



GRAND COUNCIL TREATY #3

THE GOVERNMENT OF THE ANISHINAABE NATION IN TREATY #3

Treaty #3 Investment Group 2020-2024 Strategic Plan

September 2019

Prepared by MNP

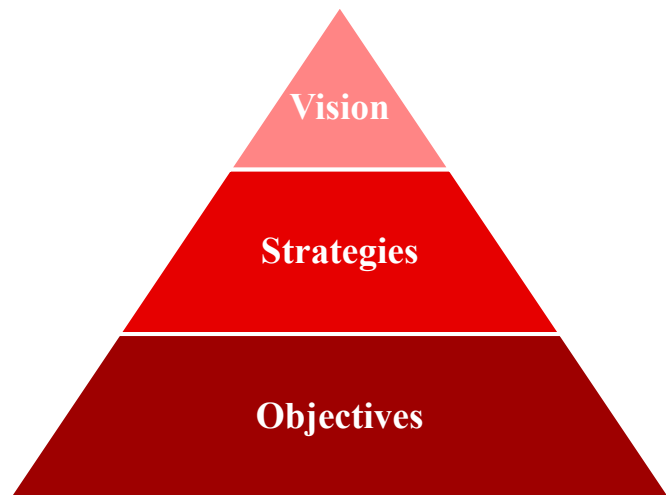
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INTRODUCTION

The Treaty #3 Investment Group is governed by Board of Directors consisting of qualified business people from the Anishinaabe Nation in Treaty #3. The 2020 – 2024 Strategic Plan recognizes the accomplishments made by the Development Corporation to date and provides direction towards the continued commitment of Leadership to work collectively to strengthen the community for its future generations.

The following plan represents the results of a planning session with members from Grand Council Treaty #3 and Treaty #3 Investment Group management team held on August 12th and 13th, 2019. The Strategic Plan is a working document and is subject to change in collaboration with the Treaty #3 Chiefs and Councils.



Participants attending the planning session included the following:

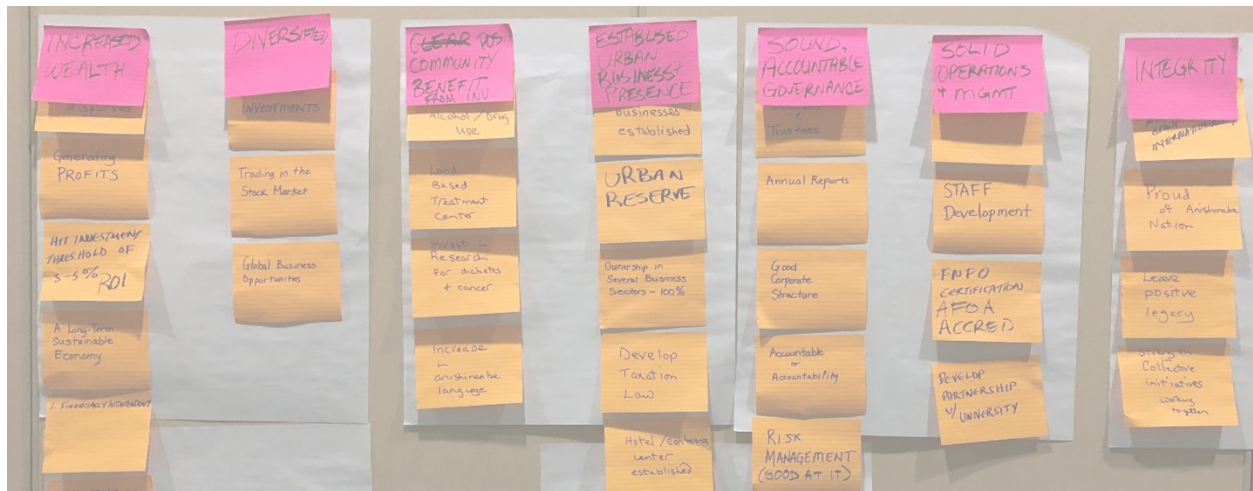
- Chief Darlene Comegan
- Chief Derrick Henderson
- Chief Esther Pitchenese
- Chief Janice Henderson
- Chief Judy Whitecloud
- Chief Marilyn Sinclair
- Chief Wayne Smith

Members of staff, including:

- Gary Allen, CEO
- Ida Linklater
-

This plan was approved on September 3, 2019.

CURRENT STATE ASSESSMENT



To best begin to understand the strategies and objectives that were priorities, an environmental scan was undertaken to recognize the current state. The discussion focused on the following:

- Be careful and learn from the challenges of others
- Try to gain additional First Nation participation
- Options for additional contributions
- Participate more in the global economy
- Learn more about investing
 - How T3IG works
 - Share information with the community
- Corporate structure
 - How it works
 - How it could apply in community
- Need a business plan
 - Project revenues
- Role in all economic pillars of Treaty 3
- Corporate structure – Board of Directors
- Cecilia Jeffrey Lands and Treaty #3 Building Lease

Below is a summary of the current state assessment completed by the participants in the strategic planning session.

Strengths

- Numbers (28 First Nations, 25,000 members)
 - Buying power
- Money in place, available to invest > \$1MM
- Established – Treaty #3 not moving
- Organized
- Commitment
- 7 Generation thinking
- Resource Law
- Natural resources in region
- Equal share approach – more cohesive

Weaknesses

- Policy – not yet in place
- Inexperienced organization – needs to be built
 - Systems, processes, staff
- Slow start, fatigue
- Distance from large centres
- Elections affect stability
- Expertise in investing, business, finance
- Access to capital – no AFI

Opportunities

- Urban reserve
- Buying power of community
 - Capture leakage (e.g. Supplies)
- Growing youth population
- Relationship with AFI
- Resources in region
 - Minerals, forestry
- Transmission lines
- Internet – high speed
- Aquaculture
- Additional investments/ capital contribution
- Real estate
- Trade agreements with other nations

Threats

- ATR policy very slow
- Competition with own communities – conflict
- Vulnerable youth population
- Government bureaucracy (all levels)
- Federal election
- Infrastructure – high speed internet
- Resistance from towns/cities
- Weather unstable – increased global warming, decreased fishing, hunting
- Limited funds in communities

An additional threat discussed throughout the strategic planning sessions was the current name of the organization. T3IG's name is similar to another investment corporation, TCIG. It might be prudent for T3IG to change its name as to not be associated with TCIG.

MISSION

Treaty #3 Investment Group develops economic opportunities and investments to generate wealth for Treaty 3 shareholders.

Note: This is the statement captured the sentiment of the participants and should be considered draft until further review and acceptance by Treaty #3 Investment Group leadership, management, and staff.

VISION

Within five years, Treaty #3 Investment Group will create wealth and establish business presence through diversified investments. T3IG will have accountable governance, operations and management with integrity to provide community benefits.

Note: This is the statement captured the sentiment of the participants and should be considered draft until further review and acceptance by Treaty #3 Investment Group leadership, management, and staff.

VALUES

We value...

Respect and **Accountability**

Truth and **Transparency**

Humility and **Wisdom**

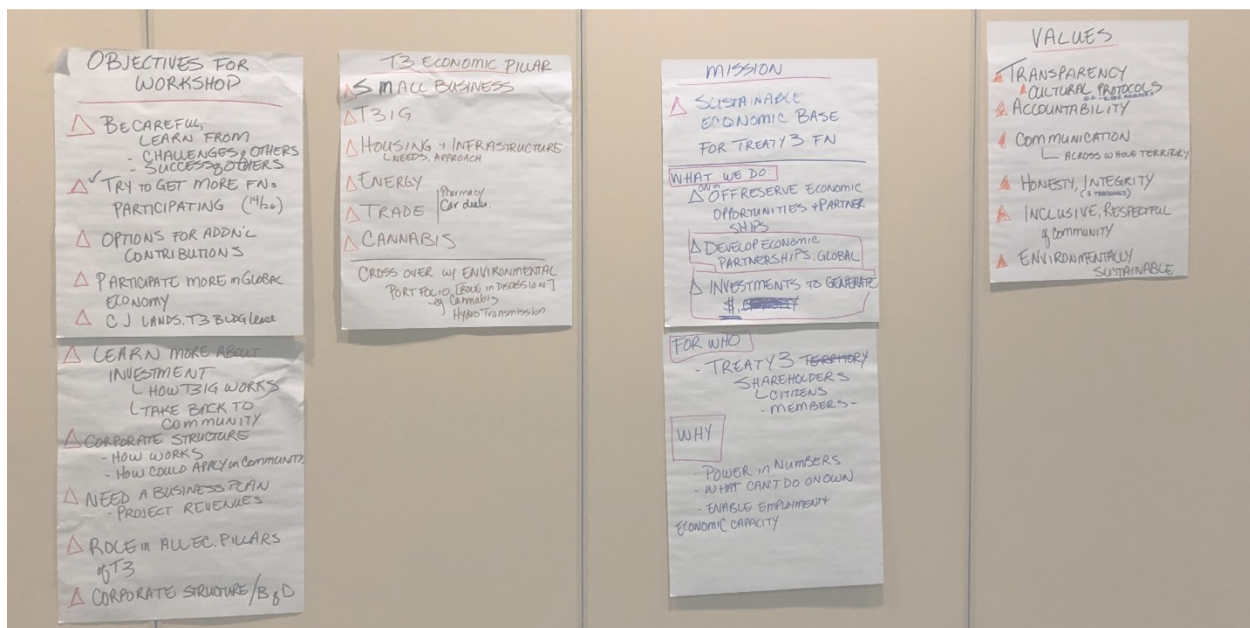
Honesty and **Integrity**

Love and **Courage**

BARRIERS

During the workshop, barriers and obstacles were identified which could prevent the Investment Group from achieving the Vision. Strategies with specific objectives were then built to overcome the obstacles participants identified as most critical.

1. Business-minded people on staff and board ●●●●●●
2. Lack of commitment (“nothing to lose”) ●●●
3. Reaching consensus (decision making) ●●●
4. Policies at the different levels of government ●●
5. Lack of understanding by shareholders ●●
6. Lack of motivation ●
7. Risk of investments ●
8. Individual benefit versus benefit for all shareholders
9. Access to capital
10. Technology
11. Lack of communication



STRATEGIES

Treaty #3 Investment Group will pursue three main strategies to achieve its vision:



OBJECTIVES

Towards having a business-minded staff and Board			
Objective	Yr 1	Yr 2	Yr 3-5
Establish criteria for Board of Directors members to have in place within the next 6 months (5-members)	✓		
Develop role and responsibilities (policies and procedures) for Board members based on legal requirements and best practices	✓		
Conduct HR needs assessment for staff	✓		
Hire qualified staff based on needs		✓	

Towards building commitment for our shareholders			
Objective	Yr 1	Yr 2	Yr 3-5
Develop communication protocol for information sharing with shareholders (e.g. fact sheet, Q&A)	✓		
Develop MOU for shareholders		✓	
Create investment selection criteria for T3IG opportunities			✓

Towards creating a governance structure and strong decision-making processes			
Objective	Yr 1	Yr 2	Yr 3-5
Revisit corporate documents to determine any additional information requirements	✓		
Develop corporate structure for T3IG shareholders review/approval		✓	
Establish policies and procedures for T3IG day-to-day operations (e.g. Finance, HR, etc.)			✓

INVESTMENT STRATEGY

T3IG Goal Setting

T3IG underwent a goal setting exercise where workshop participants indicated short-term goals for T3IG (within five years) and long-term goal for T3IG (greater than five years).

T3IG Short- and Long-Term Goals	
Short-Term	Long-Term
<ul style="list-style-type: none"> • Location of office • Investment policy/criteria matrix • Establish Board • Business acquisition • Develop Board policies • Opportunities assessment • Economic leakage study 	<ul style="list-style-type: none"> • Business acquisition • Investments • Establish market presence • Celebrate successes • Dividends

Industry Sectors

Industry Sectors refers to the various industries that T3IG will focus its investments in. T3IG will focus its investments in the following sectors:

- Hospitality
 - Hotels
- Tourism
 - Equipment (boats)
- Automobiles
 - Car/truck sales
 - Transportation
- Natural Resources
 - Mining
 - Forestry
 - Fuel supplies
 - Camps
 - Security
 - Equipment leasing
- Commercial
 - Building supplies
 - Grocery
- Healthcare
 - TBD
- Real estate
- Cannabis
 - Production
 - Retail



Risk Level

Risk is the level of uncertainty in an investment and potential of losing your money when investing. The below risk-level is the type of investment that T3IG will focus on:

- Low risk investments (at least to start)

Active/Passive Investments

Active investments are those that members of T3IG will actively have to assist in management and operations, whereas passive investments are those that are established and do not require any additional work on the part of T3IG members. T3IG will:

- Invest in businesses that are established

Return on Investment

Return on Investment (ROI) is the expected return on interest that T3IG would like to achieve for its investments annually. T3IG's preferred ROI:

- Threshold of 10-15% initially

Stakeholder Expectations

Stakeholder expectations refer to the expectations T3IG will have on their stakeholders. These expectations include:

- Recommitted money from First Nations

Partnerships

Partnerships refer to the type of venture that T3IG would like to invest and partake in. T3IG would like to:

- Buy-in to an existing enterprise and maintain its existing management

Restrictions

Restrictions indicate areas that T3IG should avoid when making investments. T3IG will not make investments that correspond with the following:

- High risk
- No substances on-reserve
- Environmental damage
- Negative impact on members
- Ethical approach to indigenous considerations
- Community based competition

IMPLEMENTATION

Communication: Treaty #3 Investment Group will present the draft strategic plan to our staff and members to seek their feedback and input into the draft plan. The plan, may then be amended and will be ready for approval. Highlights of the plan may be included in future communication materials developed by Treaty #3 Investment Group.

Monitoring: Progress against this plan will be reviewed internally not less than quarterly and reported to our members annually and captured formally once per year at the Annual General Meeting.

**TREATY #3 INVESTMENT GROUP
FIVE YEAR STRATEGIC ROADMAP
2020 – 2024**

OUR MISSION

Treaty #3 Investment Group develops economic opportunities and investments to generate wealth for Treaty 3 shareholders.

OUR VISION

Within five years, Treaty #3 Investment Group will create wealth and establish business presence through diversified investments. T3IG will have accountable governance, operations and management with integrity to provide community benefits.

STRATEGIES

**Business-Minded Staff
and Board**

**Building Commitment
for T3IG Shareholders**

**Governance and
Decision-Making
Processes**

Objectives			Year 1	Year 2	Years 3 – 5
			(2020)	(2021)	
Business-Minded Staff and Board	1	Establish criteria for Board of Directors members to have in place within the next 6 months (5-members)			
	2	Develop role and responsibilities (policies and procedures) for Board members based on legal requirements and best practices			
	3	Conduct HR needs assessment for staff			
	4	Hire qualified staff based on needs			
Building Commitment for T3IG Shareholders	1	Develop communication protocol for information sharing with shareholders (e.g. fact sheet, Q&A)			
	2	Develop MOU for shareholders			
	3	Create investment selection criteria for T3IG opportunities			
Governance and Decision-Making Processes	1	Revisit corporate documents to determine any additional information requirements			
	2	Develop corporate structure for T3IG shareholders review/approval			
	3	Establish policies and procedures for T3IG day-to-day operations (e.g. Finance, HR, etc.)			

TREATY #3 INVESTMENT GROUP INVESTMENT STRATEGY SUMMARY

Goals

Short-Term	Long-Term
<ul style="list-style-type: none"> Location of office Investment policy/criteria matrix Establish Board Business acquisition Develop Board policies Opportunities assessment Economic leakage study 	<ul style="list-style-type: none"> Business acquisition Investments Establish market presence Celebrate successes Dividends

Investment Focus

Sectors	Risk Level	Active/Passive	ROI	Stakeholder Expectations	Partnerships	Restrictions
<ul style="list-style-type: none"> Hospitality Tourism Automobiles Natural Resources Commercial Healthcare Real Estate Cannabis 	<ul style="list-style-type: none"> Low-risk at least to start 	<ul style="list-style-type: none"> Investments into established businesses 	<ul style="list-style-type: none"> Threshold of 10-15% annually 	<ul style="list-style-type: none"> Recommitted money from First Nations 	<ul style="list-style-type: none"> Buy-in to an existing enterprise and maintain existing management 	<ul style="list-style-type: none"> High risk No substances on-reserve Environmental damage Negative impact on members Ethical approach to Indigenous considerations Community based competition