



**Kosapsum
Development
Corporation**

Kosapsum Development Corporation
Request for Proposals (RFP) for
Strategic Plan Update

Date Issued: July 13, 2026

Submission Deadline: Friday, July 31, 2026 @ 4:00pm PDT

1. INTRODUCTION

Kosapsum Development Corporation (KDC) is seeking proposals from a qualified consultant (or team of consultants) to prepare a new Strategic Plan for the corporation, which will help support and guide KDC in achieving its economic development goals and objectives over the short, medium, and long-term.

2. BACKGROUND

KDC is an economic development corporation established in the 1990's in order to manage third-party commercial and residential development on designated Esquimalt (X^wsepsəm) Nation Reserve Lands. Esquimalt Nation is the sole shareholder of KDC, and is located adjacent to the Town of View Royal, British Columbia within the Greater Victoria region. The Reserve lands are situated within the broader Lək^wəŋən traditional territory, which is shared between Esquimalt Nation and Songhees Nation.

Within the Nation's 46-acre Reserve lands, just under half of those lands were designated for economic development in 1998. In 2005, approximately 8.5 acres of those designated lands were secured with a long-term head lease to KDC for active economic development potential, which has remained relatively dormant until 2024. Also in 2024, Esquimalt Nation ratified the X^wsepsəm Land Code, transferring control of all land use planning and leasing from Canada (under the *Indian Act*) to local decision-making powers under Esquimalt Nation laws governed by its elected Chief and Council.

Over the past two years, KDC has taken great strides in formalizing its governance, business, policy and administrative structures to the point where it now has a fully functioning Board of Directors who meet regularly, with approved budgeting and auditing procedures, a long-term business plan, and dedicated consulting support for land use, legal, finance, and administrative matters.

KDC recently received funding from Indigenous Services Canada (ISC) to undertake a Strategic Plan Update for the corporation, to be completed by the end of March, 2027.

3. SCOPE OF WORK

The scope of work is based on our funding submission to ISC, which is to undertake a comprehensive review of KDC's current operations, goals and objectives and fiscal projections to develop a Strategic Plan which addresses the following:

- Background Review – gain a fulsome understanding of KDC’s history, current operations and identified strategic business opportunities.
- Market, Environmental and Economic Analysis – research industry trends and opportunities relative to KDC’s business plan, and conduct a SWOT assessment of potential Greater Victoria market opportunities.
- Financial Review and Forecasting – working with KDC’s technical advisors, estimate potential financial opportunities and revenue forecasts, including identification of significant expenditures and/or risks.
- Implementation Strategies and Roadmap – identify potential short, medium, and long-term strategies with clear implementation schedules, milestones and responsibilities.
- Strategic Model and Organizational Strategy – identify any organizational and/or governance impacts, legal considerations, and corporate structure revisions required to meet the identified strategies and objectives.
- Draft and Final Reporting – prepare comprehensive reports for review by the KDC Board (Draft and Final Report) and Esquimalt Nation Chief and Council (Final Report only).
- Project Management and Communications – ensure consistent and steady project management and communications throughout the project, including project update meetings at various milestones, and presentations to the KDC Board and Esquimalt Nation during the draft and final stages of the Strategic Plan.

4. BACKGROUND INFORMATION

The successful proponent will be provided information/reports from KDC including, but not limited to:

- KDC Values, Vision, Mission Statements (2025)
- KDC Business Plan (2025)
- KDC Audited Financial Statements (2025)
- KDC Board Meeting minutes (pertinent to strategic planning)
- KDC Triangle Site Commercial Lands Market Analysis (2025)
- KDC Triangle Site Preferred Concept (2026)

5. REQUIRED QUALIFICATIONS

Proposals must clearly demonstrate that the consultant (or team of consultants):

- Has demonstrated skills, knowledge, and experience in the preparation of strategic plans for First Nation communities, and especially related to First Nation Economic Development Corporations and/or business entities.
- Has demonstrated experience working with Indigenous communities, Federal agencies and economic development funding agencies.
- Has experience and knowledge of the Greater Victoria market, local governments, and neighbouring First Nation communities.
- Is available to attend at least two in-person Board meetings and one Chief and Council meeting, and can be available to facilitate other in-person engagements as needed.

6. PROPOSAL REQUIREMENTS

Interested proponents must submit a proposal that outlines:

- **Methodology & Work Plan:** Describe your process and approach to preparing a new Strategic Plan for Kosapsum Development Corporation based on the scope of work provided.
- **Team Members Qualifications & Experience:** Identify the team members allocated to the project, and highlight their qualifications and experience. Provide examples of past projects related to strategic planning, especially those involving Indigenous communities and/or economic development boards. Include at least three (3) references.
- **Use of Technology:** Provide examples of the consultant's use of technology to provide more efficient project support and effective project deliverables.
- **Project Timing Commitment:** Confirm ability to meet the project timeline (mid-September 2026 to mid-March 2027).
- **Anticipated Billing Structure** – Proposed fees by task and/or milestone, individual team member hourly rates and anticipated percentage involvement in the project, potential fees for additional work (e.g. extra meetings), other fees and disbursements. Note that Kosapsum Development Corporation is exempt from GST.

7. SUBMISSION DETAILS

Submission Deadline: Friday July 31, 2026 by 4:00 pm Pacific Time

Submit proposals electronically to:

Edward Thomas Jr., Chair, Kosapsum Development Corporation

Email: edward@esquimaltnation.ca

8. EVALUATION CRITERIA

Proposals will be evaluated based on the following criteria:

- **Team Member Experience:** Proven experience in preparing strategic plans.
- **Experience with Indigenous Communities:** Demonstrated experience in working with/for Indigenous Communities, especially within the context of economic development.
- **Understanding of Context:** Understanding of the Greater Victoria market as well as Esquimalt Nation's economic development goals and objectives.
- **Proposal Methodology:** Clarity, feasibility, and appropriateness of the proposed approach.
- **Cost and Value:** Overall cost structure relative to scope and value (upset project budget = \$50,000, no GST).

While KDC invites and welcomes proposal submissions from all proponents, we encourage members from the Esquimalt (X̷seps̷am) Nation and Songhees Nation to submit a proposal, as well as Indigenous members from other communities across Turtle Island.

9. TIMELINE

- RFP Issue Date: July 13, 2026
- RFP Questions Deadline: July 20, 2026
- Proposal Submission Deadline: Friday July 31, 2026 by 4:00 PM PDT
- Proposal Review and Shortlisting of Candidates: August 2026
- Interviews (if required): August 2026
- Consultant Selection and Contract Finalization: early September 2026
- Contract Start Date: mid-September, 2026
- Project Completion Date: March 15, 2027