



# Neyaskweyahk Group of Companies Inc.

Balancing Business, Politics and Building Sustainability

# Presentation Framework

History of Maskwacis / Ermineskin

Ermineskin's Story

- How we Balance Business
- How we Balance Politics
- How we are Building Sustainability

Question and Answer Period



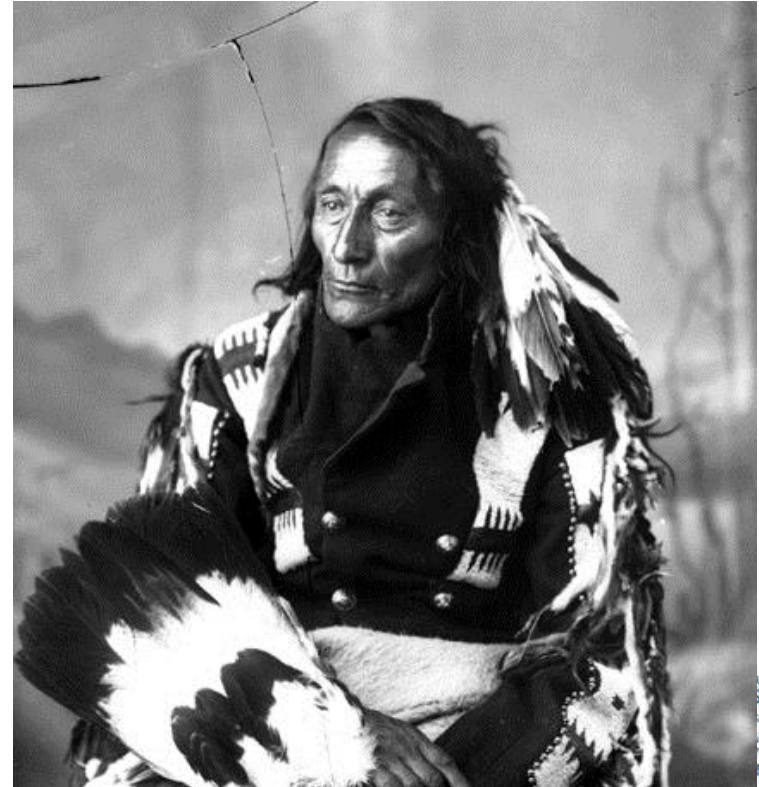
# Maskwacis Cree

- Part of the Plains Cree Nation (Nēhiyaw) one of the largest land mass Indigenous groups in the World
- Ermineskin Cree Nation is part of the Maskwacis Cree located in Central Alberta 75 Kilometres southeast of the City of Edmonton



# Chief Bobtail

- Chief Bobtail signed an adherence to Treaty No. 6 in 1877 with Her Majesty the Queen of Great Britain and Ireland at Blackfoot Crossing on behalf of the Maskwacis Cree
- The Treaty defines our relationship with Canada

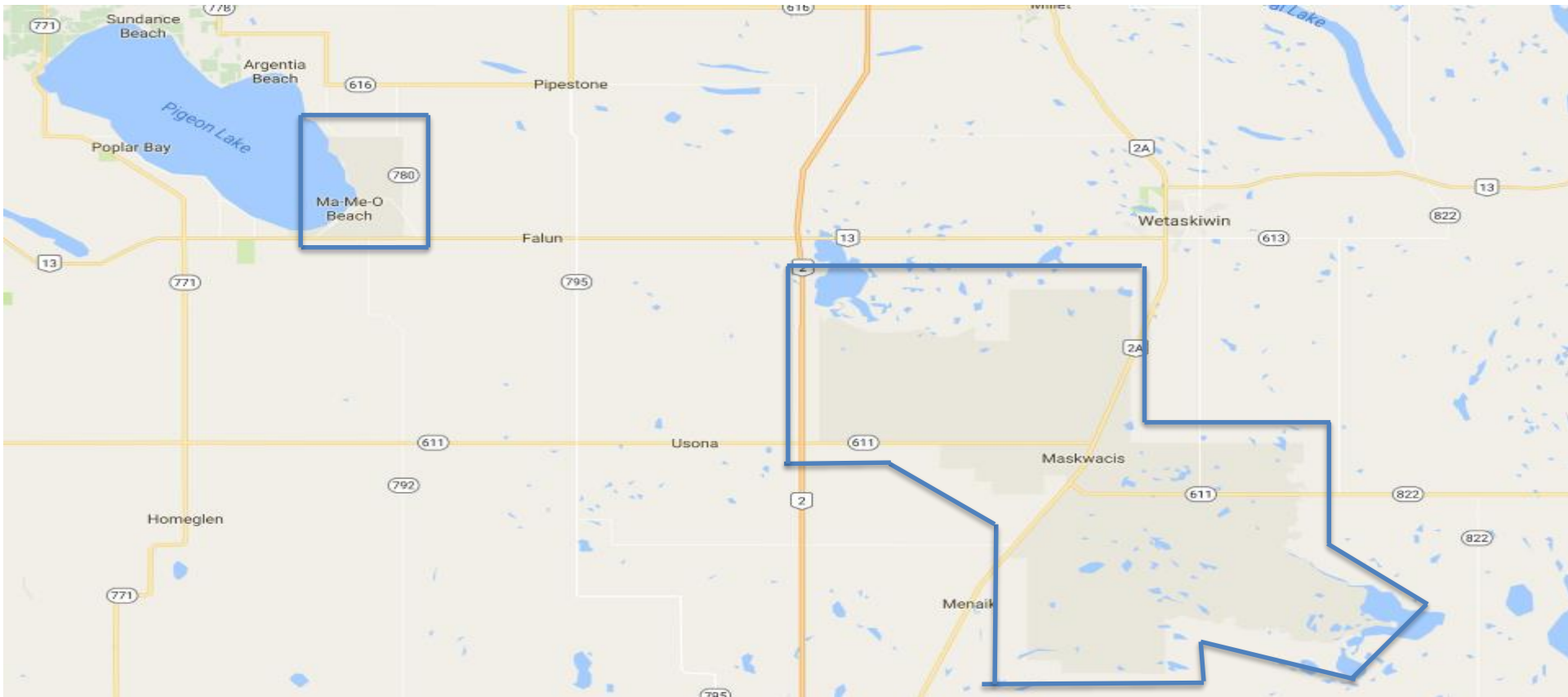




# Ermineskin Cree Nation

- The Ermineskin Reserve was formally established in 1885 with other Reserves for the Maskwacis Cree (formerly referred to as Hobbema)
- Today the Maskwacis Cree are made up of the Ermineskin, Samson, Louis Bull and Montana Nations

# Pigeon Lake Reserve – Maskwacis

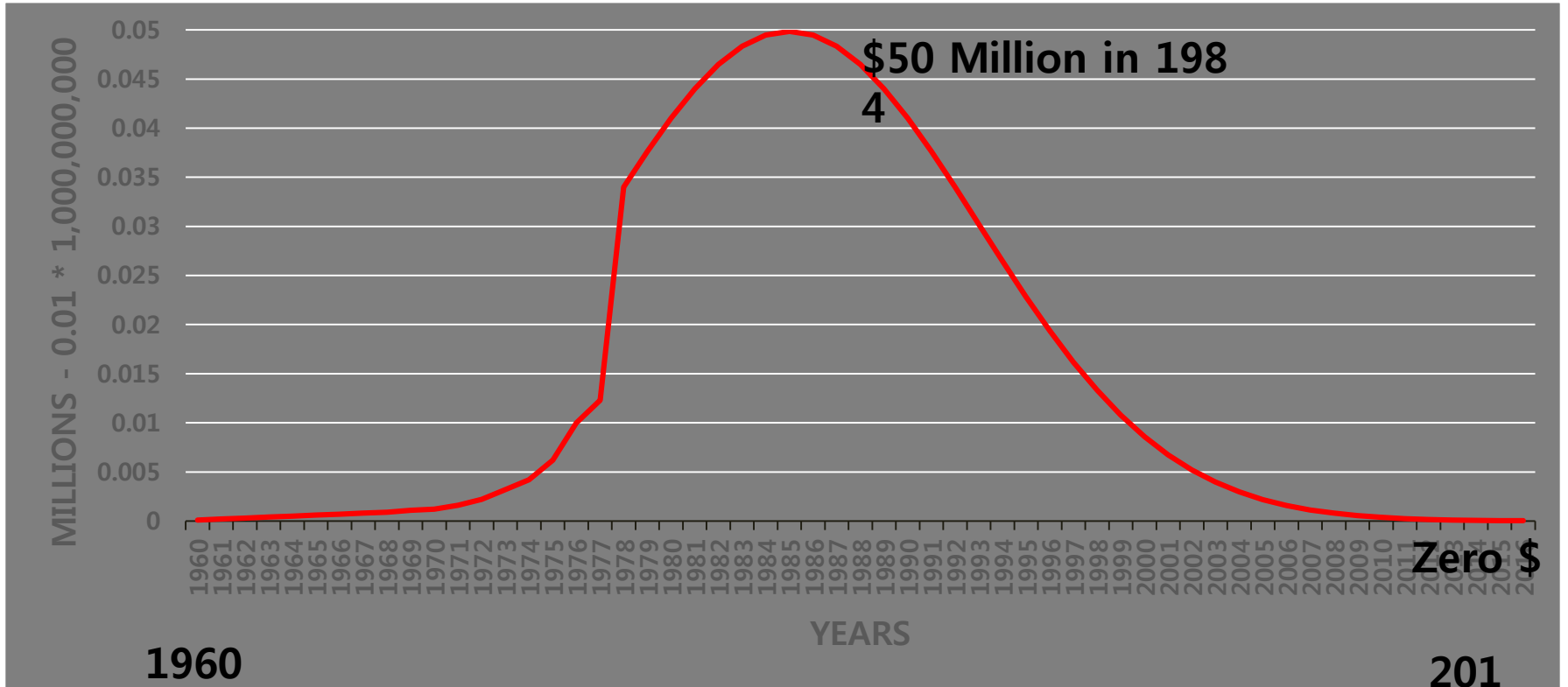




In 1896 the Pigeon Lake Indian Reserve was formally established for the Maskwacis Cree. This Indian Reserve is now held collectively by Ermineskin, Samson, Louis Bull and Montana Nations.



# Ermineskin Royalty Revenue



1960

YEARS

2016

6



# Ermineskin Economic Development

In those years, Tribal Leadership had limited experience and capacity

Maskwacis Cree had tremendous economic leakage during the time

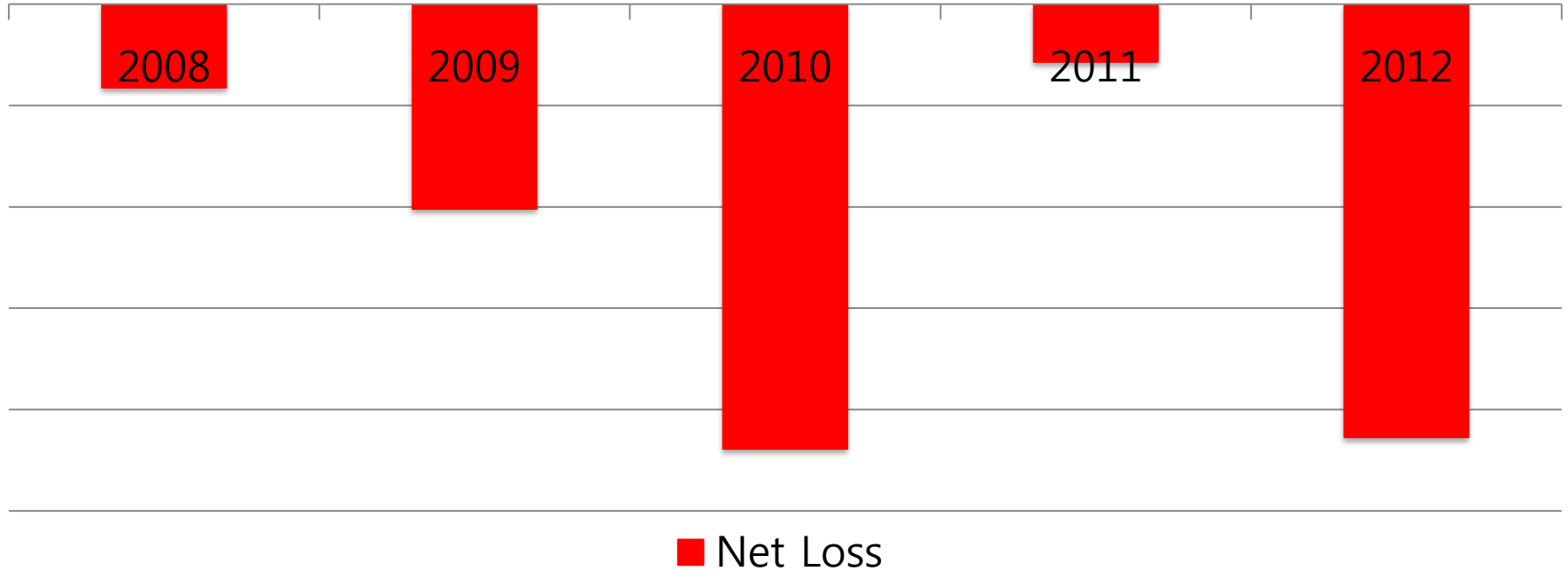




# Ermineskin in 2013

- 8- 10 Existing Businesses
- Organizational deficiencies
- Leadership decided which businesses to invest in
- Subsidized entities
- Buildings needing modernization

# Consolidated 5 year Financial Review 2008 – 2012



**Consolidated Net Losses over 5 year period  
= (X.X Million Dollars)**



# Ermineskin 2013-2014

- Leadership make key decision to separate business and politics at a Strategic Planning session
- Seek and receive business consultants proposals to assist Leadership separate business and politics

# Proposed Undertaking

1. Undertake an Organizational, Operational and Financial review of the existing businesses and economic development activities of the community to determine financial viability and make recommendations for change
1. Create an Overall Corporate Structure that is tax efficient, operationally effective and “separates business from politics”
1. Develop a set of Business Policies, Procedures and Corporate Governance Standards to guide the shareholders, directors and senior officers



# Proposed Undertaking

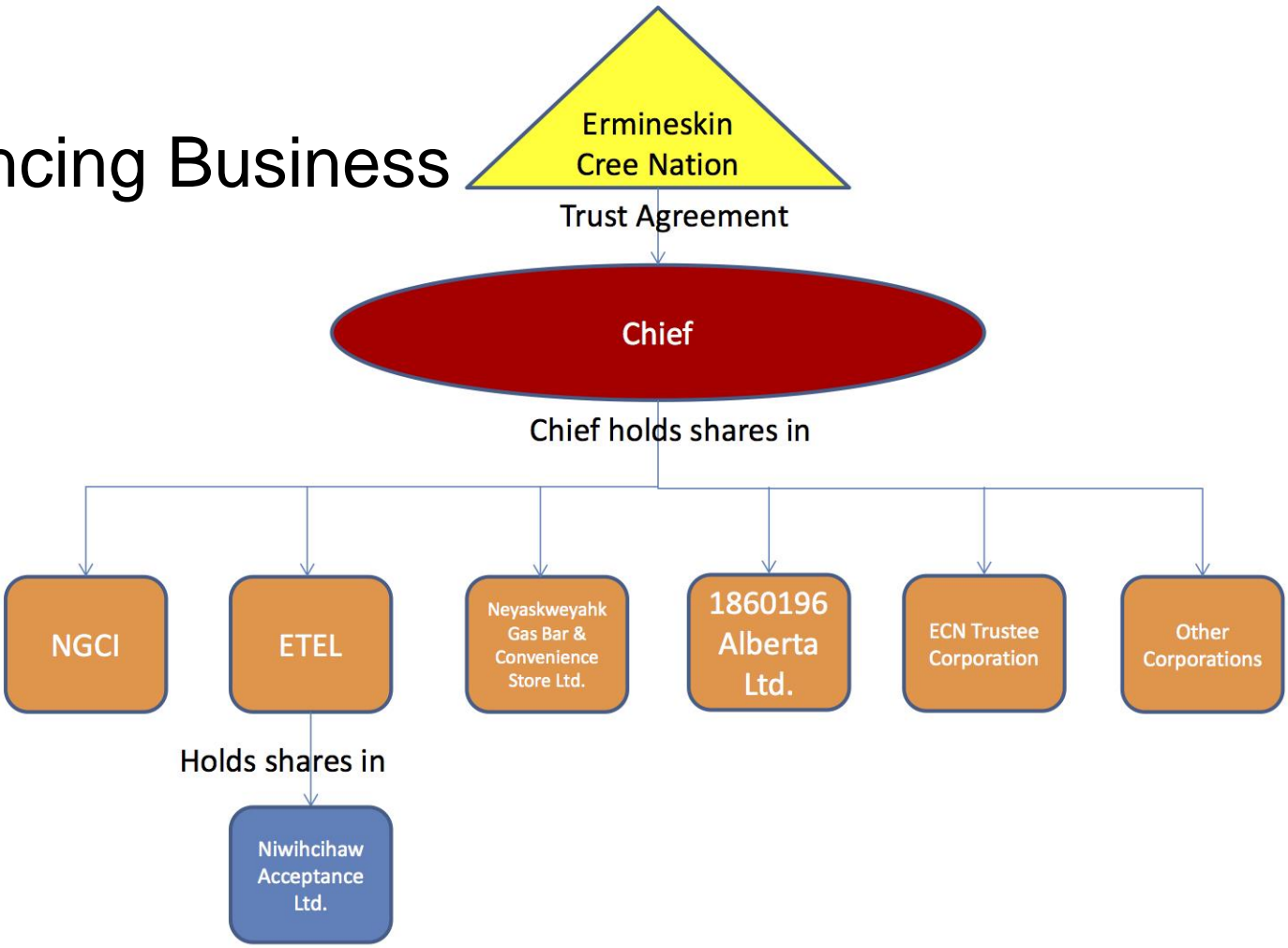
4. Undertake a Regional Assessment of the Surrounding Area to determine who is working in your back yard and assess their human resource needs now and in the future and align to your Human Resource Development Strategy
5. Formulate a Comprehensive Business & Economic Development Strategy
6. Develop an Industry and Institutional Partnership Strategy
7. Develop a Transition Plan and Implement Strategies





CREATING PATHWAYS FOR TOMORROW

# Balancing Business





# Balancing Business

ECN and NGCI signed a Relationship Agreement where ECN would contribute \$XX number of dollars per year for 5 years

ECN sign Property Management Agreement so NGCI can manage on ECN behalf

ECN sign Finance to share financial information

Developing an MOU with Lands

Developing an MOU with Housing

# Balancing Politics

Tribal Leadership support recommendations the NGCI Board put forth, thus NGCI is able to play the role of change agent

Tribal Leadership support our operations and do not interfere with the day to day management, thus are able to focus on long term strategy

Quarterly Advisory Meetings are held to review financial performance, Operations, New Projects updates

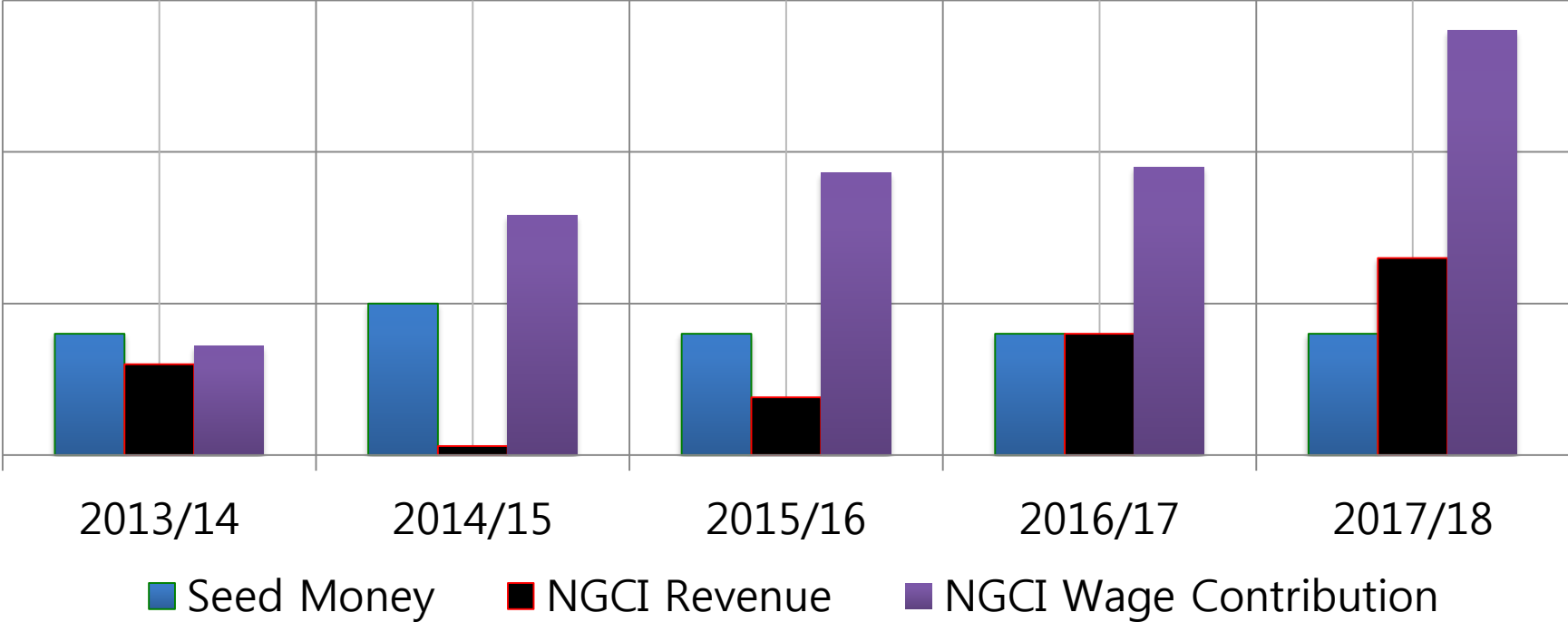
# Building Sustainability



# Management Fee Defined

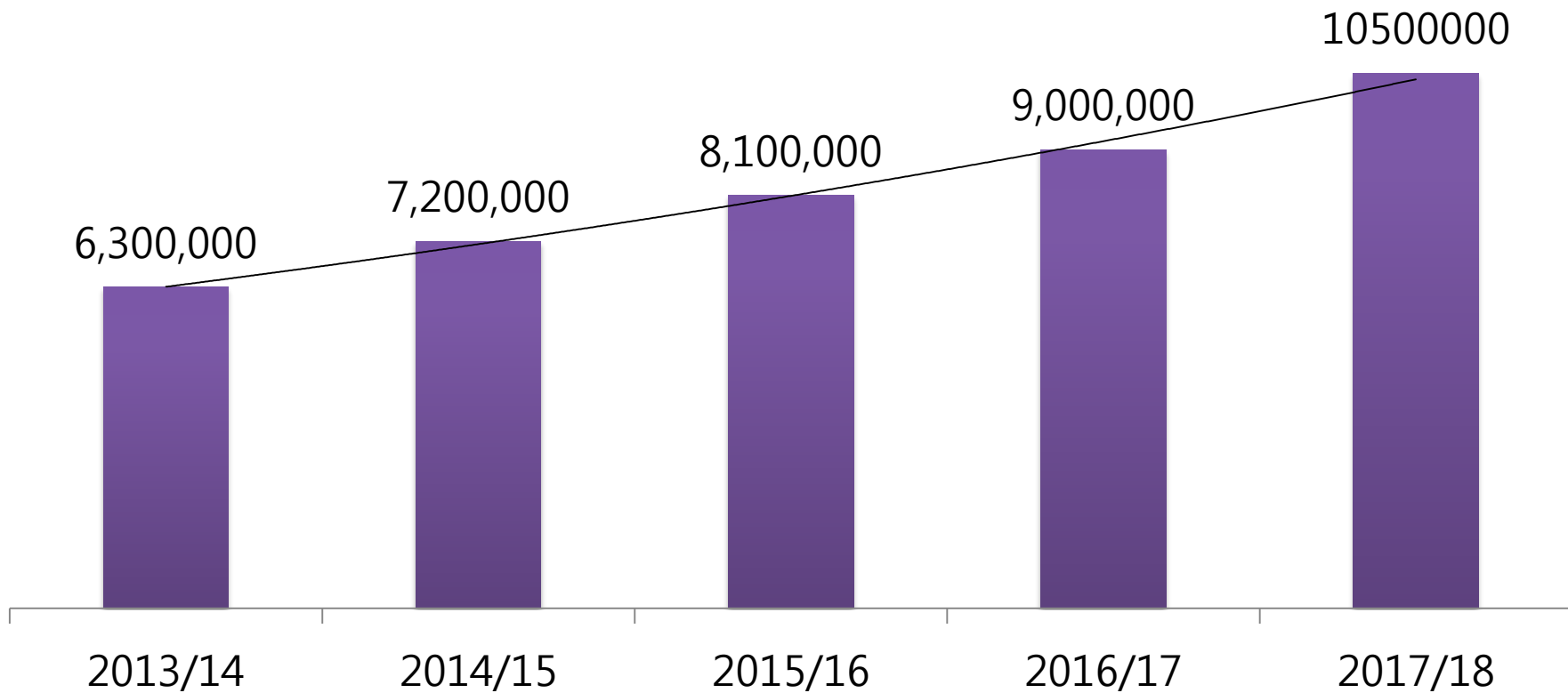
- Developing Revenue Growth Strategies
- Human Resource Management
- Strategic Plan Implementation
- Joint Venture's, Start ups and Acquisitions
- Business and Marketing plan Development
- Operational, Legal and Financial Management
- Research and Development
- Project Management

# Building Sustainability



- Company removed from NGCI profile during the fiscal year 2013/14

# Capturing Leakage



# Capital Infrastructure

Revitalizing our Business Core

Restored an aging asset and that is now the number 1 fuel station in our region

Restoring pavement at our high traffic location

Restored the canopy and is now lit up bright during the nights

Renovating two business locations in the Maskwacis Mall

Restoring an aging pylon sign

# Neyaskweyahk Group of Companies Inc.

What does the future look like?

Rebuilding Economy

ISO Certification 9001

Farming Operations Partnership

Large scale utility solar park and energy storage system

Capturing leakage through support and development of small business

Diversifying investment portfolio to include off reserve business opportunities

Fostering Industry and Institutional Partnerships

Youth Development and Succession Planning





# Nation Building

## Resources

[Harvard Project on American Indian Economic Development](#)

Banff Centre's Best Practices on Indigenous Business and Economic Development

[Native Nations Institute online short courses](#)

[Indigenous Governance Database](#)

[Simon Fraser University Executive MBA in Aboriginal Business and Leadership](#)





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