



**HaiCo**

*As a business entity of the Haida Nation, HaiCo is committed to stewardship of its resources in a manner that provides for future generations. Our focus is on building Haida enterprises that reflect Haida cultural values, creating careers and improving the lives of the Haida People and the economy of Haida Gwaii.*



# STRATEGIC PLAN 2011-2016

## OUR FOUNDATION

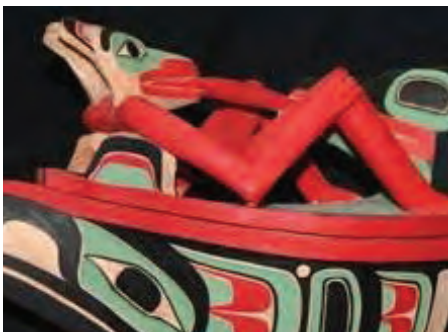
### MISSION

*To generate a diverse, functioning and sustainable economy on Haida Gwaii for the long term well-being of the Haida People and culture.*

### VISION

*A well-governed, diverse and financially successful group of Haida companies that is a model of stewardship, balancing the environmental, social, cultural and economic values upholding the pride of the Haida Nation.*

This Strategic Plan was approved by the Haida House of Assembly in October 2011



### ▶ GOAL 1

HaiCo will generate revenue and provide meaningful employment and career opportunities for Haida People in the management and operations of HaiCo and subsidiary businesses.

### ▶ GOAL 2

HaiCo will provide responsible management practices that always consider the land, waters, life forms and the culture in all enterprises.

### ▶ GOAL 3

HaiCo will develop Haida management and operational capacity to ensure well managed, profitable and integrated businesses.

### ▶ GOAL 4

HaiCo will focus on enterprises that are needed to produce a thriving, sustainable community that enhance the lives of people living on Haida Gwaii.

## OBJECTIVES

- ▶ Sound governance
- ▶ Long term financial well being
- ▶ Fiscal prudence
- ▶ Creation of new careers and employment for Haida People
- ▶ Sound stewardship and recognition of inherent limits
- ▶ A safe and healthy working environment

## ▶ PERFORMANCE INDICATORS

### EXPECTATION

Creation of Haida owned businesses  
 Creation of careers and employment  
 Improving family incomes  
 New business opportunities  
 Sound governance policies  
 Creation of diverse, sustainable economy  
 Utilization of raw materials  
 Strategic plan reflecting Haida values  
 Commitment to sustainability  
 Sound risk management  
 Business Checklist Development/Use  
 Proactive effective communications  
 Advertising of job opportunities  
 Capacity Building and Succession Plans

### INDICATOR

HaiCo owned and Haida based businesses  
 FTE Haida employment in HaiCo enterprises  
 Canada Census data-benchmarked  
 Businesses assessed  
 Achievements  
 Benchmark Criteria and monitor  
 Margin added products/services  
 Approved Plan  
 Achievement of Third party certification  
 Risk Management Plan  
 Use of checklists to assess opportunities  
 Polling-listing of activities undertaken  
 Total New Jobs–Advertising list-Haida hired  
 Activities and Completed Plans for all positions



## ▶ WHERE DOES HAICO NEED TO BE IN 2016?

### FROM 2011

Managing board  
 Limited board functioning  
 Transition of legacy businesses  
 Startup businesses  
 Limited management capacity  
 No joint venture businesses  
 Businesses not meeting community needs  
 Lack of capital  
 Limited contract opportunities  
 Haida people apprehensive  
 Board-CHN relations developing  
 Limited job and career opportunities  
 Limited business/culture integration  
 Limited control of local businesses  
 No integration between businesses  
 Limited control of Haida Gwaii tenures  
 Limited capacity building/partnerships  
 No succession planning  
 Limited communication with Haida People  
 Limited human resources development  
 No profits for business growth & distribution  
 Limited product processing  
 No market/sector recognition  
 Limited independent result verification

### TO 2016

- Governing board, effective framework and policies
- Board committees in place and active
- Well-functioning businesses
- Established effective and profitable businesses
- Full management capacity
- Mix of wholly-owned and effective JVs
- Businesses enhance Haida Gwaii life and living
- Adequate capital
- Creating new contractors and Haida entrepreneurs
- Full confidence of Haida People
- Accountabilities/responsibilities/independence
- Increase in career opportunities-entrepreneurial
- Businesses reflect and promote Haida culture
- Expansion into multi-business sectors
- Central accounting, full integration of businesses, achieving synergies
- Extensive control/ownership of local resource tenures
- Active partnerships and programs for capacity building.
- Succession planning and mentorship at all levels
- Strategic and effective communication with all
- Strategic and effective human resource development programs
- Generating significant profits for business and treasury
- Optimum margin added to products and services
- Wide recognition/respect/quality products
- Third party certification of all businesses/processes

## PRINCIPLES

- ▶ Ensure the condition, and the ability of the land and waters to function and provide for the long-term well-being of the Haida people for generations to come.
- ▶ Fair and transparent treatment of human resources.
- ▶ Respecting the Haida Nation's right to determine the use and management of Haida territories.



## VALUES

- ▶ Transparency
- ▶ Efficiency
- ▶ Clarity
- ▶ Accountability
- ▶ Fiscal Discipline
- ▶ Confidentiality



## COMMUNICATIONS

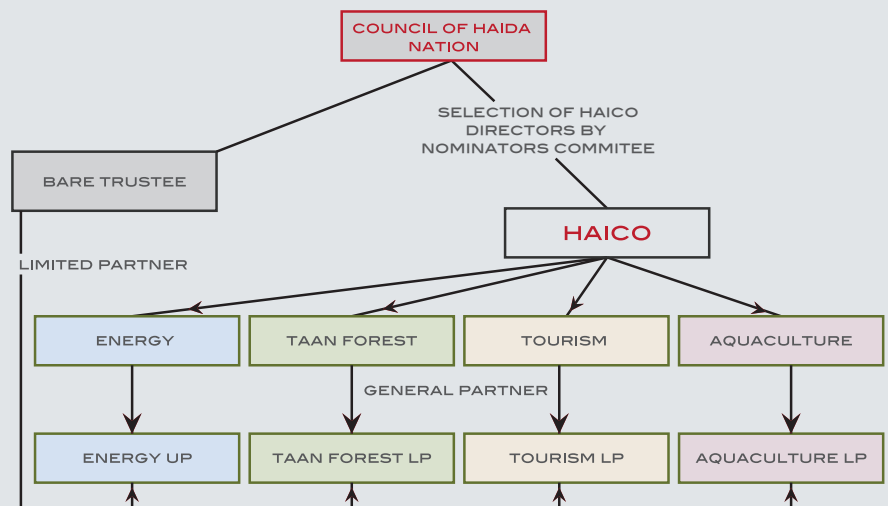
HaiCo will be proactive in communications and ensure that stakeholders are able to provide constructive feedback to support continuous improvement of the corporation. Through the use of the HaiCo website, newsletters and annual reporting HaiCo is committed to keeping Haida People and others well informed of it's plans, activities and results.



- ▶ Application of integrity, responsibility, prudence and accountability to the use of funds, assets and resources.
- ▶ Corporate governance and operations which is based on honesty, accountability and openness.
- ▶ Respecting and upholding the Haida Nation's governance legislation, regulations, policies, processes and decision-making.
- ▶ Appreciation for the contributions made by others that have supported and contributed to the establishment of HaiCo through business partnerships and agreements.

## ▶ STRUCTURE

HaiCo fits into the overall governance and operating structure of the Haida Nation while conducting its operations independent from the Council of the Haida Nation.



A SEPARATE LIMITED PARTNERSHIP CAN BE ESTABLISHED FOR EACH OF THE MAJOR BUSINESS FIELDS OF THE CHN SUCH AS ENERGY, FORESTRY, TOURISM, AQUACULTURE, TRANSPORTATION ETC

## CAPACITY BUILDING

HaiCo recognizes that human resources are a key element in achieving success. As a new company that includes several established businesses with personnel already in place HaiCo is committed to their continuing employment. Existing employment arrangements with other First Nations will be honoured by HaiCo and its subsidiaries. On Haida Gwaii we will be putting in place mentorship programs for HaiCo businesses and contractors. New opportunities will be focussed on Haida and local people.

HaiCo has hired an experienced Skills Development Coordinator to prepare and implement a capacity development and succession plan for existing and new jobs in the company. The succession planning is critical to ensuring mentorship and development of Haida People to be able to



perform in any positions in the company over the long term.

Recognizing that there will also be many opportunities for suppliers and contractors to provide labour and other services to HaiCo, the company will work with local contractors in developing their business and service skills.

The capacity building work includes a long term development strategy and training plans for Haida careers and employment in HaiCo companies. A key focus will be on Haida youth. HaiCo will work with Haida entities and others in developing and implementing its capacity building plans and programs.



HaiCo

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***O***ur culture is born of respect, and intimacy with the land and sea and the air around us. Like the forests, the roots of our people are intertwined such that the greatest troubles cannot overcome us.

***The living generation accepts the responsibility to ensure that our heritage is passed on to following generations.***

***We owe our existence to Haida Gwaii.***

