



TDC 2015 - 2018 Strategic Plan

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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.

The TDC established a process to recruit a competency based Board in the fall of 2014, and recently completed these appointments for the new Board in April 2015. The new Board completed an orientation with the exiting Board and is proud to share this three-year Strategic Plan. The intent of this plan is to establish the strategic direction of the TDC, with annual reviews that incorporate research and feedback annually.

The new Board includes:

- Garry John, President (renewed officer);
- Laara Mixon, M.A. Chair;
- Linda O'Donaghey, Treasurer;
- Norm Tom, Secretary; and
- Dennis H. De Yagher.

Values

<i>Value</i>	<i>Definition</i>
Responsible	Efficient, due diligence, paced organizational development, self-sufficient, accountable, and transparent, sustainable, continuous improvement, community benefit.
Culturally Relevant	Supportive and integrated St'át'imc Tsal'alh culture, and Tsal'almec interests.
Collaborative/Partnership Oriented	Develop/maintain enriching relationships within the Tsal'alh area of interest, nationally, and internationally.
Strategic	Grow/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'almec

Vision

The TDC creates a self-sufficient stable foundation for wealth creation, self-sufficiency, economic independence that benefits/enhances the lifestyle of Tsal'almec, and future generations.

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, and supports the success, of the Tsal'alh Government, and Tsal'almec.

To do this the TDC also supports small business development, develops/utilizes community HR and skills, education, training, and on-going capacity development.

Goal 1: The TDC Operates As An Effective Organization To Realize The TDC Vision

Strategic Objectives	Tasks and Activities and Responsibility Center	Measure of Success	Timeframe/Budget
Good Governance	Develop/approval of TDC Governance Policies (Board)	<ul style="list-style-type: none"> • 100 % completion of Governance Policies • 100% conformance with Governance Policies 	<ul style="list-style-type: none"> • June 1, 2015 \$5K • Annual review
	Review/revision of legal structure to minimize risk, and long-term accounting needs (CEO/Board approval)	<ul style="list-style-type: none"> • 0% risk with legal structure 	<ul style="list-style-type: none"> • June 1, 2015 \$10K
	Development/adherence to TG/TDC Agreements that ensure a healthy, effective relationship (CEO/Board): <ol style="list-style-type: none"> 1. Loan Agreement and Appendix listing of Transfer of Assets and Liabilities; 2. TG to TDC Service Agreement (bookkeeping, etc.); 3. TDC to TG Service Agreement (municipal services); 4. Employment and Training Agreement with TG (roles, responsibilities, funding strategy, etc.) 5. Collaboratively developed Reinvestment Policy, procedures, etc. for surplus TDC revenues transferred to the TG. 	<ul style="list-style-type: none"> • 100% Completion/adherence to Loan Agreement with completed Appendices • 100% Completion/adherence to TG Service Agreements; • 100% completion/implementation of Empl/Training Agreement with TG • 100 Completion/adherence to Reinvestment Policy. 	<ol style="list-style-type: none"> 1. June 1, 2015 2. Dec 20, 2016 \$5K (legal review) 3. Dec 20, 2016 \$5K (legal review) 4. Dec 20, 2016 \$5K (legal review) 5. TBD
Effective Operations	Adherence to Governance Policies (specifically CEO Limitations), (CEO)	<ul style="list-style-type: none"> • 100% conformance with Governance Policy Limitations 	On-going
	Information Management Systems Review/Plan (CEO), and approval from Board for implementation, inclusive of: Development of existing CEO Project Management capacity for on-going management/reporting, and development of file architecture (that is transparent, sharable and builds organizational capacity).	<ol style="list-style-type: none"> 1. 100% establishment of all ventures and operational activities into MS Project, 2. 100% establishment approval of file architecture (Board) with multiple redundancies to secure information, 3. 100% implementation of Information of Information Management Systems 	<ol style="list-style-type: none"> 1. Aug 1, 2016 2. Aug 1, 2016 3. Jan 1, 2016 \$10K



	<p>Review/Approval of Strategic Operational Policies (CEO/Board approval):</p> <ol style="list-style-type: none"> 1. DDR to support knowledge based decisions and improve return on investment (ROI) (that includes the requirement for a business plan for all current and proposed ventures). 2. Venture Development Policy that support partnership and venture development 3. Financial Policy that supports effective financial management, purchasing, contracting, leveraging funding, and establishing contingency funds for the TDC and each venture, consistent with each ventures industry standards. 4. Procurement Policy that supports fair, transparent, and effective operations. 	<ul style="list-style-type: none"> • 100% completion/adherence to DDR • 100 % completion/adherence to Venture Development Policy • 100% completion/adherence to Financial Policy • 100% completion/adherence to Procurement Policy 	 <ol style="list-style-type: none"> 1. June 1, 2015 2. June 1, 2015 3. Aug 1, 2015 4. Aug 1, 2015 \$5K (legal review)
	<ol style="list-style-type: none"> 1. Development of an Annual Plan (derived by the CEO from the Strat Plan), consistent with business plan requirements for the TDC, e.g. Management Plan, Marketing Plan, Risk Management, etc. (CEO, approval by the Board), and Resourcing Requirements. 	<ul style="list-style-type: none"> • 100% completion of Annual Operating Plan 	<ul style="list-style-type: none"> • Aug 1, 2016
	<ol style="list-style-type: none"> 2. Development of Economic Development Strategy (including primary and secondary research, opportunity identification, and alignment with Skills Inventory from SGS), (CEO). 3. Including findings with annual strat plan update for 2016 (Board). 	<ul style="list-style-type: none"> • 100% completion of Strategy • 100% completion of 2016 Strat Plan Update, inclusive of all Strategy research findings. 	<ul style="list-style-type: none"> • Jan 1, 2016 \$30-\$50K
	<ol style="list-style-type: none"> 1. Development of Leakage Study (CEO) 2. Including findings with annual Strat plan update for 2017 (Board). 	<ul style="list-style-type: none"> • 100% completion of Study • 100% completion of 2017 Strat Plan Update, inclusive of all Strategy research findings. 	<ul style="list-style-type: none"> • Jan 1, 2017 \$30-\$50K



Effective Communications	<p>Development of a Communications Strategy (CEO) that includes:</p> <ol style="list-style-type: none"> 1. Communications with the TG and Tsal'almec (consistent with Governance Policies, and TG CCP Communications Strategy); and 2. Communications with Public/Partners to support opportunity development and implementation (including CEO to include existing TDC branding standards in all communications and promotions). 	<ul style="list-style-type: none"> • 100% Strategy Completion • 100% Conformance with Policies and Limitations • 100% Conformance with Strategy (CEO) 	<ul style="list-style-type: none"> • Aug 1, 2015 • Annual Conformance Review (on-going)
	<p>Fully develop out TDC website with detailed information for all fields and pages (with detailed professionally written text, and photo's) CEO, Board approval.</p>	<ul style="list-style-type: none"> • 100% completion of website 	<ul style="list-style-type: none"> • June 1, 2015
	<p>Development of TDC Marketing Package for CEO and Board Use (to support the Relationship and Partnership Development).</p>	<ul style="list-style-type: none"> • 100% Completion of Marketing Package 	<ul style="list-style-type: none"> • Aug 1, 2015 \$5K
	<p>Venture Marketing (CEO) to be built into the cost of each venture, with industry relevant marketing required to support the long-term viability of each venture.</p>	<ul style="list-style-type: none"> • 100% Conformance within each existing, proposed, and new venture by the CEO 	<ul style="list-style-type: none"> • On-going

Goal 2: The TDC Creates Wealth

Strategic Objectives	Tasks and Activities and Responsibility Center	Measure of Success	Timeframe/Budget
Long-term profitability is established	Loan Agreement completion with sufficient equity to support TDC self sufficiency, and includes separated finances, bank account, etc. (CEO/Treasurer, Board Approved)	<ul style="list-style-type: none"> 100% Balanced TDC Budget 	June 1, 2016
	Development of detailed annual budgets for the TDC and each venture that ensure viability, consistent with established wealth creation targets (ROI, training, employment/self-employment/contracting of Tsal'almec), (CEO/Treasurer, Board approval)	<ul style="list-style-type: none"> 100% conformance with operations policies (DDR, Venture Development, etc.). 100% balanced budgets 100% conformance with established ROI, training, employment/self-employment/contracting targets 	On-going Annual Review/Reporting
The TDC attracts and creates additional investments through leveraging of resources (financial and human).	Develop partnerships that leverage TDC assets and resources to improve ROI (Tsal'alh Government, SER, Sekw'el'was, BC Hydro, CN, Telus, SLRD, Chamber of Commerce), e.g. proposals/grants for research/venture development and innovation, funding lobbying (CEO, President)	<ul style="list-style-type: none"> # Partnerships (MOU's, legal partnerships) \$/% Increase in ROI % Increase in training, employment/self-employment/contracting targets 	On-going \$4K annually
	Support the growth and development of Tsal'almec Small Business Development through (CEO/Chair): <ol style="list-style-type: none"> Establishment of quarterly Small Business Workshops; and Sharing of known opportunities for small business/contracting. 	<ul style="list-style-type: none"> # Small Business Workshops Delivered to Tsal'almec annually (target 4) \$ Leveraged in the development of Tsal'almec Businesses 	
Accountable and Transparent Financial Management	Monthly, Quarterly and Annual Reporting (consistent with Governance Policies and Board approved templates – including word doc narrative, financials ¹ /pro-forma's and notes to financials) for the TDC overall and each venture, (CEO)	<ul style="list-style-type: none"> 100% conformance with Governance Policies (CEO Limitations) 	
	Annual reporting is completed with detailed financials (per Governance Policies, and legislation), and made available to Shareholder and Tsal'almec through an AGM. (CEO/Treasurer, Board approval)	<ul style="list-style-type: none"> 100% Balanced Budget 10% Increase in ROI per annum 	

¹ For existing ventures (to include: Budget, Year to Date, and Variance).

Goal 3: TDC has Established Long-Term Growth

Strategic Objectives	Tasks and Activities and Responsibility Center	Measure of Success	Timeframe/Budget
Strategic Orientation	Annual Governance Policy Review (Board)	<ul style="list-style-type: none"> 100% Conformance with Governance Policies 	Before Dec 20 annually
	Annual updating of the Strategic Plan (consistent with Governance Policies), (CEO, Board)	<ul style="list-style-type: none"> 100% of annual plan updates/renewal of Strat Plan, including new research/feedback 	
	Annual organizational review (HR evaluation/completion of all performance reviews, Systems, Finances) to support annual Strat planning (CEO)	<ul style="list-style-type: none"> 100% completion of CEO annual org. review 	
	ISO Certification Research (CEO)	<ul style="list-style-type: none"> 100% Research Completed 	<ul style="list-style-type: none"> Research completed prior to Dec 20, 2016 Feasibility completed prior to Dec 20, 2017, with plans for implementation.