



# **Economic Development Strategy 2016-2021**

Creating Sustainable Long-Term Value  
for, in, and by Lilwat





## **Our Vision**

A diversified and sustainable economy  
for, in, and by the Lílwat Nation for all time.

Wa7 qwéznem l wa7  
kwánem lhti7 tmicwalhkálha.

# Introduction

*The Lilwat Nation Strategic Plan 2010-2015* identified the development of a long-term economic development strategy as a key priority under the strategic objective to "Maximize economic opportunity for community benefit." *The Lilwat Nation Economic Development Strategy (EDS) 2016-2021* addresses this priority and sets out a long-term vision for the economy of the Nation and economic activities within the Nation.

In 2014, Chief and Council established the following five, over-arching goals for the *EDS*:

## EDS Goals

- 1. Confirm goals and objectives for economic development**
- 2. Reconcile existing documents**
- 3. Create a strategy for resource application**
- 4. Set benchmarking criteria to measure success**
- 5. Create community support for economic development**

This *EDS* addresses each of these goals. It also gives direction to Chiefs and Council, staff and boards of directors as to what opportunities to pursue and provides advice with respect to focus, outcomes and achieving a stable balance between competing priorities.

Based on community input sought in 2012, and confirmed through board, staff and community consultation, four key objectives of Lilwat Nation's economic development have been identified:

## EDS Objectives

- 1. Generate stable profits for Lilwat to reinvest in community projects and business opportunities**
- 2. Create employment and career opportunities for Lilwat**
- 3. Support regional economic development and Lilwat entrepreneurs**
- 4. Enhance community support through strong governance**

The *EDS* attaches specific goal(s) to each of these four objectives and outlines strategies to fulfill each of these seven goals that focus on both specific projects and future industries. To ensure that these goals are being effectively and efficiently met, each of the *EDS*'s four objectives has performance indicators attached. The vision, mission and underlying principles outlined in the *EDS* inform all economic development.

# Context

The EDS is guided by *The Lilwat Nation Strategic Plan 2016-2023*, which outlines the Nation’s goal and objectives during this period. This eight-year strategic plan and EDS should be read together to provide a more comprehensive overview of the Nation’s economic potential. *The Lilwat Nation Business Corporations Implementation of Economic Development Strategy 2016-2021* details how the EDS will be put into effect.

The SWOT chart below illustrates the current environment in which economic development is being fostered.





# Environmental Scan Strategic Alternatives

## Using Strengths To Maximize Opportunities

- Work closely with the Land and Resources Department to maximize opportunities for economic development arising from Title & Rights discussions (leverage Aboriginal Title & Rights for economic opportunity)
- Ensure mid-term investment funds are allocated to economic opportunities that align with Lilwat values and maximize profits
- Place Lilwat values and governance strengths front and center in strategic planning and communications to the community to increase community support

## Using Strengths To Minimize Threats

- Ensure conformance and compliance with governance practices to reduce crossover of politics and business
- Focus on economic development opportunities where Lilwat Aboriginal Title & Rights provide long-term strategic advantages to limit competition for Lilwat businesses
- Use Lilwat control over its Territory and integration of values and connection to the land in business practices to ensure protection of Lilwat culture and traditions

## Minimizing Weaknesses By Taking Advantage Of Opportunities

- Use growing regional economy and economic diversification to focus mid- to long-range planning processes
- Increased economic growth and the leveraging of Aboriginal Title & Rights to provide good news stories to increase community support

## Minimizing Weaknesses By Avoiding Threats

- Formalize Governance relationships with Chiefs and Council to reduce the threat of political interference and resulting staff turnover
- Develop mid- to long-range plans that allow Lilwat to enter into diverse businesses and anticipate changes to the environment and economy
- Develop strong communications practices and policies to increase positive communication with membership and broaden business profile



## **Mission, Values and Principles of the *EDS***

### **Mission**

Support business activity for, in, and by the Lilwat Nation and Lilwat Nation citizens.

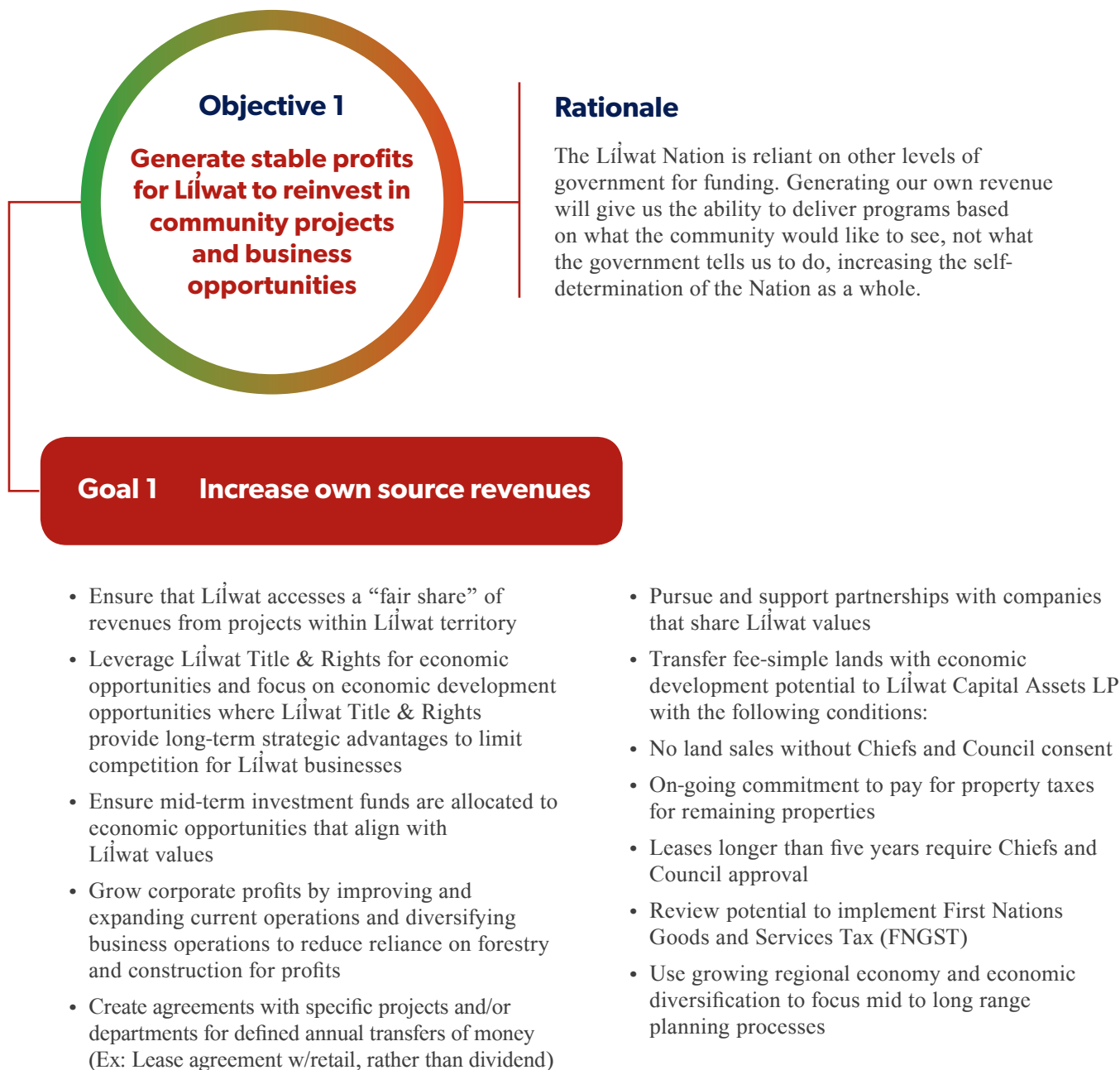
### **Values and Principles**

Lilwat Nation economic development and projects must:

- Preserve or enhance Lilwat Nation Title & Rights
- Promote cultural and traditional values and environmental sustainability
- Creates employment, training and/or capacity building opportunities for Lilwat citizens
- Provide stable and predictable income opportunities with acceptable risk

# Key Objectives and Goals

Economic development's four key objectives must be evaluated and implemented within the context of the vision, mission, values and principles set out in the *EDS* to achieve a sustainable, balanced economy for the Lílwat Nation. Each of these objectives is presented with a rationale and strategies for meeting its goal(s). In all, there are seven goals that support the strategy's key objectives.



## Performance Indicators

- Track the percentage of government revenues coming from “own-source” revenues including independent power project royalties, corporate profits, land leases and property development, and government revenue sharing.
- Track total revenue generated from Lílwat Business Corporations (LBC)
- Stability and predictability of corporate profits being paid to the Nation as dividends (Are we meeting targets year after year?)



**Objective 2**  
**Create employment and career opportunities for Lílwat citizens**

### **Rationale**

The Lílwat Nation currently has labour force participation and employment rates that are below the average for off-reserve populations but higher than the average for on-reserve communities. Many community members are seeking employment and career opportunities. Higher rates of employment and stable careers create significant economic and social benefits for the whole community.

### **Goal 2 Increase labour force participation**

- Improve coordination between Social Assistance, Aboriginal Skills & Employment Training (ASET) agreement holder and Economic Development
- Ensure proper relationships with ASET agreement holder

### **Goal 3 Increase employment rates and ensure Lílwat citizens have access to career opportunities**

- Leverage on-reserve projects and partnerships into Lílwat employment opportunities.
- Develop an Upper Lillooet Hydro Project transition plan
- Work with the Squamish Lílwat Cultural Centre to increase the number of Aboriginal Youth Ambassadors
- Create ongoing opportunities for career growth and career paths for Lílwat Nation and LCB employees
- Balance employment with entrepreneurship

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### **Performance Indicators**

- Dollar value of Social Assistance payments monthly and yearly (indexed to rates and population numbers)
- Review training to employment rates for Lílwat Nation trainees through ASET and T̓szil Learning Centre
- Percentage of Lílwat Nation employment opportunities filled by Lílwat citizens





### Rationale

While generating revenues and employment is key to our success, many Nation members express a desire for opportunities that are not tied to the Nation or to work for themselves. As well, businesses that grow off- reserve offer many employment opportunities for the Nation. The Nation would like to see its citizens achieve meaningful employment whether inside or outside of the community.

### Goal 4 Support regional economic development that is aligned with the Nation’s principles and values

- Continue to support events such as the Pemberton Music Festival that generate benefits for the Nation
- Review potential to support major projects through the Lílwat Nation Referral Process and leveraging Aboriginal Title & Rights
- Identify and evaluate potential large-scale projects that could be located on Lílwat Nation fee simple lands (lease arrangements)
- Use growing regional economy and economic diversification to focus mid to long range planning processes
- Support the traditional economy through preservation of mushrooming areas, supporting arts and culture, and supporting Lílwat events
- Promote energy projects that meet Lílwat Nation referrals policy in the Upper Lillooet area that utilize existing infrastructure.

### Goal 5 Increase the number of Lílwat entrepreneurs

- Develop service standards and processes for entrepreneurial support
- Celebrate existing Lílwat entrepreneurs
- Continue to offer small business training, workshops, and tools
- Identify and evaluate high potential opportunities for entrepreneurs with corporate activities (Ex: logging trucking) and proactively support entrepreneurs in these areas
- Develop commercial core with space for entrepreneurs
- Review potential to develop a microloan program or other economic incentives using mid-term economic investment funds
- Develop business licensing to track entrepreneurs

### Performance Indicators

- Track number of entrepreneurs through registration system
- Number of Lílwat entrepreneurs supported through the established entrepreneur support standards



## Objective 4

**Enhance community support through strong governance and clear communication**

## Rationale

We need community support to continue to operate. If we are not meeting the needs of the community through good governance and clearly communicating outcomes and goals, we are not doing our jobs. Good governance has been found to be one of the keys to success in all businesses, but especially First Nations- and government-owned business.

### Goal 5 Hold the Lilwat Holdings LP Board of Directors accountable for operations and communications

- Update Lilwat Business Governance Manual and create a memorandum of understanding regarding roles and responsibilities
- Create a performance management framework for Lilwat Holdings LP Board of Directors
- Host public LCB annual general meeting
- Regular quarterly presentations to Chiefs and Council
- Increase Corporations presence in the Lilwat Nation's annual report
- Develop skill requirements for future board member selection

### Goal 6 Increase community support for LBC through good governance and the incorporation of Lilwat culture and values into business practices

- Focus on community relations and communications for all new and existing projects and business units
- Place Lilwat values and governance strengths at front and center in strategic planning and communications to the community
- Use Lilwat control over its territory and integration of values and connection to the land in business practices to ensure protection of Lilwat culture and traditions
- Ensure conformance and compliance with governance practices to reduce crossover of politics and business

### Goal 7 Increase community support for LBC by linking corporate profits to specific projects

- Identify high priority needs, both specific items (Ex: New fire truck) and programs in community services, culture, and recreation, to earmark corporate profits
- Communicate successes and show direct benefits to the community
- Establish bursary for business administration students

## Performance Indicators

- Community survey of level of trust in LBC
- Lilwat Holdings LP Board of Directors rankings and scores



For more information about the Lilwat Nation's economic development plans, please refer to *The Strategic Plan 2016-2023 Lilwat Nation* and *The Lilwat Nation Business Corporations Implementation of Economic Development Strategy 2016-2021*.



Lilwat Nation  
P.O. Box 602  
Mount Currie  
British Columbia  
V0N 2K0

Web: [www.lilwat.ca](http://www.lilwat.ca)  
Email: [info@lilwat.ca](mailto:info@lilwat.ca)  
Phone: 604.894.6115  
Fax: 604.894.6841