



Cowichan Tribes Strategic Operations Plan (2019-2024)

An internal guide for all Departments and Chief and Council to implement the Strategic Plan (2019-2024)

<p>VISION What we are working towards</p> <p><i>Through Quw'utsun heritage, we are working together respectfully for a healthier, safer and stronger nation.</i></p>	<p>MISSION What we do - our purpose</p> <p><i>Cowichan Tribes is a community-driven organization promoting the respect of our culture and traditions and empowering the individuality and success of our people and nation.</i></p>
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Long Term Objectives	1. Quw'utsun Mustimuhw are healthy and value their cultural identity.	2. All Quw'utsun Mustimuhw are gainfully employed in a manner of their choosing.	3. Cowichan Tribes is recognized as a leading organization and employer.	4. We are self-sufficient and self-governing to the fullest extent possible.	5. Quw'utsun Mustimuhw are learning Hul'q'umi'num.	6. Our natural resources are managed and protected for current and future generations.
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The Cowichan 4 C's

Our Strategy and areas of focus as an organization to achieve our vision and meaningful results for all Quw'utsun Mustimuhw.

Culture

- Snuw'uy'ulh
- Self-governance
- Cultural Initiatives (language)

Collaboration

- Team processes
- Information Management & Technology
- Partnerships

Community-Focused

- Communications & Engagement
- Update the Comprehensive Community Plan (CCP)

Commitment to Results

- Accountability
- Capacity (HR/ policy)
- Great Work Environment

ACTIONS

What we will achieve over the next 5 years listed by objective of the Comprehensive Community Plan (CCP).

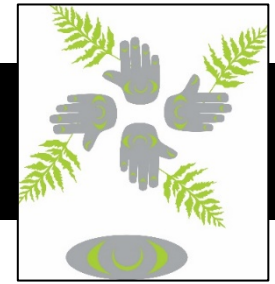
See full Strategic Plan and Strategic Operations Plan for all key results.

OUR 5-YEAR ACTIONS FOR COMMUNITY			
Housing (and Infrastructure)	1) Develop and Implement Housing Strategy 2) Carry-out Infrastructure Planning	Youth	1) Create a Dedicated Youth Department to Effectively Meet Needs of Youth 2) Expand Child Family Services Including Prevention (CFS) and Off-reserve Services
Elders	1) Better involve Elders in Decision-making and Passing on Knowledge 2) Improve Elder-focused Service Delivery	Ecological Sustainability	1) Improve Land Use and Management of Natural Resources 2) Demonstrate Leadership in Climate Resiliency and Adaptation
Education	1) Expand Quw'utsun Smuneem Elementary School to grade 7 2) Cultural Safety and Cowichan history in all Schools	Governance	1) Review of Organizational Structure (Departments and Committees) 2) Provide Governance and other Training for all Leaders
Health & Wellness	1) Promote Social Determinants of Health Approach & Address Addictions 2) Plan and Build New Health and Wellness Centre	Culture	1) Transfer Digitized Historical Database from to Cowichan Tribes 2) Develop Hul'q'umi'num' Immersion (Grades 1-4) and Training Programs
Economic Development	1) Enhance Employment and Training Program 2) Pursue Economic Development Opportunities	Safety	1) Strengthen Emergency Management and Response 2) Improve Transportation, Roads and Water Safety
Self-Sufficiency	1) Continue to Advance Self-Government Through Treaty Negotiations and Other Processes 2) Explore Benefits of Obtaining Jurisdiction over Education, Child and Family services, and Membership and Status Registration		

Strategy: The 4C's of Cowichan

The 4C's of Cowichan is our strategy as an organization to work towards our vision and achieve meaningful results for all Quw'utsun community members.

The 4C's are focused on key results that Cowichan Tribes as an organization will pursue to strengthen our capacity to deliver meaningful results for community.



#1: Culture

Quw'utsun culture and identity are strengthened through efforts to advance self-governance as well as language and education with the Quw'utsun Snuw'uy'ulh (teachings) guiding our actions and relationships.

Strategies	Key Results by 2024	Responsibility /Involvement	Target Due Date
<p>1. Create Staff Learning on Snuw'uy'ulh (teachings)</p> <p><i>Learning developed with Elders builds staff understanding of the Snuw'uy'ulh and their implementation in practice.</i></p>	<ul style="list-style-type: none"> Learning resources and approaches are developed with Elder support. 	Human Resources and Quw'utsun Syuw'entst Lelum' (Culture and Education), Sulhween Committee (Elders).	TBC
	<ul style="list-style-type: none"> All new and existing staff receive learning about Snuw'uy'ulh and how to apply them in their work, including as part of the orientation process. 	Human Resources, All Departments, Elders.	TBC
	<ul style="list-style-type: none"> Cowichan Tribes staff carry-out their work in a supportive way with Nutsa'maat Shqwaluwun guided by the Snuw'uy'ulh (teachings). 	All Departments.	Ongoing
<p>2. Continue to Pursue Full Self-Governance</p> <p><i>Self-governance is advanced through a variety of initiatives including research and capacity building to exercise jurisdiction over specific areas, thereby improving our ability to weave our culture and values into the way we govern.</i></p> <p><i>See more key results related to self-governance in CCP table: 'Self-sufficiency'</i></p>	<ul style="list-style-type: none"> Departments have stable funding to build capacity to explore obtaining jurisdiction and develop the necessary laws, policies and processes for: <ul style="list-style-type: none"> New status and membership rules Child and Family Prevention legislation Education legislation Quw'utsun Tumuhw (Land code) 	Administration (General Manager). Chief and Council, Membership, Lalum'utul' Smun'eem (Child and Family), Quw'utsun Syuw'entst Lelum', Lulumexum	Prevention legislation – January 2022 Protection legislation – December 2024+
	<ul style="list-style-type: none"> Research and analysis carried-out to explore the merits of obtaining jurisdiction and to support the development of the necessary laws, policies and processes, as well as effective practices for community engagement. Financial and Human resources provided by Treaty to assist and support moving Cowichan governance initiatives forward. 	Administration (General Manager), Membership, Lalum'utul' Smun'eem, Quw'utsun Syuw'entst Lelum', Treaty.	Ongoing
<p>3. Implement Cultural Initiatives Focusing on Language and Heritage</p> <p><i>Tangible steps are taken to enhance Quw'utsun culture and use of Hul'q'umi'num within Cowichan Tribes and across our traditional territory.</i></p> <p><i>See more key results in CCP table: 'Culture'</i></p>	<ul style="list-style-type: none"> All departments have Hul'q'umi'num names. 	Sulhween Committee, Departments, community.	Ongoing
	<ul style="list-style-type: none"> Hul'q'umi'num language training is available for all employees and community members and there is strong participation. 	Quw'utsun Syuw'entst Lelum', Administration (General Manager), Human Resources, Departments Heads.	
	<ul style="list-style-type: none"> Road names on reserve are in Hul'q'umi'num (inform city or keep English names underneath for emergency management purposes, google maps, etc.). 	Lulumexun (Lands), Sulhween Committee, community.	March 2021

#2: Collaboration

Working together respectfully and efficiently as a nation and band organization to meet the needs of the Quw'utsun Community in collaboration with our partners.

Strategies	Key Results by 2024	Responsibility/Involvement ¹	Target Due Date
<p>4. Improve Inter-Departmental and Council Collaboration</p> <p><i>Departments, Council and Committees are working in an integrated way as one team to maximize impacts and available resources.</i></p>	<ul style="list-style-type: none"> Review of decision-making processes between Departments, Chief and Council, & Committees improves collaboration and communication. 	Administration (General Manager). Department Heads, Chief and Council (and Secretary), Committee Chairs.	On going
	<ul style="list-style-type: none"> Meetings of the Operational Leadership Team (OLT) promote holistic, interdepartmental solutions. 	Administration (General Manager). Departments Heads.	Monthly
	<ul style="list-style-type: none"> Consistent application of policies across departments through effective change management. 	Administration (General Manager). Human Resources, Departments Heads.	On going
	<ul style="list-style-type: none"> Update organizational chart to support future growth and ensure members and staff have clarity on roles and responsibilities within Cowichan Tribes. Put organization chart online and solicit input on how to improve the chart from users' point of view. 	Administration (General Manager). Department Heads, Chief and Council and Committee Chairs.	On going – Fall/Winter 2020
<p>5. Strengthen Information Management and Technology</p> <p><i>Staff and leadership have the necessary technology and support to collaborate effectively and deliver services.</i></p>	<ul style="list-style-type: none"> Improved user experience and reporting for Tribes Integrated Financial Information Software (TIFIS). 	Administration (IT, Finance). Departments Heads.	December 2022
	<ul style="list-style-type: none"> Team and funding is in place and <i>Laserfiche</i> software is deployed across all Departments. 	Administration (General Manager). Departments Heads.	TBC
	<ul style="list-style-type: none"> Integration of appropriate data and use across departments. 	Administration (IT). General Manager, Finance, Human Resources, Departments Heads.	On going
	<ul style="list-style-type: none"> Increased IT department capacity (staffing and equipment). 	Administration (IT), General Manager.	On going
	<ul style="list-style-type: none"> Effective IT support (software and hardware) including onboarding new staff. 	Administration (IT), General Manager, Human Resources.	2021
	<ul style="list-style-type: none"> Electronic bulletin board/screens installed in each department for CT updates. 	Administration (IT). General Manager. Departments Heads.	2020
	<ul style="list-style-type: none"> New data centre is created and operational. 	Administration (IT). General Manager. Finance	2024
<p>6. Build and Enhance Relationships with Partners</p> <p><i>Cowichan Tribes collaborates with other First Nations, governments and community partners to enhance the health and wellbeing of our people and the local environment.</i></p>	<ul style="list-style-type: none"> Partner engagement strategy is developed/executed with supporting communications plan. 	Chief and Council. Administration (General Manager), All Departments.	
	<ul style="list-style-type: none"> Engaging with our partners using our cultural ways and protocols. 	Chief and Council. Administration (General Manager), All Departments.	Ongoing
	<ul style="list-style-type: none"> Supportive relationships with partners leading to innovative collaborations. 	Administration (General Manager). Chief and Council, All Departments.	

¹ First department or role listed in this column denotes responsibility for delivery of key results. Others listed will be involved. Note that Chief and Council and Committees will play a role in many of these key results but are not all listed for every key result.

3: Community-focused

Engaging regularly with our membership in a transparent way to build trust and empower active participation in the long-term success of our nation.

Strategies	Key Results by 2024	Responsibility/Involvement	Target Due Date
<p>7. Improve Communication and Community Engagement</p> <p><i>Cowichan Tribes has an effective communications and community engagement strategy that allows all staff, leaders and committees to connect with community members in consistent two-way communications.</i></p>	<ul style="list-style-type: none"> Skilled communications and engagement team is hired (dedicated full-time staff). 	Administration (General Manager). Human Resources.	Summer/Fall 2020
	<ul style="list-style-type: none"> Communications and community engagement plans are developed/implemented; includes events like community forums/BBQs which provide members opportunities to engage with staff. 	Administration (General Manager), Chief and Council, Membership.	Quarterly
	<ul style="list-style-type: none"> Communications and community engagement policies are developed/implemented. 	Administration (General Manager). Policy, Membership.	Communications Policy drafted by Dec 2020
	<ul style="list-style-type: none"> Communications tool kit is created and shared with all departments. 	Administration (General Manager).	Fall/Winter 2020
	<ul style="list-style-type: none"> AGM is used effectively to engage with community/membership including open house with all departments participating. 	Administration (General Manager). Departments Heads.	Oct. 2019 Yearly moving forward
	<ul style="list-style-type: none"> Website is re-designed with layout that reflects function (services) as opposed to department structure and includes community profile (elders, youth, parents). Is interactive and can capture input from CT's members and community. Has an "intra-net" available only to CTs staff, which contains information relevant to employees and their jobs (e.g. bulletin board). 	Administration (IT). General Manager, Communications Team).	TBC
	<ul style="list-style-type: none"> Service navigator position(s) created to help members access appropriate services. 	Administration (General Manager). Human Resources.	Spring/Summer 2020
<p>8. Update Comprehensive Community Plan</p> <p><i>The 2014 Comprehensive Community Plan is updated, allowing meaningful dialogue and decision-making on a wide range of issues of importance to the community including infrastructure projects and transfers of jurisdiction.</i></p>	<ul style="list-style-type: none"> The Cowichan Tribes Comprehensive Community Plan (2014) is updated with community support through a meaningful engagement process. 	Administration (General Manager). Chief and Council, All Departments.	Sept 2020
	<ul style="list-style-type: none"> The 5-year Strategic Plan is aligned to deliver on commitments within the updated CCP. 	Administration (General Manager).	Spring/Summer 2020
	<ul style="list-style-type: none"> Baseline data is created to inform planning and performance monitoring/evaluation (demographics, population health, existing data on FNs/on-reserve, Regional Health Survey, The First Nations Regional Early Childhood, Education and Employment Survey (FNREEES), Aboriginal Peoples Survey (APS). 	Administration (General Manager). Membership, Ts'ewulhtun (Health Centre).	Fall/Winter 2020

#4: Commitment to Results

An accountable, transparent and results-oriented organization creating positive impacts for community members in alignment with the Comprehensive Community Plan.

Strategies	Key Results by 2024	Responsibility/Involvement	Target Due Date
<p>9. Cultivate Effective Management and Accountability Processes</p> <p><i>Cowichan Tribes effectively plans, implements and reports on its activities and finances, including yearly progress reports of results.</i></p>	<ul style="list-style-type: none"> Cowichan Tribes Strategic Plan is completed and communicated to all staff and community. 	Administration (General Manager). Chief and Council, Department Heads.	Nov 2019
	<ul style="list-style-type: none"> Annual reviews of the Strategic Plan are completed with progress updates as part of the annual report, including reporting on performance measures in the plan. 	Administration (General Manager). Chief and Council, Department Heads.	Spring 2020
	<ul style="list-style-type: none"> Each department has an operational plan with clear goals, strategies and performance indicators that align with the CT Strategic Plan. 	Administration (General Manager). All Departments.	Fall/Winter 2020
	<ul style="list-style-type: none"> Implementation of the new 10-year Agreement takes place with approved processes for fund allocations and decision-making. 	Administration (Finance). Chief and Council, Department Heads.	December 2022
	<ul style="list-style-type: none"> Annual program budgets are co-developed with finance and closely adhered to and monitored by responsible managers and comptrollers. 	Administration (Finance). General Manager, Department Heads, program managers.	Yearly
	<ul style="list-style-type: none"> An investment strategy with both short term and long-term goals is developed and actively monitored. 	Administration (Finance). General Manager, Chief and Council.	April 2021
	<ul style="list-style-type: none"> Easy-to-understand yearly reporting of financial results through annual report with a focus on transparent reporting of audited financials. 	Administration (Finance). General Manager, Chief and Council.	September 2020
	<ul style="list-style-type: none"> Define business entities and organizational structure in relation to Chief and Council and Administration. 	Administration (General Manager). Finance, HR). Chief and Council.	December 2022
	<ul style="list-style-type: none"> Review Cowichan Tribes organizational structure as well as programs and services (and related resources) to ensure that they continue to meet the needs of members and community and to identify any gaps, duplications or inefficiencies. 	Administration (General Manager). Finance, HR). All Departments, Chief and Council.	Start February 2020
<p>10. Build Capacity of Cowichan Tribes Leadership and Staff to Deliver Meaningful Results</p>	<ul style="list-style-type: none"> Orientation and Onboarding procedures developed and implemented to increase retention of staff across the Organization and build understanding of HR policy, roles and responsibilities, Snuw'uy'ulh and cultural safety ("Core teachings"). 	Human Resources Administration (General Manager), All Departments, Sulhween Committee.	TBC

Strategies	Key Results by 2024	Responsibility/Involvement	Target Due Date
<p><i>Effective Human Resources (HR) strategies lead to consistently high levels of service.</i></p>	<ul style="list-style-type: none"> • Succession plan developed and implemented with a focus on developing Cowichan Tribes employees. 	Human Resources. All Departments.	TBC
	<ul style="list-style-type: none"> • HR policies are updated and finalized. 	Human Resources. Administration (Policy), All Departments.	July 2020
	<ul style="list-style-type: none"> • All departmental and committee policies are updated (governance policies with terms of reference for Council and committees, each department has its own policies and procedures). 	Administration (Policy). Chief and Council, All Departments.	Committee TOR done by Summer 2020 Department policies started Summer 2020 and finished Summer 2022
	<ul style="list-style-type: none"> • Develop leadership orientation manual and process for Council; orientation manual for General Managers. 	Administration (General Manager). Finance, Policy, Human Resources, Chief and Council.	Spring 2020
	<ul style="list-style-type: none"> • Streamlined hiring process with clear roles and responsibilities. 	Human Resources. Administration (General Manager, Finance, Policy, HR).	TBC
	<ul style="list-style-type: none"> • Staff professional development is prioritized throughout the Organization. 	Human Resources. Administration (General Manager), All Departments.	Ongoing
<p>11. Promote a Great Working Environment</p> <p><i>Cowichan Tribes is a choice employer with dedicated employees who are achieving results for community.</i></p>	<p>Ensure that the physical and psychological safety and well-being of Council members, employees, clients and visitors is a priority across the organization by:</p> <ul style="list-style-type: none"> • Developing collaborative working relationships; • Creating more common spaces for employees and offices; • Engaging in professional, respectful communications and interactions; • Developing and implementing an organization wide communications strategy to strengthen employee’s understanding of Cowichan Tribes mission and vision statement; • Developing a first aid room(s), with appropriate supplies and equipment for CT head office and other areas; Developing a list of employees who are qualified as first aid attendants; Putting up signs for locations of first aid room and attendants, and any hazards at work. • Updating Operational Health & Safety (OHS) staffing, processes and related responsibilities, as well as related policies and procedures. • Updating an OH&S Committee, and any related sub-committees/working groups that may be required based on an assessment of CT’s premises and related risks to one’s physical or psychological safety and well-being. • Participation of all departments in OHS committee. 	<ul style="list-style-type: none"> • Human Resources. Administration (General Manager). All Departments. 	2020-2022

ACTIONS TABLE - Key Results we will Achieve for the Community

This Actions table presents the ‘big ticket items’ that Cowichan Tribes will be working to deliver for the community over the next 5 year. They are organized along the 11 objectives areas from the Comprehensive Community Plan. Results will be achieved through collaboration between departments with the guidance and support of Committees and Chief and Council. Each department will also have their own departmental plan that supports realizing the key results, and other work specific to their areas of responsibility.

Objectives From Comprehensive Community Plan (CCP)	Enabling Strategies	Key Results What we'll Accomplish in the Next 5 years	Responsibility/Involvement Who will do it	Target Due Date
HOUSING & INFRASTRUCTURE <i>Our housing and infrastructure is well-built, well-maintained, and meets the needs of our members.</i>	Develop and Implement Housing Strategy <i>Housing strategy considers new construction needs, affordable housing, residential asset management, quality control, mould remediation, financing support for community members and addresses homelessness in all its forms.</i>	<ul style="list-style-type: none"> Housing strategy developed and implemented. 	Sustainable Housing. Lulumexun, Capital Projects, Chief and Council, Housing Committee.	March 2021
		<ul style="list-style-type: none"> Housing policy developed and implemented. 	Sustainable Housing. Lulumexun, Infrastructure, Capital Projects, Chief and Council, Housing Committee.	September 2020
		<ul style="list-style-type: none"> Housing Asset Management Plan is developed and implemented. 	Sustainable Housing. Lulumexun, Infrastructure, Chief and Council, Housing Committee.	March 2024
		<ul style="list-style-type: none"> Support by Cowichan Tribes leads to greater number of individual mortgages and Certificates of Possession (CPs). 	Sustainable Housing. Lulumexun, Chief and Council, Housing Committee.	December 2020
		<ul style="list-style-type: none"> Partnerships between administration & landowners for leasing land for purposes of residential development. 	Sustainable Housing. Lulumexun, Capital Projects, Chief and Council, Housing Committee.	March 2024
		<ul style="list-style-type: none"> Program in place to support landowners to survey their lots to secure mortgages. 	Sustainable Housing. Lulumexun, Chief and Council, Housing Committee.	September 2023
		<ul style="list-style-type: none"> Increased awareness by community members about managing the conditions of their home. 	Sustainable Housing. Operations and Maintenance.	December 2022
	Carry-out Infrastructure Planning <i>New infrastructure priorities are identified with community input and current assets are effectively maintained.</i>	<ul style="list-style-type: none"> Infrastructure plan is created with community input; included as part of process to update the Comprehensive Community Plan (CCP). 	Administration (General Manager). Capital Projects, Sustainable Housing, Chief and Council, Lulumexun, Operations and Maintenance.	Fall 2021
		<ul style="list-style-type: none"> Feasibility of new infrastructure needed to support community growth and wellbeing is explored (e.g. gym/fitness facilities, community centre, museum/ culture centre, administration facilities, recreation spaces such as multi-sports courts, playgrounds, soccer field amenities and youth activity centre. 	Chief and Council, Operations and Maintenance, Ts'ewulhtun, Quw'utsun Syuw'entst Lelum'. Capital Projects. Administration (General Manager, finance), Lulumexun.	
		<ul style="list-style-type: none"> Complete business case analysis for outstanding Infrastructure prioritization and capacity. Quick starts are completed (lights for 	Capital Projects. Chief and Council, Operations and Maintenance, Ts'ewulhtun, Quw'utsun Syuw'entst Lelum'.	August 2020

Objectives From Comprehensive Community Plan (CCP)	Enabling Strategies	Key Results What we'll Accomplish in the Next 5 years	Responsibility/Involvement Who will do it	Target Due Date
		soccer field, big house and canoe shed renovations and water for canoe shed and concession).		
		<ul style="list-style-type: none"> Management plans for all capital assets are developed to support longevity of assets (non-residential – residential is covered above under housing strategy). 	Admin (Finance). Lulumexun, Operations and Maintenance. Capital Projects, IT, Sustainable Housing Department	
		<ul style="list-style-type: none"> Asset management software is explored and utilized (as appropriate). 	Admin (Finance). Lulumexun, Operations and Maintenance, IT, SHD	
		<ul style="list-style-type: none"> Feasibility and impacts of a new public works/capital-engineering department is explored as part of organizational structure review (reorganizing the functions of several department including Capital Projects, Operations & Maintenance & Lulumexun). 	Administration (General Manager)/Chief and Council. Capital Projects, Lulumexun, Operations and Maintenance, Finance.	Fall 2020 as part of organization study
SAFETY <i>Our communities are safe and comfortable for everyone.</i>	Strengthen Emergency Management and Response <i>Staff are trained in emergency management and response and familiar with applicable policies, ensuring a safe work environment for all and effective responses for community.</i>	<ul style="list-style-type: none"> Emergency management risk assessment completed for Cowichan Tribes Band office buildings and staff. 	Administration (General Manager), Lulumexun. Ts'ewulhtun.	
		<ul style="list-style-type: none"> Coordinator hired to work on climate change response/emergency management. 	Administration (General Manager), Ts'ewulhtun/Lulumexun, Human Resources.	Spring 2020
		<ul style="list-style-type: none"> Emergency Management Plan is developed. 	Administration (General Manager)/(EM Coordinator). Lulumexun/Ts'ewulhtun, All Department Heads.	
		<ul style="list-style-type: none"> Community education and training is provided; all families have emergency response plans and kits. 	Administration (General Manager)/(EM Coordinator)).	
		<ul style="list-style-type: none"> Regular Occupational Health and Safety meetings. 	Human Resources. Administration (General Manager).	
	Improve Transportation, Roads and Water Safety <i>Road upgrades and new road and sewer/water projects are undertaken and maintained effectively once completed.</i>	<ul style="list-style-type: none"> Boys Rd project is completed. 	Capital Projects, Lulumexun, Operations and Maintenance.	March 2024
		<ul style="list-style-type: none"> Safety improvements (Sidewalks, lights etc.) to the Sub-division are completed. Streetlights and sidewalks on Boys road and Tzouhalem road. 	Capital Projects. Lulumexun, Operations and Maintenance.	March 2024
		<ul style="list-style-type: none"> Ownership of all roads is determined; transfers to Tribes are negotiated as appropriate; all Roads in registry are secured. 	Operations and Maintenance, Lulumexun.	March 2022
		<ul style="list-style-type: none"> Community Transportation and mobility plan completed. 	Lulumexun. Capital Projects, Operations and Maintenance.	Done

Objectives From Comprehensive Community Plan (CCP)	Enabling Strategies	Key Results What we'll Accomplish in the Next 5 years	Responsibility/Involvement Who will do it	Target Due Date
		<ul style="list-style-type: none"> Increased capacity of O & M staff to manage and maintain increasingly complex community assets. 	Operations and Maintenance. Capital Projects, Lulumexun, Administration (General Manager), Human Resources.	March 2021
		<ul style="list-style-type: none"> Cowichan Tribes continues to work with partners to strengthen dikes system and minimize impacts of flooding. 	Operations and Maintenance, Lulumexun, Capital projects.	March 2021
		<ul style="list-style-type: none"> Neighbourhood Watch program implemented. 	Lulumexun. Justice Committee.	March 2021
EDUCATION <i>Our members have access to educational opportunities and support in achieving their goals.</i>	Expand Quw'utsun Smun'eem Elementary School <i>Elementary school is expanded beyond grade 4 to offer classes to Grade 7.</i>	<ul style="list-style-type: none"> Plan and design for school expansion is completed. 	Quw'utsun Syuw'entst Lelum'. Capital Projects, Lulumexun, Chief and Council.	
		<ul style="list-style-type: none"> Funding for expansion is secured. 	Quw'utsun Syuw'entst Lelum'. Capital Projects, Lulumexun, Administration (General Manager, Finance), Chief and Council.	
		<ul style="list-style-type: none"> Construction of elementary school additions is completed. 	Quw'utsun Syuw'entst Lelum'. Capital projects, Lulumexun, Operations & Maintenance.	
		<ul style="list-style-type: none"> New grade 5-7 cohorts are welcomed and attending school. 	Quw'utsun Syuw'entst Lelum'.	
Cultural Safety and Cowichan History in all Schools <i>Schools in our territory offer culturally safe learning environments for Quw'utsun youth and accurate information about who we are and our presence on these un-ceded lands since time immemorial.</i>		<ul style="list-style-type: none"> Local education agreements developed with School District 79 with a focus on language and culture. 	Quw'utsun Syuw'entst Lelum'.	July 2020
		<ul style="list-style-type: none"> All teachers in schools within our traditional territory receive training in cultural safety. 	Quw'utsun Syuw'entst Lelum', Sulhween Committee.	Ongoing
HEALTH & WELLNESS <i>Our members live</i>		<ul style="list-style-type: none"> Awareness of SDH and healthy living is promoted across all departments. 	Ts'ewulhtun. All Departments.	Spring 2020
		<ul style="list-style-type: none"> New Community Health Plan (2020-2030) is developed to meet community needs. 	Ts'ewulhtun. Health Committee.	Spring 2020
		<ul style="list-style-type: none"> SDH is a standing item on OLT meetings agendas. 	Administration (General Manager). Ts'ewulhtun, All Departments.	Jan – ongoing 2022

Objectives From Comprehensive Community Plan (CCP)	Enabling Strategies	Key Results What we'll Accomplish in the Next 5 years	Responsibility/Involvement Who will do it	Target Due Date
<p><i>physically, emotionally and spiritually healthy lives in supportive family and community environments.</i></p>	<p>Promote Social Determinants of Health (SDH) Approach and Address Addictions.</p> <p><i>Cowichan Tribes uses a SDH approach to cultivate wellbeing of members and address issues like addictions in the community.</i></p>	<ul style="list-style-type: none"> Effective addictions and opioids response including access to clean needles and services to reduce deaths and addiction rates. 	<p>Ts'ewulhtun. All Departments</p>	<p>Jan/Feb 2020</p>
	<p>Plan and Build New Health and Wellness Centre</p> <p><i>New health and wellness centre is planned and built leading to better community supports and service delivery.</i></p>	<ul style="list-style-type: none"> Health and Wellness Centre Working Group established. 	<p>Ts'ewulhtun. Administration (General Manager), Capital Projects, Health Committee.</p>	<p>Feb/March 2020</p>
		<ul style="list-style-type: none"> Research on lessons learned of communities with similar facilities is carried-out. 	<p>Ts'ewulhtun.</p>	<p>Jan ongoing/spring</p>
		<ul style="list-style-type: none"> Site is confirmed; project plan is developed. 	<p>Ts'ewulhtun. Administration (General Manager), Capital Projects, Health Committee.</p>	<p>Spring</p>
		<ul style="list-style-type: none"> Funding/fundraising is carried out and secured. Health and Wellness Centre is built and operational. 	<p>Ts'ewulhtun. Administration (General Manager), Chief and Council, Capital Projects, Health Committee.</p> <p>Ts'ewulhtun. Administration (General Manager), Capital Projects, Health Committee.</p>	<p>2020/2021 (start)</p>
<p>ECONOMIC DEVELOPMENT <i>We use our resources to generate revenue for services and our members are supported in their career and entrepreneurial ambitions.</i></p>	<p>Enhance Employment and Training Program</p> <p><i>Integrated employment and training program leading to increased participation and better outcomes.</i></p>	<ul style="list-style-type: none"> Rebranding strategy completed and implemented. 	<p>Social Development.</p>	
		<ul style="list-style-type: none"> Develop, obtain approval for, provide appropriate education with respect to, and implement, policy and procedures for Quw'utsun Employment Training (QET). 	<p>Social Development, Policy.</p>	<p>QET policy and procedures already developed and approved (Oct 2019). Implement Dec 2019 on</p>
		<ul style="list-style-type: none"> Increased awareness and participation in employment and training programs (for reduction of income assistance cases). 	<p>Social Development.</p>	<p>Ongoing</p>
		<ul style="list-style-type: none"> Collaborations with local businesses and partnerships, sponsorships (e.g. QCCC and VIU culinary arts program). 	<p>Social Development. Chief and Council, Administration (General Manager)</p>	<p>Ongoing</p>
		<ul style="list-style-type: none"> Interdepartmental job placement and employee development program is implemented with youth employment strategy for Cowichan Tribes. 	<p>Social Development. Ts'ewulhtun, Chief and Council, Administration (General Manager).</p>	<p>2020 + ongoing</p>
	<p>Pursue Economic Development Opportunities</p> <p><i>Own-source revenue and employment opportunities are created through</i></p>	<ul style="list-style-type: none"> Waste-to-energy project initiated. 	<p>Chief and Council.</p>	
		<ul style="list-style-type: none"> Multi-use building and ConstaCanna businesses up and running. Economic development plan is developed with supporting jobs plan to fulfil employment needs. 	<p>Lulumexun. Chief and Council.</p> <p>Chief and Council. Social development, Lulumexun, Finance</p>	<p>March 2022</p>

Objectives From Comprehensive Community Plan (CCP)	Enabling Strategies	Key Results What we'll Accomplish in the Next 5 years	Responsibility/Involvement Who will do it	Target Due Date	
	<i>business ventures economic development.</i>	<ul style="list-style-type: none"> Integrated economic development planning and good communication promotes coherent economic strategy. 	Administration (General Manager, finance). Khowutzun Development Corporation; Chief and Council, Social Development, Lulumexun		
		<ul style="list-style-type: none"> Resources and supports are provided to community members for identifying and removing barriers to employment. 	Social Development.	Ongoing	
SELF-SUFFICIENCY <i>Our members, families, communities, and government are self-sufficient.</i>	Continue to Advance Self-Government Through Treaty Negotiations and Other Processes <i>Treaty negotiations is advanced while creating supporting laws and policies to support self-government.</i>	<ul style="list-style-type: none"> Advance negotiations as part of Treaty process. Foundational laws and codes to support self-government prioritized, completed and ratified with community input and support (as appropriate): <ul style="list-style-type: none"> Draft Constitution New status and membership rules Child and Family Prevention legislation Education legislation Election Code 	Treaty. Chief and Council. <ul style="list-style-type: none"> Chief and Council. Administration, Governance Committee, Membership, Treaty, Quw'utsun Syuw'entst Lelum', Lalum'utul' Smun'eem. 	Prevention Jan 22 Protection Dec 2024 Election Code End of 2020	
	Explore Benefits of Obtaining Jurisdiction over Education, Child and Family services and Membership and Status Registration <i>Options to obtain jurisdiction in these areas are fully explored with community input: Child and Family services; Education; Membership.</i>	<ul style="list-style-type: none"> Feasibility - Impacts and benefits of jurisdictional transfers is explored and findings are grounded in sound research and analysis. Community is provided with the necessary information and education to participate in the process and make informed decisions; decisions whether to proceed are made. 	<ul style="list-style-type: none"> Administration (General Manager). Lalum'utul' Smun'eem, Quw'utsun Syuw'entst Lelum', Membership, Chief and Council. Administration (General Manager). Chief and Council, Lalum'utul' Smun'eem, Quw'utsun Syuw'entst Lelum', Membership, community. 	Ongoing Dec 2024 – registration July 2020 – membership	
	YOUTH <i>Our youth have opportunities and support to thrive and succeed.</i>	Create a Dedicated Cowichan Tribes youth Department to Deliver Relevant services <i>There is a youth department with representation at the OLT table advocating for the needs of today's youth.</i>	<ul style="list-style-type: none"> Needs of youth are identified and effectively addressed through own department and relevant programming (e.g. youth forums). Clear processes and guidelines are developed for youth participation on Cowichan Tribes Committees and initiatives. 	Ts'ewulhtun (Youth Centre Program). Chief and Council, Administration (GM, finance), Human Resources. Ts'ewulhtun (youth program). Administration (General Manager), Chief and Council, Youth Committee.	Spring 2020 - ongoing Spring/Fall 2020
			<ul style="list-style-type: none"> Off-reserve Child and Family office is set-up and providing services. 	Lalum'utul' Smun'eem.	Ongoing Jan 2020

Objectives From Comprehensive Community Plan (CCP)	Enabling Strategies	Key Results What we'll Accomplish in the Next 5 years	Responsibility/Involvement Who will do it	Target Due Date
	<p>Expand Child Family Services including Prevention (CFS) and Off-reserve Services</p> <p><i>Child & family services including prevention provided on and off-reserve leading to better outcomes for families and fewer child removals.</i></p>	<ul style="list-style-type: none"> Prevention services are developed and being delivered. 	Lalum'utul' Smun'eem.	Ongoing
<p>ECOLOGICAL SUSTAINABILITY <i>Our lands, water, and area wildlife are managed sustainably and used respectfully, and contribute to the wellbeing of our members.</i></p>	<p>Improve Land Use and Management of Natural Resources</p> <p><i>Improved management of specific lands and natural resources (rivers, cedar trees, salmon, etc.) through land code and remediation of contaminated lands.</i></p>	<ul style="list-style-type: none"> Land code is being implemented with new laws drafted to protect Cowichan Lands and waters and encourage sustainable development. 	Lulumexun. Chief and Council, Land Code Committee.	Ongoing – 5 year LUP being drafted
		<ul style="list-style-type: none"> Matrimonial real property law developed as part of Land Code. 	Lulumexun. Chief and Council.	March 2021
		<ul style="list-style-type: none"> Stable funding for hatchery at the current location leading to more fish for Quw'utsun Mustimuhw. 	Administration (Hatchery).	Ongoing
		<ul style="list-style-type: none"> Baseline report on contaminated areas developed; Implementation of 1-3 site remediations with supporting project closure reports. 	Lulumexun. Capital Projects, Operations & Maintenance.	March 2022
		<ul style="list-style-type: none"> Land use plan completed with community input (LUP). 	Lulumexun. Administration, Capital, Housing, Operations and Maintenance.	March 2021
		<ul style="list-style-type: none"> Community planner position filled. 	Lulumexun. Human Resources.	March 2020
		<ul style="list-style-type: none"> Traditional food and agriculture is prioritized including expansion of Aluxut program (clam gardens, other traditional food sources). 	Ts'ewulhtun (Elder's Program Kitchen), Lulumexun.	Spring 2020
	<p>Demonstrate Leadership in Climate Resiliency and Adaptation</p> <p><i>Cowichan Tribes reduces its environmental footprint and adopts measures that promote ecological sustainability.</i></p>	<ul style="list-style-type: none"> Green procurement strategy is in place. Electric vehicles are being used by the nation for transportation and charging stations are installed (including for staff use). Energy conservation and waste reduction is promoted in all Cowichan Tribes buildings. Enhance community capacity to respond to climate change and manage ongoing issues (such as flooding, droughts) through enhanced stewardship of traditional lands. 	<p>Administration (Finance)</p> <p>Admin (finance). Capital Projects, Lulumexun, Operations & Maintenance.</p> <p>All Departments.</p> <p>Lulumexun.</p>	<p>December 2021</p> <p>March 2022</p> <p>Ongoing</p> <p>Ongoing</p>
	<p>Review of Cowichan Tribes Organizational Structure (Departments and Committees)</p>	<ul style="list-style-type: none"> Review of Cowichan Tribes organizational structure is carried-out to ensure departments and committees are organized to promote effective governance and optimal use of resources. 	Administration (General Manager). Chief and Council, Committees, Department Heads, Finance	Fall 2020

Objectives From Comprehensive Community Plan (CCP)	Enabling Strategies	Key Results What we'll Accomplish in the Next 5 years	Responsibility/Involvement Who will do it	Target Due Date
GOVERNANCE <i>We make wise decisions and take effective action to support our community and values with a focus on transparency and regular communication with members.</i>	<i>Governance and organizational structure is reviewed to ensure efficiency and effective collaboration between Departments, Community and Council.</i>	<ul style="list-style-type: none"> Appropriate re-structuring decisions are made and carried-out based on recommendations of the review. 	Chief and Council. Administration (GM, finance), Human Resources, Committees, Department Heads, Finance	Fall/winter 2020/2021
	Provide Governance and other Training for all Leaders <i>Training leads to more informed decision-making and effective oversight by leaders using both traditional and contemporary best practices.</i>	<ul style="list-style-type: none"> Training is provided to all elected leaders, committee members and departments heads. Training includes CT policies, conflict of interest guidelines, traditional and contemporary governance practices, and lines of communication directive (administrative vs governance functions); and supports creating healthy workplace (to address lateral violence). 	Administration (General Manager, Council Secretary). Human Resources, All Departments, Chief and Council, Committees.	Jan 2020 - quarterly
		<ul style="list-style-type: none"> Training and expertise increases capacity of leaders and staff to make effective decisions regarding new potential areas of jurisdictional responsibilities. 	Administration (General Manager). Human Resources, Affected Departments, Chief and Council, Committees.	
CULTURE <i>Our culture is part of our daily lives and governance and cultural assets are protected and promoted.</i>	Transfer Historical Databases from Treaty and Quw'utsun Syuw'entst Lelum' to Cowichan Tribes <i>All Cowichan Tribes data is housed in a single Cowichan Tribes digital database, enabling better access to and protection of information.</i>	<ul style="list-style-type: none"> Historical database is fully digitized. 	Treaty. Administration (IT, Records).	
		<ul style="list-style-type: none"> Historical database is transferred from Treaty and Quw'utsun Syuw'entst Lelum' to Cowichan Tribes records management. 	Treaty. Quw'utsun Syuw'entst Lelum', Administration (IT, Records Management).	
		<ul style="list-style-type: none"> Processes and policies are in place to protect our stories and data and ensure appropriate access and use (mindful of Quw'utsun teachings and OCAP principles). 	Treaty. Administration (IT, General Manager, Policy), IT, Quw'utsun Syuw'entst Lelum'.	
	Develop Language Immersion and Training Programs <i>All K-4 students have access to Hul'q'umi'num immersion program and language training is available for members to increase number of fluent speakers in the community.</i>	<ul style="list-style-type: none"> Immersion program established for K-4 at Quw'utsun Smuneem Elementary School. 	Quw'utsun Syuw'entst Lelum'.	
	<ul style="list-style-type: none"> Language programs are available for all community members. 	Quw'utsun Syuw'entst Lelum'. Membership, Administration (General Manager).		
	<ul style="list-style-type: none"> CT supports Hul'q'umi'num teacher training programs in universities and other relevant teachings spaces. 	Quw'utsun Syuw'entst Lelum'.		
ELDERS <i>Our Elders are cared for and their</i>		<ul style="list-style-type: none"> Elders and youth are regularly brought together through a range of activities at the youth centre, Elders' building and in the community. 	Ts'ewulhtun (Elder's program, youth program). Sulhween Committee, Elders Advisory Committee, Chief and Council.	Jan - Quarterly

Objectives From Comprehensive Community Plan (CCP)	Enabling Strategies	Key Results What we'll Accomplish in the Next 5 years	Responsibility/Involvement Who will do it	Target Due Date
<p><i>knowledge and wisdom guide and strengthen our community.</i></p>	<p>Better involve Elders in Decision-making and Passing on Knowledge</p> <p><i>Elders are fully involved in decisions that affect them and in support of the nation, as well as have opportunities to share their wisdom especially with youth.</i></p>	<ul style="list-style-type: none"> Elders are engaged as active partners in providing guidance for decision-making. This includes reviewing governance processes such as the Terms of Reference of relevant Committees (i.e. Sul'hween, Elders Advisory and Tobacco tax Committees) to ensure Elders have a strong voice on issues that matter to them. 	<p>Ts'ewulhtun (Elder's program). Sulhween Committee, Elders Advisory Committee, Chief and Council</p>	<p>Jan - Quarterly</p>
		<ul style="list-style-type: none"> Elders-in-residence positions are created in more Cowichan Tribes departments and centres where appropriate. 	<p>Ts'ewulhtun (Elder's program). Sulhween Committee, Elders Advisory Committee, Treaty, Department/Centre leads as appropriate.</p>	<p>Spring 2020</p>
	<p>Improve Elder-focused Service Delivery</p> <p><i>Elder's program meets the evolving needs of Elders who are highly satisfied with the services and quality of care they receive.</i></p>	<ul style="list-style-type: none"> Elders' program manager position is created. 	<p>Ts'ewulhtun (Leadership and Elder's program).</p>	<p>Jan/Feb 2020</p>
		<ul style="list-style-type: none"> Elders' building is renovated and expanded to accommodate growing needs. 	<p>Ts'ewulhtun (Leadership and Elder's program), Chief and Council, Capital Projects, Housing, Finance.</p>	<p>Spring 2020</p>
		<ul style="list-style-type: none"> Improved communications with Elders about services offered and how to access them (service navigation) as well as any service changes or disruptions. 	<p>Ts'ewulhtun (Leadership and Elder's program).</p>	<p>Jan - ongoing</p>
		<ul style="list-style-type: none"> More service options and staff training provided to address the needs of frail or vulnerable Elders (e.g. with a disability) or who require complex care, including in-home supports. 	<p>Ts'ewulhtun (Leadership and Elder's program).</p>	<p>Spring 2020 6 month options</p>
		<ul style="list-style-type: none"> Members are fully aware of respite options for caregivers who require support. 	<p>Ts'ewulhtun (Leadership and Elder's program).</p>	<p>Spring 2020</p>
		<ul style="list-style-type: none"> Greater range of workshops and activities for Elders, including sessions on health promotion, illness prevention, lifestyle planning (i.e. Tai Chi; fall prevention), parenting/grandparenting skills, and quality of life (socialization, connection, art therapy). 	<p>Ts'ewulhtun (Leadership and Elder's program).</p>	<p>Jan/Feb 2020 – included in job description</p>
		<ul style="list-style-type: none"> Integration of services across departments is facilitated to support a holistic model of service delivery for Elder to navigate and obtain the services they need (e.g. health, housing – social determinants of health approach). 	<p>Ts'ewulhtun (Leadership and Elder's program), Department Heads; Administration (General Manager), Finance, Housing.</p>	<p>Spring - quarterly</p>
		<ul style="list-style-type: none"> Elders are engaged as active partners in decision-making regarding policy, program development, implementation and evaluation of the services they receive. 	<p>Ts'ewulhtun (Elder's program), Sulhween Committee; Elders Advisory Committee.</p>	<p>Bimonthly team meetings.</p>



Cowichan Tribes 5-year Plan (2019-2024)

Context:

The content in this Strategic Operations Plan was developed with input from Chief and Council, department heads (Operational Leadership Team), staff and Elders and youth. The content is captured in a high-level document (the Strategic Plan) as well as this internal companion document, the Strategic Operations Plan.

Input to develop the plan came from:

- March 4-5: Operational Leadership Team planning session at Tigh-Na-Mara resort
- April 3: Chief & Council and OLT planning session at Cowichan Bay Ocean front resort
- May 7: session with OLT, Council/Elder representatives and youth participants at Quw'utsun Cultural Centre
- Meetings of the Strategic Plan Working Group (March – June)
- June 12: working session with General Manager and others
- July 10: Chief and Council session in Council Chambers
- August 20: Elders and youth community session in Council Chambers
- September 12: Operational Leadership Team planning at Affinity House
- November 18: Final session of the Operational Leadership Team in Council Chambers
- Staff responses (162 participants) to the Cowichan Tribes staff questionnaire
- Notes from the Elders forums and youth forums (hosted in 2018-2019)
- Review of the 2013-2018 Strategic Plan and CCP (2014) for items to carry forward into this 5-year plan

The input provided is organized into four areas - ***the 4 C's of Cowichan: Culture, Collaboration, Community-focused & Commitment to Results***. Each of the 4 Cs includes high level **strategies** and a number of **key results**. The 4Cs apply primarily to Cowichan Tribes as an organization (for Chief and Council and all staff/departments). They will allow everyone to work together towards realizing the vision, mission, goals in this plan as well as the specific actions for community. The Actions table includes the 'Big Ticket items' listed by objective (housing, education, elders, etc.) from the Comprehensive Community Plan (CCP). Multiple departments will be responsible for achieving them – they are not organized by departments but rather by topic area from the CCP.

The Strategic Plan (2019-2024) was officially launched on November 29th, 2019, at Si'em Lelum gym.