



TSAIN-KO
GROUP OF COMPANIES

The Nation Builder

A tsain-ko Group Publication - November 2023



Message from the CEO

Thank you to everyone who shared your thoughts with us following our last issue. I want to reiterate how valuable your feedback is to us. We hope this monthly outreach provides something of interest to everyone, and although it is a short format newsletter, our goal is to keep you informed on all things tsain-ko, without boring you to death with details. Your input helps.

In this edition of The Nation Builder, we'll share some brief highlights of our 2 full-day strategic planning sessions with the tsain-ko Board of Directors, AKA, the hiwus Yalxwemult and Council. We'll also provide some insights that we took from the planning sessions that will inform how we manage some of our Nation companies, the goals we have set for them, and what that will mean for Nation members.

The fully developed 5-year strategic plan will be completed over the next 4 -6 weeks, and we anticipate sharing that information and engaging with all Nation members early in the new year.

To give you proper context for the strategic plan, the budget to execute it, and the goals we have agreed to, we'll share a couple of the planning exercises we did together so that you, as a reader and Nation Member, can see where we started.

Many thanks,
Jason Jenkins
CEO

SWANSON'S
CONCRETE
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tsain-ko Swansons: A Concrete Update.

A key discussion in our strategic planning centered around our goals and plans for our concrete company. As our final plan is still to be finalized and approved, we must wait to provide a truly "concrete" update, but we can say that all in attendance agreed that we will continue to build and leverage this Nation asset, within clear and achievable environmental and sustainability parameters.



Light the Lights with us!

December 1st, 4-7pm

Come up to tsain-ko Centre on December 1st to light up the night! We have been working on a new decorating plan this year, with lots of great shopping, music and festive cheer!

Come and enjoy a hot dog and a hot chocolate, the perfect combination for a winter evening, and share some seasonal joy with us.



TSAIN-KO CENTRE



welcome
TO THE
TEAM



Please Welcome Marc Laflamme! Assistant Accountant, Payroll Specialist.

Starting back on September 27, Marc joined our team after several years working with non-profits, construction companies and in the Hotel industry as a payroll manager and Enterprise Resource Professional. With such a broad and diverse background, Marc fits the bill (literally) at tsain-ko given the wide diversity of our operations. Please join us in welcoming Marc to our team!

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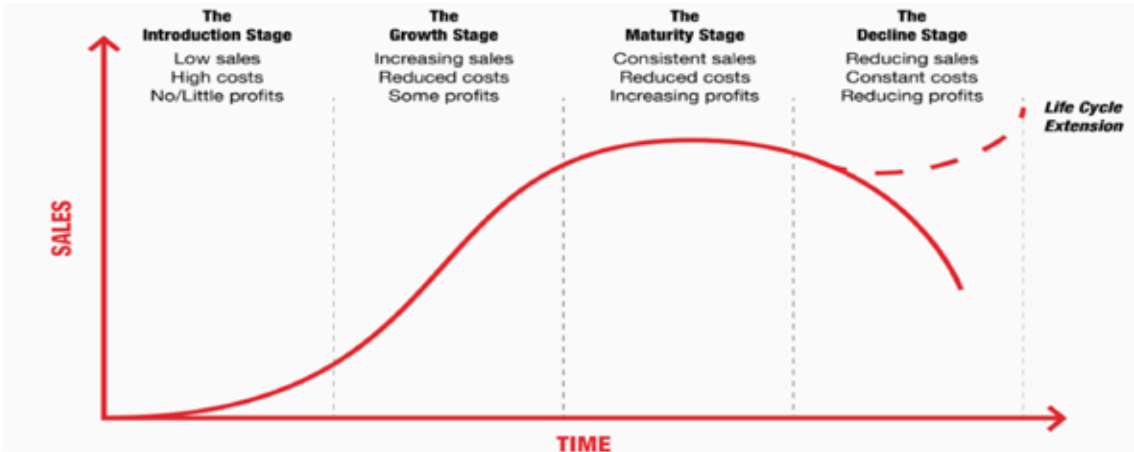
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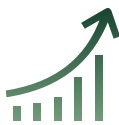
The Nation Builder

Strategic Planning: The Art of the Possible

With 13 companies under management, each with its own unique needs, each at its own distinct phase in the maturation cycle, and each with limited budgets, strategic planning is an indispensable tool for ensuring we maximize the value of our resources and opportunities. This is what we refer to as The Art of the Possible: imagining what we are capable of achieving by harnessing our strengths and investing in our assets according to their relative propensity to provide a return on capital, now, and into the future. Each of our companies has a fiduciary responsibility to the Nation: the Nation has invested in these companies in order to generate jobs, careers, revenue and profit for the Nation and Nation Members. That is our lode star: building value for Nation Members. To meet our objectives, we consider the cyclical nature of industries, markets and companies; we look at the requirements of each individual tsain-ko company at it's current developmental phase and where it is in the maturation cycle. This was one of the key planning exercises our Board and Management team completed, allowing us to determine where our focus should be now, next year, and three years from now. The following chart shows an overview of what we mean by the maturation or lifecycle.



As can be seen, (chart to the left) most organizations struggle, grow and plateau as a matter of course. Strategic planning, innovating and re-investing in the value-creation capacity of each company is critical to sustaining and expanding its market, revenue and profitability beyond a natural declining cycle. Mapping out each of our companies along this spectrum is not enough however. We want to ensure that we are anchoring our plans in our unique vision and mission, as a Nation-owned company.



Business Growth



Economic Development
& Diversification



Communication
& Engagement



Corporate Responsibility
& Governance



People & Culture

The above demonstrates the interests and goals of tsain-ko that go well beyond jobs, revenues and profits. How we grow and succeed matters. With the full participation of Chief and Council, our team worked through all of these planning principles in developing our strategic plan. As we complete the detailed work and budget process, including a review of what has and has not succeeded in the past, we will share this information and transparently engage with all Nation Members, likely in January or February. As always, if you are interested in learning more about the process, please reach out to us at info@tsain-ko.com



Strategic planning Session 2024

Please share your thoughts with us.

We are interested to hear from you, and would welcome any of your suggestions on future articles, how you would like to receive this newsletter (digital, as is, more than once a month, less than once a month, etc.).



Candace Campo Talking Trees Tour

A special thank you to Candace and her team for helping us to break through our mental blocks and barriers with a truly inspiring and healing experience of nature, our place in it, and what our environment and forest has represented for the shishalh people for millenia.



Talking Trees Tour
photo by Jordan Louie

Please reach out to us on social media, or via email at info@tsain-ko.com

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