



KDC 2025:

Khowitzun Development Corporation Strategic Plan

Approved in Principle by KDC staff December 13, 2021

Approved by the KDC Board December 14, 2021

Contents

Introduction	2
Our Vision, Mission, and Values	2
Vision.....	2
Mission.....	2
Values and Principles.....	2
Our Work.....	4
Goals	4
Objectives	4
Strategies, Implementation Methods, and Evaluation Plan.....	5
Strategies.....	5
Implementation Methods	5
Evaluation Plan.....	6

Acknowledgements

Khowitzun Development Corporation (KDC) acknowledges everyone who contributed to the creation of this KDC 2025 Strategic Plan, including Board members Chief Chip Seymour, Craig George, Dora Wilson, Francine Alphonse, and Howie George; staff members Braeden George, Jodee Dick, Kim Sullivan, Kristopher Alphonse, Mark Ashfield, Naomi Elliot, Renee Olson, and Robert Rodvik; John Kendall, Cedar Elliott, Odessa Strom, Troy Elliott, and other staff of partner companies; and planning consultant James Pratt.

Introduction

This Khowutzun Development Corporation Strategic Plan, *KDC 2025*, tells the story of who we are as an organization and a group of companies, where we are going in the coming years, and how we intend to get there. Although this is a 4-year plan, it has a long-term horizon: building on the strength from our past 7 generations, we are looking ahead to the next 7. Taking action toward our economic vision is part of the legacy we will pass on to our children, grandchildren, and great grandchildren.

Our Vision, Mission, and Values

Vision

A thriving community where people are confident in their ability to achieve employment, sustain their families, and develop successful businesses.

Mission

“Success and sustainability for Cowichan Tribes and its members”

As the economic development arm of Cowichan Tribes, KDC builds partnerships to develop and support enterprises, to create opportunities for members to succeed in employment and business ventures, and to support Cowichan Tribes programs.

Values and Principles

KDC is committed to honouring and living out our values. We are learning what it means to be an organization that makes our values and principles part of our daily practices.

1. ***Nuts’amaat Shqwaluwun*** (work together, with one heart and one mind) – We work with Cowichan Tribes and other partner organizations to make our Nation stronger.
2. **Culture and respect** – We pass on stories and learn from our history. We understand and practice the ***Quw’utsun Snuw’uy’ulh*** (teachings – see below).
3. **Reliability** – We focus on dependability when hiring. We support the community and team members in embracing the importance of reliability.
4. **Honesty and integrity** – We always tell the truth and are fair. We listen to the whole story and listen to all sides. We do the job the best we can, according to our policies. We update our policies to reflect current practices, keeping in mind that they are living documents.

5. **Commitment** – We show how we are committed to employees and Board members, investing in human resources to succeed and create a positive atmosphere to work in.
6. **Courage** – We invest in economic opportunities and do our due diligence to minimize risk. We vet opportunities so that leadership can make educated decisions.
7. **Follow-through** – We implement what we put down on paper. We make it clear for community to understand.

Quw’utsun Snuw’uy’ulh (teachings)

- **lalumathut** Be careful
- Walking together
- **Tl’i’ to’ mukw’ mustimuhw** Each person is important
- **Hwial’asmut ch tun’ s-ye’lh** Take care of your health
- **’lyusstuhw tun’a kweyul** Enjoy today
- **Hwial’asmut tu tumuhw** Take care of the earth
- **Hiiye’yutul tst ’u to’ mukw’ stem ’i’u tun’a tumuhw** Everything in nature is part of our family – we are all relatives
- **Yath ch ’o’ lhq’il’** Be positive
- **Mukw’ tu shhw’a’luqw’a’ ’o’ tth’ele’s tu shhwuli** The family is the heart of life
- **Ts’iiyulh ch ’u tuni’ s-aamustham-mut** Give thanks for what you have been given
- **Stsielhstuhw tu S-ul’hween**
Honour the Elders
- **Thuluqtul ch ’u kwthun’ kwunmun**
Share what you have
- Live in harmony with nature
- Do the best you can, be the best you can be
- Be honest and truthful in all you do and say
- Learn from one another
- Respect the rights of one another
- Respect your leaders and their decisions
- Respect your neighbours
- Take responsibility for your actions
- All things are connected
- Help one another and work together for the good of all
- Avoid “flying talk” (gossip)

Our Work

Goals

Four broad goals guide the work of KDC, and our group of companies, as we live out our values and missions:

1. Lead in developing profitable business ventures, working together as one.
2. Create opportunities for careers, employment, and training.
3. Continue to develop our organizational structures, roles, and processes.
4. Communicate and engage with community.

Objectives

For each of these 4 goals, KDC has identified objectives that are specific, measurable, achievable, realistic, and timely.

Goal 1: Lead in developing profitable business ventures, working together as one

- 1.1 Promote businesses owned and operated by community members – for example, through the Cowichan Creates website
- 1.2 Seek opportunities for member owned businesses to serve in Cowichan Tribes capital projects and in the projects and operations of third-party businesses
- 1.3 Assist member owned businesses with capacity building, to complement their skills
- 1.4 Develop new business / economic development opportunities for Cowichan Tribes
- 1.5 Provide administrative support for partner companies

Goal 2: Create opportunities for careers, employment, and training

- 2.1 Connect partner companies and member-owned businesses with other businesses, government, and industry to create meaningful and long-term employment and career opportunities
- 2.2 Liaise with partner companies and support community members to facilitate successful hiring and retention – including applicant workshops, job shadowing, and access to support
- 2.3 Support co-op training, professional development, and work experience opportunities for community members, such as wage subsidy programs and summer programs, through institutional partnerships

Goal 3: Continue to develop our organizational structures, roles, and processes

- 3.1 Renew administrative, IT, financial, and other organizational processes
- 3.2 Review and develop KDC's policies and procedures
- 3.3 Support governance development
- 3.4 Ensure KDC and group of companies' offices foster a positive working environment and cultural atmosphere

Goal 4: Communicate and engage with community

- 4.1 Meaningfully engage *Quw'utsun S-ul'hween* (Elders) and all community members
- 4.2 Create a program to strongly involve youth and other members who have been less involved
- 4.3 Expand online presence, through the new KDC website and social media

Strategies, Implementation, Evaluation, and Accountability

Strategies

KDC is always looking for ways to work smarter, to be more effective and efficient.

Our big-picture strategies, each of which are vitally important but challenging, are to:

1. Connect everything we do with *Quw'utsun* culture
2. Align our work with Cowichan Tribes reconciliation with government and industry

Additional strategies are to:

3. Focus on goals, within KDC and with community members
4. Develop and implement a Communication Plan
5. Share success stories

Implementation Methods

To implement this Strategic Plan, KDC will create and use annual plans that address how we will work toward our goals and objectives in the coming year. KDC will do this annual planning in connection with our budgeting cycle.

The KDC Board and CEO will debrief on Strategic Plan implementation each year, to reflect on what we have accomplished and what needs to happen next. This debrief will provide direction for creating annual operational plans.

The annual debrief and planning process will include:

- Look at how KDC has been doing over the past year - what is working, what is not, and how we can do more
- Set priorities and realistic targets for the coming year
- Update and adjust the Strategic Plan as needed
- Report back to community on what we achieved and what is coming up

This annual debriefing and strategic plan review will be a professionally facilitated process. It will happen early in the calendar year, as KDC is preparing for our annual audit

Evaluation Plan

KDC plans to measure success through annual summaries of the following information:

- How many jobs were created in KDC projects? (# of full-time equivalents or FTEs)
- How many jobs were filled by Cowichan community members? (number and percent of FTEs)
- What partnerships did we create?
- What training initiatives did KDC take part in; how many members participated?
- Progress on repayment of loans (total amount of loans, and amounts repaid)
- Revenue amount provided to Cowichan Tribes

To track the success of our relationships with companies we support, KDC plans to survey member-owned and partner businesses. Those surveys will ask questions such as:

- How did you do this past year?
- What were some positives in working with KDC?
- What could we improve on?

We will celebrate the success of member-owned and partner businesses, showcasing outstanding examples.

Community Accountability

KDC will be accountable to community members through the following means:

- Quarterly communication with community, through the Cowichan Tribes newsletter
- Ongoing / monthly updates to community through KDC's website and Facebook page
- KDC information on the Cowichan Tribes website, with a link to KDC's site
- Notices and information on the *Cowichan Creates* website
- An annual KDC audit
- KDC annual general meetings (AGMs), including interaction with community