



**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),

We are pleased to report that Lilwat Business Group (LBG) returned to normal operations with the lifting of COVID-19 restrictions in FY 2023. We are proud of what the 100 people who work for LBG and its five limited partnerships (LPs) achieved in FY 2023.

Significant strides were made by Capital Assets, Lilwat Retail Operations (LRO), and Lilwat Forestry Ventures (LFV) last year. These advancements included entering into a land development partnership to build a mixed-use (residential and commercial) development on 2.5 ha (5.3 ac) Lilwat Nation owns in Whistler's Function Junction; extensive renovations to food services were completed at both Tsipun Market and Lilwat Station; site prep has been completed for Lilwat Marketplace, an amenity that will provide opportunities for Lilwat7úl artisans and entrepreneurs; significant staff growth at LFV; and the creation of a video illustrating the process and benefits of cultural burns, a traditional Lilwat practice to maintain the health the territory's forests.

Moving into FY 2024, we are preparing for civil services to be put in at Nkwúkwma, the 31 ha residential development on land in Pemberton; the start of construction at Function Junction development; cultural burns in Tenquille and other areas of Lilwat territory; continued negotiations to acquire a 51% interest in the Brandywine run-of-river independent power project, and the ongoing exploration of projects and partnerships in development or under consideration. We are also actively recruiting for a Chief Executive Officer, a position we hope to fill by the second quarter of FY 2024.

We would like to thank all of LBG staff, board members and Lilwat Nation leadership for their support.

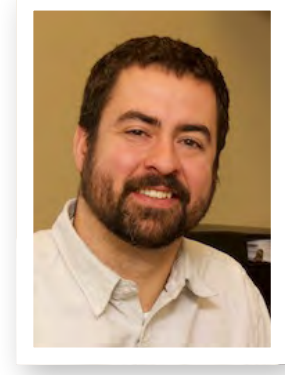
Kukwstumúlhkaíap (Thank you from a group to a group), **niłh ti7** (End of story),

Lhpatq Maxine Bruce
President

Áts'xsas Kerry Mehaffey
Interim Chief Executive Officer/
Lilwat Nation Chief Administrative Officer



Lhpatq Maxine Bruce
President



Áts'xsas Kerry Mehaffey
Interim Chief Executive Officer/
Lilwat Nation Chief Administrative Officer



Building an Economy to Sustain a Nation

The Lilwat Business Group (LBG) is committed to building a sustainable economy for Lilwat Nation that respects Lilwat culture and values. LBG takes a collaborative, transparent and forward-facing approach to its endeavours.

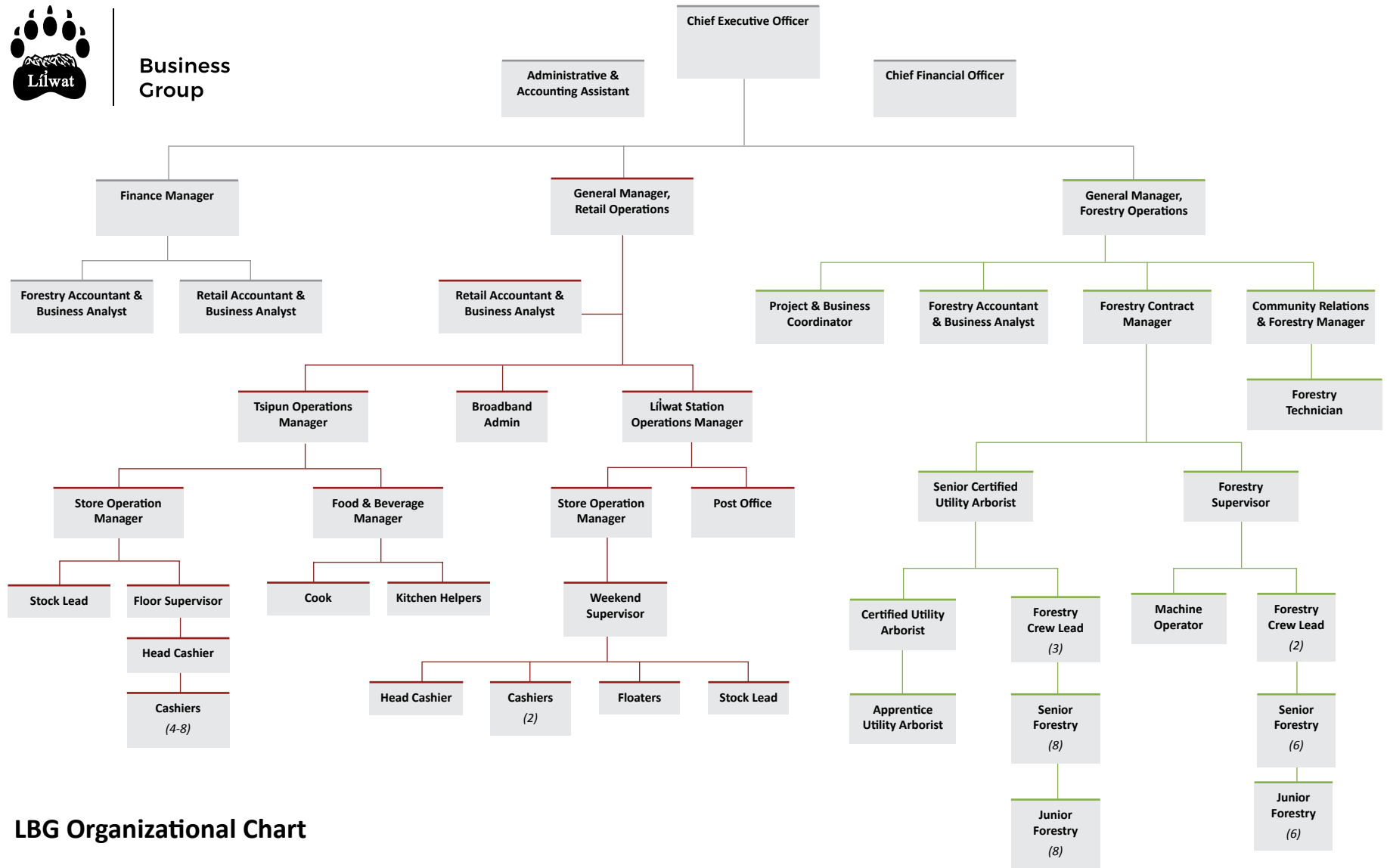
LBG's mandate is to operate profitable businesses that allow for significant reinvestment in the community, through financial contributions that support Nation initiatives, and employment and training opportunities for Lilwat citizens. This mandate is entrenched in its mission statement: *Wa7 qwézneml wa7kwánem lhti7 tmicwalkálha*. (A diversified and sustainable economy, for, in, and by, the Lilwat Nation for all time.) Currently, Lilwat Nation's arms-length business group, employs more than 100 women and men across its five limited partnerships (LPs) and annually contributes up to \$600,000 to fund community initiatives.

LBG projects are assessed to ensure on Aboriginal Title and Rights and the Lilwat 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 Liłwat Holdings, Inc. Board. In turn, the Liłwat 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 Liłwat Nation to maximum benefit.



FY 2023: Key Achievements

PARTNERSHIP AGREEMENT FOR FUNCTION DEVELOPMENT

LBG entered into a land development partnership with Bethel Lands Corporation Ltd. to develop a mixed residential and commercial development on of 2.5 ha (5.3 ac) Lilwat Nation owns in Whistler's Function Junction. Construction is anticipated to begin in early 2024.

NKWÚKWMA DEVELOPMENT ADVANCED

In FY 2023, LBG continued to advance Nkwúkwma, a development situated in Pemberton's Benchlands. Rezoning from the Village of Pemberton to allow for the construction of mixed residential including condos and townhouses on 31 ha of the 60 ha parcel, was completed and initial public engagements were held.

Nkwúkwma will be developed over a 20- to 25-year period with approximately 450 homes being built. Civil systems—water, roads, and sewer—will be put in place in FY 2024.

TRANSFER STATION

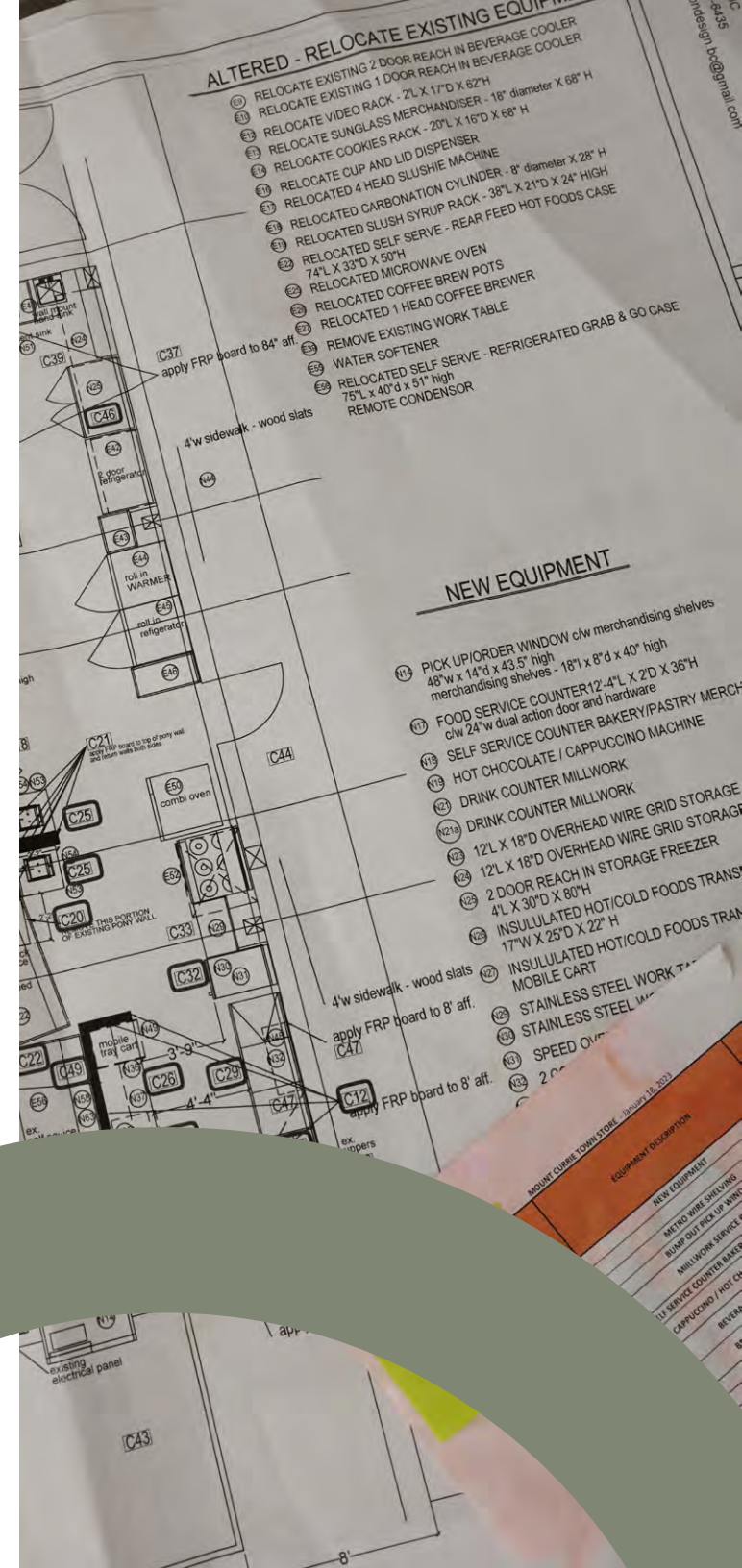
In FY 2023, LBG took over the management and operation of the Pemberton Transfer Station from the Squamish-Lillooet Regional District. This resulted in new employment opportunities for Nation citizens, with the creation of five new jobs.

RENOVATIONS SUPPORTING FOOD SERVICES

Renovations to improve food services at Tsípun Market and Lilwat Station, made possible by \$540,000 in federal Adaptation Funding secured by LRO, were completed in early 2023. The kitchen at Tsípun Market received a makeover for greater efficiency and capacity. Lilwat Station food service area also received a makeover, including the installation of a counter and new equipment.

LÍLWAT MARKETPLACE

Site prep and community consultation for Lilwat Marketplace were completed in FY 2023. Developed by Lilwat Retail Operations the new facility will feature space for Lilwat7úl artisans and entrepreneurs, additional space for the Lilwat7úl Culture Centre, food services, and community and a community members and visitors area featuring an s7ístken. Construction of this development, located between Lilwat Station and Tszil Learning Centre, will begin in 2024





Projects Moving Forward

FUNCTION JUNCTION DEVELOPMENT

The development of 2.5 ha (5.3 ac) Lilwat Nation owns in Whistler's Function Junction continues to move forward. Construction of three buildings offering a mix of employee housing, retail space, including a gas station and convenience store, and warehouse space is planned to get underway in early 2024.

NKWÚKWMA DEVELOPMENT

With re-zoning completed to allow for the development of 31 ha of the 60 ha parcel located in Pemberton's Benchlands, Nkwúkwma is now ready to enter its next phase. Civil systems—water, roads, and sewer—will be put in place in 2024.

LÍLWAT MARKETPLACE

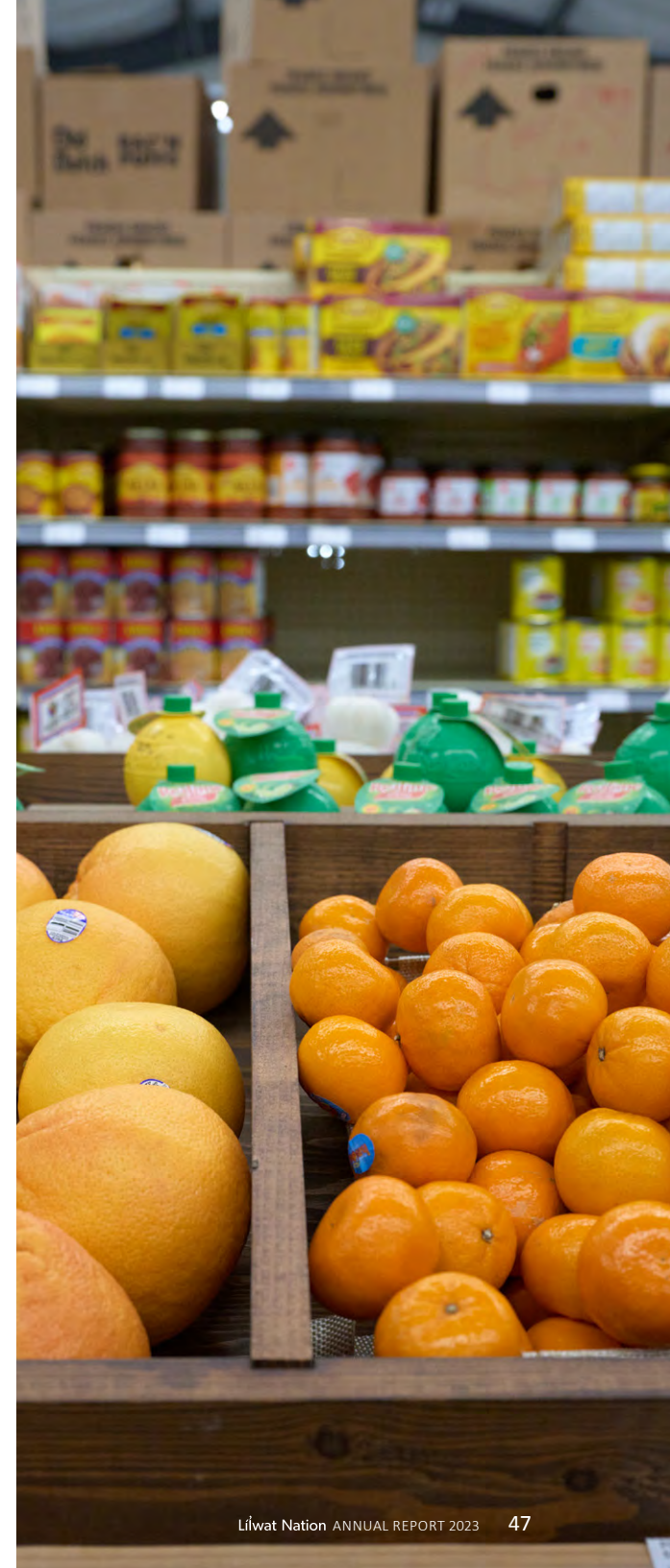
Lilwat Marketplace, proposed for the land between Lilwat Station and T̓szil Learning Centre continues its developed by LRO in consultation with the community, will start construction in FY 2024. If economically feasible, Lilwat Marketplace will feature two, two-storey buildings that will provide additional space for the Lilwat7úl Culture Centre, retail space for local small businesses, office space, food services, and a community members and visitors area featuring an s7ístken.

BRANDYWINE IPP ACQUISITION

LBG continues negotiations to acquire a 51% interest in the Brandywine run-of-river independent power project. The 7.6 megawatt (MW) hydroelectric plant south of Whistler, annually generates 35,000 MW—enough electricity to power approximately 3,500 homes.

PROFESSIONAL DEVELOPMENT AND TRAINING

Staff in all of LBG divisions will continue to be provided with ongoing training and professional development, with opportunities to acquire professional designations.





Managing Lílwat Nation's Forestry Resources for the Future

Lílwat Forestry Ventures LP (LFV) is an integrated forest management company engaged in a variety of forestry disciplines including logging management, wildland firefighting and fuels management, silviculture and specialized tasks like BC Hydro slashing and tree climbing (arborist). The work of LFV's 40 employees showcases safety, skills, experience, and proficiency.

LFV holds the rights to five forest licenses (Forestry License A19214m, Woodlot 49, Woodlot 1666, First Nations Woodland License N2V, and harvesting on IR 6/7) with a total annual allowable cut (AAC) of 100,000 m³. LFV also exerts control over 120,000 m³ of AAC on Lílwat traditional territory. Additionally, LFV supports the Nation's Community Forest Partnerships, an ACC of 11,000 m³ with Pemberton as part of the Spelkúmtn Community Forest Agreement. and a 21,000 m³ 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.

Cultural and community values drive LFV's work, and therefore it considers all the resources that forests on Lílwat lands (on-reserve and in traditional territory) provide, such as food and medicine plants, wildlife habitat and culturally significant areas, as having as high of a value as timber.

Achievements for 2022/23

CULTURAL BURNS AND VIDEO

In FY 2023, two previously harvested blocks in Skelúlatkwa (Owl Creek cultural education area) were burned to reduce fire hazards and increase berry growth. This activity was captured in a compelling, five-minute video titled "Owl Creek Cultural Burn Study," which can be viewed online through Vimeo.

EXPANDED OVERSIGHT ON TRADITIONAL TERRITORY

In FY 2023, LFV increased its oversight to 75% of the forested lands within Lílwat traditional territory. This was the result of a First Nations Woodland License (FNWL) established in FY 2022 that gave Lílwat Nation the right to manage a large portion of its traditional territory.

SUPPORTING LÍLWAT CITIZENS

LFV continued its dedication to community well-being by providing more than 200 loads of firewood to Lílwat Nation citizens, with a focus on Elders and people with disabilities, reaffirming its values on community and forest stewardship.

CAPACITY BUILDING

LFV exercised its ongoing commitment to build capacity by providing staff with professional development opportunities to expand forestry career options and investing in training youth.

STAFF GROWTH

LFV increased its staff in FY 2023 to 40 highly skilled people.

Plans and Projects for 2023/24

CULTURAL BURNS

LFV is planning cultural burns in Tenquille, near Pemberton, and in other areas throughout the Lílwat Nation's traditional territory in FY 2024.

INVESTIGATE PURCHASE OF CARBONIZER

LFV will explore purchasing a mobile carbonizer to dispose of wood debris in an environmentally friendly, cost-effective way. Using pre-combustion heat levels in a closed system, carbonizers reduce wood waste to biochar, a by-product that can be reintroduced into the forest to support future growth or used in various agricultural applications.

“Lílwat Forestry Ventures (LFV) is dedicated to forest management for the benefit of the Lílwat community and is responsible for actively overseeing 75% of the forested lands within Lílwat traditional territory. LFV expertly manages and balances an array of forest values on various forest licenses, including a First Nations Woodland License, a purchased forest license, two woodlots, and on-reserve forest management.

“LFV also plays pivotal roles in managing the Spełkúmtn Community Forest and assisting the Cheakamus Community Forest. LFV's perspective extends to looking at all the resource values of the forest including botanical resources such as berries and mushrooms, culturally important areas, and supporting habitat for wildlife like deer, bears, and mountain goats, and aquatic habitat for fish and salmon. All of these resources are looked at with as having as high of a value as timber.

“LFV is deeply committed to cultural and community values and initiatives, including engaging in cultural burns in collaboration with BC Wildfire. LFV was involved in a cultural burn in Skelulátkwa (Owl Creek cultural education area) in 2022 and is planning future cultural burns in Tenquille and other areas throughout Lílwat Nation's traditional territory.”

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 more than 40 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 services at home. Current businesses LRO operating in Lilwat Nation include a grocery store, a gas station with an attached convenience store, and Internet service.

Capacity building is a key component of LRO's management practice, providing employees with opportunities to advance to managerial positions within its businesses. These opportunities will continue to grow as LRO expands its portfolio to include businesses such as a new gas station in Whistler's Function Junction and Lilwat Marketplace.



Achievements in 2022/23

LEADERSHIP TRAINING

Lilwat Retail Leadership Development Training was held in Fall 2022. This training provided the relevant knowledge and skills required to develop and further enhance staff leadership skills into the future.

CAPITALIZING ON FUNDING

Renovations to improve food services at Tsipun Market and Lilwat Station, made possible by \$540,000 in federal Adaptation Funding secured by LRO, were completed in early 2023.

PRODUCT MIX AND MERCHANDISING IMPROVED

In FY 2023, LRO created new Merchandising & Stock Lead positions in both locations focussed on maintaining stock levels and keeping the shelves and coolers looking fresh for our customers.

COMMUNITY SUPPORT

Last year, LRO supported Lilwat Nation's Food Bank and Christmas Hamper programs with food supplies and gift cards to its retail businesses, which were also used to support other programs.

ORGANIZATIONAL RESTRUCTURE

In FY 2023, LRO completed an organizational restructure, elevating Store Assistant Managers to Store Operation Managers and elevating the Tsipun Market Kitchen Supervisor to Food & Beverage (F&B) Manager. This organizational structure has allowed LRO to build capacity within each of its retail locations.

LILWAT MARKETPLACE

LRO continued its work on Lilwat Marketplace, planning for a development that will include artisan retail space, food services, LRO offices, and EV charging on the land located between Lilwat Station and Tszil Learning Centre.

REDUCTION IN PLASTIC USAGE

Both Lilwat Station and Tsipun Market stopped supplying plastic shopping bags in FY2023 as part of LRO's ongoing environmental strategy. LRO continued working with its suppliers to transition all plastic food packaging to compostable and recycled packaging. To support this initiative, LRO has applied to the Plastics Action Fund Indigenous Funding Pilot Program.

Plans and Projects for 2023/2024

INTRODUCE NEW PRICING STRATEGY

LRO plans to leverage the kitchen renovations at Tsípun Market to improve F&B services at both Tsípun and Lílwat Station with new pricing strategy.

EXPAND F&B OPPORTUNITIES

In FY 2024, LRO plans to launch new menus, full-service food counters, and take out windows at Lílwat Station and Tsípun Market.

INTRODUCE SHELF PRICING PROJECT

LRO will introduce a retail shelf pricing project at Lílwat Station in the coming year to ensure customers can see the price prior to purchasing.

IMPROVE COMPENSATION AND RECOGNITION

LRO will provide competitive compensation packages aligned with the Nation's fair compensation strategy and develop a strategy and budget for regular staff recognition and staff events.

SUPPORTING LÍLWAT MARKETPLACE

LRO will provide the planning and time required to advance the development of Lílwat Marketplace, an initiative that will support community entrepreneurs and create a unique retail experience on the land between Tszil Learning Centre and Lílwat Station.

PROMOTE ENVIRONMENTAL INITIATIVES

LRO will communicate its environmental focus through new enviro packaging to reduce single use plastics.

“Going into FY 2024, for the first time Lílwat Retail will have a solid benchmark of what is possible after finally coming out of a somewhat normal year of traffic without COVID-19 restrictions or major highway closures due to weather events. Lílwat Retail has some lofty goals around Food & Beverage and has the opportunity to create something special for the community and visitors alike. Strong leadership and the passion to move these essential service businesses ahead in a professional manner will continue to support own source revenues for the Lílwat Nation, 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 Manger of Lílwat Retail Operations

