



October 13, 2011

**Request for Proposal: Development of a Strategic Plan for Tewatohnhi'saktha**

Tewatohnhi'saktha, the Kahnawà:ke Economic Development Commission (KEDC), wishes to engage the services of a consultant or team to undertake the preparation of a strategic plan for KEDC's divisions and for the organization as a whole. The plan is expected to be ready for implementation by April 1, 2012.

The deadline for submission is 4:00 p.m. on Friday 4, November 2011

Thank you for your consideration.

Regards,

A handwritten signature in blue ink that reads 'John Bud Morris'.

John Bud Morris  
Chief Executive Officer  
Tewatohnhi'saktha

**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](mailto:kedc@kedc.biz)



**REQUEST FOR PROPOSAL**

**ECONOMIC DEVELOPMENT STRATEGIC PLAN**

**Posted: October 13, 2011**  
**Proposal Due Date: November 4, 2011**

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**KAHNAWAKE ECONOMIC DEVELOPMENT COMMISSION**

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## 1. INTRODUCTION

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Tewatohnhi'saktha, the Kahnawà:ke Economic Development Commission (KEDC), is requesting proposals from qualified individuals and/or entities interested in developing and facilitating a detailed comprehensive economic development/organizational strategic plan for the short-term (one to three years) with identification of potential opportunities in the medium term (three to five years) and the long-term (over five years) in consultation with Kahnawà:ke's business, community groups, and regional economic development groups.

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. Tewatohnhi'saktha is currently in the process of developing or investigating several projects including a wind-farm, intermodal transportation/distribution center, and waste management facility.

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 30 employees and exists to stimulate and enhance Kahnawà:ke's growth by investing in people, businesses, and economic opportunities. The four divisions of Tewatohnhi'saktha are:

- **Revenue Generation Division:** Oversees the development of community-owned businesses and manages community-owned business assets.
- **Small Business Services Division:** Provides services, loans, and grants for start-up and small businesses.
- **Employment and Training Division:** Provides workforce development services to community members.
- **Organizational Services Division:** Provides organizational services (human resources, accounting, IT, and receptionist) to all the Divisions.

Tewatohnhi'saktha's current strategic plan was developed for the fiscal years 2008/09 to 2011/12 and ends on March 31, 2012. Key areas of the three-year plan include Job Creation & Employment, Client Services, Employee and Stakeholder Satisfaction, and Revenue Generation.

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

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## 2. STRATEGIC PLAN OBJECTIVES

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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.

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

- 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. The three-year strategic plan should incorporate the relevant goals and objectives identified in the 2009-2012 Tewatohnhi'saktha Strategic Plan that have not yet been achieved and that will extend into the new strategic plan horizon;
- B. Development and implementation of an internal strategic plan process that encourages participation by employees as to promote support and ownership of the plan;
- C. Develop and articulate goals, objectives, and competitive strategies aimed at enhancing the viability of existing community-owned businesses, expanding existing operations, and attracting new businesses that will generate jobs, revenues, and opportunities for small business start-ups and expansion.
- D. Identify specific opportunities for economic development which are most likely to show successes.
- E. Identify resources, business assistance, partnerships, and policy changes required to implement identified opportunities.
- F. Identifying resources and business assistance to facilitate implementation and identifying initiatives which are already underway within the community that could be partnered with to share funding/expertise/workload, as well as expertise within the community which could be drawn upon.
- G. Advising on options and providing recommendations for an economic model for the provision of economic development services with formalized roles and responsibilities including the costs to implement the recommendations.
- H. Identifying additional funding or grant sources to support the implementation of the plan.
- I. Develop measurement criteria to assess the future economic development function.

- J. Development of performance measures to adequately gauge employee progress towards achievement of the plan's objectives;
- K. Incorporate the development of the strategic communications plan with the development of the organizational strategic plan.

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### **3. PROJECT SCOPE & DELIVERABLES**

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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.
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. It then determines the Divisional goals and objectives that will be required to be undertaken by the respective Division to ensure that the organizational objectives are attained in the required timeframe.
7. Development of performance measures for each Divisional goal and objective are developed in order to evaluate the Division's progress towards achieving its goals and objectives. These performance measures are annual measures and are reviewed on a quarterly basis.
8. 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.

9. Consolidation of the individual work plans, Divisional goals and objectives, Tewatohnhi'saktha goals and objectives, vision, mission, core values, environment scan, and SWOT analysis into a single document.

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

#### **Responsibilities of Tewatohnhi'saktha:**

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

1. 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;
2. 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. Divisional sessions will be facilitated by the Divisional Directors. Should a Director wish to outsource this responsibility, the respective Divisional Director will issue a separate request for proposal that is not considered under this request for proposal.
3. Individual staff work plans will be developed by each employee and the Divisional Director will incorporate his/her staff's individual work plans into the Division's strategic goals and objectives.

#### **Responsibilities of the Consultant**

The consultant will be responsible for undertaking the following:

1. Analyzing previous strategic documents that currently exist to maximize the success of the new strategic plan, as the new 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 Tewatohnhi'saktha Management and Communications Officer, conduct appropriate public consultation processes and community analysis ensuring that a broad and diverse range of opinions and ideas are captured and explored to assist in obtaining broad community support for eventual recommendations and actions.
3. Facilitation of the following sessions:

- a. Session with the staff and stakeholders to review Tewaohnni'saktha's vision, mission, and core values in order to determine whether they are still relevant or if amendments are required. This session will include all Tewaohnni'saktha staff, the Tewaohnni'saktha Board of Directors, and Chiefs of the Mohawk Council of Kahnawà:ke.
- b. Conduct an environmental scan of Tewaohnni'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 Tewaohnni'saktha, the Board of Directors of Tewaohnni'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 Shakotiiia'takehnhas Community Services (KSCS); Kateri Memorial Hospital Center (KMHC); Kahnawà:ke Youth Center (KYC); Kahnawà:ke Fire Brigade (KFB); any trade associations; and any other stakeholders as identified by KEDC;
  - ii. The second session will be conducted with the Senior Management of Tewaohnni'saktha, the Board of Directors of Tewaohnni'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 Rousillon; 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 Tewaohnni'saktha's industry and organizational strategic resource base using a Strength, Weaknesses, Opportunities, and Threats (SWOT) analysis based on Tewaohnni'saktha's products and services, its clientele and customers, geography in terms of business development, industry evolution, and competitive benchmarking against Kahnawà:ke's main competitors for job growth and business development based on information from previous strategic plans and the environmental scan. In addition, the market gaps and opportunities for specific sector development should be examined, identified, and analyzed as well as identification of past, present, and projected future economic development

investments in the region. This session will be conducted with the staff and Board of Directors of Tewaohni'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 Tewaohni'saktha;
  - e. Develop quantitative and qualitative performance measures that will allow Tewaohni'saktha to evaluate progress towards achieving the goals and objectives. This session will be conducted with the staff and Board of Directors of Tewaohni'saktha.
4. Drafting and preparation of the final Tewaohni'saktha Strategic Plan: Fiscal Years 2012/13 to 2014/15.

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#### **4. CONTRACT REQUIREMENTS**

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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.

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#### **5. RFP PROPOSAL REQUIREMENTS**

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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 consultant or team members and the scope of the services that can be provided by the consultant or team.

**C. Key Personnel:**

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

**D. Project Work Plan:**

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

**E. Project Schedule:**

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

**F. Project Cost:**

Provide a detailed project cost table for all of the tasks indentified 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.

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## 6. PROPOSAL SUBMISSION AND CONTENT

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Tewatohnhi'saktha will receive proposals for the project until **4:00 PM** (local time), Friday 4, November 2011. Faxed or e-mailed proposals will be rejected.

All proposals shall be delivered to:

**Tewatohnhi'saktha  
2 River Road  
Kahnawà:ke Business Complex – 3<sup>rd</sup> 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 and all bids.

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## 7. SCORING

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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).

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

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## 8. QUESTIONS

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For further information regarding this RFP please contact:

Mr. Bud Morris, CEO or Mr. Kyle Delisle, Director of Revenue Generation

[bud.morris@kcdc.biz](mailto:bud.morris@kcdc.biz)  
[kyle.delisle@kcdc.biz](mailto:kyle.delisle@kcdc.biz)

Phone: (450) 638-4280  
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For additional information about Tewaohnhni'saktha, please consult our website at [www.kcdc.biz](http://www.kcdc.biz).

For copies of the Tewaohnhni'saktha Strategic Plan 2009/10 – 2011/12, please contact:

Ms. Darlene Roberts  
Executive Assistant to the CEO and Director of Revenue Generation

[darlene.roberts@kcdc.biz](mailto:darlene.roberts@kcdc.biz)

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