



**Business
Group**

**Supporting Nation Building
Through Business**

Message from the President and CEO



Business Group

Tu7 wa7kaálap áma, snuláp nsnenukwa7a,
(Hello my friends, I hope you're all well),

The Lilwat Business Group (LBG) entered the second year of the COVID-19 pandemic unsure of what was ahead. FY 2022 proved to be a success across our organization. We are very proud of what the more than 60 women and men who work at LBG achieved in FY 2022.

Several major projects were realized or moved forward during this uncertain time. In FY 2022, LBG acquired the 60 ha Benchlands Nkwúkwmá land in Pemberton, located on the hill above the town's commercial core. This is the beginning of a long-term project that will see approximately 450 homes on 31 ha built over the next 20 to 25 years. LBG was also successful in securing \$1 million in federal Investment Readiness Funding. These funds will assist with re-opening demands, such as renovations to Tsípun Market and Lilwat Station and forestry equipment acquisitions. Construction of the first phase of the Function Junction development, a mixed residential/commercial building, is set to begin and the feasibility of the second phase is under review. The necessary assessments have been completed to support the rezoning process for the on the Highways Yard Development and the rezoning application is with by the Village of Pemberton.

In FY 2022, LBG also entered new partnerships, experienced substantial staff growth at Forestry Ventures and Retail Operations, and continued to move projects such as Lilwat Marketplace forward.

Performance in of all of our LPs exceeded expectations this year. Firefighting opportunities strong retail sector, and increased gravel sales allowed us to return to funding community programs and projects. After suspending this initiative in FY 2021 in reaction to the COVID-19 economic slowdown, we were able to contribute \$400,000 in FY 2022 and plan to return to the pre-pandemic level of \$600,000 in FY 2023.

It has been both an exciting and challenging time at LBG. We have emerged stronger, with a full slate of dynamic projects and a proven resiliency.

We would like to thank all of the staff, board members and Lilwat Nation leadership for their support and during the second year COVID-19 pandemic.

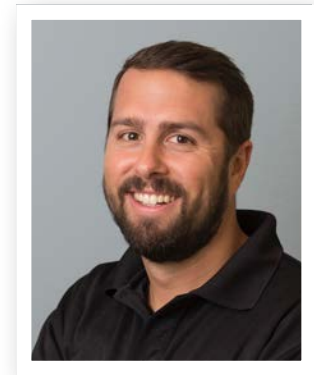
Kukwstumúhkaálap (Thank you from a group to a group),
niih ti7 (End of story),

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

Creating a Sustainable Economy for Lílwat Nation

Collaborative, transparent and forward facing, the Lílwat Business Group (LBG) is committed to building a sustainable economy for Lílwat Nation that respects Lílwat culture and values. LBG employs more than 60 women and men across its five limited partnerships (LPs) and annually contributes up to \$600,000 to fund community initiatives.

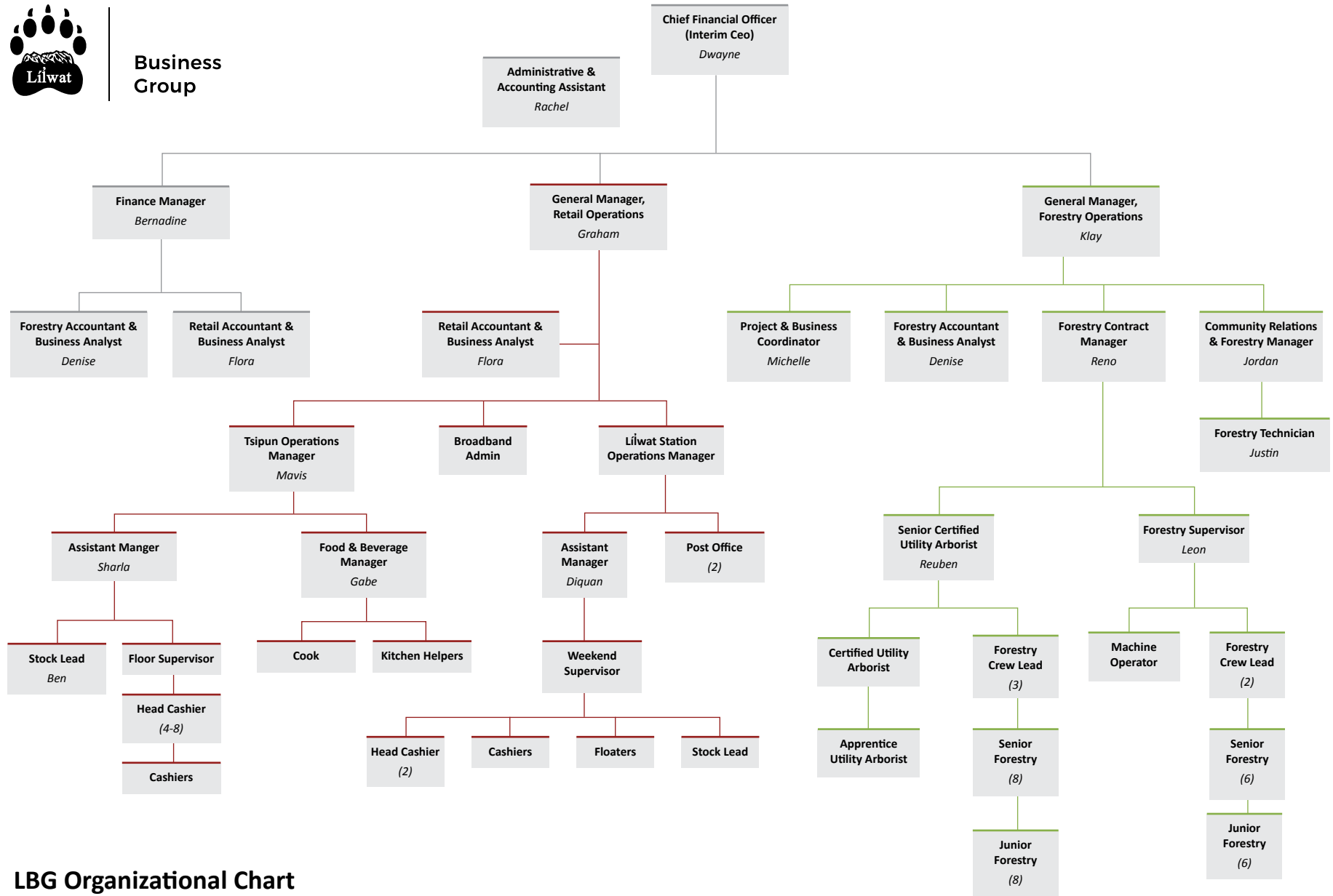
Operating profitable businesses that allow for significant reinvestment in the community is the LBG's mandate. This mandate is entrenched in its mission statement written in Lílwat Ucwalmícwts: **Wa7 qwézneml wa7kwánem lhti7 tmicwalhkálha**. (A diversified and sustainable economy, for, in, and by, the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

LBG projects are assessed to ensure on Aboriginal Title and Rights and the Lílwat Nation's Inherent Right to Self-Government are not negatively impacted.





Business Group



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 Ucwalmícwa** (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

INVESTMENT READINESS FUNDING

LBG secured \$1 million in federal Investment Readiness funding. The funds will be applied equally to Tsipun Market, Lilwat Gas, LBG Management Operations and Lilwat Forestry Ventures (LFV) to assist with re-opening demands, such as renovations and equipment acquisitions.

BENCHLANDS NKWÚKWMA AQUISITION

IN FY 2021, LBG acquired the Benchlands Nkwúkwma land in Pemberton. A rezoning application, to allow the construction of mixed residential including condos and townhouses, is currently with the Village of Pemberton. The rezoning application contemplates 31 ha of the 60 ha land holding being developed over a 20- to 25-year period with approximately 450 homes being built. Lilwat Capital Assets has formed Skénkenam Development LP in partnership with the Pemberton Benchlands Development Corporation to carry out this work.

FORESTRY VENTURES GROWTH

LFV underwent substantial growth in FY 2021, increasing forestry tenure and doubling staff size. This growth was facilitated, in part, by an unprecedented fire season that saw Lilwat firefighters deployed throughout the province and a successful first contract with Whistler Blackcomb removing trees that could come into conflict with gondolas and chairlifts. LFV expanded its forestry tenure with the purchase a forestry license from Squamish Mills with an AAC of 37,620 m3. Additionally, LFV realized an increase in log sales and general contracting work.

REINVIGORATION OF THE GRAVEL PITS

High demand for gravel and structural fill in the area as a result of new development, saw the reinvigoration of Lilwat Nation's gravel pits (Rutherford and Lilwat). This resulted in higher than budgeted sales and the training of two staff members to assist with the operations. A five-year contract was signed at the end of 2021, creating a partnership between LBG and Pemberton Concrete to help ensure further growth of this sector.

COMMUNITY CONTRIBUTION RESTORED

After suspending its annual \$600,000 contribution to community initiatives in FY 2021, LBG was able to restore funding to \$400,000 in FY 2022. LBG plans to increase its contribution to pre-pandemic levels in FY 2023.

STAFF GROWTH AND TRAINING

Last year, LFV staff increased from 12 to 24 people and Lilwat Retail Operations (LRO) grew from a staff of 38 to 44 strong. Staff across the organization took part in professional development opportunities as they became available, with some staff earning professional designations.

NEW LFV EQUIPMENT

IN FY 2021, LFV purchased a bucket truck and side-by-side. Acquisition of this equipment will allow the department to expand the work that it does with BC Hydro. Additionally, LFV bought two Emergency Transport Vehicles (ETVs) that can be loaded on the back of pickups to be used as ambulances in the event of an emergency.

MANAGING PANDEMIC IMPACTS

LBG was able to keep all of its sectors operational while adhering to health orders during the second year of the COVID-19 pandemic. COVID-19 management was easier in FY 2021, due to the lessons learned in the first year of the pandemic. However, there was not the same level of funding for PPE and cleaning supplies. These additional costs had to be absorbed by LBG.



Projects Moving Forward

FUNCTION JUNCTION DEVELOPMENT

The development of 2.5 ha (5.3 ac) the nation owns in Whistler's Function Junction continues to move forward, with the first phase, a mixed commercial residential development, expected to start construction in FY 2023. The second phase of the project, a gas station and convenience store, is currently undergoing a feasibility study and review of its business plan.

BENCHLANDS RE-ZONING

The re-zoning process for the Benchlands Nkwúkwma land will continue to move forward as LBG works with VOP to assess their civil systems capacity.

LÍLWAT MARKETPLACE

Lilwat Marketplace, a community business area proposed for the land between Lilwat Station and Tszil Learning Centre being developed by Lilwat Retail Operations in consultation with the community, will break ground in FY 2023. If economically feasible, Lilwat Marketplace will feature two, two-storey buildings that propose additional space for the Lilwat7úl Culture centre, retail space for local small businesses, second storey office space, and a community area featuring an s7ístken.

HIGHWAYS YARD DEVELOPMENT

Capital Assets will continue moving forward with its rezoning application for a mixed-purpose building on the land at entrance to the Village of Pemberton. To date, the site has been surveyed, and environmental and geotechnical assessments have been completed, as has a financial feasibility study. Architects have also been engaged to determine what type of residential building, including condos and townhouses, might work best for the site.

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.





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 100,000 m³ and exerts control over 1,000 m³ of AAC on Lílwat territory. LFV shares an ACC of 11,000 m³ with Pemberton as part of the Spelkúmtn Community Forest Agreement. They also share 25,000m³ AAC with the Resort Municipality of Whistler and Squamish Nation in the Cheakamus Community Forest.

LFV's growing contracting division offers firefighting, field management work, brushing and slashing, and excavation work. This division 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.

COVID-19 Impacts

In the second year of the pandemic, LFV benefitted from its experience of the first year. The division adhered to ever-changing protocols, implementing changes as needed, with the consistent goal being staff safety.

Achievements for 2021/22

ADDITIONAL TENURE PURCHASED

In FY 2022, Lílwat Forestry Ventures (LFV) purchased a forestry license from Squamish Mills with an AAC of 37,620 m³.

FNWL ESTABLISHED

In FY 2022, a Lílwat First Nations Woodland License (FNWL) was established. This will allow Lílwat Nation to manage a large portion Traditional Territory.

SUCCESSFUL WHISTLER BLACKCOMB CONTRACT

LFV successfully fulfilled its first contract with Whistler Blackcomb. The work entailed removal of trees in danger of impacting gondola and chairlift safety.

STAFFING INCREASED

In FY 2022, LFV doubled its year-round staff from 12 employees to 24. LFV also continued to build capacity by investing in training youth.

FIREFIGHTING OPPORTUNITIES

The unprecedented fire season in BC in FY 2022, created significant employment opportunities for LFV as division employees helped fight fires throughout the province.

ETVS PURCHASED

LFV purchased two ETVs to go in the back of pickup trucks to be used as ambulances in the case of an emergency.

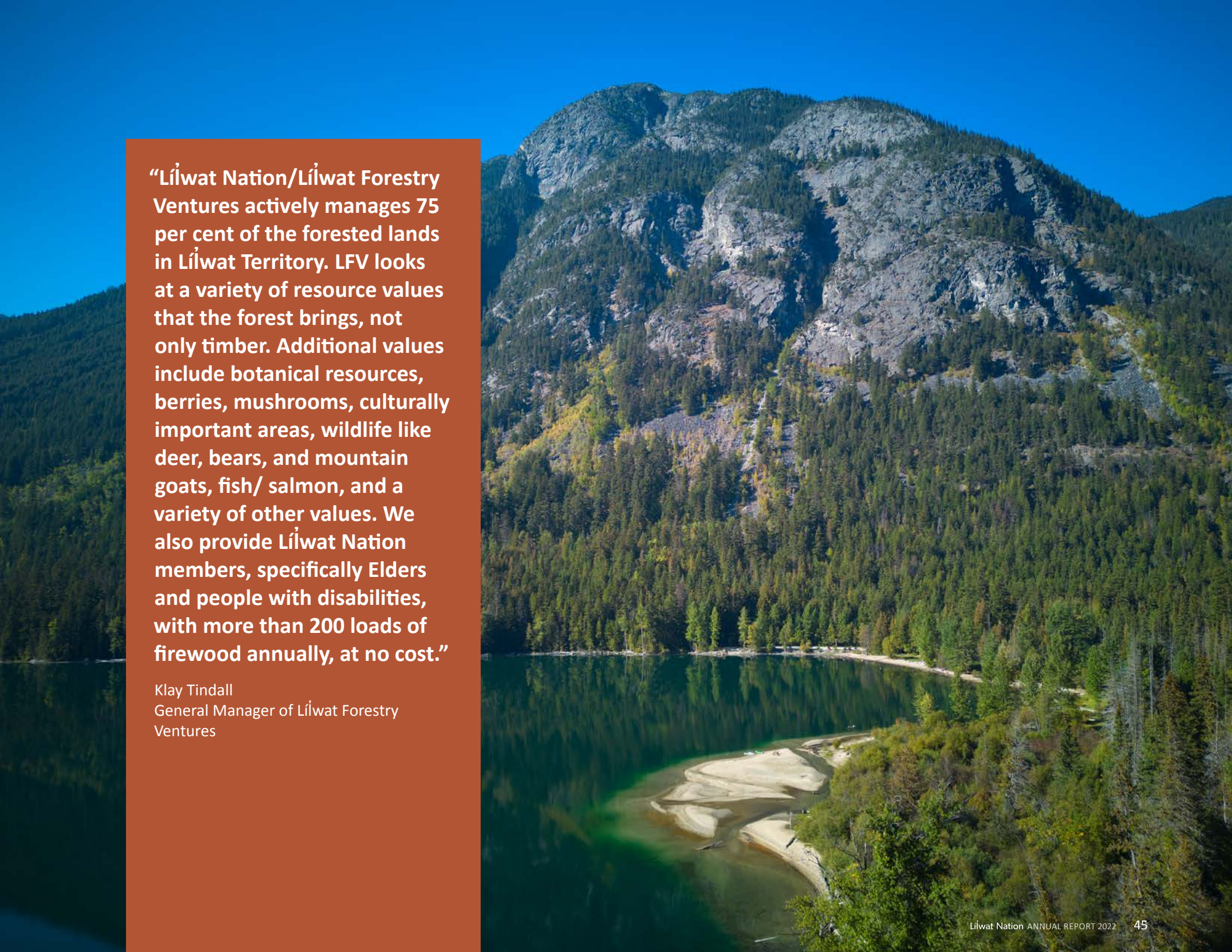
PURCHASES TO ENHANCE HYDRO WORK

A side-by-side (off road vehicle) and a bucket truck were purchased in FY 2022 to increase working capacity, specifically allowing LFV to do more Hydro work.

Plans and Projects for 2022/23

CULTURAL BURNS

In FY 2023, two previously harvested blocks in Skelúlatkwa (Owl Creek Cultural Education area) will be burned to reduce fire hazards and increase berry growth.



“Lílwat Nation/Lílwat Forestry Ventures actively manages 75 per cent of the forested lands in Lílwat Territory. LFV looks at a variety of resource values that the forest brings, not only timber. Additional values include botanical resources, berries, mushrooms, culturally important areas, wildlife like deer, bears, and mountain goats, fish/ salmon, and a variety of other values. We also provide Lílwat Nation members, specifically Elders and people with disabilities, with more than 200 loads of firewood annually, at no cost.”

Klay Tindall
General Manager of Lílwat Forestry
Ventures



Businesses Building Community

Lilwat Retail Operations LP (LRO) is committed to providing excellent retail services to the community. LRO employs 44 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 including as grocery store, a gas station with an attached convenience store, and Internet service. This division of LBG has an annual payroll, inclusive of benefits, of \$1,027,000. LRO typically returns profits to the people, with an annual dividend of approximately \$600,000 going 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 a new gas station in Whistler's Function Junction.

COVID-19 Impacts

Supply chain interruptions for retail goods presented a huge challenge for staff to keep essential items on the shelves. Labour shortages created staffing challenges when current staff members were off sick. Mental health issues, including burnout, have been a serious challenge, particularly with stores being essential services that present no opportunity for a break.

Achievements in 2021/22

STAFF RESILIENCE

Retail staff was an example of resilience during the second year of the pandemic. Through staff efforts and commitment, all of Lilwat Retail Operations were able to stay open to serve the community throughout the COVID-19 pandemic without closing once. COVID-19 adaptation strategies at Lilwat Station and Tsipun continued to drive new standards of operating procedures and training.

CAPITALIZING ON FUNDING

In FY 2022, LRO capitalized on funding opportunities for continuous improvements to the businesses and preparedness for future challenges. LRO secured \$540,000 in federal Adaptation Funding for renovations to improve services at Tsipun Market and Lilwat Station

VENDOR RELATIONSHIPS IMPROVED

In FY 2022, LRO built its relationships with vendors such as Loblaw's and Chevron to improve core business and food security for the community.

TSÍPUN MARKET PRODUCT MIX

Tsipun made some substantial changes to its product mix through its new relationship with Loblaw's, increasing the amount of everyday low-priced brands on the shelf such as Presidents Choice and No Name Brand.

TSÍPUN CATERING GROWTH

In FY 2022, Tsipun hired a new Food and Beverage Manager and has been successful in delivering some of the best Meals on the Go for the gas station, in-house sales and catering in the community.

COMMUNITY SUPPORT

Last year, LRO supported Lilwat Nations Food Bank and Christmas Hamper programs with food supplies and Retail Operations gift cards, which were also used to support other programs.

LÍLWAT STATION EXCEEDS EXPECTATIONS

Lilwat Station was much busier than expected last year. The gas station continued to serve all customers with the highest level of safety protocols in place and experienced no closures.



Plans and Projects for 2022/2023

LEADERSHIP DEVELOPMENT

Lílwat Retail Leadership Development Training was put on hold last year, and will now be held in fall 2022. Training will provide relevant knowledge and skills required to develop and further enhance leadership skills into the future.

RETAIL RENOVATIONS

Renovations to improve food services at Tsípun Market and Lílwat Station, made possible by a federal Adaptation Funding, will be completed in fall 2022.

FUNCTION JUNCTION DEVELOPMENT

LBG will continue to work on the two-phase development in Function Junction, breaking ground on first phase mixed retail/residential development and exploring gas station feasibility and adopting a business plan for this new venture.

LÍLWAT MARKETPLACE

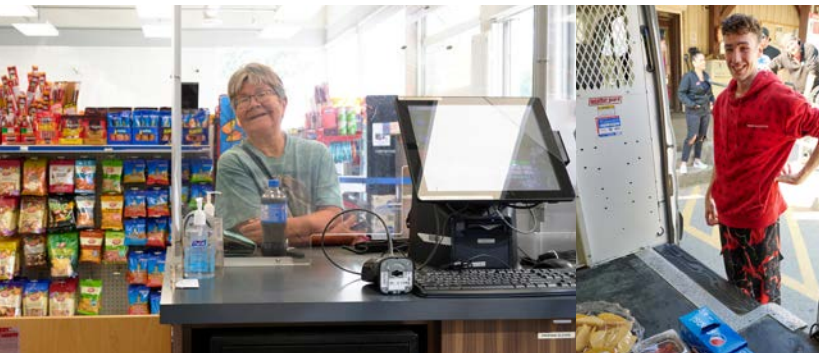
LRO will work to develop Lílwat Marketplace, building the necessary infrastructure, including parking and EV charging stations, on the land located between Lílwat Station and Tszil Learning Centre.

ORGANIZATIONAL RESTRUCTURE

In FY 2023, LRO will undertake an organizational re-structure elevating the Store Assistant Managers to Store Operation Managers and elevating the Tsípun Market Kitchen Supervisor to Food & Beverage Manager.

ENVIRONMENTAL STRATEGY

An environmental strategy will be developed that focuses on moving towards banning single-use bags and the reduction of plastic in LRO stores.



“Over the past two years, Lílwat Retail staff has come together showing incredible resilience in operating these essential services for the community. Going into FY 2023, Lílwat Retail is making some bold moves and investments in its people to get the stores to a new level of service and leadership. Lílwat Retail has recognized that some of the businesses, such as the Post Office and Tsípun Market are essential services that may be considered cost centers rather than revenue generators at this time. With that said, these locations are essential to the community and provide more than 40 jobs in the community and service various community providers such as the Food Bank, School Lunch Programs and Health Centre Programs.”

Graham Turner
General Manager of Lílwat Retail
Operations

