



**Business
Group**

**Supporting Nation Building
Through Business**

Message from the President and CEO



Business
Group

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(Hello my friends, I hope you're all well),

The Lilwat Business Group (LBG) is proud of the work accomplished in FY 2020. We would like to recognize the 70 staff members that have made these achievements possible through their hard work and commitment to LBG's mission to create a sustainable economy for Lilwat Nation.

LBG's most outstanding achievement in the past year has been opening the new Lilwat Station Chevron. This new addition to Retail Operations is the culmination of 20 years of effort by many people. Located on the corner of Main Street and Lillooet Lake Road, Lilwat Station saw a significant increase in fuel and convenience store sales while fulfilling a community vision for this area. The new gas station and convenience store and the adjacent new Tszil Learning Centre have created a community and commercial hub that hadn't previously existed in Lilwat Nation.

We look forward to engaging the community as we continue to revitalize this area and create further economic opportunities for the nation in FY 2021.

Additionally, in the past year, LBG experienced substantial movement on several key projects, including:

- **Speikúmtn** (Signal Hill) Community Forest, a joint partnership with the Village of Pemberton to manage forest lands in both communities, moved closer to completion.
- Continued work on a new gas station and mixed-use residential/commercial building in Whistler's Function Junction.
- A public information meeting was held in Pemberton for the proposed re-zoning of future phases of development at the Pemberton Benchlands.
- LBG made significant investments in staff through ongoing training and professional development opportunities.

LBG would like to thank all of our staff, board members and Lilwat Nation leadership for all of their hard work that made FY 2020 a success. Building a thriving business sector is truly a team effort, and we couldn't do it without you.

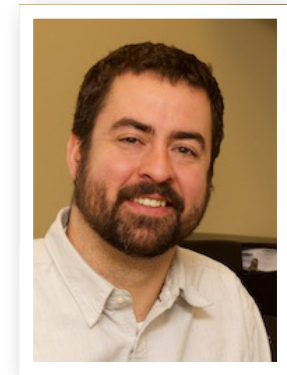
Kukwstúmulhkálap (Thank you from a group to a group), **nilh ti7** (End of story),

Lhpatq Maxine Bruce
President

Kerry Mehaffey
Chief Executive Officer



Lhpatq Maxine Bruce
President



Kerry Mehaffey
Chief Executive Officer



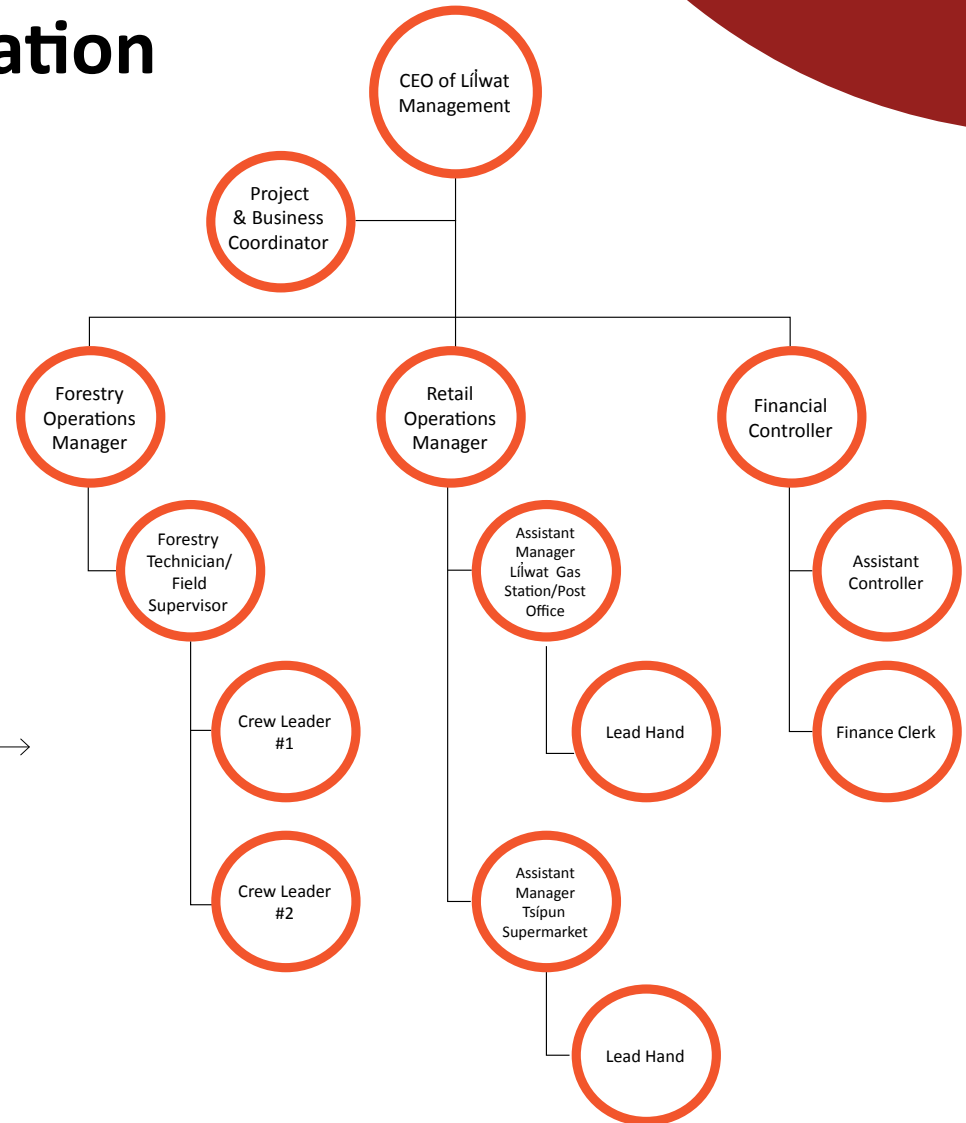
Developing a Sustainable Economy for the Lílwat Nation

With strong partnerships and transparent, forward-facing business practices, the Lílwat Business Group (LBG) is building a sustainable economy for Lílwat Nation through strong partnerships and by employing transparent, forward-facing business practices. LBG's five limited partnerships (LPs) employ 70 people and annually give back approximately \$600,000 to fund community initiatives.

Operating profitable businesses that allow for significant reinvestment in the community is the LBG's mandate. 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.





FY 2020: Key Achievements

NEW LÍLWAT STATION CHEVRON OPENED

The opening of the Lílwat Station Chevron was a highlight of Lílwat Retail Operation's (LRO) year. The gas station/convenience store's performance immediately exceeded expectations.

PINE MUSHROOM STUDY

Lílwat Forestry Ventures (LFV) is assisting UBC with a Pine Mushroom study to determine where they grow, which will assist LFV in considering ways to manage the mushrooms better.

TSÍPUN MARKET RENEWAL

The **Tsípun** (Root cellar) Market renewal project was completed. Renovations included an upgraded commercial kitchen and seating area.

INCREASED FUELS MANAGEMENT

LFV performed 40 ha of fuels management work on the Cheakamus Lake Road near Whistler, helping to protect the community from wildfire. A further 1.8 ha of fuels management occurred along Xiíólacw Road in Lílwat.

PEMBERTON BENCHLANDS RE-ZONING

A successful public information meeting was held in Pemberton for the proposed re-zoning of future phases of development at the Pemberton Benchlands.

UTILITY ARBOURIST TRAINING

LFV was proud to send an employee for Certified Utility Arbourist training. This employee can now lead crews and work safely under the Hydro lines, increasing LFV services.

STAFF DEVELOPMENT TRAINING

In FY 2020, all retail staff completed SuperHost Customer Service Training. All staff in leadership positions completed a Managing Change workshop.

FIREWOOD PROGRAM FOR ELDERS

LFV prepared and delivered more than 200 loads of firewood to community Elders.

NEW BENEFITS PLAN

The new Lílwat Retail Flex Benefits Plan for all LRO staff was developed and launched.

PINE MUSHROOM STUDY

LFV is assisting UBC with a Pine Mushroom study to determine where they grow, which will support LFV in considering ways to better manage the mushrooms.





Projects Moving Forward

FUNCTION JUNCTION DEVELOPMENT

The development of 2.5 ha (5.3 ac) 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 and is slated for completion within the next two years.

SPEĪKÚMTN COMMUNITY FOREST

SpeĪkúmtn Community Forest, a joint partnership with the Village of Pemberton to manage forestlands in both communities, is moving closer to completion.

BENCHLANDS RE-ZONING

The re-zoning process for the Pemberton Benchlands continues to move forward.

DOWNTOWN MOUNT CURRIE REVITALIZATION

LBG will continue to look at ways to redevelop Mount Currie's commercial core that spans several blocks of Main Street and the 6.07 ha (15 acres) parcel at Churchlands North.

HIGHWAYS YARD DEVELOPMENT

Capital Assets LP will continue exploring options for developing a combination of rental housing and a hotel on land at the entrance to the Village of Pemberton.

PROFESSIONAL DEVELOPMENT AND TRAINING

Staff in all of LBG divisions will continue to be provided with ongoing training and professional development opportunities such as Managing Change workshops and SuperHost training. Staff will also have opportunities to earn professional certifications.



*Wa7 qwézneml wa7kwánem lhti7
tmicwalhkálha*

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



Forestry
Ventures LP

Managing Lílwat Nation's Forestry Resources for Today and Tomorrow

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.

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 70,000m³ and exerts control over 120,000 m³ of AAC on Lílwat territory. This business has a growing contracting division that does various 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 various forestry activities.

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

Achievements for 2019/20

ARBOURIST TRAINING

LFV was proud to send an employee for Certified Utility Arbourist training. This employee can now lead crews and work safely under the Hydro lines, increasing LFV services.

INCREASED FUELS MANAGEMENT

LFV performed 40 ha of fuels management work on the Cheakamus Lake Road near Whistler, helping to protect the community from wildfire. A further 1.8 ha of fuels management occurred along Xitólacw Road in Lílwat.

FIREWOOD PROGRAM FOR ELDERS

More than 200 loads of firewood were prepared and delivered to community Elders to keep them warm and safe throughout the winter.

PINE MUSHROOM STUDY

LFV is assisting UBC with a Pine Mushroom study to determine where they grow, which will support LFV in considering ways to better manage the mushrooms.

Plans and Projects for 2020/21

ESTABLISH FNWL

LFV will work to establish a Lílwat First Nations Woodland License (FNWL) that will allow Lílwat to manage a large portion of Lílwat traditional territory.

ESTABLISH SPEĹKÚMTN COMMUNITY FOREST

LFV will continue working towards creating SpeĹkúmtn Community Forest, which will allow Lílwat Nation and Pemberton to jointly manage the forests near their communities.

COMPLETION OF FUELS MANAGEMENT CONTRACTS

LFV will continue completing additional fuels management contracts near Mount Currie and Whistler.

CONTINUED VOLUNTEERISM

LFV will continue to undertake volunteer activities in the community, such as preparing and delivering firewood to Elders.

CONTINUED TRAINING

LFV will continue to train its staff to develop a highly-skilled Lílwat forestry team that can manage its local forests.



Businesses that Serve the Community

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

LRO businesses ensure that the community has access to quality, essential retail and services at home such as a grocery store, a gas station with an attached convenience store, and Internet service. This division of LBG has an annual payroll of \$600,000. LRO also returns profits to the people, with an annual \$600,000 to community programs and initiatives.

LRO offers employees opportunities to advance to managerial positions within its businesses. These opportunities will continue to grow as LRO expands to include businesses such as the gas station to be built in Whistler's Function Junction.

Moving into 2020/2021, LRO is experiencing great success with the new Lilwat Station Chevron and is working to stabilize all its ventures.

Achievements in 2019/20

NEW LILWAT STATION CHEVRON OPENED

The opening of the Lilwat Station Chevron was a highlight of LRO's year. The gas station/convenience store's performance immediately exceeded expectations. Staff is instrumental in this success, having completed additional training to prepare them for working in the new, busier environment.

TSÍPUN MARKET RENEWAL

The Tsípun Market renewal project was completed. Renovations included an upgraded commercial kitchen and seating area. Additionally, Loblaw's was contacted as the new grocery supplier, making Tsípun the sole President's Choice products distributor in the area.

STAFF DEVELOPMENT TRAINING

In FY 2020, all retail staff completed SuperHost Customer Service Training. All staff in leadership positions completed a Managing Change workshop.

NEW BENEFIT PLAN

The new Lilwat Retail Flex Benefits Plan was developed and launched.

CHRISTMAS HAMPER CONTRIBUTIONS

LRO staff demonstrated excellent teamwork in supplying Christmas Hamper items for both Lilwat Nation and neighbouring N'Quatqua.

Plans and Projects for 2020/21

STABILIZE BUSINESSES

LRO will implement operational changes to further stabilize the Lilwat Station Chevron. As well, LRO will work to make Tsípun a sustainable business model.

EXPAND APPAREL LINE

LRO will continue to develop authentic custom logo wear.

OFFER NEW BROADBAND

LRO will launch new upgraded Broadband Internet Packages for Lilwat Broadband customers.

MORE EMPLOYEE TRAINING

LRO will provide an Employee Engagement Training Program and a Lateral Violence to Lateral Kindness Training Program for permanent retail staff.

MORE PERFORMANCE REPORTING

Increased Key Performance Reporting to evaluate results in real-time will be introduced.

