



TIIČMA MANAGEMENT SERVICES  
1250C IRONWOOD ROAD  
CAMPBELL RIVER BC V9W 6H5  
250-287-2775

*BUSINESSES WITH HEART!*

Business Name: Tiičmaa Hospitality LP

Business Manager: Terry Schultz

Title of Report: 2022/23 annual report

Date: Dec 27, 2022

## **1. Strategic Overview**

The LP is posturing and positioned for significant growth. Finding the right qualified staff will determine how fast and how far this growth occurs in for 2023/24 fiscal year.

The LP's management met in Sept 22 and recurred out our mission and vision statements so it aligns better with the newly formed Tiičma Enterprises' direction.

### **Mission Statement:**

To cultivate sustainable businesses focused on services and experiences that empower Ka:'yu:'k't'h'/Che:k:tles7et'h' citizens, visitors and partners.

### **Vision Statement:**

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

## **2. Year In Review for 2022 (Highlights)**

### **FAIR HARBOUR:**

- First year since expansion that covid impacts were negligent so first true picture of what kind of revenues to expect during the summer
- Set revenue records in fuel sales and store sales
- Cabins are gaining in popularity – revenue should soon cover loan payments for whole expansion (that was the original plan)

### **WALTERS COVE RESORT:**

- Was a whirlwind but pulled off the season. Were ready for the Grand Reopening – went well with good industry partner support (ITAC, ITBC, ICET, 4VI). Got some great print and social media exposure
- Set record number of guests since Walters started. Approx 260 guests
- Englefield was huge success – very positive response from guests
- Leasing the barge was expensive but served its purpose putting Walters back in business
- Good bounce back from being closed for the past two seasons
- TV Show just aired over Christmas Holidays – Reel West Coast



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#### WEST COAST EXPEDITIONS

- Transition is moving along
- 2022 saw record sales
- Team and guests are all excited about KCFN taking ownership

#### HOUPSITAS VILLAGE SUITES

- Still using mostly for workers, business visitors to the Village
- Not focusing on tourism (yet)

#### PURPLE PALACE

Nothing to report, reached decision that it's a tear down. No immediate plan

### **3. Functional Overview**

#### OVERALL LP:

- Experiencing significant growth – provides for more year-round full time work
  - Sales and Marketing
  - Management
  - Maintenance of facilities/equipment
  - Accounting
- Developing strategic plan for Tourism – Legacy Tourism Group
- Plan is scheduled to be completed during the summer
- Developing network of campsites throughout the territory to control public use
- Looking at the purchase of Cougar Lodge – tourism or Nation social programs? To be determined.

#### FAIR HARBOUR

- Staffing continues to be a challenge – finding people that want to stay in FH
- Trying to find synergies with other LP or Tiičma operations to perhaps share employees
- Should have 6 to 8 employees over the summer – operated with 3.5
- More accommodations needed
- Few projects in the works – docks, gov't dock, parking – scheduled to complete by late spring, early summer
- Need to start looking at store expansion already – after covid, evident that more than typical convenience store items are in demand there

#### WALTERS COVE RESORT

- 20 of 26 Employees (full and part time) were Nation members or family of Nation members



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### ***BUSINESSES WITH HEART!***

- Hoping to grow that number
- Plans underway for 2023 season
- Have about 180 people booked so far
- Expanding to 20 guests – contracting boats, not buying more
- Leasing the Englefield barge, to be purchased by Tiičma Capital Assets; to close on Jan 20
  - Used for Walters Cove and for social/family programs for the Nation
- In research phase to expand into cultural/eco-tourism
- Building trails on Amos – arch survey scheduled

### WEST COAST EXPEDITIONS

- Plans for 2023 are status quo – get a year under our belt running it without Dave/Caroline
- School groups are all tentatively booked, contracts being signed
- On pace for similar year as 2022
- Strategic plan will look at synergies between the companies – e.g. Campsite network, trips packaged with lodge stays, etc.?

### HOUPSITAS VILLAGE SUITES

- Beginning to look at expansion – office, a few more rooms, laundry room
- Just in feasibility stage right now
- Consistent clientele of workers and business guests
- Need to develop tourism opportunities to promote that way – part of strategic plan

## **4. Financial Overview**

Operationally, the different businesses are all showing in the black at this point in the fiscal year. Total operating profits to date are around the \$200,000 mark. However, factoring in the overall LP expenses, we are currently sitting at about a \$120,000 loss. Office rent, interest on loan payments, wages for LP staff, management fees to Tiičma and various other expenses give us this result. Expanding revenue and profit from WCR to the overall LP with the expansion and reduced expenses should more than make up for this moving forward.

## **5. Prospects and Plans – What is in store for 2023?**

The overall LP is positioned to take off over the next couple of years. With increasing revenues from all the LP's businesses, we should be able to overtake the expenses of the LP and start showing some profit at the end of the day. What do these plans include?

### Fair Harbour:

- increased parking and proper fuel and moorage docks will increase revenue



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- cabins continue to grow in popularity

Walters Cove:

- increased capacity (20 guests)
- profit level for additional guests won't be as high as we will be contracting boats/operators but adds profit to the overall picture and provides economic benefit to the region
- smaller lease costs than what was paid to VIFM as dry docking doesn't have to be accounted for
- plan to put the lodge on the beach in 2024/25 off season
- development of Strategic Plan which will outline immediate opportunities, 5 year plan, 10+ year plan

West Coast Expeditions:

- once we have a handle on operations, we can expand the number of guests and offerings
- expand into network of campsites
- combo packages with Walters Cove
- more for the 2024 season at the earliest

Houpsitas Village Suites:

- Identify program for tours, etc via the strategic planning process
- possible dock space dedicated to HVS?

Other opportunities in the works:

- Network of campsites
- MacKay Bay (Cougar) Lodge
- Possible development of Artlish