streamline HR Processes</b>	Refined onboarding and orientation process.	High	•	•	
	Create a 90-day "new employee" integration process.	High	•	•	
	Clearly defined processes for "non-standardized" recruitment and hiring.	Medium		•	•
	Comprehensive Cessation of Employment process (permanent or temporary situations – e.g. leaves).	High	•	•	
<b>Improve employee attraction, retention, progression</b>	Redesign job descriptions and update the job evaluation process.	High/medium	•	•	
	Workload analysis	High/medium	•	•	
	Develop an Employee Compensation Policy and process.	High/medium	•	•	
<b>Increase digitization in HR Department</b>	Accessible HR forms and documents.	High	•	•	
	Improve HR filing methods.	High	•	•	
	Update personnel files.	High			•
<b>Improve Employee Engagement</b>	Enhance the employee programs.	Medium	•		
	Provide relevant Training based on changing employee needs.	Medium	•	•	•
	Increase Language and Culture in the workplace.	High	•		
	Hold 2 cultural activities per year.	High	•	•	•

## Organizational Services Team

Strategic Objective	Strategic Initiative	Priority	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28
<b>Integrate Technology better to improve operational efficiency and effectiveness</b>	Upgrade the phone system.	High	•		
	Streamline accounting procedures and leverage automation.	High	•	•	•
	Digital forms are used across the organization and standardized. Scope: Employee use forms	High	•	•	•
	Digital transformation project: Records, filing, storage	High	•	•	•
	Shared calendar issue (Outlook) and finding alternative solution.	High		•	
<b>Regular Infrastructure maintenance and upgrade and optimization (post pandemic)</b>	Preventative maintenance schedule: Maintenance of all buildings under purview of OSD.	High	•	•	•
	Solutions to optimize office space.	High	•	•	•
	Ensure sufficient equipment is available.	High	•	•	•
	Internet Network upgrade.	High	•	•	•
	Develop computer / equipment purchasing schedule.	High	•	•	•

**Organizational Services Team (continued)**

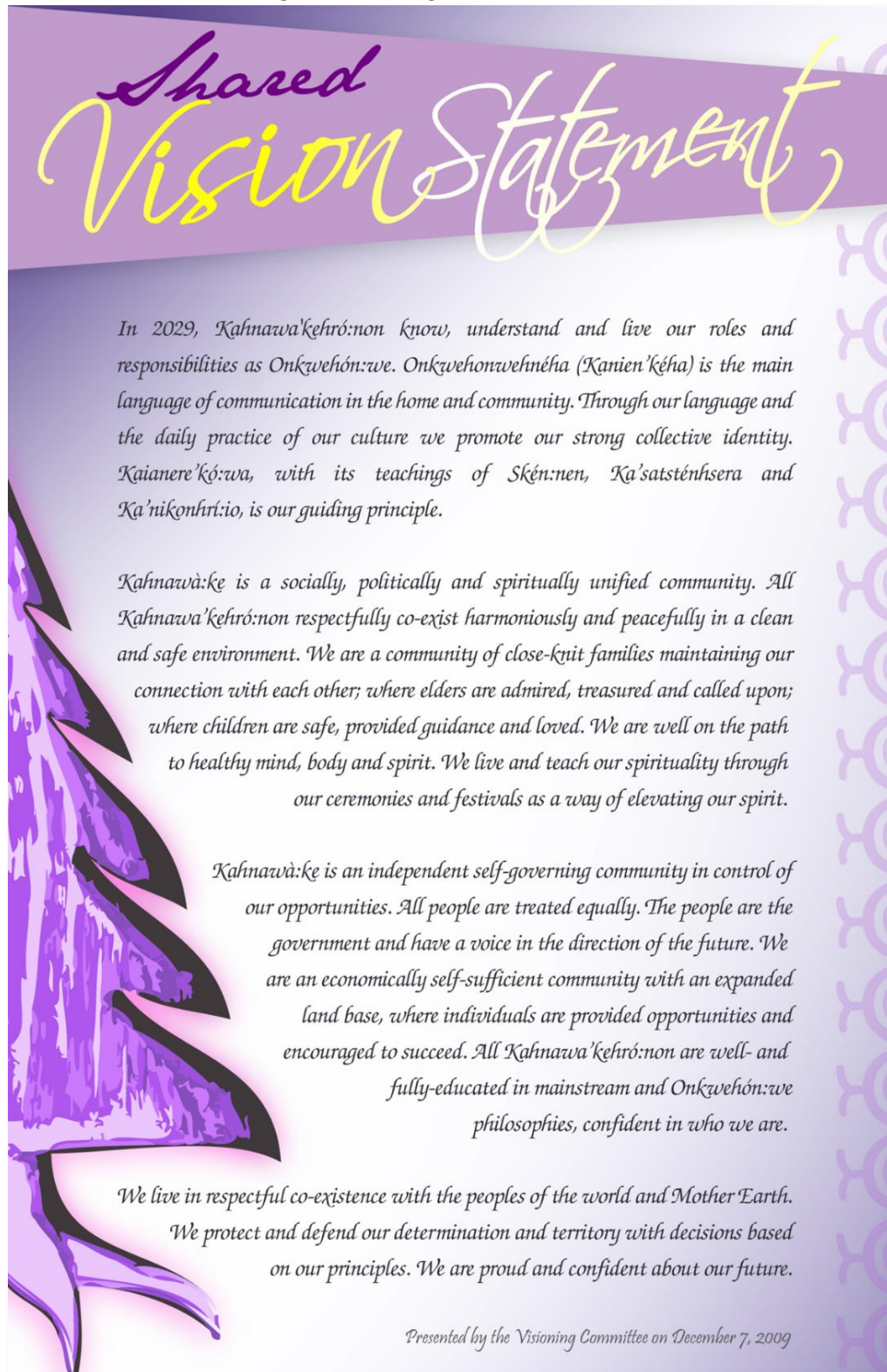
Strategic Objective	Strategic Initiative	Priority	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28
<b>Improve collaboration across Organizational Services functions and work together on the effectiveness of the organization</b>	Evaluate Overhead Costs.	High	•	•	•
	Reduce budget discrepancies (monthly variances) through better training and communication.	High	•	•	•
	Streamline processes and document processes/procedures.	High	•	•	•
	Client Satisfaction Survey.	High	•	•	•
	Law 25 compliance - Protection of Personal Information.	High	•	•	•
	Advisory to the ED.	High	•	•	•
	Consistent, client facing contact – Reception.	High	•	•	•

## Economic Policy Advisory

Strategic Objective	Strategic Initiative	Priority	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28
<b>Develop an Employee Benefit plan</b> (for non-insured community members)	Leading the development and design of a benefit plan for community members. Focus: retirement/pension plan	High	•	•	•
<b>Updating the Economic development framework with the MCK working group</b>  (e.g. zoning, urbanization, infrastructure, etc.)	Define impact on businesses and their ability to scale up.	Medium	•		
	Common understanding of how to move forward with lands designated for economic development.	Medium		•	
	Determine the feasibility of a business registry.	High	•	•	
	Data collection effort plan developed: agreement on an action plan including funding.	Medium			•

## Community Shared Vision – 2009-2029

The Kahnawà:ke Shared Vision statement served as a guidepost for Tewatohnhi'saktha's Strategic Planning process.



## The Consulting Team

This project has truly been an immersive collaboration between the consulting team and the dynamic, dedicated employees at Tewatohnhi'saktha.

It has been our pleasure to collaborate with the team on this project, and we value the trust you placed in us throughout the journey.

Niá:wen



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