

Ka:'yu:'k't'h' / Che:k'tles7et'h' First Nations



STRATEGIC PLAN

2022 - 2026

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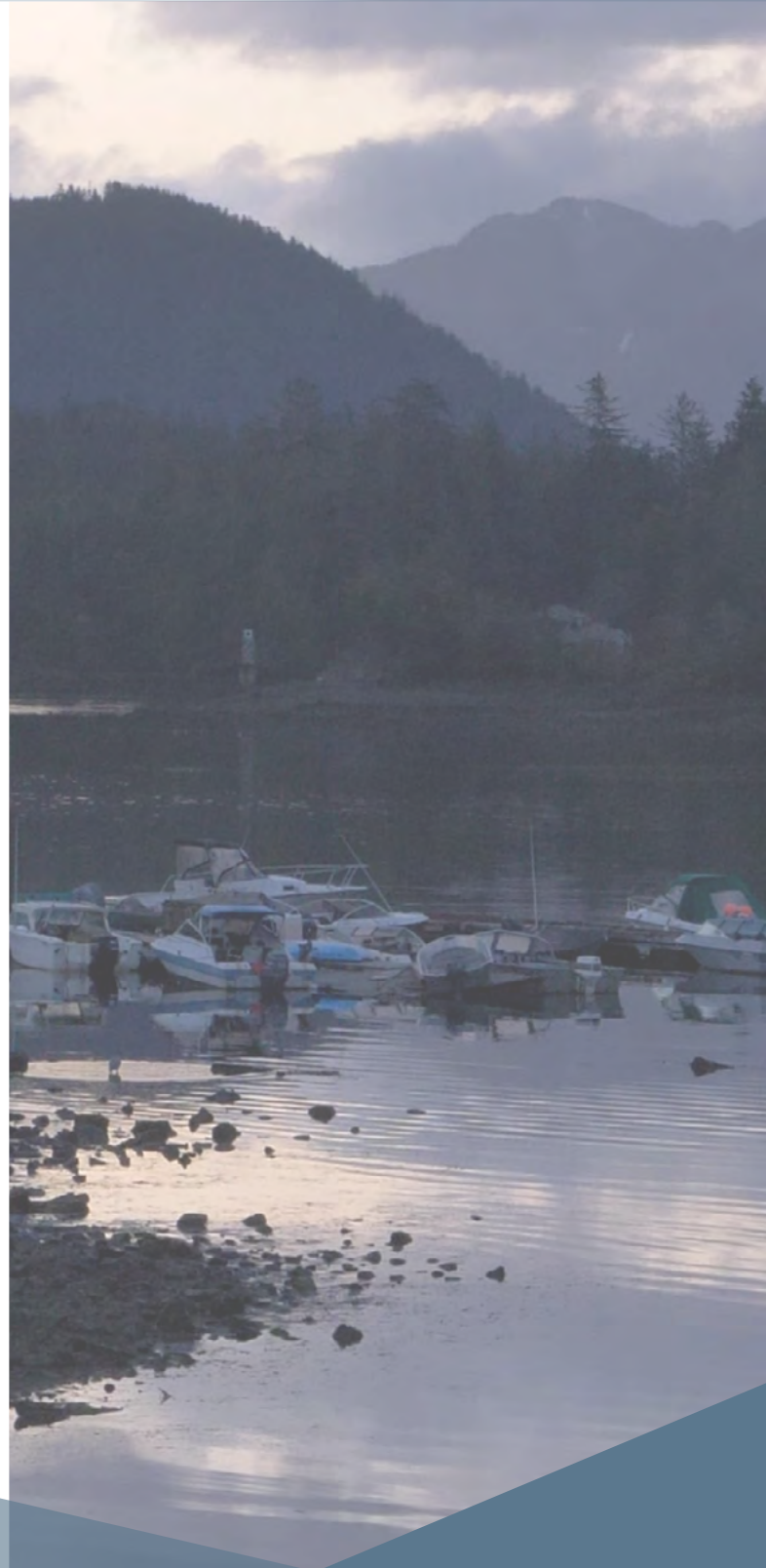
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**Many Thanks
to the KCFN Holdings Board
and to management and
staff from KCFN Group of
Businesses**

Plan by Alderhill Planning
Completed: October 2022

ABOUT KCFN

Based on the west coast of Vancouver Island and formerly known as Kyuquot, the Ka:'yu:k't'h' and Che:k:tlles7et'h' First Nations (KCFN) amalgamated in the 1950s before being forcibly relocated in the early 1970s to Houpsitas where they remain today. KCFN is the northernmost of 14 Nuu-chah-nulth First Nations, several of whom belong to the Maa-nulth treaty which came into effect April 1, 2011. In addition to KCFN, the other signatories to that treaty are Huu-ay-aht First Nations, Toquaht First Nation, Uchucklesaht Tribe, and Yuuʷuʷiʷaʷaʷ (Ucluelet First Nation). KCFN signed on to Strathcona Regional district as a government member in 2020.

Story of KCFN Group of Businesses

The KCFN community of Houspitas is remote, accessed only by private logging road, boat, or plane. As this presents logistical challenges in terms of transporting goods and services to and from the region, KCFN recognized the need to create locally owned businesses to service the needs of local programs, services, businesses, and membership.

With the implementation of the Maa-nulth treaty in 2011, KCFN recognized that own-source revenue generation from existing and new business opportunities was going to be key to successfully achieve their vision. Therefore, KCFN established and transferred existing businesses to the KCFN Holdings Limited Partnership (KCFN HLP). The Holdings LP Operating Board then established the KCFN Management Services LP (KCFN MSLP) to act as the management and operating arm of the Corporation.

KCFN owns and operates a number of businesses. Most of our businesses are majority owned by a holding company, which then owns a number of limited liability companies, as shown in the following corporate chart. In addition to the businesses that KCFN owns, KCFN holds shares or part ownership in several businesses (below).

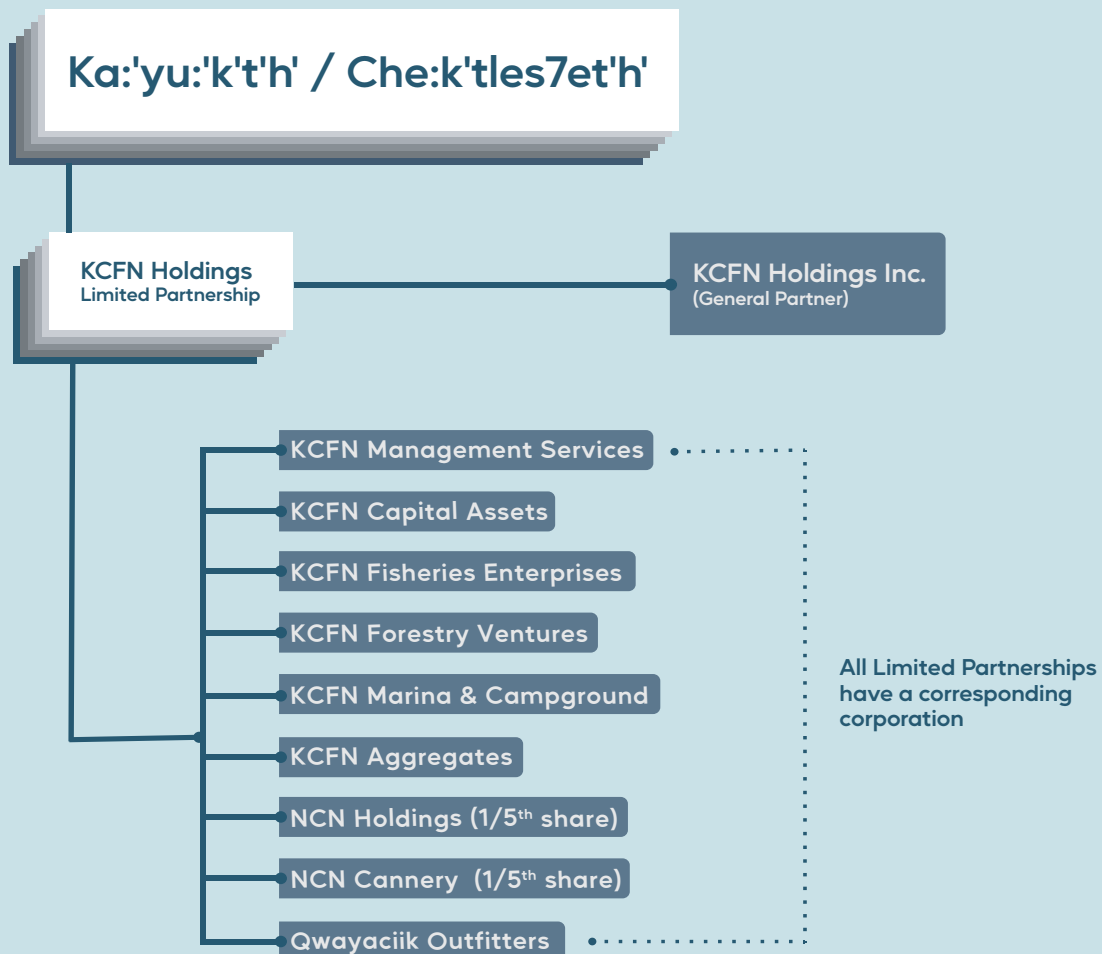
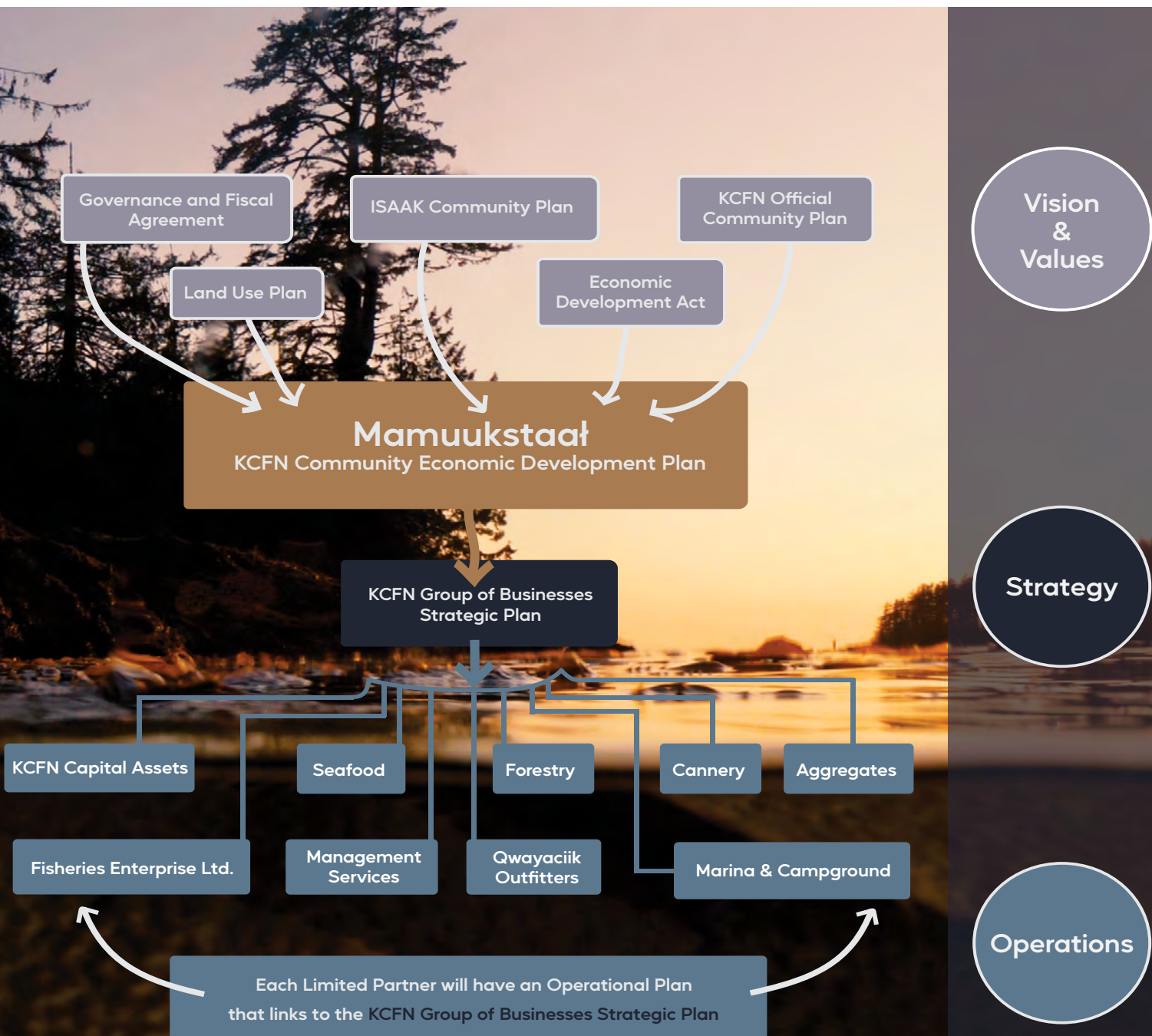


Figure 1: KCFN Group of Businesses corporate chart, July 2022. Names of businesses depicted may change over time as the Group of Businesses grows and evolves.

KCFN Ecosystem of Planning

The KCFN Group of Businesses Plan exists within the broader planning ecosystem of KCFN. As depicted in the graphic below, there are a number of plans and policies that align and interact with each other at different levels of detail and depth.



Mamuukstaał

KCFN Community Economic Development Plan



Within the broader planning ecosystem of KCFN noted above in Figure 2, the Mamuukstaał (Working Together) KCFN Community Economic Development Plan was developed by KCFN in 2021/2022. The plan provides a mandate for ongoing community economic development projects in Housitas, on other KCFN Lands, and to support work for KCFN citizens not living on KCFN Lands, including citizens living in Campbell River.

The Community Economic Development Plan broadens the focus from profit to also prioritizing human and ecosystem wellbeing. It sets out the vision and values that provide an important framework for the KCFN Group of Businesses to work within.

**The vision
for the
Community
Economic
Development
Plan:**

*Flourishing, healthy, and
resilient Nations leading
a sustainable economy
in Kyuquot Sound region
and beyond*

Mamuukstaat

KCFN Community Economic Development Plan

The Community Economic Development Plan outlines three strategy areas:

1. Consolidate our Foundation

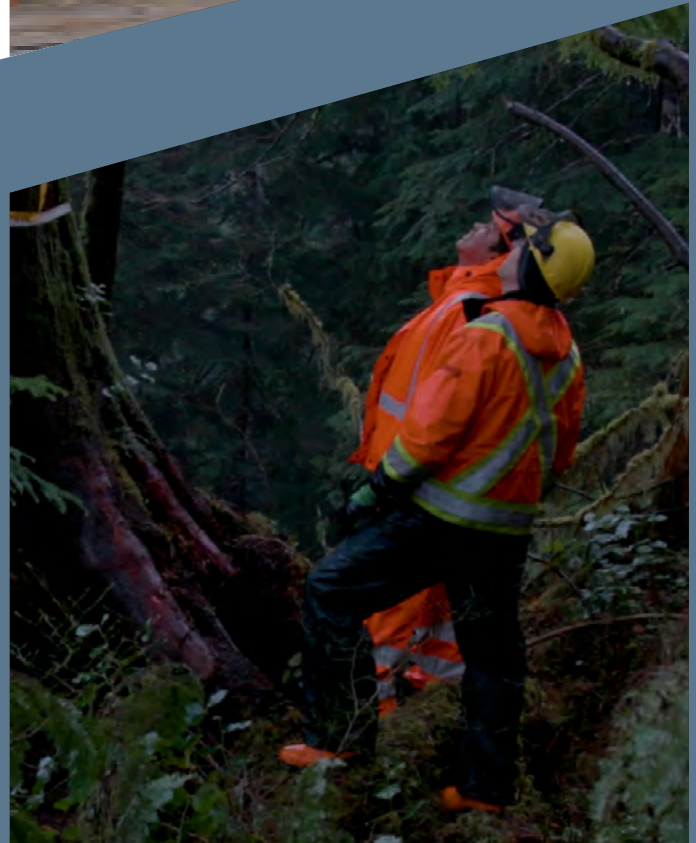
Supporting and growing existing KCFN-owned and operated businesses and community economic development initiatives.

2. Strengthen our Heart

Supporting Citizen health, safety, and wellbeing through skills development, employment, and business support.

3. Grow our Opportunities

Expanding awareness of our Nations and KCFN businesses, growing collaboration with regional partners.



Mamuukstaat

Working Together

About this Strategic Plan

The KCFN Group of Businesses Strategic Plan was developed through engagement with the KCFN Holdings LP Board of Directors, KCFN Economic Development committee, and key staff. Engagement primarily took place at a strategic planning retreat in April 2022 where the full group established a vision and mission for the newly founded KCFN Group of Businesses as well as a set of goals and objectives to guide the work for the next 5 years.



Vision Statement

Grounded in Ka:'yu:'k't'h'/Che:k:tles7et'h' culture and values, the vision of the KCFN Group of Businesses is to support prosperity and opportunity for current and future generations.



Mission Statement

To manage profitable businesses, build a successful economic base, and foster entrepreneurship within KCFN.

Strategic Plan Values

The 7 guiding principles from the Mamuukstaat KCFN Community Economic Development Plan were adopted by the KCFN Group of Businesses as guiding values to be included in this strategic plan:

Community Health & Wellbeing	Support projects that address and improve community health and wellbeing	
Education, Training & Mentorship	Provide education and support for KCFN citizens who are learning new skills, building capacity on the job, and developing leadership and management skills	
Culture	Encourage projects that restore and celebrate KCFN culture and heritage while integrating language and culture into all aspects of economic development	
Business Retention & Development	Improve performance of existing businesses, including KCFN citizen-owned businesses and support citizen entrepreneurship	
Employment	Create more jobs for KCFN citizens across seasons	
Partner, Promote & Welcome	Raise the profile of KCFN through cooperation and collaboration with regional community economic development partners	
Self-sufficiency	Facilitate projects that improve the self-sufficiency of Houpsitas and KCFN	

Goals & Objectives



GOAL 1

Achieve Financial Self-sufficiency through Effective Fiscal Planning & Management



GOAL 2

Expand Employment & Training Opportunities for KCFN Members



GOAL 3

Expand on Existing Successful Businesses



GOAL 4

Identify & Pursue New Opportunities & Partnerships



GOAL 5

Establish Ourselves as a Skilled, Agile and Effective Organization



GOAL 1

Achieve Financial Self-sufficiency through Effective Fiscal Planning & Management

Priority Objectives

- 1.1 Become a profitable group of businesses
- 1.2 Develop and implement policy and procedures for managing and guiding financial synergies between KCFN Group of Businesses including internal borrowing, financing, amortization, and accounting

Other Objectives

- 1.3 Identify and secure capital, financing, and equity partnerships to support business development
- 1.4 Develop and implement policy & procedures for identifying & evaluating partnerships and investment opportunities

GOAL 2

Expand Employment & Training Opportunities for KCFN Members

Priority Objectives

- 2.1 Identify current internal capacity and training gaps, challenges, and opportunities
- 2.2 Participate in training and job readiness planning led by KCFN education department

Other Objectives

- 2.3 Establish KCFN business incubator and resource centre in Housitas & Campbell River
- 2.4 Contribute to financial support and incentives for training and education
- 2.5 Increase the number of KCFN citizens employed within the Group of Businesses

GOAL 3

Expand on Existing Successful Businesses

Priority Objectives

- 3.1 Expand fisheries into a profitable commercial enterprise
- 3.2 Secure licenses, permits, tenures, and protocols that support and allow business leadership and follow the development of business enterprise
- 3.3 Develop and begin to implement an ecotourism and cultural plan

Other Objectives

- 3.4 Expand natural resources by gaining control over existing tenures in KCFN territories
- 3.5 Develop KCFN tourism info centre/hub
- 3.6 Develop an integrated resource management plan for KCFN territories

GOAL 4

Identify & Pursue New Opportunities & Partnerships

Priority Objectives

- 4.1 Conduct a feasibility study for an elder care business
- 4.2 Conduct feasibility study for developing Artlish into a resort destination
- 4.3 Build on KCFN Group of Businesses' network to include advisors
- 4.4 Invest in property development and management inside and outside of treaty settlement lands
- 4.5 Assess potential economic assets across KCFN territory
- 4.6 Conduct feasibility studies for the development of natural resources such as forestry and land-based hatcheries for shellfish and finfish

Other Objectives

- 4.7 Conduct feasibility studies for:
 - Development at Black Sands
 - A transportation company
 - A marijuana business
 - The purchase of Englefield barge and/or partnership with Vancouver Island Forest and Marine Group (VIFM)
 - A socio-ecological centre for excellence in Fair Harbour

GOAL 5

Establish Ourselves as a Skilled, Agile and Effective Organization

Priority Objectives

- 5.1 Coordinate and align the KCFN Group of Businesses in areas including insurance, health & safety, human resources policy and practices, employment benefits, and communications
- 5.2 Develop a marketing plan and branding guide for the KCFN Group of Businesses
- 5.3 Report back to the Nations in an accountable, accessible, and transparent way

Other Objectives

- 5.4 Launch the KCFN Group of Businesses website
- 5.5 Develop a comprehensive succession plan
- 5.6 Develop KCFN cultural and history education sessions for all employees within the KCFN Group of Businesses
- 5.7 Develop and implement tools and processes to identify synergies and challenges between the KCFN Group of Businesses' expansion plans
- 5.8 Continue to engage in strategic planning
- 5.9 Develop operating procedures for all applicable Limited Partnerships

Monitoring & Evaluation

The KCFN Group of Businesses agrees to review this plan and monitor progress through quarterly reports and more thoroughly on a semi-annual basis with amendments as deemed necessary.

Staff will use this strategic plan when developing annual budgets and work plans, or any other plans connected to the KCFN Group of Businesses.

This strategic plan will be shared with the KCFN, partners and other key allies. An annual report outlining progress made on the goals and objectives of this plan will be produced and shared with the KCFN by July 31st of each fiscal year.

KCFN Group of Businesses' Annual Planning & Budgeting Process:

September - November

Planning and Budgeting Sessions

November - January

Plan and Budget Development

February - March

Approval of Annual Operating Plans & Budgets





Strategic Plan Progress & Financial Report Calendar

Publication of Quarterly Report:

- Quarter 1: July
- Quarter 2: October
- Quarter 3: January
- Quarter 4: April



Publication of Audit & Annual Report:

- Financial Audit: June of each fiscal year
- Annual Report: July of each fiscal year

Produced by:

KCFN Group of Businesses
1250C Ironwood Street,
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