

# COWICHAN TRIBES STRATEGIC PLAN (2019-2024)

## PROJECT OVERVIEW



### 1- What are we doing?

- We are developing a five-year Strategic Plan for Cowichan Tribes.
- A Strategic Plan is a document that outlines the priorities of an organization (vision, values and goals) and how it will achieve them (strategies/actions).

### 2- Why are we doing this?

Strategic Plans help ensure that all departments in an organization are working towards common goals with a shared sense of purpose and values. This is important for large organizations like Cowichan Tribes with many employees. Strategic Plans are valuable tools that:

- Tell a **story** – about who we are and where we are headed.
- Help organizations **prioritize** their resources and ‘do their best’.
- Help build **relationships** – as people gather and discuss ideas to develop the plan.
- Generate greater **understanding** of the factors – opportunities and challenges - facing an organization.
- Promote **accountability** – allowing us and the people we serve to see what was accomplished.

Our Strategic Plan will help guide us to work with **Nuts’amaat Shqwaluwun** towards our desired future state. Ultimately, it will provide a framework for all Cowichan Tribes departments to work within and help us be more accountable to the community we serve.

### 3- Who is doing it?

- The General Manager, Operational Leadership Team (OLT) which includes the heads of each department and Chief and Council are taking the lead in developing the plan with staff input. A Working Group has been created to guide the development of the Strategic Plan.
- Staff will be involved in providing input through an **anonymous online questionnaire** and through the participation of their departmental leader (OLT). Those who complete the questionnaire will be able to enter a random prize draw for five (5) \$75 gift cards using a separate online form.
- Community input will be harvested from previous community engagement sessions such as the Elders forum, youth forum and other engagements, as well as from the [Comprehensive Community Plan](#).
- The process is being facilitated by Sebastian Silva of [Roundtable Consulting](#) and Jessie Hemphill of [Alderhill Planning](#). Both firms and lead consultants have strong planning and facilitation experience and have worked with First Nation organizations and communities, including Cowichan Tribes.



#### 4- How will we develop the Strategic Plan?

- The Operational Leadership Team and Chief and Council have met for full day sessions to begin developing the Strategic Plan.
- The Working Group has also met on several occasions. Members of OLT and Chief and Council are on the Working Group, which includes Elder and youth participation.
- Working Group members and consultants will review all staff input to develop the draft Strategic Plan. Once the draft plan is completed it will be shared with staff for final input.
- There is a general sense that the Strategic Plan needs to:
  - Be uniquely our own: an expression of Cowichan culture and self-determination.
  - Support clear prioritization of top issues that all departments can work towards.
  - Include benchmarks/performance measures to track our progress.
  - Be focused on short term actions and longer-term goals.

#### 5- Timeline

- The project is to be completed in an efficient way.
- Staff will provide input using the anonymous questionnaire between **April 25 and May 10<sup>nd</sup>**
- The project team aims for a June 2019 completion.

#### Questions?

*If you have any questions, please do not hesitate to contact your department head. General Manager Audrey Henry or Sebastian at Roundtable Consulting ([sebastian@roundtableconsulting.ca](mailto:sebastian@roundtableconsulting.ca)) are also available for questions as needed.*

**Huy ch q'u!**

