



**Business
Group**

**Supporting Nation Building
Through Business**

Message from the President and CEO



Business Group

ṭu7 wa7kálap áma, snuláp nsnenukwa7a, (Hello my friends, I hope you're all well),

The Lilwat Business Group (LBG) is very proud of the work accomplished in FY 2021 during the COVID-19 pandemic. The resilience of the 58 women and men on staff who continuously adapted to changing protocols to keep the community safe while ensuring the delivery of services was impressive and greatly appreciated.

In FY 2021, LBG continued the development of Lilwat's new commercial core, demolishing "blue motel" on Main Street in preparation for a new mixed residential/retail building. We also explored options for Lilwat Marketplace, a new community business area proposed for the land between Lilwat Station and Tszil Learning Centre.

In September 2020, LBG saw the realization of Spelkúmtn Community Forest, a partnership between the Lilwat Nation and the Village of Pemberton. This partnership is designed to promote reconciliation, increase community benefits and provide a local voice in the management of the surrounding forest.

In the past year, LBG moved several key projects forward, including the development of the new gas station and mixed-use residential/commercial building in Whistler's Function Junction, improved Internet offerings from Lilwat Broadband, and the rezoning of the Pemberton Benchlands.

We also had to make the tough decision to suspend our annual \$600,000 contribution to fund community initiatives due to a reduction in business activity. As we recover from the COVID-19 economic slowdown, we are planning on making a contribution of \$400,000 in FY 2022.

We would like to thank all of the staff, board members and Lilwat Nation leadership for their support and hard work getting LBG through the COVID-19 pandemic.

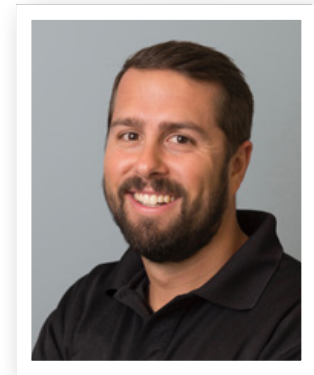
Kukwstumúlhkalap (Thank you from a group to a group), **niłh ti7** (End of story),

Lhpatq Maxine Bruce
President

Dwayne Stanshall
Interim Chief Executive Officer/
Chief Financial Officer



Lhpatq Maxine Bruce
President



Dwayne Stanshall
Interim Chief Executive Officer/
Chief Financial Officer



Business
Group

Building a Sustainable Economy for the Lílwat Nation

Forward facing, transparent and collaborative, the Lílwat Business Group (LBG) is committed to building a sustainable economy for Lílwat Nation. LBG employs 58 people in its five limited partnerships (LPs) and annually contributes up to \$600,000 to fund community initiatives.

Operating profitable businesses that allow for significant reinvestment in the community is the LBG's mandate and is entrenched in its Ucwalmícwts mission statement: *Wa7 qwézneml wa7kwánem lhti7 tmicwalhkálha.* (A diversified and sustainable economy, for, in, and by, the Lílwat Nation for all time.)

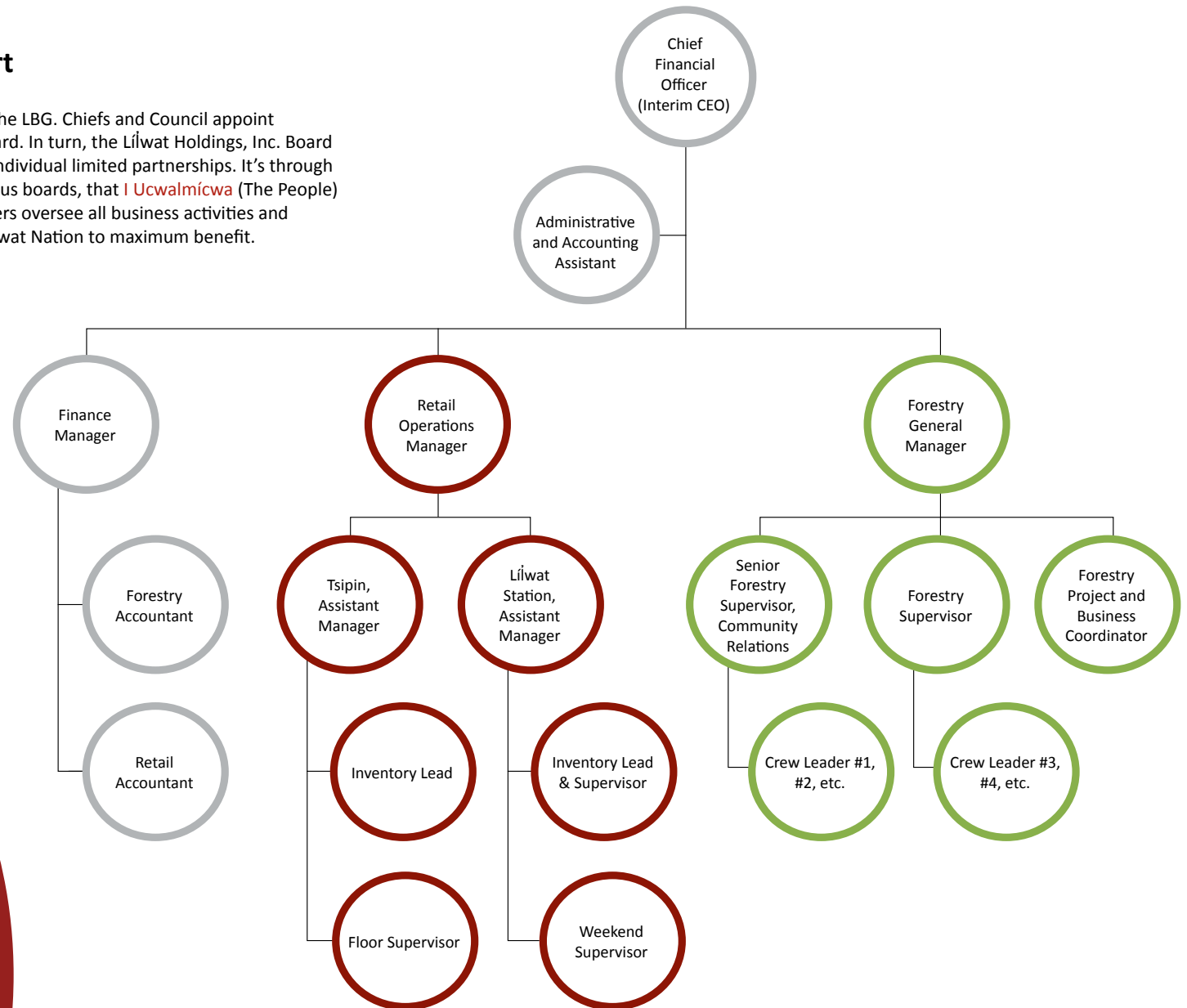
LBG ensures that all of its projects are assessed for impact on Aboriginal Title and Rights and the Lílwat Nation's Inherent Right to Self-Government. Projects should not negatively impact either of these.





LBG Organizational Chart

This chart illustrates the structure of the LBG. Chiefs and Council appoint people to the Lilwat Holdings, Inc. Board. In turn, the Lilwat Holdings, Inc. Board appoints others to the boards of the individual limited partnerships. It's through participation of the corporations various boards, that **I Ucwalmicwa** (The People) are involved in the LBG. Board members oversee all business activities and ensure that these businesses serve Lilwat Nation to maximum benefit.





FY 2021: Key Achievements

COVID-19 MANAGEMENT

Managing the impacts of the COVID-19 pandemic was the top priority for LBG in FY 2021. LBG kept its employees safe and able to continue working during the pandemic, whether at home, at a retail business or in the field. COVID-19 safety protocols were introduced swiftly and were strictly adhered to by all divisions. Lilwat Station's focus on complying with COVID-19 health and safety guidelines helped to protect the community and staff while dealing with locals and out of town visitors on a daily basis. Tsipun was able to pivot from a busy kitchen with seating and catering to providing food hampers, Food Bank supplies and community support. Lilwat Forestry Ventures modified their vehicles, adding in partitions to allow two workers to travel together. And the Post Office workers consistently managed "Christmas-levels" of parcels.

INCREASED VALUE OF HYDRO WORK

Lilwat Forestry Ventures (LFV) increased the value of its brushing and slashing contract work with BC Hydro by having staff achieve Certified Utility Arborist and Apprentice Utility Arborist designations.

SPEĽKÚMTN COMMUNITY FOREST ESTABLISHED

The Spelkúmtn Community Forest Agreement between the Province, Lilwat Nation and Village of Pemberton, was signed in September 2020. The community forest partnership between the Lilwat Nation and the Village of Pemberton is designed to promote reconciliation, increase community benefits from local resources and provides a local voice in the management of the surrounding forest.

PROJECT MANAGEMENT SOFTWARE

LFV continued to increase its use of technology for project management, utilizing both Basecamp and Harvest software packages.

UPGRADED BROADBAND

Lilwat Broadband launched new, upgraded Broadband Internet packages for existing and new customers.





Projects Moving Forward

FUNCTION JUNCTION DEVELOPMENT

The development of 2.5 ha (5.3 ac) the nation owns in Whistler's Function Junction will continue to move forward. The project, which includes a gas station and mixed residential/commercial, broke ground in FY 2019.

BENCHLANDS RE-ZONING

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

DOWNTOWN MOUNT CURRIE REVITALIZATION

Capital Assets will continue to develop a multi-unit mixed residential/retail building on the "blue motel" site on Main Street. Lilwat Marketplace, a community business area proposed for the land between Lilwat Station and Tszil Learning Centre, will be developed by Lilwat Retail Operations in consultation with the community. Breaking ground for Lilwat Marketplace is planned for FY 2022.

HIGHWAYS YARD DEVELOPMENT

Capital Assets will continue exploring options for developing a combination of rental housing and a hotel on land 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. Staff will also have opportunities to earn professional certifications.





Businesses Building Community

Lilwat Retail Operations LP (LRO) is committed to providing excellent retail services to the community. Lilwat Retail Operations employs 38 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 close to home including a grocery store, gas station with an attached convenience store, post office, and Internet service. This division of LBG has an annual payroll of \$865,000. LRO typically returns profits to the people, with an annual dividend of approximately \$600,000 going to community programs and initiatives. In 2021, LBG took a pause on its dividend payments to Lilwat Nation as a result in the decline in business activity due to COVID-19. However, investments in capital projects continued during this time.

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 a new gas station scheduled to break ground in FY 2022 in Whistler's Function Junction.

Achievements in 2020/21

STAFF RESILIENCE

Retail frontline essential staff was an example of resilience. Through staff efforts and commitment, all of Lilwat Retail Operations were able to stay open to serve the community throughout the COVID-19 pandemic.

TSÍPUN MARKET PIVOT

Tsipun was able to pivot from a busy kitchen with seating and catering to providing food hampers, Food Bank supplies and community support.

LÍLWAT GAS SAFETY PROTOCOLS

Lilwat Station's focus on strict adherence to COVID-19 health and safety guidelines helped to protect the community and staff while dealing with locals and out of town visitors on a daily basis.

POST OFFICE PERFORMANCE

The COVID-19 pandemic saw the Mount Currie Post Office staff handling "Christmas level" parcel deliveries beginning at the start of FY 2020/21. Staff handled the pressure of this massive increase in parcels that quickly became the new norm.

UPGRADED BROADBAND

Lilwat Broadband launched new, upgraded Broadband Internet packages for existing and new customers.

Plans and Projects for 2021/22

FUNCTION JUNCTION GAS STATION

LBG will break ground on the new Lilwat Gas Station in Whistler's Function Junction.

LÍLWAT MARKETPLACE

LRO will work to develop concepts for Lilwat Marketplace in consultation with the community and break ground on this community business area located between Lilwat Station and Tszil Learning Centre.

TSÍPUN MARKET CHANGES

LRO will renew its supplier partnership with Loblaws to ensure that Tsipun Market has the best products available. Tsipun will also re-start its catering and home-cooked dinner programs.

LÍLWAT STATION

LRO will prepare Lilwat Station staff for travel restrictions to be lifted and to safely handle increased traffic with COVID-19 protocols in place.

LEADERSHIP DEVELOPMENT

Lilwat Retail Leadership Development Training will provide relevant knowledge and skills required to develop and further enhance leadership skills into the future.

“Over the past year, LRO staff have come together, showing incredible resilience through not only the pandemic, but also through tragedy and loss in the community. This has come at a cost, with increased customer complaints, increased stress on our staff and in some cases a decline in customer service smiles due to exhaustion.

“Lilwat Retail recognizes these concerns and strives to ensure staff needs are met, as this too will pass. LRO will continue to grow generating increased revenues for reinvestment in the community, creating more employment opportunities and building capacity within the Nation.”

Kukwstum'ckálap

Lilwat Retail Operations





Forestry
Ventures LP

Sustainably Managing Lílwat Nation's Forestry Resources

Lílwat Forestry Ventures LP (LFV) is an integrated forest management company engaged in tree-planting, silviculture, logging management, fuels management, forest fighting and other aspects of the forestry industry. LFV has more than 30 casual, full- and part-time employees carrying out these activities.

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 70,000 m³ and exerts control over 120,000 m³ of AAC on Lílwat territory. LFV shares an additional ACC of 11,000 m³ with Pemberton as part of the Spelkúmtn Community Forest Agreement.

LFV has a growing contracting division that does various jobs such as firefighting, field management work, brushing and slashing, and excavation work. It also subcontracts engineering, road building, and harvesting services to outside companies. Contracting companies are expected to hire and train Lílwat Nation members as part of fulfilling LBG's ongoing commitment to capacity building.

Achievements for 2020/21

COVID-19 MANAGEMENT

LFV kept its employees safe and able to continue working during the pandemic. While some staff was able to work from home, others worked in the field in vehicles that were modified with to allow two people to travel safely together.

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PROJECT MANAGEMENT SOFTWARE

LFV continued to increase its use of technology for project management, utilizing both Basecamp and Harvest software packages.

FIRE WOOD EQUIPMENT

LFV purchased additional fire wood equipment to support the increased need. More than 228 truckloads of firewood were delivered to community members on social assistance and 165 loads were delivered to Elders.

Plans and Projects for 2021/22

ESTABLISH FNWL

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

PUCHASING ADDITIONAL TENURE

LFV will purchase additional tenure from Squamish Mills Ltd. in FY 2022.

TRAINING YOUTH

LFV will maintain its current staffing levels while investing in training in youth.

CULTURAL BURNS

Two previously harvested blocks in Skelúltkwa (Owl Creek Cultural Education area) will be burned to reduce fire hazards and increase berry growth.