

TDC Strategic Plan 2022 - 2025



Prepared for: Tsal'ah Economic Development Corporation

Originally Prepared by: Tamara Goddard, Mahigan Research and Development (June 2019)
Updated & Revised by: Kathleen Lam, MBA (March 2022)

Table of Contents

BACKGROUND	3
INTRODUCTION	4
TDC VALUES.....	4
TDC VISION	5
TDC MISSION	5
SECTION 1, ORGANIZATIONAL GOALS	6
<i>I, Operational Excellence Goals:</i>	<i>7</i>
<i>II, Financial Excellence Goals</i>	<i>8</i>
<i>III, Partnership Management and Growth Goals.....</i>	<i>9</i>
<i>IV, Capacity Development for Growth Goals.....</i>	<i>10</i>
SECTION 2, INDUSTRY AND MARKET OPPORTUNITIES	11
BC HYDRO RELATED OPPORTUNITIES	11
TOURISM.....	12
AGRICULTURE	12
HOUSING & INFRASTRUCTURE.....	12
Section 3, Challenges & Solutions to Growth.....	13
Collaborative Development	13
Financial Independence and Clarity	13
Human Resources	13

TDC Strategic Plan 2022 - 2025



BACKGROUND

The Tsal'alh Development Corporation (TDC) was incorporated in 2005 as a community-based development corporation. The TDC was activated in 2010 with the intent of maximizing economic opportunities and benefits for Tsal'alhmec and future generations. The founding board was made up of representatives from Chief and Council. In 2014 the Tsal'alh Government (TG) Chief and Councilors determined the need to establish a professional board that operates at arm's length from the government, according to best practices. The new TDC Board was chosen based upon competency matrix and appointed in April 2015.

The Current Board Members Include:

- Garry John, Chair
- Amory Adrian, Secretary
- Morris Prosser, Treasurer
- Travis Peters, Director
- Timothy Peter, Director

The Tsal'alhmec has approximately 720 members, with approximately 50% residing in Tsal'alh and the rest living away from home. The majority of the Tsal'alhmec population residing in Tsal'alh are within the working range between the ages of 20 - 64 (AANDC Community Profiles). The second largest demographic, 31%, are youth between the ages of 0 -19 years of age.

In 2015 Chief and Council endorsed The Tsal'alhmec St'át'imc Nt'akmenlhkálha Plan¹. This Comprehensive Community Plan (CCP) project undertook research that engaged community members as leaders to build their capacity around planning social, cultural, infrastructure and economic development priorities.

While TDC is has been developed to be arms-length from Tsal'alh government, the CCP clearly states that collaboration in areas of capacity building, land use, employment and training, and small business development is key to the overall successful development of a thriving local economy.

As part of the CCP, TDC has developed and implemented several development plans:

- Evolutionary Development Plans 2011 & 2012
- Workplan 2014
- TDC 2015 - 2018 Strategic Plan
- TDC 2019 – 2023 Strategic Plan

¹ St'át'imc definitions: Our way of life. The Team chose this name for the Comprehensive Community Plan.

INTRODUCTION

On October 5, 2021 and again on February 17, 2022 the TDC hosted strategic planning sessions. Changes and updates to this updated strategic plan takes into account input received from attendees of both session along with the existing plan and goals.

The strategic planning session was attended by the following participants:

RODNEY LOUIE, CEO@TSALALHDC.COM
ADELE ALEXANDER, GM@TSALALHDC.COM
NORMA DYCK, GM@LILTEMMOUNTAINHOTEL.COM
LARRY CASPER JR., CM@TSALALHDC.COM
CLIFFORD CASPER, PC@TSALALHDC.COM

TDC VALUES

Responsible

Efficient, due diligence, paced organizational development, self-sufficient, accountable, transparent, sustainable, continuous improvement, community benefit.

Culturally Relevant

Supportive and integrated St'at'imc Tsal'alh culture, and Tsal'alhmec interests.

Collaborative & Partnership Orientated

Develop and maintain enriching relationship within the Tsal'alh area of interest, nationally and internationally.

Strategic

Grow and diversify a sustainable economy for short and long-term benefit, from knowledge-based decisions.

Create Wealth

Including creating training, employment and contracting opportunities and innovative legacies for Tsal'alhmec.

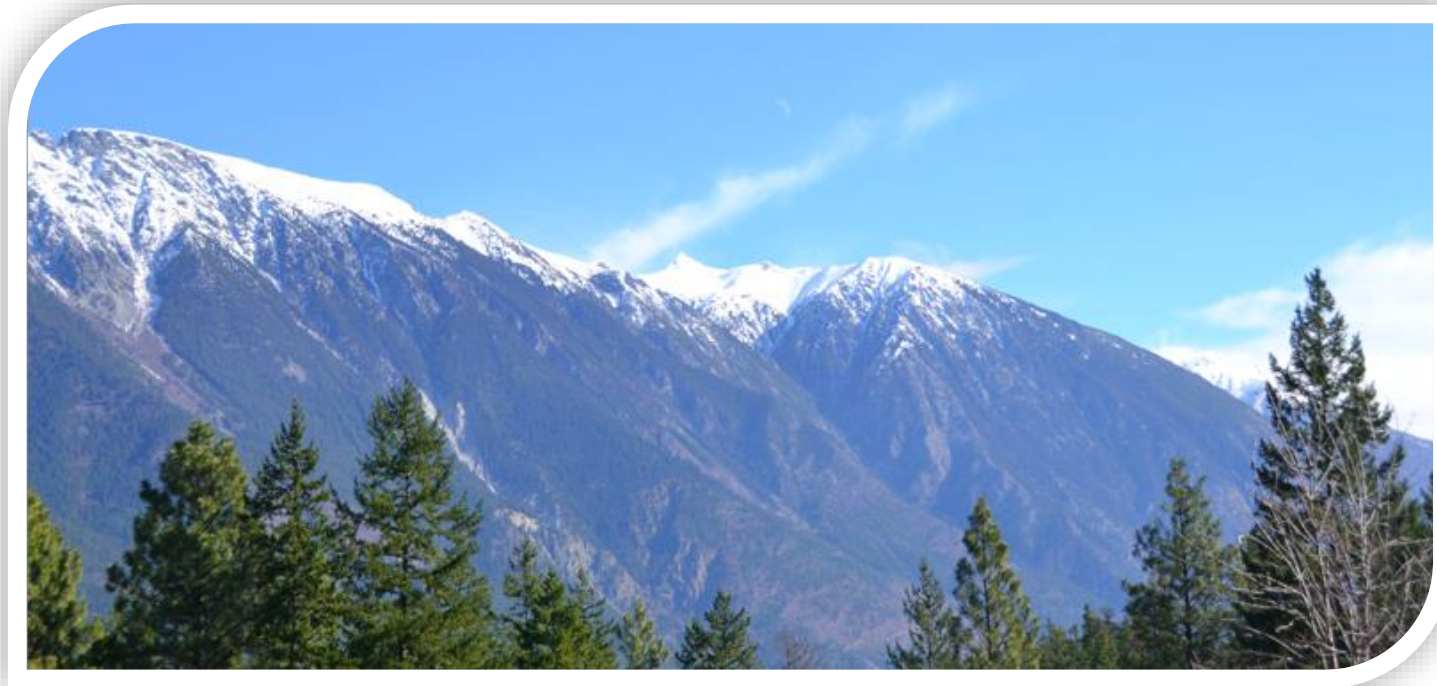
TDC VISION

The TDC creates a self-sufficient stable foundation for wealth creation and economic independence to benefit and enhance the lifestyles of Tsal'almec and future generations.

TDC MISSION

The TDC achieves this through collaboratively identifying, developing and maximizing economic opportunities, as a well-run efficient organization that also contributes to developing a healthy diversified, strong, Tsal'alh economy that is responsive to the needs and interests of the Tsal'alh Government, and Tsal'almec.

The TDC also supports small business development, develops and utilizes community human resources, and provides training, education and on-going capacity development to staff.



SECTION 1, ORGANIZATIONAL GOALS

Currently, the TDC is managed by five positions. These six individuals operate the TDC in the roles of Chief Executive Officer, Office Administrator, General Manager, Contract Manager and Project Coordinator. Together, these six employees manage all operations including the project/contract management duties, human resources, bookkeeping, and partnership management. In addition to these six positions, numerous skilled labourers are employed in roles varying from traffic control to maintenance and environmental monitors.

Image 1, TDC Corporate Structure



I, Operational Excellence Goals:

The TDC Operates as an Effective Organization to Realize the TDC Vision and Mission

Strategic Objectives	Tasks, Activities, Responsibilities	Measure of Success	Timeframe/Budget
Good Governance	<ul style="list-style-type: none"> Review and update of TDC Governance Policies Annual review by the board 	<ul style="list-style-type: none"> 100% conformance with updated governance policies Policies aligned with Tsal'alh Government (TG) & Council 	Originally Implemented May 2015 Revised April 2015 Updated February 2022, pending approval by the TDC Board
Collaborative Growth	<ul style="list-style-type: none"> Ensure TDC's development goals are aligned with the Tsal'almec 	<ul style="list-style-type: none"> Annual meetings with TDC Board and shareholders 	Annual review of goals with the Tsal'alh Government and shareholders
Human Resources	<ul style="list-style-type: none"> Review TDC Management capacity and gaps Review job descriptions and hold yearly performance reviews Develop capacity building agreements as part of employment contracts Implement regular health & safety program. 	<ul style="list-style-type: none"> Regularly updated Job descriptions and increase capacity to grow TDC All employees have signed employment contracts Yearly performance reviews 	HR Policy Manual originally implemented November 2018. Updated December 2021, pending approval by the TDC Board
Information and Project Management	<ul style="list-style-type: none"> Ensure project management systems are in place (Project Management Software and filing system) Create internal information management filing system 	<ul style="list-style-type: none"> Fully integrated file sharing and secure email system in place Reliable data storage with easy file access & sharing. 	Microsoft 365 Email, SharePoint & EndPoint Manager <u>Budget</u> : \$20k with \$700 monthly recurring.

II, Financial Excellence Goals

The TDC Operates on a Strong, Transparent Financial Foundation

Strategic Objectives	Tasks, Activities, Responsibilities	Measure of Success	Timeframe/Budget
Financial Management	<ul style="list-style-type: none"> Review TDC Financial Management capacity and gaps Maintain appropriate segregation of duties and transparency. 	<ul style="list-style-type: none"> No vacancies in key Finance roles Timely and accurate distribution of financial statements. 	Ongoing.
Financing and Cash Management	<ul style="list-style-type: none"> Review current loan agreements Refinance/consolidate loans to lower interest payments List and value of assets, transfer assets to TDC Establish leveraging/debt guidelines 	<ul style="list-style-type: none"> Meet obligations on all loan covenants. Active management of key leverage ratios, ensuring compliance with internal policy. 	Ongoing.
Re-investment for Growth and Benefits	<ul style="list-style-type: none"> Collaborate with TG to develop Reinvestment Policy, procedures for surplus TDC revenues transferred to TG 	<ul style="list-style-type: none"> Complete policy 100% adherence to policy Yearly annual report to council and community 	April 2023 Not yet started as TDC is still working through an expansionary phase.
Internal Controls & Risk Management	<ul style="list-style-type: none"> Review Internal Controls Annual review of insurance policies and risk assessment 	<ul style="list-style-type: none"> Regularly updated Finance Policy manual Timely completion of Annual Audit 	Finance Policy Manual Originally Implemented June 2015. Updated March 2016, Updated January 2022, pending approval by the TDC Board

III, Partnership Management and Growth Goals

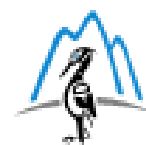
Work Continuously to Gain Maximum Benefits from Current Partners, Form New Partnerships

Strategic Objectives	Tasks, Activities, Responsibilities	Measure of Success	Timeframe/Budget
Current Partnerships	<ul style="list-style-type: none"> ● Develop a matrix to review current partnerships ● Review partnership agreements and business performances ● Renegotiate agreements, improve partnership performance 	<ul style="list-style-type: none"> ● Yearly partnership performance report 	Ongoing.
BCH	<ul style="list-style-type: none"> ● Review BCH Agreements ● Identify contract opportunities and seek partners to build new business for BCH Contracts ● Renegotiate current rates (Monitors and other contract positions) to ensure rates are industry standard AND rates adhere to agreement 	<ul style="list-style-type: none"> ● Increase gross and net profits ● Signed rates agreements ● Commitment letter in writing from BCH for other contract opportunities 	Annually & Ongoing.
Marketing Plan for Tourism	<ul style="list-style-type: none"> ● Update/redesign website for hospitality operations ● Brainstorm content and marketing ideas for the tourism attractions & activities ● Acquire more cultural assets for display ● Develop a calendar of events 	<ul style="list-style-type: none"> ● Sign partnership with content writer for the website ● Add 2-3 new events annually & ongoing ● Add 2-3 new stories and activities to the website 	Annually & Ongoing.

IV, Capacity Development for Growth Goals

Actively Develop Capacity to Grow and Maintain Strong Local Market

Strategic Objectives	Tasks, Activities, Responsibilities	Measure of Success	Timeframe/Budget
Skills Training	<ul style="list-style-type: none"> • Work with current partners and BCH to forecast skilled labour needs • Develop skills training schedule 	<ul style="list-style-type: none"> • Produce yearly training report 	Annually & Ongoing.
Entrepreneurship Development	<ul style="list-style-type: none"> • Create an entrepreneurship development program • Hire and train Entrepreneurship development officer 	<ul style="list-style-type: none"> • Design program • Achieve yearly funding from INAC 	July 2023 Contact INAC for yearly funding (\$350,000/annum)
Employment & Training/Education Study & Plan	<ul style="list-style-type: none"> • Work with TG to produce an employment and training needs assessment • Community outreach to promote workshops and training. 	<ul style="list-style-type: none"> • Complete plan • Report yearly on TDC's portion 	Annually & Ongoing.



SECTION 2, INDUSTRY AND MARKET OPPORTUNITIES

BC HYDRO RELATED OPPORTUNITIES

For TDC and Community Member-owned Businesses

Contracting Opportunities	TDC Opportunity	Community Member Small Business Opportunity
Janitorial	Yes	Yes
Catering and Food Services	-	Yes
Local Restaurant/Cafe	Yes, Possible partnership with community member	Yes
Freight and Transportation Services	Yes, through partnership	Yes
Waste Management Services	Yes, through partnership	Yes
Equipment and Trailer Rentals	Yes	-
Surveying & Mapping Services	Yes	-
Environmental Consulting & Engineering Services	Yes, through partnership - consider Environmental restoration services	-
Security Services	-	Yes - need training
Firefighting Services	Yes, would require training and investment along with skilled manager	-
First Aid Services	Yes	Yes
Vehicle Repair Shop	-	Yes
Road Building & Maintenance	Yes, through partnership	-
Fuel Supply	Yes, with partner	-

In order to move forward with any of the listed business opportunities, TDC would need to negotiate with BCH and BCH's prime contractors such as Voith. Further, a feasibility study would be required to ensure any services offered were not solely dependent on BCH projects. TDC should strongly consider Road Building and Maintenance, Local Fuel Supply to Contractors, Local Cafe with Food Services and an Environmental Restoration Company (Organic Land Management Services & Restoration).

TOURISM

Given there is a limited life-expectancy to BCH opportunities, tourism is increasingly an important consideration. Cultural tourism, eco-tourism, and adventure tourism are all in-demand markets and would suit the remote location of the community. These areas of the tourism market contribute to both cultural and land preservation and allow for strong engagement of youth and elders alike. Supporting tourism development will also create opportunities for community members to open guiding businesses, catering and food services, adventure tourism companies, and outdoor education. Initial Partnership Management and Growth Goals include a redevelopment of the website for the hotel and other rental properties along with engaging the services of a dedicated content writer to create an engaging message.

AGRICULTURE

With access to rail transport coupled with young families making the decision to stay in the valley, exploration into agricultural technologies is recommended. Vertical greenhouse systems is a burgeoning market capable of growing organic produce at competitive market rates. TDC could supply produce to many communities via rail and also provide fresh organic produce to the local community. Coupled with produce, vertical greenhouse systems require local soil supply which would fit well with local composting.

HOUSING & INFRASTRUCTURE

There are numerous affordable housing products that the writer recommends TDC to explore. In addition, a variety of new options to gain funding for First Nation Housing are available. TG has recently **built XX new homes** through funding **with CMHC and First Nation Housing**. Additional infrastructure funding was recently awarded to build a community dock and add commuter boat/ferry services.

Section 3, Challenges & Solutions to Growth

Collaborative Development

The Comprehensive Community Plan outlines key direction and interests of Tsal'alhmec. There are many overlaps between the Tsal'alh Government, administration and TDC. It will be important moving forward that TDC's development is backed by political bodies. Further, recommendations from the government to TDC businesses should be included in any and all negotiations with BCH and other contractors. Other aspects that TDC and TG should work on together are:

- Community Tourism Development Strategy
- Economic Development Strategy (Including employment, training, infrastructure, and direction)
- Housing & Infrastructure Plan

Financial Independence and Clarity

A self-managed and reliable financial system is needed to enable TDC to take ownership of and better manage, track and report on their financials. TDC currently outsources most of the reporting function, relying heavily on MNP to support operations. This is not ideal long-term, as it compromises auditor independence and is a substantial cost to the organization. In the short-term, such a solution allows for the necessary financial reports to qualify for grants from funding agencies and reporting to the Board and Shareholders. To achieve financial excellence, key financial positions need to be filled with qualified candidates while maintaining proper segregation of duties.

Human Resources

Currently, TDC has a core contingent of **20 full-time staff** with 5 managers taking responsibility for daily operating needs. To actualize the expansion of TDC and the local market/community, the capacity building within the local community is essential. Capacity Development is a core organizational goal as TDC needs to address internal capacity as well as partnership development. Community population size that drives a lack of human resources, further frustrated by a shortage in community housing, is an ongoing challenge to capacity development.