

Investing in First Nations in British Columbia

NRT Strategic Plan 2017-2020





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New Relationship Trust

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BACKGROUND

In 2005, The First Nations Leadership of British Columbia (BC) and the Province of BC entered into a new relationship based on respect, recognition and accommodation of Aboriginal title and rights. The following year, the New Relationship Trust (NRT) was established through the New Relationship Trust Act, which was designed to assist First Nations in British Columbia to build their capacity. Taking its authority and direction from the Act, NRT supports capacity-building in areas of priority as determined by the Board in collaboration with First Nations in BC.

VISION

A British Columbia where First Nations enjoy a high quality of life that includes vibrant cultures and languages, effective and independent governments, social justice, economic prosperity, and where all forms of education are valued and accessible.

MISSION

Investing in First Nations in British Columbia to assist them in building their capacity.

GUIDING PRINCIPLES

We believe in the spirit of cooperation and collaboration that respects and advances First Nations' decision-making, traditional teachings and laws.

To achieve our Vision and Mission, the following Guiding Principles will inform our shared work:

- Supporting First Nations in their capacity development efforts as they pursue individual and communal self-sufficiency
- Engaging in effective communications and engagement with those that we serve to strengthen and inform our activities
- Ensuring fair and equitable access to our services through the creation of transparent criteria that focus on initiatives that lead to measurable change at the individual, community and Nation levels
- Increasing the investment fund through responsible management, leveraging of our assets and pursuit of additional resources while not duplicating or replacing existing government or First Nations programs

INTRODUCTION

The New Relationship Trust (NRT) was created in 2006 as a response to the call for a new relationship between First Nations and the government of BC. In its inaugural year, NRT set the stage for future strategic direction by engaging with First Nations communities around the province regarding their needs and priorities. Subsequent Regional Engagement sessions were held in 2009, 2012 and 2015.

NRT's Strategic Plan is directly based on community feedback, which has consistently established a clear mandate and strategic direction for NRT. In particular, NRT is directed to:

- Ensure the fund is available to support future generations by balancing spending with investment; and
- Support capacity building for First Nations communities in five priority areas:
 - » Governance Capacity
 - » Economic Development
 - » Education
 - » Language & Culture
 - » Youth & Elders

The 2017 - 2020 Strategic Plan builds on the successes of NRT to date, with ongoing initiatives under each of the five strategic areas of priority.

Annual spending has been set at \$5 million for 2017/18 and will remain at \$5 million per year in 2018/19 and again in 2019/20. This spending level takes into account the slow market growth and the expressed intention of NRT's Board and stakeholders that the fund be available for as long as possible – ideally in perpetuity.

The bulk of NRT spending is dispensed through initiatives that directly impact communities. NRT will maintain our goal of keeping administration costs to less than 2% of our annual investment portfolio value.

NRT continues to spend income earned from investments and a portion of the principle, and will seek new funding so that the fund may be replenished and ultimately grow in value.

JOINT MESSAGE FROM THE CHAIR AND CEO

On behalf of the Board and staff members of New Relationship Trust (NRT), we are pleased to present the 2017 - 2020 Strategic Plan report. This document provides an overview of NRT's objectives to rebuild strong nations and promote a new legacy of hope through the delivery of our funding and capacity development initiatives.

In this three year Strategic Plan, you will find details on NRT's strategic funding areas, key initiatives and our investment and spending strategy, which are reviewed and refined annually by the Board of Directors as required by the NRT Act. The NRT Act is the legislation that established NRT's mandate, which is broad in nature; however, it does place some limitations on how the NRT funds may be utilized. At the annual Strategic Planning session, keeping our legislated parameters in mind, the NRT Board considers the funding needs of First Nations as discussed with us during NRT's previous Regional Engagements Sessions, as well as at First Nations leadership meetings held throughout the year.

The NRT Regional Engagement Sessions were first held in 2006, the year that NRT was launched, and they have been held across the province every three years since then. It was during the inaugural Regional Engagement Sessions that NRT was informed by First Nations leaders and community members that funding should focus on five key capacity development areas: Economic Development, Education, Governance Capacity, Language and Culture, and Youth and Elders. At each set of Regional Engagements Sessions since those first meetings, it has been consistently reaffirmed that NRT's five areas of capacity development should remain our focus.

Along with questions about funding priorities, NRT asks First Nations leaders and community members about our spending and investment strategy. Over the years, as people have become more familiar and aware of NRT's funding initiatives, a trend has emerged that shows people want NRT to be available for as many future generations as possible. In meetings with the BC First Nations leadership, the NRT Board has also been told that NRT funds should not sunset because they are fully expended – instead, NRT should be actively seeking new funds to ensure NRT is always available to support our future generations. Based on this input, the NRT Board has begun to implement steps to ensure the NRT fund remains available in perpetuity.

Paying close attention to the feedback we have received, NRT has taken a two-step approach to managing the funds for the future: first, in anticipation of lower market returns this year, we have decreased spending from \$6 million to \$5 million to minimize our drawdown on the fund's principle; secondly, NRT will actively engage with the provincial and federal governments to discuss increasing our fund size so that we are no longer required to reach into the fund principle to fulfil our mandate. To support our funding discussions with government, NRT has been delivering federal initiatives for the past three years in order to develop a strong funding relationship – one that allows us to showcase our transparent, accountable and efficient governance and operating systems.

The list of federal initiatives that NRT will continue to deliver this year include: the Economic Development Support Team, launched in partnership with Western Economic Diversification Canada (WED), which pairs Aboriginal business specialists with First Nations to assist them in exploring business opportunities within their territories; the Indigenous Clean Energy Initiative, also in partnership with WED, which provides support and capacity-building funds to Indigenous communities wanting to develop clean energy projects; Aboriginal Labour Market Community Navigator initiative in partnership with Indigenous and Northern Affairs Canada (INAC), which involves community level work to support community-specific needs and skills training; and the West Coast Energy Fund in partnership with INAC, which provides low interest loans to First Nations through the Aboriginal financial institutions in BC. NRT has been very successful in developing and delivering on these four federal initiatives, and we will be actively seeking new and better ways to grow the NRT fund based on this success.


As important as these new projects are, First Nations have consistently informed NRT to remain focused on our five key funding areas, which in turn has allowed NRT to stay on course and continue to build upon the success of our core initiatives. NRT core initiatives are summarized within this report and we hope that you will review them to determine which ones will best support you and your community. Along with our direct funding initiatives, we will also continue to work with our partner organizations to advance First Nations authority and jurisdiction within their territories and implementation of regional economic leadership, and other exciting opportunities for all First Nations in BC.

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NRT Strategic Plan 2017-2020

In the upcoming year, it is NRT's intent to develop new and more impactful partnerships that fall within our mandate and allow us to remain true to our cause. By continuing to improve upon our success and reputation, and maintaining effective organizational structures and processes, NRT will seek to capitalize on our position as the only non political, fully self-reliant Aboriginal funding organization in BC. It is our goal to meet the needs of our future generations by leveraging new funds so that we are here as long as possible, and remain relevant to the needs of our communities.

For details about funding support, NRT news and updates, we encourage you to visit our website at www.newrelationshiptrust.ca, and we invite you to share any feedback with us directly by contacting us at our office at 1-877-922-3338.

A blue ink signature, appearing to read 'Hugh Braker', written in a cursive style.

Hugh Braker
Chair

A blue ink signature, appearing to read 'Cliff Fregin', written in a cursive style.

Cliff Fregin
CEO

2017 - 2020 STRATEGIC DIRECTION

NRT will continue to invest in First Nations in BC by supporting efforts in five key areas. In 2017 - 2020, NRT will support First Nations capacity-building by:

- Enhancing First Nations' governance capacity
- Fostering and advancing economic development opportunities
- Supporting student success in education and training
- Assisting First Nations in BC to protect and revive their languages and cultures
- Funding initiatives that engage youth and Elders

GOVERNANCE CAPACITY

“Enhancing capacity within First Nations governments”

NRT defines governance capacity as the knowledge, abilities, skills, and processes First Nations governments require so they may create successful, vibrant, independent and self-reliant communities.

NRT’s governance capacity strategy has the following components:

- Direct Support to First Nations
- Policy Development to First Nations organizations that have a province-wide mandate
- Nation Council / tribal council support to enable multi-nation policy development
- Economic Development Advisory Support for First Nations
- Tools and Resources

Direct Support to First Nations

NRT will provide direct support to First Nations communities for local capacity building and policy development. Preference may be given to initiatives that facilitate collaboration amongst communities where feasible, and therefore support Nation building.

Eligible projects include:

- Land and marine use planning, including traditional use studies
- Comprehensive community planning, including economic development planning
- Governance capacity development, including support for human resources, knowledge and systems required to build strong governments
- Negotiating agreements in relation to governance and business development
- Implementation of agreements with government and/or the private sector

Policy Development

NRT will support policy development work at a provincial level in order to create and disseminate policies and related initiatives that directly benefit First Nations communities throughout the province.

Policy initiatives supported may include:

- Research and business case development to support policy and legislative initiatives
- Province-wide models / principles to organize First Nations, government and industry, and to support business partnerships, negotiation and revenue and benefit sharing
- Support for organizations working at a provincial level to develop policy in areas of importance to First Nations in BC

Nations Council Policy Initiative

The Nation Councils Policy Initiative supports policy development at the Nation Council and Tribal Council levels, and promotes information and resource sharing. Funds are provided to Nation and Tribal Councils to explore policy development issues within NRT's five strategic areas of focus.

Economic Development Support Team

Launched in partnership with Western Economic Diversification Canada, the Economic Development Support Team (EDST) initiative pairs Aboriginal business specialists with First Nations to support and advise them as they explore business opportunities within their territories. Support is tailored to the specific needs of each participating community and may include:

- Developing consultation and accommodation engagement strategies to maximize opportunities
- Creating a negotiations strategy based on community needs
- Helping implement the opportunities associated with a negotiated deal

Tools & Resources

NRT will continue to support the development and dissemination of tools and resources that help First Nations communities in BC build capacity. Examples of capacity building resources may include:

- | | |
|-----------------------------------|---|
| • Best Practices | • Workshops and information sessions |
| • Negotiating tools and templates | • Skills, trades development / coordination |
| • Case Studies | • BC First Nations Knowledge Network |
| • Specific studies and research | (web portal) |

ECONOMIC DEVELOPMENT

“Fostering and advancing economic development opportunities”

Healthy First Nations communities require a sustainable level of prosperity to achieve their goals and support their programs. By taking advantage of economic development opportunities First Nations can prosper.

NRT’s Economic Development strategy has the following focus areas:

- Entrepreneur and Community Equity Matching
- West Coast Energy Fund
- Other economic development opportunities

Equity Matching Initiatives

In 2010, NRT launched the Entrepreneur Equity Matching Initiative (EEMI) to support First Nations entrepreneurs in BC by partnering with BC Aboriginal Capital Corporations (ACCs) to provide matching equity for new or expanding businesses in the province. This exciting opportunity assists entrepreneurs in obtaining financing for their businesses, as well as assisting ACCs in identifying new lending opportunities in their service areas. In 2011, NRT expanded the EEMI to First Nation community business projects in BC by introducing the Community Equity Matching Initiative (CEMI).

NRT will continue to offer equity matching to both business and community projects and will expand outreach efforts in partnership with ACCs to ensure potential applicants are aware of this opportunity.

West Coast Energy Fund

Created in partnership between Indigenous and Northern Affairs Canada – Strategic Partnerships Initiative and NRT, the West Coast Energy Fund (WCEF) is a \$5 million capital fund that is available to support Aboriginal entrepreneurial and community businesses in BC that are related to oil and gas and liquefied natural gas (LNG) projects. It is delivered by selected Aboriginal Capital Corporations and Aboriginal Community Futures organizations.

Other Economic Initiatives

NRT seeks public and private partnerships to support capacity building for First Nations in the economic and business development sector. In addition, NRT is researching 'access to capital' opportunities, which allow First Nations in BC to participate in viable economic opportunities.

LANGUAGE & CULTURE

“Protecting and reviving languages and cultures”

Sixty percent of the First Nations languages in Canada are spoken in BC. With 34 First Nations languages and more than 60 dialects, BC has the most diverse array of indigenous languages in the country. However, many of these dialects are in danger of being lost. Preservation of First Nations languages and cultures builds self-identity and enhances cultural pride. Under this strategic direction, NRT has prioritized language revitalization due to the current crisis facing First Nations languages in BC.

NRT’s Language and Culture strategy will support:

- Preservation and revitalization of First Nations languages
- Initiatives that promote and revive First Nations cultural and artistic traditions

Language

In partnership with First Peoples’ Cultural Council (FPCC), NRT will continue to support the revitalization and preservation of First Nations languages in BC. Language initiatives may include:

- Enabling First Nations to record, archive and share their languages
- Creating language and cultural immersion environments for all ages within the community / Nation
- Developing language and culture authorities within Nations

Culture

NRT will continue to support and promote First Nations arts and culture through the FPCC. Types of initiatives may include:

- Apprenticeship and mentoring programs for artists and arts administrators
- Initiatives that promote First Nations arts and cultural activities

NEW RELATIONSHIP TRUST FOUNDATION

In 2011, NRT created the New Relationship Trust Foundation. This strategic decision allows the Foundation to use its charitable status to attract additional support for NRT's education initiatives. In 2012, the Foundation assumed oversight of NRT's education initiatives.

The mission of the New Relationship Trust Foundation is:

"To assist Aboriginal peoples in BC separately and collectively to meet their education goals, and to support the educational components of Aboriginal language revitalization."

In the short term, the Foundation is seeking to leverage donations of \$1,250,000 over the next three years.

The long term goal is to build an endowment fund of \$30 million over the next ten years.

To date, the Foundation has leveraged in excess of \$1,924,750 in support from new partners.

The Foundation will continue to seek donations from the private and public sectors for education support.

EDUCATION

“Encouraging access to education”

Education is a key to independence for First Nations. Assisting First Nations individuals to pursue and complete their education and training goals is a high priority for NRT.

The NRT education strategy currently has the following components:

- Support for the NRT Foundation to attract private and public contributions
- Scholarships and bursaries for post-secondary students
- Support for First Nations communities for K-12 initiatives

NRT Foundation

Through the NRT Foundation, NRT will seek additional support for existing education initiatives and will issue tax receipts to companies and individuals that contribute funds.

NRT Scholarships & Bursaries

NRT will continue to provide scholarships and bursaries to assist First Nations students in achieving post-secondary education and training goals. This program awards funding based on qualification criteria and the student’s proposed contribution back to First Nations communities.

- Scholarships will be awarded for students pursuing undergraduate, masters and PhD degrees
- Bursaries will be awarded for certificate, diploma, associate degree and trades programs

The New Relationship Trust Foundation will seek to partner with corporations, organizations, First Nations, public and private scholarship organizations in order to support more First Nations students.

Supporting K - 12 Initiatives

NRT supports initiatives that increase the First Nations high school graduation rate. In 2012, NRT created the K-12 Education Grants initiative, which provides funds to First Nations in BC to deliver K-12 projects at the community level. Eligible projects fall into three categories: English / literacy, math and science.

ELDERS & YOUTH

“Supporting initiatives that engage Youth and Elders”

The inclusion of youth and Elders is essential to strong, healthy First Nations. Elders hold the wisdom of past generations; youth provide the key to a healthy and vital future.

Based on feedback received from community members, we will focus support on community-based projects, activities and events for youth and Elders.

Youth

NRT will continue to support projects for youth at the community and provincial levels that:

- Strengthen youth leadership and governance
- Support youth entrepreneurship, including the annual national Young Entrepreneurs Symposium (YES)
- Build capacity for youth
- Promote mentorship for youth
- Provide networking opportunities for youth

Elders

NRT will continue to support projects for Elders that:

- Assist groups, communities and organizations representing First Nations Elders in BC, including the annual Elders Gathering
- Develop and deliver projects at the First Nations community level
- Benefit and build capacity for Elders

INVESTMENT

NRT's investment strategy is based on feedback from First Nations leaders and community members, as well as insight and analysis from investment professionals regarding market trends and opportunities. Community feedback received at First Nations leadership meetings, NRT Regional Engagements and through online surveys has consistently stated a preference that NRT seek to maintain the fund so that future generations of First Nations people will benefit. NRT continually reviews its investment strategy in order to ensure that it both reflects current economic issues and optimizes return on investment.

Investing

NRT's investment strategy consists of short-term and long-term investments. The short-term investment strategy preserves capital by investing in safe and liquid investments. This in turn allows for funding stability. The long-term investments are allocated according to the following range of target asset mixes:

Fund Benchmark And Asset Allocation Ranges

<i>Fund Benchmark and Asset Allocation Ranges</i>			
Asset Type	Minimum	Benchmark	Maximum
Equities			
Global equities (MSCI World Index)	30%	40%	55%
Canadian equities (S&P/TSX Capped Composite Index)	20%	30%	45%
Fixed Income			
Canadian bonds (DEX Universe Bond Index)	15%	30%	40%
Total Fund	100%		

A key goal of NRT's financial strategy is growing the investment fund in order to support sustainable and ongoing Nation building activities. Fund growth will be accomplished by establishing collaborative partnerships, leveraging program funds from government and other organizations, and other fundraising activities.

Spending

NRT's spending strategy is revised each year during the annual strategic planning session and depends on returns on investment, leveraging and fund growth, all of which differ from year-to-year. Spending levels are further balanced to support the needs of First Nations with the expressed priority of maintaining the fund for future generations.

In 2017/18 and onward, spending has been set at \$5 million per year, an amount comprised of interest and a small amount of principal, in anticipation of lower market returns and to address the growing desire to extend the NRT fund's lifespan. Spending amounts will be reviewed as part of the next annual strategic planning exercise.

NRT's 2017 – 2020 program spending strategy is as follows:

Strategy	2017/18	2018/19	2019/20
Governance Capacity	\$2,300,000	\$2,300,000	\$2,300,000
Economic Development	\$850,000	\$850,000	\$850,000
Language & Culture	\$500,000	\$500,000	\$500,000
Education	\$850,000	\$850,000	\$850,000
Youth & Elders	\$500,000	\$500,000	\$500,000
TOTAL	\$5,000,000	\$5,000,000	\$5,000,000

NRT's continued goal is to limit annual administrative costs to less than 2% of the investment portfolio.

Investment Governance

In order to demonstrate transparency and accountability, NRT established governance policies and procedures for the strategic investment of funds. Components of the framework are as follows:

- An independent, professional investment advisory firm was initially engaged to develop an investment policy and strategy and to assist in the selection of investment managers. The investment advisory firm reports to NRT quarterly regarding portfolio performance and Investment Manager changes
- A custodian firm has been engaged to hold the investments and provide independent accounting of portfolio transactions
- Expertise: three professional investment managers have been selected to manage the investment portfolio. Each Investment Manager manages one of the long-term components of the investment fund: either Fixed Income, Global Equities, or Canadian Equities
- Diversification: the investments are diversified amongst companies, geographic regions, strategies, and Investment Managers
- Re-balancing: the long-term portfolio is re-balanced quarterly, if necessary, to maintain NRT's long-term target asset diversification mix

NRT will review its investment strategy on an ongoing basis to determine if improvements can be made to the overall return on investment.

COMMUNICATIONS

Accountability is one of NRT's guiding principles. In keeping with this principle, we perform a number of key communication tasks throughout the year that maintain a high level of accountability to all First Nations in BC and the province.

NRT's areas of focus are the leaders and members of First Nations in BC and their communities, and the leadership of the Province of BC.

NRT will maintain a Communications Strategy that complements the Strategic Plan. The Communications Strategy will be updated annually.

Communication Delivery

NRT employs a multi-faceted approach to communications to raise awareness and knowledge about NRT activities. Specifically, NRT:

- Publishes and distributes a three-year Strategic Plan
- Prepares and publishes an Annual Report containing the audited financial statements and annual performance target results
- Promotes and creates awareness of opportunities for First Nations to benefit from NRT initiatives and programs through print and online newsletters sent to the NRT database of contacts
- Informs and educates First Nations and government leaders about NRT vision, mission and strategic initiatives
- Maintains a web site (www.newrelationshiptrust.ca) and uses technology to improve the overall effectiveness of NRT communications
- Partners with the First Nations Technology Council to maintain the First Nations in BC Knowledge Network (www.fnbc.info)
- Utilizes social media platforms (Facebook, YouTube and Twitter) to keep constituents informed of NRT news and activities

In addition to the above, the NRT Foundation:

- Publishes an annual recipient brochure for the NRT Scholarship and Bursary Initiative
- Maintains a website with a focus on donor opportunities

Feedback Gathering

As part of its annual strategic planning activity, NRT solicits feedback from First Nations in BC regarding program and funding priorities as well as management of the investment fund. Feedback is integrated into the Strategic Plan each year and is posted to the NRT web site for public information purposes.

Specific feedback gathering strategies are as follows:

- NRT will perform a province wide engagement process every three years. Regional Engagement meetings and surveys were conducted in 2006, 2009, 2012 and 2015. The next sessions will be held in 2018
- NRT will use its website and social media platforms to solicit comments from NRT followers

RELATIONSHIP BUILDING

A number of NRT's guiding principles speak to the need for relationship building, both amongst First Nations, and between First Nations and other agencies and governments. These principles include:

- Reflecting the intent and purpose of the New Relationship vision
- Supporting Nation building
- Not replacing or duplicating existing government or First Nations programs
- Encouraging inter-community cooperation and partnerships

Accordingly, NRT's strategy for relationship building includes the following tactics:

Partnering

NRT will establish and maintain partnerships with First Nations, public and private organizations that share common goals and values in order to leverage funds and minimize administrative costs. NRT's current partners are:

- First Peoples' Cultural Council (FPCC)
- First Nations Technology Council (FNTC)
- All Nations Trust Company (ANTCO)
- Nuu-chah-nulth Economic Development Corporation (NEDC)
- Tale'awtxw Aboriginal Capital Corporation (TACC)
- Tribal Resource Investment Corporation (TRICORP)
- Community Futures Development Corporation of Central Interior First Nations (CFDCCIFN)
- Stó:l Community Futures
- BC Treaty Commission
- First Nations Health Authority
- Provincial Health Services Authority
- Native Fishing Association
- Indigenous and Northern Affairs Canada (INAC) – Strategic Partnerships Initiative
- Western Economic Diversification Canada
- First Nations Leadership Council:
 - » First Nations Summit (FNS)
 - » BC Association of First Nations (BC AFN)
 - » Union of BC Indian Chiefs (UBCIC)

Nation Building

In order to support Nation building and cooperation amongst First Nations communities in BC, NRT will:

- Where possible within the existing strategic priorities, provide incentives through support to initiatives that foster cooperation between communities
- Where practical, ensure that information and outcomes of NRT support are shared amongst Nations
- Although NRT is not an agent of the government or the First Nations Leadership Council, communication and cooperation with the Province of BC and with BC's First Nations leadership is integral to NRT's operating policies and procedures as well as to its ongoing evolution

2017 - 2020 PERFORMANCE TARGETS

Short Term (1 - 3 years)

Governance

- Develop and deliver 3 - 5 regional training sessions per year
- In partnership with First Nations organizations, create and / or support the development of governance capacity tools for First Nations
- Fund up to 12 community projects per year in each of the following areas: Land Use Planning, Traditional Land Use Planning, Economic Development Planning, Negotiations and Impact Benefit Agreements
- Fund up to 5 policy development projects per year for provincially mandated BC First Nations organizations

Education

- Create and distribute an annual brochure that showcases NRT scholarship and bursary recipients
- Assist up to 40 First Nations students per year with funding toward completion of post-secondary degrees and up to 60 First Nations students per year toward completion of diploma, certificate and / or trades programs
- Support the New Relationship Trust Foundation to attract an additional \$1,250,000 for scholarships and bursaries for First Nations in BC through partnerships and leveraging
- Establish a database of past NRT Scholarship recipients to be used in conjunction with the NRT Foundation to promote the hiring of First Nations graduates and post-secondary students

Language and Culture

- Assist in leveraging 1:1 in funding for First Nations language and culture initiatives from public and private sources

Youth and Elders

- Provide funding for up to 50 youth projects per year
- Provide funding for up to 80 Elders projects per year
- Provide financial support to the annual Elders Gathering

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- Provide financial support to an annual gathering or initiative that builds capacity for BC First Nations Youth

Economic Development

- In partnership with BC Aboriginal Financial Institutions, support up to 50 First Nations entrepreneurs, and 10 First Nations communities in BC each year by matching equity for business start-ups and/or expansion of businesses within BC

Administration

- Limit annual administrative costs to less than 2% of the investment portfolio

Partnerships

- Develop and maintain at least 6 partnerships / protocols with other First Nations organizations in order to promote collaboration and prevent duplication of products and services

Medium Term (3 - 5 years)

- Maintain annual NRT project funding at a minimum of \$5 million
- Grow the Investment Fund to \$150 million by 2022 through investment and contributions

Long Term (5 + years)

- Maintain spending at 5% of assets under management in strategic initiative funding
- Commit to growing the Investment Fund through contributions and investments

