



**Business  
Group**

**Supporting Nation Building  
Through Business**

# Message from the President and CEO



Business  
Group

Áma sáqit!  
(Good day!)

IN FY2019, the Lilwat Business Group (LBG) set the foundation for sustainable growth. As part of that foundation, LBG developed a Governance Agreement with Lilwat Nation. This agreement determines how individual decisions are made and clearly outlines each group's roles and responsibilities. As well, a Governance Manual is now in place to support the implementation of the agreement. Using these tools, LBG has worked with Lilwat Nation to jointly make investments into its operating divisions such as Retail Operations, which oversees the Tsípun Grocery and the soon to be opened Lilwat Station, a gas station and convenience store.

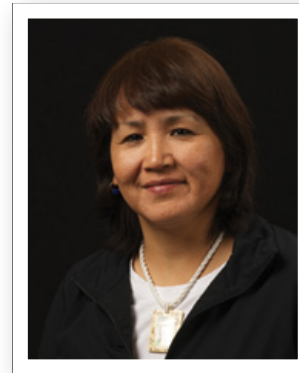
Leaving FY2019, LBG embarks upon its next phase of growth through the development of Function Junction in Whistler, the Pemberton Benchlands and various other projects. The work we have done in the past year will help ensure that we maximize the benefits that go back to all community members. Our various divisions payout \$2 million a year in wages and we annually give \$600,00 to support the nation's various initiatives.

LBG is committed to complete financial and decision-making transparency and is always open to community input. We will soon be reviewing and updating our strategic plan, so please look for opportunities to provide feedback and be a part of our success.

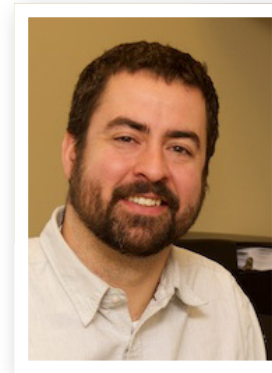
Kúkwsturnúlhkacw,

Maxine Bruce  
President

Kerry Mehaffey  
Chief Executive Officer



Maxine Bruce  
President



Kerry Mehaffey  
Chief Executive Officer



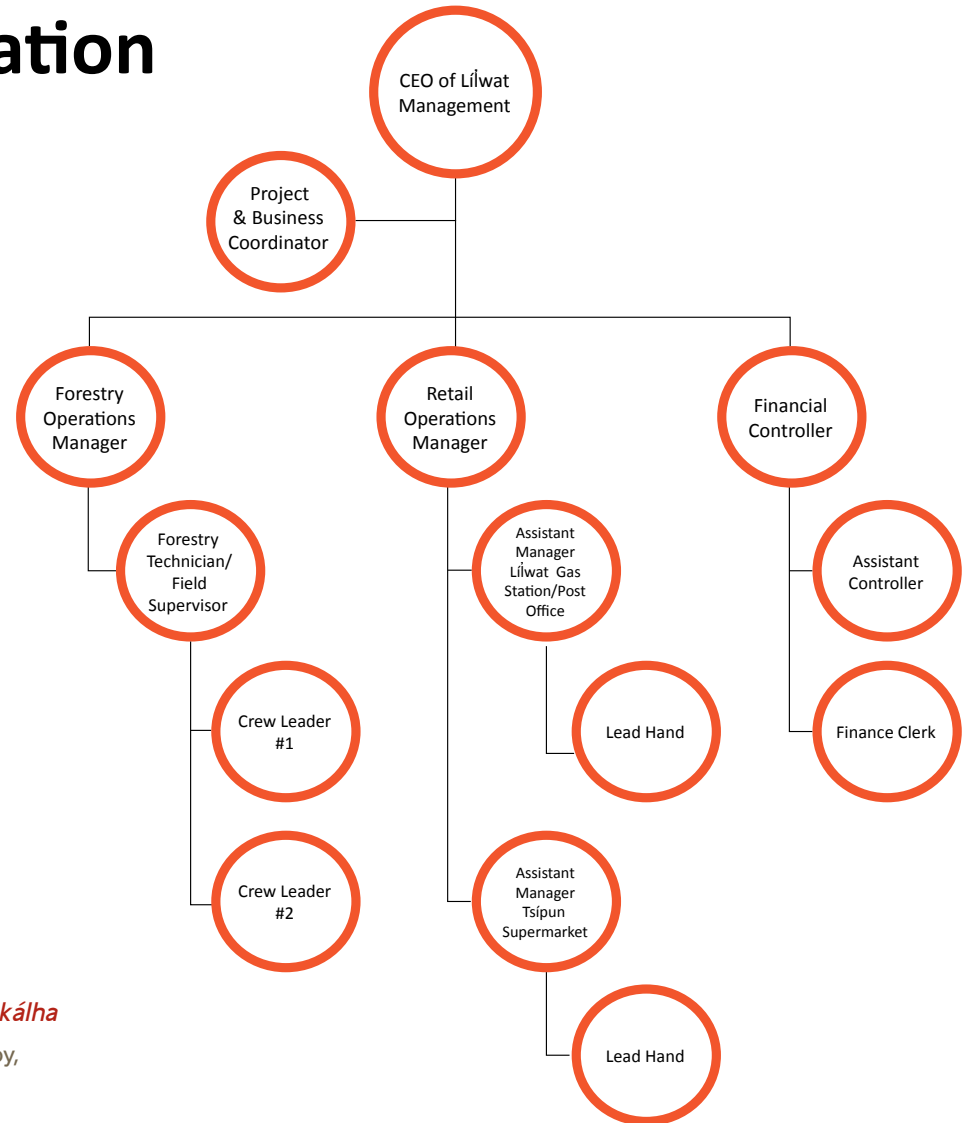
# Developing a Sustainable Economy for the Lílwat Nation

With strong partnerships and transparent, forward-facing business practices, the Lílwat Business Group (LBG) is building a sustainable economy for Lílwat Nation. LBG and its five LPS employ 70 people and annually gives back approximately \$600,000 to fund community initiatives.

Operating profitable businesses that allow for significant reinvestment in the community is the LBG's priority. LBG also ensures that all of its projects are assessed for impact on Aboriginal Title and Rights and the Lílwat Nation's Inherent Right to Self-Government. Projects should not negatively impact either of these processes.

## LBG Organizational Chart

The LBG organizational chart illustrates the structure of the business group. Chiefs and Council appoint people to Lílwat Holdings, Inc. Board, who in turn appoint others to the boards of the individual operating limited partnerships. I Ucwalmícwa (The People) are involved in the LBG through the appointment of the corporation's various boards of directors. Their role is to oversee all business activities and ensure that these businesses serve the nation to maximum benefit.



*Wa7 qwézneml wa7kwánem lhti7 tmicwalhkálha*

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



# FY 2019: Key Achievements

## DEVELOPMENT OF FUNCTION JUNCTION SITE

Capital Assets continued work on the Function Junction site prep as per its development permit, anticipating breaking ground in early FY 2020. At build-out, the new development will feature a mixed residential/commercial building with up to 48 housing units. The project will also include a gas station, a much-needed amenity in Whistler's south end.

## NEW GAS STATION CONSTRUCTION

Twenty years after acquiring the Churchlands, the construction of the new Lilwat Gas Station on the Churchlands North parcel started in FY 2019. The station's design will incorporate Lilwat elements and iconography, and provide the most modern facilities in the region.

## TSÍPUN GROCERY STORE RENEWAL

Lilwat Retail Operations (LRO) executed its Renewal Plan, upgrading the kitchen and deli to facilitate increased food offerings and Tsípun's grocery store's ability to provide food services to the new gas station.

## FIGHTING WORST FOREST FIRES

Lilwat Forestry Ventures' (LFV) fire fighting crews (up to 25 people) participated in fighting fires during British Columbia's worst fire seas.

## BENCHLANDS DEVELOPMENT

LBG signed partnership agreements with Bethel Land Development to acquire future phases of the Pemberton Benchlands development.

## \$2 MILLION PAYROLL

LBG paid out \$2 million in payroll in FY 2019.

## NEW GOVERNANCE GUIDEBOOK AND AGREEMENT

LBG updated its Governance Guidebook and achieved its first Governance Agreement with Lilwat Nation.

## UPDATED FINANCIAL POLICY

LBG's Finance Policy was updated to reflect current realities and ensure best practices.

## PLANNING FOR NEW COMMERCIAL CORE

LBG continued with the planning process for Lilwat Nation's new commercial core.

## RETAIL OPERATIONS STAFF TRAINING

Retail Operations worked to prepare its staff, through a variety of training initiatives, to work at the new Lilwat Gas Station at Churchlands North scheduled to open in fall 2019.

## COMPLETED FNWL

LFV completed its First Nations Woodland License (FNWL) negotiation with the province.

## ACQUISITION OF NEW EXCAVATOR

A 300-sized excavator was acquired for Múmqeqs. This new piece of equipment will add revenue by increasing LFV's contracting opportunities.



# Projects Moving Forward

## FUNCTION JUNCTION

Development of 2.5 ha (5.3 acres) the nation owns in Whistler's Function Junction neighbourhood is an essential part of LBG's *Economic Development Strategy 2016-2021*. The project, which includes a gas station and mixed residential/commercial, broke ground in FY 2019. The Function Junction project is slated for completion within the next three years. Upon build-out, there will be a gas station and four other buildings allowing up to 48 residential units.

## PEMBERTON BENCHLANDS RE-ZONING

LBG is applying to the Village of Pemberton to re-zone future phases of Pemberton Benchlands for development.

## DOWNTOWN MOUNT CURRIE REVITALIZATION

In partnership with Lilwat Nation, LBG will continue to look at ways to re-develop "downtown Mount Currie." Current plans for the area that spans several blocks of Main Street include the development of new housing, commercial opportunities, an RV park, and address other community priorities. This project focuses on three parcels of land varying in size from 1.02 ha (2.65 acres) to 6.07 ha (15 acres).

## NEW CARDLOCK

The existing Lilwat Gas Station located on IR 10, will be converted to a cardlock operation to serve large commercial projects in the area.

## HIGHWAYS YARD DEVELOPMENT

LBG will continue to work on at the entrance to the Village of Pemberton. Capital Assets LP is exploring options for the development of a combination of rental housing and a hotel. Moving this project forward will be a priority in 2021/2022.



Forestry  
Ventures LP

# Managing Lílwat Nation's Forestry Resources for Future Generations

An integrated forest management company, Lílwat Forestry Ventures LP (LFV), is engaged in tree-planting, silviculture, logging management, fuels management, forest fighting and other aspects of the forestry industry.

The forestry arm of LBG provides employment to 26 people. LFV holds the rights to four forest licenses (a non-renewable forest license, a forest license, and two woodlot licenses) with a total annual allowable cut (AAC) of 70,000m<sup>3</sup> and exerts control over 120,000 m<sup>3</sup> of AAC on Lílwat territory. This business has a growing contracting division that does a variety of jobs such as firefighting, field management work, brushing and slashing, and excavation work. LFV has more than 30 casual, full- and part-time employees working in a wide variety of forestry activities.

LFV also subcontracts engineering, road building, and harvesting to outside companies that are expected to hire and train Lílwat Nation members as part of fulfilling LBG's ongoing commitment to capacity building.

## Achievements For 2018/19

### FIGHTING WORST FOREST FIRES

Lílwat Forestry Ventures' (LFV) fire fighting crews (up to 25 people) participated in fighting fires during British Columbia's worst fire season.

### COMPLETED FNWL

LFV completed its First Nations Woodland License (FNWL) negotiation with the province.

### COMPLETED LIDAR

Lílwat Forestry Venture (LFV) completed a Lidar (a surveying method using lasers) for FNWL, CFA, WLL1666/49 and IR6. The Lidar is available for engineering and harvesting to increase safety, increase Standing Timber Inventory, and decrease engineering costs.

### CONTINUED AREA-BASED TENURE

FY 2019 saw the continuation of an area-based tenure, allowing LFV to manage a significant portion of Lílwat Nation territory.

### SUCCESSFUL CONTRACTING

In FY 2019, LVF contracted with 25 different clients. These contracted services focussed on firefighting and fuels management work.



# Businesses that Serve the Community

Lilwat Retail Operations LP (LRO) is committed to providing excellent service and services to the community. LRO employs 32 people and generates stable profits for Lilwat Nation to reinvest in community projects and business opportunities.

LRO's total payroll in FY 2019 was \$600,000 to staff a grocery store in one of the nation's two primary residential communities, a gas station with a convenience store attached in the new commercial core, and Internet service. These key businesses ensure that community members can access quality retail and services at home.

LRO offers employees opportunities to advance to managerial positions within its businesses. These opportunities will continue to grow as LRO adds more businesses, including the gas station, to be built in Whistler's Function Junction area.

Moving into 2019/2020, LRO is preparing for the opening of the new Lilwat Gas Station at the Churchlands property at the corner of Main Street and Highway 99, which will employ 15 people. An additional three to five part-time staff members may be added during the busy summer season. The new Chevron gas station will open in fall 2019.

## Achievements in 2018/19

### NEW LILWAT GAS STATION CONSTRUCTION

The new Lilwat Gas Station construction began in FY 2019. The new gas station will feature a convenience store with unique offerings such as Lilwat-branded apparel. Increased staff training, to prepare people for the new work environment and its systems, has been a critical part of LRO's work in the past year.

### TSÍPUN GROCERY STORE RENEWAL

LRO executed its Tsípun Renewal plan. Upgrading the kitchen and deli has allowed Tsípun to expand its food options. While the profitability of the grocery store remains a challenge, these changes have increased sales. The renovations will also allow for the delivery of hot food and other grab-and-go items to the new Lilwat Gas Station when its doors opens in fall 2019.

### NEW FOOD SUPPLIERS

To increase consumer choice of quality value brands, Tsípun has contracted with Loblaw's as its food supplier. The store now offers both President's Choice and No Name products and is the exclusive dealer of those brands in the Pemberton-Mount Currie area.

### EXPANDED APPAREL PROGRAM

LRO's new branded apparel was introduced. A second T-shirt line, featuring stylized pictographs is in development. These designs will be sold at the Lilwat Station.

