

KDC 2025:



Khowitzun Development Corporation Strategic Plan

Approved in Principle by KDC staff December 13, 2021
Approved by the KDC Board December 14, 2021
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Introduction

This Khowitzun 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 and career building, 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 secures and fosters partnerships, to support member businesses and community members by identifying and aligning opportunities to succeed in careers and business.

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
- ***'Iyusstuhw 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

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

- 1. Enhance and foster our existing partnerships and attract new ones**
- 2. Align business opportunities for KDC, members companies, and our members**
- 3. Continue to evolve our organizational structures, roles, and processes**
- 4. As it relates to our business partnerships, align opportunities for training and careers for members and create business relationships for our members companies**
- 5. Communicate and engage with community about KDC undertakings and successes, and economic opportunities, training and careers related to our partnerships**

Objectives

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

Goal 1: Enhance and foster our existing partnerships and attract new ones.

1. Reach out to current partners, quarterly, to ensure our values and objectives are aligned
2. Attend conferences and workshops where we can promote KDC and our partners, and to attract and engage new partners
3. Create a formal KDC Marketing Strategy

Goal 2 Align business opportunities for KDC, members companies, and our members

1. Promote businesses owned and operated by community members –through our website (Cowichan Business Directory), Cowichan Tribes' Newsletter, Brochures, and, Promotional Videos
2. Seek opportunities for KDC and member owned businesses, on reserve and off reserve
3. Assist member owned businesses with capacity building
4. Develop new business / economic development opportunities for KDC and Cowichan Tribes

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

1. Review and evolve administrative, IT, financial, and other organizational processes and policies
2. Develop a communication strategy and plan with Cowichan Tribes, that will reflect a collaborative and cohesive approach to all KDC economic opportunities
3. Review and evolve HR Policy to reflect KDC's growth
4. Ensure KDC and group of companies' offices foster a positive working environment and cultural atmosphere
5. Develop various departments to administer KDC economic activities

Goal 4: *As it relates to our business partnerships, align opportunities for training and careers for members and create business relationships for our members companies*

1. Connect member-owned businesses with KDC's partners, government and industry to create meaningful and long-term business relationships and career opportunities for members
2. Liaise with partner companies and support community members to facilitate successful hiring and retention – including applicant workshops, career fairs, job shadowing, and access to support
3. Promote co-op training, professional development, and work experience opportunities for community members, such as wage subsidy programs and summer programs, through institutional partnerships

Goal 5: *Communicate and engage with community about KDC undertakings and successes, and economic opportunities, training and careers related to our partnerships.*

- 5.1. Meaningfully engagement with members through various mediums
 - Lunch and Learns, Promotional Videos, Newsletter, Website, Brochures, and One to One Engagement
- 5.2. New Voices will continue to align career and training opportunities with youth and with community members
- 5.3. 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 strategic focus, each of which are vitally important but challenging, are to:

1. Connect everything we do with *Quw'utsun* culture and teachings
2. Align KDC's Protocol with Industry and Government Opportunities within our territory, that reflects mutual economic reconciliation

Implementation Methods

The KDC Board and Management Team will conduct a debrief of the past year and align our Strategic Plan so that it reflects our current and forecasted initiatives. This debrief will provide direction for creating annual operational plans.

To implement this Strategic Plan, KDC will create and apply an Operational Plan that addresses how we will work toward our goals and objectives in the coming year. KDC will complete our annual planning in connection with our budgeting cycle.

The annual debrief and planning process will include:

- Review successes and challenges from the past year - what is working, what is not, and how we can be more effective in delivering our goals and objectives
- Set priorities and realistic targets for the coming year, as it relates to KDC's Economic Development Opportunities
- Update and adjust the Strategic Plan as required
- Report back to community on what we achieved and what we have forecasted

This annual debriefing and strategic plan review will be a professionally facilitated process. It will be scheduled yearly in concert with the preparation of KDC's annual audit.

Evaluation Plan

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

- Identify projects that were secured over the past year
- Identify the opportunities within the projects, that aligned with members' companies
- Identify the opportunities within the projects, that aligned with training and careers

- Identify scope and profit generated by the projects
- Identify project scope shared with members companies

To track the success of our Roundtable partnerships, 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 in our Year in Review video.

Community Accountability

KDC will be transparent with community members through the following means:

- Monthly communication through the Cowichan Tribes newsletter
- Ongoing 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 Business Directory website
- Provide Cowichan Tribes our Annual Financial Statement that is included in Cowichan Tribes' yearly audit process
- KDC will hold our annual general meetings (AGMs), concurrently with Cowichan Tribes' yearly audit