

ANNUAL REPORT

2020

Tk'emlúps te Secwépemc

Business and Economic Development Department



Weyt-k

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View of Rayleigh looking south west



Photo Credit: Nat Anfield, Explore TNED



New grocery store launch, read more on Page 10



Our Mission

The Business & Economic Development Department mission is:

- to enhance and create business land development opportunities that support our community needs and vision
- to respond to land growth development within current and future Land Use Plans
- to ensure responsible Stewardship of our land, people, resources, environment and culture; to strengthen our social aspirations and economic growth
- to achieve the highest and best use of our land

Photo Credit: Nat Anfield, Explore TNRD

Our Vision

The Business & Economic Development Department, guided by the Tk'emlúpsen Secwépemcu'l'ecw and our ancestors will responsibly develop the Tk'emlúpsu'l'ucw (lands) in a progressive and sustainable manner which respects our authority and jurisdiction to create a culturally relevant, attractive, and successful economic opportunities for present and future generations.

Our Mandate

We seek to build a sustainable financial legacy for our members through a diversified lease development, venture capital and property management company. Our mandate is supported by our membership through its elected leadership. We seek to participate meaningfully in the local, regional and provincial economy to create a high level of economic self reliance and a solid economic base.

We continue to:

- Enhance our operating capacity.
- Attract new leases; manage existing leases and overall property management.
- Maintain existing and establish profitable partnerships and joint ventures.

Our Goals

In support of our vision, the Business & Economic Development Department seeks to:

- Actively market our available lands for development and subleasing.
- Support our land use plans, master plans, and design controls to ensure that development meets our expectations.
- Continue exploring new business opportunities, partnerships, and joint ventures that will profit our membership and the long-term sustainability of the land, people and culture.
- Provide serviced, ready-to-build lots for commercial/retail and industrial development.
- Create employment opportunities.
- Improve business practices, build capacity, ensure accountability, and maximize revenue.
- Ensure we employ best business practices.
- Maintain excellent customer service, both internally and externally.



Chief and Council

Tk'em7íple7s re qelmúcw



Tk'em7íple7 Thomas Blank
Councillor

Primary Portfolio: Natural Resources
Secondary Portfolio: Title & Rights, Legal and Community Services
Primary Portfolio: Natural Resources
Secondary Portfolio: Community Services



Tk'em7íple7 Marie Baptiste
Councillor

Primary Portfolio: Housing
Secondary Portfolio: Education



Tk'em7íple7 Justin Gottfriedson
Councillor

Primary Portfolio: Planning & Engineering



Kúkpi Rosanne Casimir
Chief

External Affairs and Public Relations



Tk'em7íple7 Sonny Leonard
Councillor

Primary Portfolio: Business Development
Secondary Portfolio: Lands, Leasing & Taxation
Secondary Portfolio: Housing



Tk'em7íple7 Jeanette Jules
Councillor

Tk'em7íple7 Jeanette Jules
Primary Portfolio: Legal, Community Services
Secondary Portfolio: Natural Resources



Tk'em7íple7 Katy Gottfriedson
Councillor

Tk'em7íple7 Katy Gottfriedson
Primary Portfolio: Lands Leasing and Taxation
Secondary Portfolio: Business Development

Your Business & Economic Development Department Team



Devin Gambler
Manager



Danalee Baker
Project Coordinator



Travis Anderson
Executive Director of Finance



Lizbeth Nickol
Project Coordinator



Francesca Miccolis
Executive Assistant



Natasha Slack
Executive Assistant (Backfill)



Opinderjit Singh
IT Intern (Summer Student)

A Year of Milestones



Successful Funding

Nation Building Grant

for Corporate Board Governance Restructuring



\$50 million Multi-Use Facility application submitted
in partnership with City of Kamloops and Kamloops Sports Council



National Aboriginal Land Managers Association

Chief Louis Centre Master Plan Update



Economic Trust of Southern Interior

Business Economic Development Strategic Plan



Successful Projects

- **8 TESLA**
Supercharger stalls at Petro Canada
- **Grocery Store** Project
- **Lot 164** Development underway
- **Landfill** Project
- **Trans Mountain**

Other Successes

- Supporting filming on location
- Increased lease revenue in CLC and Mount Paul Industrial Park
- Launched new website and developed CRM system with IT Coop student from TRU
- Annual report for 2020-year end
- Team training and professional development
- Finalist for Chamber of Commerce Business Excellence Award – Inclusive Leadership
- Renovated office space
- Actively support and participate in TteS Food Sovereignty Advisory Group and related project
- Business case in progress for gas bar at Lot #164



Stsíl̓len

Food Sovereignty

In the last year, Food Sovereignty has come to the Tk'emlups te Secwépemc (TteS) community in many exciting, meaningful ways. Funding was received in May from the First Nations Health Authority to hire a summer Indigenous Food Sovereignty Coordinator and an Agricultural Specialist to re-establish the vacant greenhouse and build a new greenhouse in the community.

The goal of Indigenous food sovereignty at TteS is to maintain cultural and traditional land stewardship practices while exercising the right to determine how TteS will move food sovereignty initiatives forward, which in turn provide food security for current and future generations.

“It is important that food sovereignty initiatives be community-led” states Nikki Fraser, a TteS band member and the Summer Indigenous Food Sovereignty Coordinator who hosted a workshop on harvesting Sxusem (soapberries) this summer. This is a practise that has been taught for generations in her family and she brought it to the community so other band members could benefit from the traditional learnings. “I learned really quick that harvesting, preparing and cleaning the red soapberries is a lot of work and I have a newfound appreciation and respect for those that share our traditional knowledge and give Sxusem as gifts, it’s a jar of love and medicine”. She also initiated a good food box program that allows community members dealing with food security challenges to receive healthy nutritional food that is grown in the community greenhouse and purchased from Indigenous food growers. “We want Indigenous Food Sovereignty to be grass roots and benefitting everyone in our community,” Nikki asserts with passion and pride.

“Food security is important on so many levels,” says George Casimir, GM of Community Futures Development Corporation of Central Interior First Nations. “It’s not just about how we grow our own food but how we process it and how local production has a positive effect on our economy.” Casimir and Community Futures have been involved in the local food security projects and planning

and consider it to be an important element in the work they do to help create economic independence for individuals and businesses.

Kúkpi7 Rosanne Casimir and council have been strong supporters for the recently developed three-year food security plan the regional Qwemtsín Health Society; Sxúsem has been working hard on, and the results are starting to pay off. Among many initiatives in the community, the society has focused on teaching the children about food production with the creation of planter boxes at the school where they tend to the plants and enjoy, literally, the fruits of their labour. The second part of the plan has been the berry walk (see following article). And the final part of the plan has been to implement programs for agricultural training in the community.

As part of the Applied Sustainable Ranching program at TRU, Elkstwécw ne tmicw – (working together on the land) is a partnership between Skeetchetsn, Tk'emlups te Secwépemc, and TRU. Students learn about regenerative agriculture and land management practices with a focus on innovation and financial and environmental sustainability. Tuition is fully funded through BC First Nation Secondary Partnerships.

Kúkpi7 Casimir and Community Futures are also behind the recently announced mobile food processing unit that is being implemented with Community Futures Central Interior First Nations' Kweseltken Project. With a goal of supporting Indigenous food security and economic development, the project takes a mobile food processing unit to the schools and other locations where food is being harvested, allowing for processing methods like canning, smoking, and drying. The goal is to provide food related education and economic development that contributes to cultural livelihood.

With the help of the community champions and their partners, food sovereignty is taking hold at Tk'emlups te Secwépemc.

“I would love to see our kids growing and picking the berries, and then learning about canning and using the facilities in the mobile processing unit,” Casimir says, “and then taking jars home to their parents.”

Announcing Plans for a New Grocery Store

The path to food security is a priority for the TtēS. It was a momentous day in mid-August when Kúkpí7 Rosanne Casimir, councillors, and TtēS staff gathered with the media to announce a new grocery store project. Located on the southwest corner of Highway 5 and Shuswap Road, the grocery store is an exciting development in the plans for food security and sovereignty for the Tk'emlúps te Secwépemc people.

The announcement is an important milestone in the TtēS's plans for a band-owned grocery store which began as a vision as early as 2005. Vision Quest Advisors, who will be the project managers up until the launch of the store, will begin construction on the 22,000 square foot \$13.2 million development in the spring of 2022. The project is currently at the stage where contractors are being selected. The building is expected to open in 2023.

Band members and those who live on the reserve will have convenient access to groceries and other supplies. The project will provide valuable opportunities for education and entry-level employment. Fifty staff will be required in the first year and by the fifth year it is expected that 100 more full-time, part-time, and seasonal workers will be required to run the operation. Included in the project will be an in-house butcher, bakery, deli, online ordering, delivery, prepared meals and a loyalty program.

"This grocery store has been a priority for development identified by our membership," says Kúkpí7 Rosanne Casimir. "This project will bring food closer to home, create employment, and further strengthen our economy. It will be a source of pride as leadership is fully implementing a community driven opportunity. The grocery store will benefit, not only our membership, but all our friends who reside on the TtēS as well as those who will travel here to support our Band owned grocery store."

Being an independent grocery, but one that is linked to a major supplier, autonomy will be key. Opportunities to add cultural elements and traditional Secwépemc foods and medicines will be a major priority for the project. They will be prominently displayed when you walk in, instead of being hidden in a back corner out of sight. Local sustainable farms and food producers will make up a strong component of the store's supply chain, which strengthens food security for the over 5,000 people who live on the reserve.

"At TtēS we are truly excited to be supporting business development as we look at steps to help rebuild post COVID," Casimir explains. "TtēS is fully open for business!"



“At TteS we are truly excited to be supporting business development as we look at steps to help rebuild post COVID. TteS is fully open for business!” – Kúkpi7 Rosanne Casimir



“This grocery store has been a priority for development identified by our membership.”



Cw7it te speqpéq ne7élye

Traditional Berry Walk

In November 2019, the Food Sovereignty Team, consisting of members from the Q'wemtsín Health Society (QHS) and Sk'elep School of Excellence, hosted a Learning Circle with the goal of exploring local food systems and identifying barriers and opportunities for increasing food sovereignty for the local schools and communities. Providing students at the Sk'elep School of Excellence and the Skeetchestn Community School with local, traditional, healthy, and sustainable foods, and the resources to learn about sustainable food production, was a high priority for the group and the people who participated.

Out of that Learning Circle came a regional food sovereignty vision for the students and community. With the tremendous amount of interest in food sovereignty and traditional medicines and resources, part of that vision became a "berry walk, or "food forest" adjacent to the Sk'elep School of Excellence. An extension of the existing outdoor classroom and school garden space, the forest would be filled with both traditional and cultivated berries. In 2021, the Berry Walk will become a reality and construction for the project will begin in the fall.

With an additional \$29,000 in grant money, the area will be planted with nearly 25 varieties of berries, including haskap berries, soapberries, currants, gooseberries, raspberries, blackberries, and elderberries. Surrounding

the berry shrubs and offering shade to plants and visitors alike will be fruit trees like choke cherries, Saskatoons, plums, apples, pears, peaches, apricots, and hawthorns. A host of smaller edible plants like sumac, cow parsnip, rhubarb, plus a variety of herbs and several native species like yarrow, wheatgrass, and balsam will complete this stage of the project.

Already many of the elders have been sharing their knowledge of the berries and other plants. Happy the project will be going ahead, several have indicated that more berries will definitely need to be planted. This is just the beginning.

The economic impact of food sovereignty projects like the berry walk is powerful. The understanding of producing local food leads to local farm businesses being able to sell their produce and support food markets, trade and sell seeds, and produce healthier and sustainable produce for the community close to home. Community consultation regarding food security issues is a valuable ongoing process.

nearly
25 varieties of berries will be planted





7 Mile Land Development: A Master Plan

The 7 Mile Land Development reserve lands, located at the north end of IR#1, have the potential for multiple uses that will each serve the band and its future prosperity in unique ways. Several development scenarios for the property are possible, including industrial, rail related industrial, commercial, and tourism related. Interest in developing the property has increased in recent years, given the need for industrial land and the easy access to the highway makes it an ideal location.

The site has been the subject of a great deal of interest in recent years. In order to explore the potential of the site and the economic opportunities that may be available, the Business & Economic Development has created a Master Plan in order to assist the Band in the property development process. The plan assesses market potential and cost for the development, offering a variety of scenarios that could be pursued to fulfil Chief and Council multi-use vision for the 170-acre property. The flexible plan allows for multiple options to be considered and provides a detailed financial analysis of the market potential and development costs for each option.

While the process is still ongoing, the goal of the plan is to create opportunities to grow a prosperous and sustainable economy while promoting the growth and profitability of band-owned businesses and increase opportunities for employment for members.

Corporate Restructuring

As part of the evolution of the Business & Economic Development, the organization is currently updating and restructuring its corporate board governance. This process will ensure expertise is embedded in the organization and will allow us to course correct as needed so that the current operations are best situated to manage the evolving priorities of the members, and to ensure current and future projects are handled with maximum efficiency and effectiveness. This restructuring will help us adopt best practices in corporate governance while providing outstanding service and supporting economic growth for the future.



The Leasing Process

The Kamloops Indian Band Development Corporation (KIBDC) has established a leasing process that encourages businesses to consider establishing their business on Tk'emlúps te Secwépemc land while ensuring that cultural, environmental, and sustainability issues are properly addressed and the interests of the band and members are protected.

When businesses are considering leasing Tk'emlúps te Secwépemc land, the first step involves engaging with the Land Lease Holder, which could either be a private band member land holder (Certificate of Possession) or the band itself. Once the lease is approved, the requirements of the lease must be met. This involves an Archaeology Overview and Impact Assessments (AOA/AIA), an Environmental Assessment (EA), and then ensuring the business provides a Certificate of Insurance, acquires a TteS Business License and a Certificate of Good Standing of Business.

After these initial processes are complete, the lot is surveyed and any existing assets on the lot are appraised. The history of the land is established, and consideration is given to other related projects and developments that may affect, or be affected by, the lease. The project is appraised from several different angles. Is the land use appropriate for the lot? Does it work with current TteS Land Use Plan and priorities, as well as the Comprehensive Community Plan? What are the design guidelines? Is there a sustainability plan? How does the project work with the current Business Economic Development Strategic Plan?

This leasing process has allowed businesses like Marwest, Alliance Traffic Group Inc., and NRB Modular Solutions, among many others, to enjoy a positive and profitable relationship with the band through their leases. It has also allowed the band to generate significant economic benefits that will support band interests for years to come.



Photo Credit: Bonnie Pryce, Explore TNRD

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Real Estate and Development: The Development Process

Much like the process for leasing on Tk'emlúps te Secwépemc land, the process for developing parcels of land involves rigorous planning considerations that involve many factors that are of concern to band members. The business involved in the development application must first meet the leasing requirements outlined in the previous article and must then meet land development requirements as well.

The Planning and Engineering (P & E) Department assists in the process by providing an initial review of infrastructure capacity requirements and then initiating the Development Approval Board (DAB) process. At this stage the building permits, earthworks permits, and business licenses are secured.

The P & E Department then works with the other stakeholders including the City of Kamloops and the Ministry of Transportation and Highways. It is at this time that considerations around growth strategies, water, sewer, and the environment are dealt with to ensure that

safety, accounting for future infrastructure needs, and proper stewardship of the land remain a priority.

All development plans are subject to the approval and recommendations of the DAB and its advisors (City of Kamloops, Fire Department, Ministry of Transportation and Infrastructure and Health Canada, etc.). The development/master/subdivision plans ensure design controls are met (as per CLC Design Controls Package). After approval-in-principle and the Lease/Sublease application approvals, DAB approves the Development/Master/Subdivision Plan.

As part of the process, any development is required to meet BC Building Code compliance, Kamloops Fire & Rescue requirements, and Health Canada approval.

This process is straight forward, many different agencies are involved in the approval of any development application, but the end result is that band interests are protected while still encouraging development and economic growth.



Smúwe7 (Cougar) Contracting Ltd. DBA Twin Valley Contracting Ltd.

Chad Hartnell, President of Smúwe7 (Cougar) Contracting Ltd. DBA Twin Valley Contracting Ltd., worked for business partner and band member Jamie Collins for more than twenty years as a heavy equipment operator before the two decided to go into business together. Since then, they have created a successful company that provides heavy duty civil construction and other services and enjoys twelve successful indigenous partner relationships across the province. One of these relationships is here with the KIBDC.

The company, which employs more than 100 workers across the province, is proud that between 70 and 80 per cent of their local workers are band members.

“We are really proud of our workers,” Hartnell says. “We’ve trained them as heavy-duty mechanics and operators, drivers, and labourers and the work we all do is quality work.”

The company’s current largest project locally is the Trans Mountain Expansion Project (TMEP), which Hartnell says has been both challenging and rewarding. “There is a learning curve,” Hartnell says, “we don’t build pipelines here. But the work we do here will allow us to take that capacity and everything we’ve learned and apply it to bigger projects in the future. The staff we train here,” he adds, “can be used on larger projects anywhere in the province.”

Hartnell cites local projects like the Sun Rivers expansion and the grocery store as signs of strong economic growth in the local community.

Working with the Economic Development group was important to Smúwe7 (Cougar) Contracting Ltd. DBA Twin Valley Contracting Ltd. in the early days when the organization helped the company with procurement for larger projects. Hartnell says that companies looking at joint ventures with the band should definitely consider it. “Each of the bands we work with have different ways of doing things,” he explains, “but they are easy to work with and the opportunities for growth are there.”

Like many companies, COVID 19 has hit the company hard with a three-month stand down on the pipeline project. “We’ve come through it,” he says proudly, “and we’re extremely grateful for that.”



Smúwe7



Filming on Location

The film industry in British Columbia is a significant contributor to many local economies and the Business & Economic Development recognizes the many benefits film productions can have for our own local economy. Locations like the Spiyu7ullucw Ranch Corporation offer film productions locations that are not only visually appropriate, offering the unique look and feel that many productions require, but also an inviting location and atmosphere that gives production companies the ability to set up large crews and equipment without having to worry about traffic and other uncontrollable factors.

These productions can not only act as a significant revenue stream, they also offer excellent opportunities for employment and training for band members as well.

Local hiring is encouraged and for those interested in working in the film industry, training and networking opportunities are available. The Business & Economic Development promotes TteS locations to film companies while at the same time ensuring the use does not have a significant negative impact on the Ranch, local residents, businesses, and other TteS properties.

The Thompson Nicola Film Commission works to promote the region and assets such as the Ranch to productions who are scouting the area. We earn revenue from film companies and also have liaisons present during filming. By having policies and programs in place to balance the desire to attract these productions with the need to ensure minimal impact on the operations the Ranch and other local businesses, the Business & Economic Development is prepared to help productions use the assets in a positive and productive manner.

Band Member Owned Businesses

The KIBDC is proud of the hard work many band members have put into not only owning their own businesses, but creating businesses that are thriving. Their entrepreneurial success is an inspiration to other members who are considering this path.

Arrowhead Environmental Services Inc.

Brush n Shine

Boomers Buds

Camille's Horsemanship

Complete Floors Ltd.

Coyote Contracting

Eltovar Management

Farm "N" Stuff

GY Ranch

KDNA

Little Fawn Nursery – Head Start Program

Puss N Boots Daycare

Sanctum Metals Inc.

See More Creations

Sk'elep Tree Experts

Skyhawk Courier

Smúwe7 (Cougar) Contracting Ltd.

Sovereign Access Inc. (dba Pinnacle Access)

Stewart MacMillan Resources Ltd.

Sun Ridge Contracting Ltd.

TG Ranch

The Smoke Pit

Yellowhead Enterprises

Clagm'ewel

Tk'emlups Petro Canada / Carwash

Cal Bagshaw knows the key to a successful business is a solid plan, good people, excellent training, and pride in the work being done. As manager of the second busiest gas station in Kamloops, he has seen this successful business grow substantially since the franchise began.

The station is a one-stop shop for residents on the Tk'emlups land and travellers on the busy stretch of the Yellowhead Highway. Featuring a six-lane gas station, a car wash, convenience store, Chester's Fried Chicken, and the recent addition of wholesale lubricant sales, this band-owned business sees revenue sales in the range of \$18 million per year, up from \$13 million in 2016 when they won a 2016 B.C. Aboriginal Business Award.

"Our staff of 28 is 85% first nations and 70% are local band members," Bagshaw emphasizes. **"We provide excellent training, and our knowledgeable and friendly staff are the best at what they do. Working here allows them to build skills and experience and they are a real source of pride for other members who see how our operation works."**

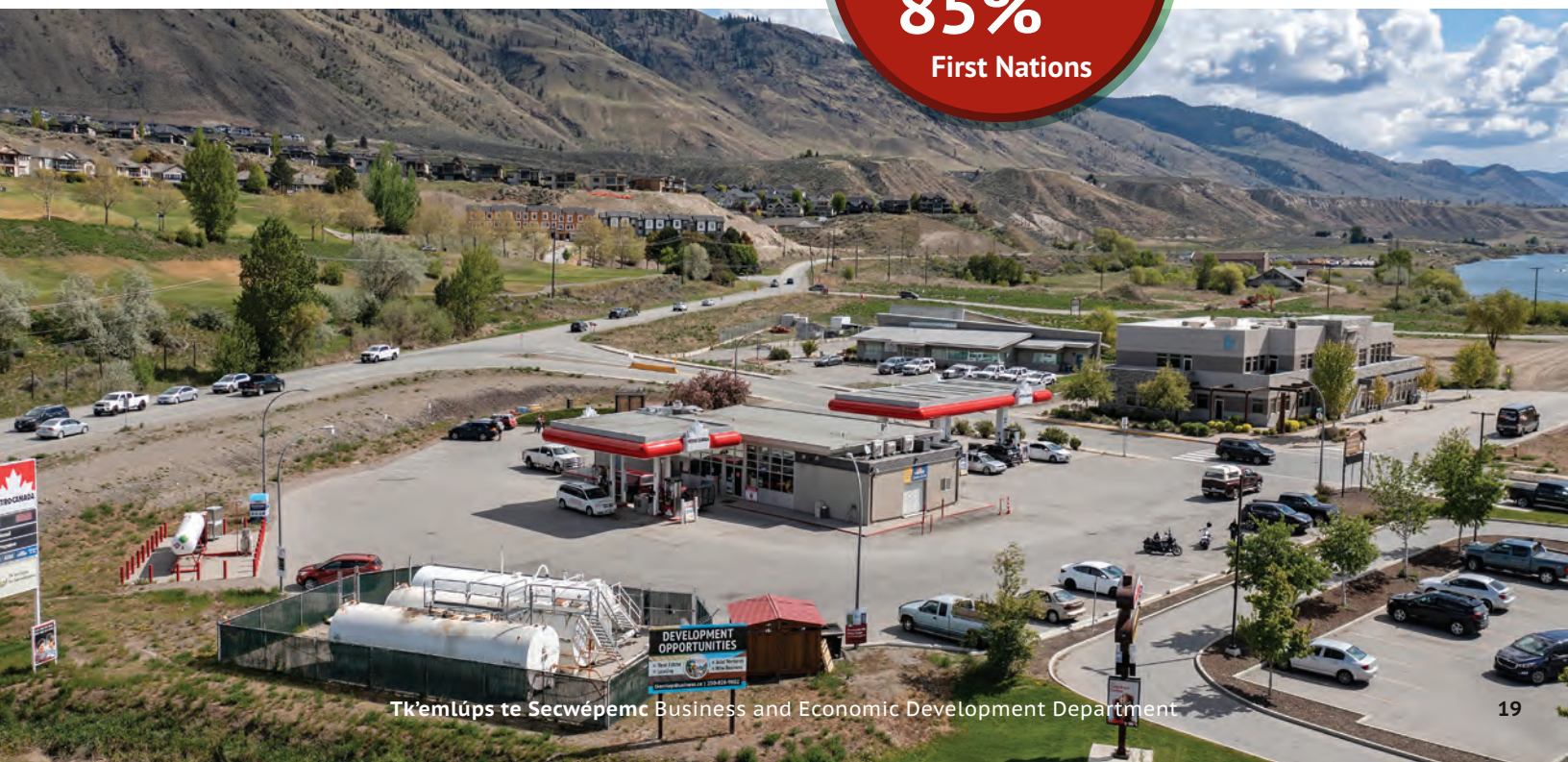
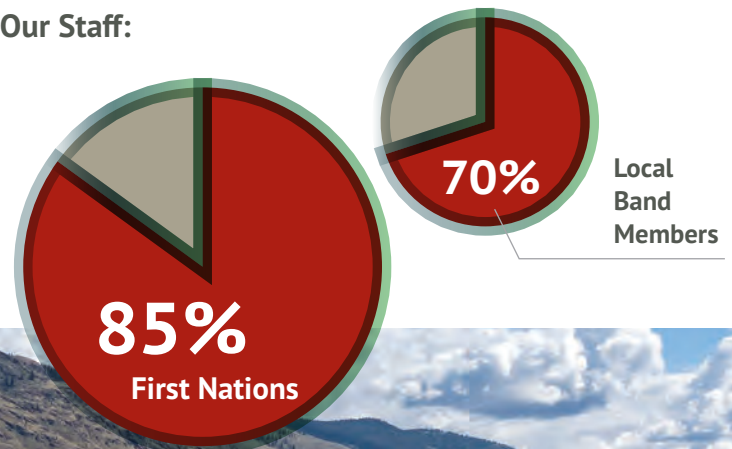
It's not unusual to have lineups of cars waiting for service at the busy location that sees 30-35,000 vehicles pass by on an average day. "We make sure all of our equipment is working perfectly so those

people who are making a point of coming here are not going to be disappointed," says Bagshaw. "They know they can count on us."

Always looking to reinvest into the growth of the business and anticipate the consumer needs of the future, the station recently installed a third fuel storage tank to keep up with demand. Cal, chief and council, and the KIB Utilities Corporation, who run the station, are looking at evolving trends in the market by looking at installing EV fast charging stations as well.

"The economic development group is a great team to work with," Bagshaw states emphatically. "This business is successful because of the strong planning and business processes they have set up." As a business owned by the band, the Petro Canada and Carwash is part of an ongoing plan by the Economic Development team to maintain a diverse and robust portfolio of revenue streams that will support members for generations to come.

Our Staff:





Sun Ridge Contracting Ltd.

Carrie Leonard is a proud businesswoman who will stand for First Nations Rights and Titles along with supporting First Nations Businesses. Carrie and her husband Cliff Loucks, own the award-winning first nations business, Sun Ridge Contracting Ltd. (SRC). They are known for winning the Chamber of Commerce First Nations Business of the Year Award, along with a B.C. Aboriginal Business of the Year Award.

SRC has provided trucks, heavy equipment, and expert staff in the mining, civil, earthworks and forestry sectors. SRC currently works at New Gold New Afton, multiple Trans Mountain Expansion Project sites and has some new up-and-coming contracts for other companies! The company is busier than ever and growing to meet the demands of many diverse clients who respect the strong leadership work. SRC is proud to be a COR certified company that strives to "Work Safe, Home Safe" which has built their reputation within the Tk'emlúps te

Secwépemc territory.

Carrie understands the challenges of being an Indigenous business owner, and particularly a woman in her industry. **"My mother taught me to be strong and proud, to not take handouts, and to work hard" she also says "make everyday count and do the best you can each and every day."** Carrie wears many hats in her company and is 100% involved in every aspect of their business. She fights to stay positive and take the high road.

Giving back is very important to both Carrie and Cliff. The company, which is 100% Indigenous owned, is proud to maintain between 60% – 75% indigenous employment. SRC is strong supporters of their community, donating and giving back to their community by ways of education bursaries, sponsoring the Kamloopa Pow Wow, Variety Club Children's Hospital, Kamloops Food Bank, and most recently supporting the health care sector by donating air purifiers and helping the home-care areas within the Q'wemtsin Health Society. These are just a few things that SRC does to give back to their community.

100% Indigenous owned



PHOTOGRAPHERS

Kelly Funk, Kent Wong, Mary Putnam and TNRD.

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Me7 yecwmin-
tem re T'kemlu-
psemcúlecw

We all will care for
TteS lands.



kukwstsétsemc

Photo Credit: Nat Anfield, Explore TNRD

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