



Dokis First Nation

RHT and Trust Development – Frequently Asked Questions

This FAQ was created based on the discussions on the draft Trust Deed that was shared with the community during the last round of engagements. As we move toward the upcoming community referendum on the final version of the Trust Deed, our goal is to keep everyone informed and engaged throughout the process.

The questions included here are drawn directly from what community members asked during our engagement sessions, listed below. After addressing those, we've also included other relevant questions about the Trust Deed to help provide a full understanding.

Transparency and communication are at the heart of this process. We remain committed to sharing clear, thorough information to help build Trust, confidence, and comfort within our community.

Date	Location
March 24, 2025	Dokis First Nation
April 4, 2025	Sudbury
April 5, 2025	North Bay (Cancelled)
April 5, 2025	Sturgeon Falls (Cancelled)
April 13, 2025	Ottawa
April 14, 2025	Toronto
May 3, 2025	North Bay (Rescheduled)
May 3, 2025	Sturgeon Falls (Rescheduled)

Preamble Section:

[The guiding principles seem too broad to implement. How do we know this will work?](#)

The purposes outlined in the Trust were intentionally designed to be broad. This flexibility is essential to ensure the Trust isn't overly restrictive and can adapt to the evolving needs of the Dokis First Nation and its members.

Trustees are responsible for ensuring that all spending aligns with the Trust's stated purposes. Often, a single initiative may fall under multiple categories. This broad scope allows the Trust to support a wide range of projects and community priorities over time. As needs shift, whether due to completed projects or emerging challenges, the Trust can adjust its focus accordingly. The Trustees will be required to work with the First Nation and its members to determine the priorities of the Trust and which purposes to pursue.

The Trust Deed is built to serve the community today while remaining flexible enough to meet future needs. Below are the purpose areas contained within the Trust:

Education	Social programs	Health and Wellness
Housing	Public services	Protective services



Cultural and Language Preservation	Economic Development Initiatives	Funding for Infrastructure
Acquisition of land	Recreational activities	Senior Funding
Death benefits	Holiday Grants	Protection of treaty/aboriginal rights for Dokis First Nation
Independence and Self-Government	Fund other potential actions or claims	Natural or other disasters
Purposes for the long-term benefit of Dokis First Nation		

Because the Trust's purposes are broad, it's important for members to stay engaged. Your feedback and participation through the Trust's communication channels help guide the Trustees in making decisions that reflect the community's needs, both current and future.

There are best practices in the Indigenous Trust industry which we followed in the development of this Trust. It was designed to ensure lasting benefits come to the members.

How will the Trustees balance individual urgency with community benefit?

The Trustees are responsible for balancing the needs of individuals with the broader benefit of the community. While the Trust is designed to serve the collective, this does not mean that individual-focused programs or supports are excluded. In fact, some initiatives may directly benefit individuals while still aligning with the Trust's overall purpose.

Trustees will often receive many requests from members, and in some years, there may not be enough funds to meet every need. That's why ongoing community engagement is essential. Member feedback helps shape the Trust's priorities, and the Trustees will use this input to make informed, and sometimes difficult, decisions.

Transparency and open communication are key. When priorities are selected, the reasoning behind those selections will be shared with the community. Just because something is not funded now does not mean it won't be in the future. As priorities are addressed, new ones will emerge, guided by member input. Think of it as building blocks: the Trust is designed to evolve and respond to the community's changing needs over time.

The Trust is here to serve all members. When individual funding is considered, the Trustees will ensure that decisions are made fairly, equitably, and without bias. While not every decision will please everyone, the goal is to ensure that the Trust delivers long-term, year-over-year benefits to the entire community. To be clear, the Trust is not a personal ATM, but it will result in programs/funds/benefits and improvements that members will benefit from both directly and indirectly.

We strongly encourage members to stay engaged once the Trust is operational. Trustees are appointed to act in the best interests of the community, and part of their job is to answer questions from the members. Members can contact the Trustees directly. They are committed to transparency and to making decisions that reflect the collective good.



How do we make sure the Trust gives equal priority to on- and off- reserve members?

This is a key priority. The Trust was intentionally designed to be flexible and inclusive, recognizing the unique realities of both on- and off-reserve members. A member of Dokis First Nation is a member, no matter where they live.

The Trust includes representation from both on- and off-reserve members, ensuring that a wide range of perspectives are considered. Our community is diverse, and the Trust aims to reflect that diversity in its decision-making. This helps the Trustees to better understand and respond to the different needs and experiences of all members.

Additionally, the Trustees will be served by the input from a liaison from Chief and Council, which is important for coordination. Band funding is often limited by external funders and typically focuses on on-reserve programming. The Trust, however, is not bound by those same restrictions. It will not duplicate existing band programs but instead complement them, ensuring resources are used effectively and without overlap.

Before Trust funds are used, all available band resources should be exhausted. However, if an on-reserve program proves valuable to off-reserve members, the Trust can leverage the band's administration to extend that program to off-reserve members as well without duplicating costs.

It is our hope that once members become more familiar with the Trust itself and how it works, it will help to break down barriers, promote equality, and empower all members, no matter where they live. Together, we are building a Trust that serves everyone, today and for generations to come.

Why can't we create two funds – one for on-reserve use and one for off-reserve use?

Creating two separate funds is possible within the Trust structure, and it could be considered in the future through community engagement. However, it's important to understand why the Trust was initially designed as a single, unified fund.

Pooling resources together allows for greater impact. When funds are divided, their effectiveness can be reduced. A larger, collective fund gives the Trust more flexibility to support a wider range of initiatives that benefit the entire community.

The Trust was also created to help break down the barriers between on- and off-reserve members, not reinforce them. All members of Dokis First Nation are equal, regardless of where they live. The Trust is meant to reflect that equality by focusing on the collective good of the entire membership.

It's also difficult to measure what is truly "equitable" when comparing the benefits received by on- and off-reserve members, especially considering that band funding is often restricted to on-reserve activities. The Trust provides an opportunity to bridge that gap and ensure all members are considered in decision-making.

Ultimately, the Trust is about bringing the community together, not dividing it.



Interpretations Section 1:

Why do we need to define on-reserve and off-reserve members with any names?

This is a great question, especially as we work to break down the barriers between on- and off-reserve members. The Trust was created to serve all members of Dokis First Nation, regardless of where they live. So why make the distinction?

The only time the Trust refers to “on-reserve” and “off-reserve” is in relation to the Trustees. This is to ensure that the perspectives of members living both on- and off-reserve are present at the Trustee table. We recognize that many members living off-reserve still feel deeply connected to the land, culture, and values of Dokis First Nation and many want to give back or return to the community. By having Trustees from both on- and off-reserve, we ensure that the composition of Trustees reflects the full diversity of our membership.

Having both on-reserve” and “off-reserve Trustee perspectives helps all Trustees better understand and respond to the unique needs and realities of all members. It encourages inclusive planning, balanced dialogue, and thoughtful decision-making that reflects the whole community, not just one part of it.

It’s important to note that this distinction is only used for Trustee representation and nothing else. All members are equal, and the Trust is here to serve everyone. This approach helps foster unity, equity, and fairness, ensuring that all voices are heard and all members feel supported.

Who will make sure the Anishinaabemowin words that are included in the Trust are correct for Dokis First Nation?

This is a very important consideration. The Trust Deed is a legacy document, one that will be referenced by future generations. Including Anishinaabemowin is a powerful way to honour our language, culture, and identity as Dokis First Nation.

To ensure the Anishinaabemowin used in the Trust is accurate and meaningful, Chief and Council will consult with elders and language speakers before the final version of the Trust Deed is released for referendum. Together, fluent speakers, knowledge keepers, or language experts who are best suited to carry out this important work will be consulted and contribute to the use of the language.

This process ensures that the language included in the Trust reflects the authentic voice of Dokis First Nation, and that members can see our language proudly and correctly represented in this foundational document.

Creation of the Trust Section 2:

Why does the Trust need to have a termination date?

Under Ontario law, a Trust cannot last indefinitely. It must have a defined lifespan. This legal requirement is in place to ensure that Trusts are eventually wound up and their assets distributed. As a result, the Dokis First Nation Trust will include a termination clause that sets a maximum duration for the Trust.

To ensure the Trust benefits the community for as long as possible, the Trust Deed will include a provision that keeps the Trust active for the maximum period allowed by law. A common legal standard



is known as the “rule against perpetuities,” which typically allows a Trust to last up to 21 years after the death of the last surviving member who was alive at the time the Trust was created.

This structure ensures that the Trust can continue to support the community for many decades, fulfilling its long-term purpose. When the Trust eventually reaches the end of its legal life, any remaining capital will be returned to Dokis First Nation. At that time, the Chief and Council in place will decide how to manage or reinvest those assets just as the current leadership and community are doing today.

This approach ensures that the Trust remains a living, evolving tool for community benefit, while also respecting legal requirements and planning responsibly for the future.

Is the money in a Trust already, or is it in a bank account?

The funds are not yet in a Trust, but they are being carefully managed in the interim. After the settlement, Chief and Council accepted the funds as fiduciaries, meaning they are responsible for safeguarding and overseeing the money on behalf of the collective First Nation.

Currently, the funds are held in a restricted bank account with BMO under the direction of Chief and Council. These funds are included in the First Nation’s 2025 fiscal year audit, which ensures they will be presented in a report to community.

Some of the funds have already been used for approved community purposes, such as the \$100,000 Per Capita Distribution and the Christmas distribution.

Until the Trust is formally established through the referendum process, Chief and Council are acting as interim Trustees. Once the Trust is approved, the remaining funds will be transferred into the Trust and managed according to the terms of the Trust Deed.

We are committed to transparency and accountability throughout this process. Full financial reporting will be shared with the community, including a clear breakdown of the total amount that will be contributed to the Trust.

Is the other Trust from the land management fund similar to this one?

In some ways, yes, the concepts of the Trusts are similar. Both are designed to enable management of funds responsibly and for the benefit of the community. However, the nature of the settlements behind each Trust is quite different, and that difference shapes how each Trust is structured and used.

This new Trust was developed specifically to reflect the collective interests of Dokis First Nation members. Throughout the process, we’ve held multiple information and engagement sessions to show how a Trust can be customized to meet the unique needs of our community. These sessions helped build a strong foundation of understanding around trust concepts and allowed us to present a Trust Deed that is tailored to Dokis First Nation.

Importantly, this Trust was created with deep respect for the historical and cultural context of the 1850 Robinson Huron Treaty. As part of the engagement process, we held sessions focused on the treaty’s significance and how it connects to the purpose of the Trust. Just as the treaty was signed with future generations in mind, this Trust is designed to carry that same spirit forward honouring our ancestors while planning for the generations to come.



While both Trusts serve the community, this one is rooted in a broader vision: to reflect our values, uphold our treaty rights, and ensure long-term benefits for all members of Dokis First Nation.

Is it possible for Trustees to break into two bodies in the future? One for investment focus and one for general administration?

Specialization is possible, but responsibility remains with all of the Trustees. The Trust was designed with flexibility in mind, allowing it to evolve over time to meet the needs of the community.

Even if the Trustees decide to form specialized groups or committees, all of the Trustees will continue to meet and make decisions collectively. However, the Trust allows for the creation of committees or working groups, for example, one focused on investment strategy and another on community programming or administration.

These committees can be made up of Trustees and potentially other community members, depending on the structure and needs. Their role would be to research, consult, and make recommendations to the Trustees as a whole, who would still hold the final decision-making authority.

This approach not only helps to distribute the workload but also creates opportunities for more community involvement. It's a way to bring in additional voices, expertise, and perspectives, especially from members who want to contribute but may not be Trustees themselves.

Ultimately, the Trust is ours. It is administered by the Trustees for the benefit of our community as a whole, individual members and future members. The Trustees understand this and are committed to serving in a way that is inclusive, transparent, and responsive to the needs of all members.

How much money should be set aside each year to support administration cost of operating the Trust?

At this stage, it's difficult to provide an exact figure for annual administration costs. In the early stages, expenses are expected to be higher due to the initial setup of the Trust, including policy development, infrastructure, and operational systems.

To help build transparency and understanding, here are some typical administrative costs members can expect:

- Fees for the Administrative Trustee
- Investment manager fees
- Honorariums for Community Trustees
- Meeting and travel expenses
- Community engagement and communication costs
- Consultant and professional fees

While we are committed to cost efficiency, we also recognize that cutting costs too aggressively could limit the Trust's ability to serve the community effectively. The goal is to strike a balance, ensuring the



Trust is efficient, transparent, and impactful without compromising its ability to deliver long-term benefits.

To support this, the Trust Deed includes built-in safeguards:

- Mandatory independent audits will be conducted by a qualified CPA appointed by the Trustees.
- Annual financial statements will be shared with the community.
- The Administrative Trustee plays a key role in ensuring all expenses align with the Trust Deed and industry best practices.

Additionally, the Trust Deed outlines spending approval thresholds to ensure accountability:

- Up to \$100,000 is approved by the Community Trustees
- \$100,001 to \$999,999 requires agreement between the Community Trustees and Chief and Council
- \$1 million and over requires approval from the Community Trustees, Chief and Council, and members at a general meeting

These measures are in place to ensure the Trust is operated by the Trustees in good faith, with community oversight and a strong commitment to long-term sustainability.

Additions to Trust Property Section 3:

If another claim is settled and the money goes into the Trust, would it all go into the same investment fund? Who makes that decision?

Each claim is unique and any future settlement would be reviewed carefully before determining whether it should be directed into the existing Trust.

When a new claim is settled and accepted by Chief and Council, several steps will take place:

1. Review of the Settlement Terms: Some settlements may come with specific conditions or provisions that must be respected. These will be reviewed to determine whether the existing Trust is the appropriate vehicle.
2. Community Consultation: Before any decision is made, community engagement will take place. Members will be invited to provide input and feedback on whether the funds should be directed into the Trust.
3. Transparency and Respect for Intent: Chief and Council will share the nature of the settlement with the community and ensure that any decision made honours the intent of the settlement and respects the collective interests of Dokis First Nation.

The Trust is designed to be flexible and has the ability to accept new funds. If a new settlement aligns with the Trust's purpose, all or part of the settlement funds can be added to the existing Trust. Alternatively, if the nature of the settlement requires it, the Trust also has the ability to create a separate



investment fund within the Trust framework. This allows the new funds to be managed and invested appropriately, while still benefiting the community.

Ultimately, the decision will be made through a transparent, community-driven process, with Chief and Council and the Trustees working together to ensure the best outcome for all members.

Is the existing Trust for Dokis First Nation being blended into the new one?

As of now, there is no plan to merge the existing Trust with the new Dokis Seven Generations Trust. The two Trusts will remain separate and operate independently.

That said, this doesn't mean a merger is off the table forever. If there is interest in blending the Trusts in the future, it would require community consultation and engagement. Any such decision would need to reflect the will of the membership and be approached with transparency and care.

For now, the focus is on getting the Dokis Seven Generations Trust fully operational. Once that is in place and functioning, the idea of merging Trusts can be revisited if the community sees value in doing so.

Purposes of the Trust Section 4:

Do the annual available funds have to be spent by the end of the fiscal year?

No, the annual available funds do not need to be spent within the same fiscal year. However, there are important financial and tax considerations to keep in mind.

Under the Income Tax Act of Canada, a Trust is considered a taxable entity. This means that any income (interest, dividends, etc. earned on the investments) remaining in the Trust at the end of the fiscal year (December 31) may be subject to taxation.

To avoid this, the Trust takes specific steps to reduce its taxable income to zero. A common approach is to allocate any unspent income to the Band before year-end. This ensures the Trust does not retain taxable income and therefore avoids paying tax.

There is a timing consideration in this process: the Band must receive the funds and have them made payable before the fiscal year ends. Once the actual cash transfer occurs, the funds are then contributed back to the Trust. This takes place at the end of the fiscal year and into the early part of the new fiscal year.

Additionally, unspent funds can be reinvested into the Trust to support long-term capital growth. This helps ensure the Trust continues to generate income for future community initiatives.

That said, Trustees are encouraged to use available funds each year to support community priorities and maximize impact. The goal is to strike a balance between addressing current needs and maintaining long-term sustainability.

Will the Trustees need to consult with community on discretionary spending of Trust income?

Yes, community consultation is a key part of how discretionary spending decisions will be made.



While there is currently no fixed amount set aside for discretionary spending, this will be addressed through the development of a Comprehensive Plan. This plan will guide how Trust income is used and ensure that spending reflects the priorities and values of Dokis First Nation members.

Once the Trust is operational, community Trustees will actively engage with members to shape and refine these provisions. This doesn't mean Trustees will act on their own, rather, they will work year after year with the community to determine how funds should be allocated to best serve collective needs.

The Comprehensive Plan will include:

- A general statement of community priorities
- Guidelines for allocating resources in line with the Trust's purposes
- A policy for preserving and growing Trust capital
- A policy for governing income distributions
- An annual review process involving members and Chief and Council
- Clear communication and consultation protocols between Trustees, members, and leadership
- A nomination and election process for community Trustees
- Rules for how Trust funds are invested

This structure ensures that community engagement remains central to how the Trust operates. Trustees are accountable to the membership and committed to making decisions that are transparent, inclusive, and aligned with the long-term vision of Dokis First Nation.

Deferred Per Capita Distributions Section 5:

What Happens to the PCD interest of minors and mentally incapable members? Where is it held? How is it protected?

For minors and individuals who are mentally incapable, their Per Capita Distribution (PCD) will not be released until they reach the age of 21. Until that time, the funds are securely held and protected in a manner similar to a minor's Trust. The Trust includes specific provisions to ensure that individuals who are mentally incapable are supported appropriately.

In such cases, the PCD is not paid directly to the individual. Instead, the funds are held and managed on their behalf to ensure responsible administration and protection. The distribution of the PCD is deferred to a later date, which is called the Deferred Per Capita Distribution Date.

The Deferred Per Capita Distribution Date is defined as the date on which a Member:

- Has attained the age of 21 years; and
 - (i) Is not Mentally Incapable; or
 - (ii) Is Mentally Incapable but has a legal guardian appointed in respect of the Member; or



- (iii) Was previously Mentally Incapable but has since regained mental capacity.

Regarding (i) and (iii), the PCD is paid to the Member directly, and regarding (ii), it is paid to their legal guardian.

What is the criteria for a minor to be eligible to receive the Per Capita Distribution?

Minors are subject to the same eligibility criteria as adults for the Per Capita Distribution. However, if an individual was under the age of 21 on the Per Capita Distribution Eligibility Date (September 9, 2023), their \$100,000 distribution will be held in Trust and will accrue interest until they reach the age of 21, at which time the PCD amount plus all accrued interest will be paid to them.

To be eligible, a minor must meet the following criteria: They must be alive on September 9, 2023; and

- Be on the Members List of Dokis First Nation as of September 9, 2023; OR
- Before turning the age of 20, the person:
 - had themselves applied or had someone else apply to Indigenous Services Canada to have the person be added to the Indian Register; and
 - was entitled to be on the Members List as of September 9, 2023, in accordance with the law in effect at that time; and
 - is ultimately approved for Indian Status and added to the Members List.

Once the minor turns 21 and submits the required form and identification, the Trust-held funds (including accrued interest) will be released to them, following the same structured Per Capita Distribution application process.

What would happen to a deferred Per Capita Distribution if the band member who qualifies for a PCD dies before they collect it?

This is a deeply sensitive matter, and one that Dokis First Nation approaches with care, compassion, and respect for every family and community member.

If a youth from Dokis First Nation passes away before receiving their full Minor's Per Capita Distribution, including any interest earned, there are clear and respectful processes in place to ensure the funds are handled appropriately. The unpaid portion of the distribution will not be lost. Instead, it will be transferred to the Legal Personal Representative of the youth's estate. This may be a parent, guardian, or another individual who has been legally appointed to manage the youth's affairs.

Once the payment is made to the Legal Personal Representative, the Trustees are released from further responsibility for that portion of the Trust. This process ensures that the funds are still used in a way that honors the youth's entitlement and supports their family or estate.

At the heart of this process is a commitment to dignity, fairness, and community values. Every youth of Dokis First Nation matters, and their legacy is respected. The Trustees will work closely with families and legal representatives to ensure the process is handled with care and in accordance with the Trust's legal obligations.



Comprehensive Plan Section 7:

How will community members be involved in decisions about the Comprehensive Plan, including allocation formulas and future initiatives like a pension plan?

Community members of Dokis First Nation will play an important role in shaping the Comprehensive Plan (CP), which will guide how Trust funds are used. While the Trust Deed provides broad purposes, the CP will offer more detailed direction on how funds are allocated, including potential formulas for funding, and how future initiatives like a pension plan are developed.

Once the first Administrative Trustee is appointed the Administrative Trustee and Community Trustees, will begin drafting the Comprehensive Plan. This draft will be brought back to the community for review and approval at a General Meeting, ensuring that members have a direct say in the final version.

To support this process, the Trustees will:

- Set a schedule of regular meetings to develop the plan.
- Consult with the community throughout the process.
- Present the draft CP at a General Meeting for approval.
- Review and update the CP at least every five years to reflect evolving community needs and priorities.

The CP will also include annual planning and budgeting, and will consider existing programs and services already offered by Council. This ensures that Trust funds are used to complement, not replace, other funding sources.

As for the pension plan, it has been identified as a priority by community members. While more work is needed, including actuarial studies, the first appointed Trustees will carry out the remaining steps. Community input will continue to be essential, and further meetings will be held to gather feedback before any decisions are finalized.

Will the Trust include annual and long-term budgeting, and how quickly will funding decisions be made?

Yes, the Trust will include both annual and long-term budgeting as part of its financial planning process. This is a key feature of the Comprehensive Plan (CP), which is reviewed and updated every five years. The goal is to ensure that community priorities are addressed in a structured and forward-thinking way, with a clear roadmap for how funds will be used over time.

Because the Trust relies on investment income, which can vary from year to year, budgeting will be approached with modesty and caution. This conservative approach allows the Trust to plan responsibly while still leaving room to exceed expectations when market performance is strong. In good years, this could mean delivering even more value to the community than originally projected.

Funding decisions, especially those involving discretionary income, will be made in alignment with the Comprehensive Plan. These decisions will follow a structured, strategic, and thoughtful process, guided



by the Trustees and informed by community input. Transparency is a priority: all spending decisions will be communicated to members through regular reports and reviews.

It's also important that members stay engaged and informed. Ongoing participation and feedback from the community will help ensure that the Trust continues to reflect the values and needs of Dokis First Nation, both now and for future generations.

How will access to Trust funds work, will there be continuous intake, loan options, and requirements for other funding sources to be used first?

The structure and priorities of the Trust are still being finalized. However, the intention is to create a system that is fair, transparent, and accessible to all members of Dokis First Nation. While the exact intake process has not yet been confirmed, there is strong potential for grant-style programming that falls under the broad purposes of the Trust. These programs would be designed to directly benefit members, both individually and collectively, and to empower the community as a whole.

Trustees will be responsible for making funding decisions in good faith, using an unbiased and equitable approach. Once the Trust is operational, more detailed information will be shared with the community, including how and when applications can be submitted.

Loans to individuals will not be offered. The Trust is not designed to function as a credit facility. To avoid financial hardship or discomfort among members, no repayable loans will be issued.

Regarding access by the Band and Council, measures will be in place to ensure the Trust does not become the default funding source for governance or administration. The Band will be required to exhaust all other available funding sources, such as government programs or grants, before applying to the Trust. If the Band does receive Trust funding, it must report back to the Trustees with a breakdown of expenditures, regular updates, and annual audited financial statements.

The Council Liaison role will help ensure coordination between the Trustees and the Band. This will prevent duplication of efforts and allow the use of existing Band administration to deliver community-wide initiatives, especially those that benefit both on- and off-reserve members.

Ultimately, the Trust is intended to work in partnership with community members, Chief and Council, and the Band administration. The shared goal is to serve the community in a meaningful way that supports growth, empowerment, and long-term sustainability.

Will the Trust support specific programs like pensions, long-term care, and cultural learning, and how are these needs being assessed?

At this stage, the specific funding priorities have not been finalized. However, the foundation for identifying those priorities has already been laid through community engagement efforts, including surveys conducted with Dokis First Nation members. These surveys helped identify the top areas of interest and concern within the broad purposes outlined in the Trust Deed.

As the Trust moves closer to becoming operational, there will be deeper community consultations to explore these priority areas in more detail. This next phase will focus on identifying specific programs and solutions that align with the needs and aspirations of the membership. Areas such as pension



planning, long-term care supports, and cultural learning opportunities, including language revitalization, have already been raised by members and will be explored further.

The Trustees, once appointed, will work closely with the community to ensure that any programs supported by the Trust are well-informed, culturally relevant, and sustainable. This process will be guided by both community input and expert advice where needed (such as actuarial studies for pension planning), ensuring that the Trust's resources are used in a good way, and in a way that reflects the values and long-term vision of Dokis First Nation.

Duties of Trustees Section 8:

[Will Trustees be accessible to speak with band members and answer questions about the Trust?](#)

Yes. Trustees will be accessible to answer questions and engage with Dokis First Nation members about the Trust. Transparency and accountability are core values of the Trust, and Trustees are committed to serving and protecting the interests of the community.

As part of the Trust's policy development, clear procedures and communication protocols will be established. These will outline how members can reach out to Trustees, what types of questions or requests can be made, and how responses will be provided. The goal is to create communication channels that are accessible and respectful, whether for community-wide updates or individual one-on-one conversations.

We also recognize that Trustees are community members themselves and may have personal and professional commitments outside of their Trustee role. With that in mind, communication will be managed in a way that is meaningful, respectful of their time, and productive for all involved.

Whether through scheduled meetings, written updates, or direct contact, Trustees will ensure that members are kept informed and have opportunities to ask questions, share feedback, and stay engaged in the Trust's work.

Powers of Trustees Section 9:

[Will four Trustees be enough for this large of a Trust?](#)

Yes, four Trustees will be sufficient to manage the Trust effectively, especially when supported by the right structure and resources. It's important to understand that Trustees will not be working alone. They will have access to a team of professional advisors, including legal, financial, and administrative experts, who will provide guidance and support throughout their term. This ensures that the Trust is managed responsibly and in the best interest of Dokis First Nation members.

In addition to professional support, Trustees will also have the ability to delegate tasks through committees. These committees can be formed to focus on specific areas such as youth programming, cultural initiatives, or economic development. This approach not only helps distribute the workload but also creates opportunities for community members to get involved, especially those who want to contribute without taking on the full responsibility of being a Trustee.



Dokis First Nation is home to many knowledgeable and skilled individuals. By creating space for broader participation through committees and consultations, the Trust can benefit from a wide range of perspectives while maintaining a manageable and effective governance structure.

The selection of four Trustees strikes a balance between efficiency and representation. It allows for meaningful discussion and decision-making while ensuring that the Trust remains agile and responsive to community needs. With the right supports in place, this model will allow the Trust to meet its goals and deliver real value to the community.

When a project is funded, do the Trustees oversee the projects, or does this become a band's responsibility?

The level of oversight provided by the Trustees depends on the nature and context of the project. While Trustees are not expected to manage day-to-day operations, they are responsible for ensuring that Trust funds are used properly and in the best interest of the community.

If a project is funded through the Trust, whether it's led by an individual, a community group, or the Band, reporting and accountability measures will be required. Project leads must provide regular updates to the Trustees, including progress reports, financial summaries, and outcomes. This ensures transparency and allows the Trustees to monitor whether the funds are being used as intended.

When the Band receives funding from the Trust, the same standards apply. The Band will be required to:

- submit a breakdown of how the funds will be used,
- provide regular updates on the project's progress,
- deliver annual audited financial reports to confirm that the funds were spent appropriately.

This process is similar to how the Band reports to government funders. The Trust will require the same level of accountability and assurance to protect the integrity of the Trust and the interests of all Dokis First Nation members.

Ultimately, while Trustees may not be directly involved in running projects, they will maintain oversight through structured reporting and communication. This approach ensures that all funded initiatives, whether large or small, are aligned with the Trust's goals and deliver meaningful benefits to the community.

Investments Section 10:

Why are Chief and Council hiring the financial advisors for the Trust, if that responsibility belongs to the Trustees?

This is a great question, and it's important to understand the timing and roles involved in the early stages of establishing the Trust.

At this point, Chief and Council are acting as fiduciaries over the funds that will eventually be managed by the Trustees pursuant to the terms of the Trust. Since the Trust has not yet been formally ratified by



the community or had its community Trustees appointed, Chief and Council have taken on the responsibility of initiating key foundational steps, one of which is selecting the investment advisor(s).

This decision was made to ensure that the Trust is set up quickly, responsibly, and with the community's best interests in mind. The investment advisor(s) were selected through a rigorous and transparent Request for Proposals (RFP) process, which included interviews and evaluations to ensure the chosen firm(s) are a good fit for Dokis First Nation.

Once the Trust is formally ratified and the community Trustees are appointed, full authority will transfer to the Trustees. At that point, the Trustees will have the power, outlined in the Trust Deed, to hire or replace investment advisors as they see fit. Even if the Trustees had been in place during the selection process, they would still have been required to submit a final recommendation to Chief and Council for formal appointment.

This transitional approach ensures that the Trust is not delayed and that the community's funds are being managed from the outset in a way that is transparent, accountable, and aligned with long-term goals. It also helps build a strong foundation for the Trustees to begin their work with the necessary supports already in place.

Real Property Valuation Section 13:

If the First Nation wants to invest in infrastructure in an urban area, how would the Trust support that?

The Trust has the flexibility to support a wide range of initiatives, including potential investments in infrastructure located in urban areas. While there is no set plan in place yet, this type of investment is certainly a possibility and aligns with the Trust's broad purpose of supporting the long-term well-being of Dokis First Nation members, regardless of where they live.

Under the terms of the Trust Deed, the Trustees have the authority to hold and manage real estate as part of the Trust Property. To ensure responsible decision-making, the Trustees may rely on professional real estate appraisals to determine the value of any property being considered. However, an appraisal is not required simply to transfer real estate into the Trust for administration purposes.

This flexibility opens the door to a variety of urban-based initiatives that could benefit members living off-reserve. For example, the Trust could explore:

- urban hubs in cities like North Bay, Toronto, or Ottawa to deliver programs and services,
- housing or transitional accommodations for members relocating for education, employment, or medical care, and/or
- cultural or community spaces that help maintain connection to Dokis identity and values in urban settings.

These types of investments would be carefully evaluated by the Trustees to ensure they are financially sound, aligned with community priorities, and equitable in their impact. As always, any such project



would require proper planning, community consultation, and ongoing reporting to ensure transparency and accountability.

Ultimately, the Trust is designed to be a tool for innovation and inclusion, and urban infrastructure is one of many ways it can help create meaningful, long-term benefits for all members of Dokis First Nation.

Trustees Procedures Section 14:

Will minutes from Trustee meeting be available to band members to read?

All Trustee meetings will be documented. The Administrative Trustee will record written minutes of decisions and resolutions, which will be signed by the Trustees present, including those participating remotely.

Trustees Section 15:

How are the first Trustees selected, who is responsible for the process, and what is the expected timeline?

The selection of the first Trustees was a thoughtful and community-centered process. As fiduciaries of the Trust during its initial phase, Chief and Council were responsible for appointing the first Trustees. Their role was to ensure that the process was carried out in a way that reflects the best interests of Dokis First Nation and lays a strong foundation for the Trust moving forward.

To ensure fairness, transparency, and community involvement, Chief and Council established a Selection Committee made up of Dokis First Nation members. This committee was tasked with reviewing applications and recommending candidates for appointment. The process included:

- a public call for expressions of interest,
- a review of resumes and letters of intent,
- a shortlisting of candidates,
- interviews with selected applicants, and
- a recommendation to Chief and Council.

This process has now been completed, and we were truly humbled by the number of passionate, qualified, and community-minded individuals who stepped forward. The quality of applicants was outstanding, and it was clear that our community is rich with diverse perspectives, skills, and lived experiences.

We are proud of the group that has been selected and are confident they will serve the community with integrity and care. At the same time, we encourage all applicants to remain engaged, as future Trustee positions will be filled through nomination and election. We are committed to supporting anyone who is interested in becoming a Trustee, whether now or in the future.

This process reflects our shared values of inclusion, transparency, and community empowerment, and it marks an important step in building a Trust that truly serves all members of Dokis First Nation.



How are Trustee terms structured, and how will mid-term vacancies be filled?

The Trust has been designed with staggered terms and a clear process for filling vacancies to ensure continuity, fairness, and balanced representation.

To maintain stability and ensure continuity in governance, the **first appointed Community Trustees** will serve **staggered terms**:

- On-Reserve Trustees:
 - One will serve a 2-year term
 - One will serve a 4-year term
- Off-Reserve Trustees:
 - One will serve a 2-year term
 - One will serve a 4-year term

After this initial appointment, **all subsequent Community Trustees** will be appointed or elected to serve **4-year terms**.

This staggered structure ensures that there is always a mix of experienced and new Trustees on the board, supporting strong governance, continuity, and effective knowledge transfer.

If a Trustee position becomes vacant, whether due to resignation, ineligibility, or another reason, the vacancy will be filled through a Complementary Resolution by the remaining Community Trustees and Chief and Council. This process includes:

- Following the protocol outlined in the Comprehensive Plan
- Ensuring that:
 - On-Reserve vacancies are filled by a member living on-reserve
 - Off-Reserve vacancies are filled by a member living off-reserve

This ensures that the Trust continues to reflect the diversity and balance of the Dokis First Nation membership.

How will Trustee elections work, and what role does the community play in holding Trustees accountable?

The process for electing Trustees will be outlined in detail in the Comprehensive Plan, but community members can expect a process that is similar to Chief and Council elections. This includes:

- a nomination period,
- a voting process that may include in-person ballots, mail-in voting, and online voting (likely through OneFeather), and
- no minimum voter threshold required for the election to be valid.



This approach is designed to be accessible, inclusive, and cost-effective, helping to maximize participation from both on- and off-reserve members.

Community members play a vital role in holding Trustees accountable. The assets in the Trust are collective assets, and the Trust's success depends on ongoing engagement, respectful dialogue, and shared responsibility. Members are encouraged to stay informed, ask questions, and provide feedback to ensure that Trustees are acting in the best interest of Dokis First Nation.

It's also important to remember that the Trust Deed is a legal document. Trustees are legally bound to follow its terms, and their actions must align with the rules and responsibilities it outlines. To support this, the Administrative Trustee will attend all meetings and act as a neutral party, similar to a referee, to ensure that the Trust Deed is being followed properly.

This structure ensures that the Trust remains transparent, accountable, and community-driven, while also being protected by strong legal and governance safeguards.

Are Trustees allowed to apply for Trust funding as individuals?

Yes. Trustees are members of the community too, and they are not automatically excluded from applying for Trust funding. However, strict safeguards and conflict-of-interest policies are in place to ensure fairness, transparency, and the integrity of the Trust.

If a Trustee wishes to apply for funding, they must declare a conflict of interest in relation to the application and not participate in any discussions related to their application, nor can they vote on the matter. They are expected to "recuse" themselves and leave the room during any discussion or vote on the matter. When a conflict of interest applies to a Trustee, that Trustee is often referred to as being "conflicted out", ensuring that no Trustee can influence the outcome of their own request.

The Trust Deed and Trust policies provide clear guidance on how these situations must be handled. In addition, the Administrative Trustee, who brings extensive experience in Indigenous Trust governance, plays a key role in overseeing these matters. They act as a neutral party to ensure that best practices are followed and that the Trust remains compliant with its legal obligations.

These measures are designed to protect the Trust from misuse while still allowing all members, including Trustees, to benefit from programs and opportunities, as long as the process is fair, transparent, and properly managed.

Conflict of Interest Section 17:

What if several Trustees are unable to participate in a matter due to a conflict of interest?

How will they make a decision or review an application? Who steps in for them?

If one or more Trustees find themselves in a conflict of interest, there are clear rules in place within the Trust Deed to ensure the integrity of the decision-making process is maintained.

How Conflicts Are Handled:

- A Trustee who has a personal or financial interest in a matter, such as a contract, funding application, or business relationship, must formally disclose the conflict to the other Trustees.



- This disclosure is recorded in the meeting minutes, and the Trustee must remove themselves from all discussions and decisions related to that matter. They cannot vote or be present during deliberations.

What Happens If Multiple Trustees Are in Conflict of Interest?

If several Trustees are conflicted on the same issue, they must all step aside from the decision. In such cases, the remaining non-conflicted Trustees will continue the review and make the decision, as long as a quorum is still met.

If the number of non-conflicted Trustees is too small to meet quorum, the Administrative Trustee – a neutral, professional entity with experience in Indigenous Trust governance – plays a key role. They act as a safeguard to ensure that:

- the terms of the Trust Deed are followed,
- decisions are made fairly and legally, and
- the community's interests are protected.

The Trust Deed also allows for flexibility in how conflicts are managed, ensuring that the Trust can continue to function even in complex situations. This structure ensures that no Trustee can influence a decision where they stand to benefit, and that all decisions are made with transparency, fairness, and accountability.

Liability and Indemnities of Trustees Section 18:

Are Trustees protected by insurance, and can they be personally sued by a band member?

Trustees are not automatically protected by insurance, but the Trust Deed provides strong legal protections for them, so long as they act responsibly and follow the rules.

- No personal guarantee required: Trustees are not required to post a bond or security to perform their duties unless the law specifically requires it (Section 18.1).
- Acting in their official role: Any actions or decisions made by Trustees are considered to be made in their role as Trustees, not as individuals. This means they are not personally responsible for those actions (Section 18.2).
- Not liable for others' mistakes: A Trustee is not personally responsible for the actions of another Trustee, as long as they are meeting their own duties properly (Section 18.3).
- Protected from personal liability: Trustees are not personally liable for losses to the Trust, such as investment losses or mistakes made by advisors, provided that they acted in good faith and followed the required standard of care (Section 18.4).
- Legal costs covered: If a Trustee is sued for something they did while properly performing their duties, the Trust will cover their legal costs. However, if a court finds that the Trustee acted in bad faith, was negligent, or broke the rules, they may have to repay those costs (Section 18.5).



- Exceptions to protection: Trustees will not be protected if they are found to be uncooperative or if they are in a legal dispute with other Trustees (Section 18.5).

While not mandatory, Errors and Omissions (E&O) insurance, is strongly recommended for Trustees in Ontario. This type of insurance:

- protects Trustees from personal financial loss due to claims of negligence, mismanagement, or breach of fiduciary duty,
- covers legal defense costs, settlements, and judgments, and
- provides broader protection than indemnity clauses in trust deeds.

Trustees may choose to purchase this insurance using Trust funds, though legal advice should be sought to ensure compliance with Trust terms and provincial laws. In some cases, Trustees may also contribute to the cost of premiums.

In summary, while Trustees can be personally sued by a band member, they are generally protected from personal liability and legal costs, unless they fail to meet their duties or act improperly.

Compensation and Reimbursement of Trustees and Liaisons Section 19:

Will all of the Trustees be paid for their roles on the Trust?

Yes. Community Trustees for the Dokis First Nation Trust will receive compensation for their time, effort, and commitment. This compensation will come in the form of an honorarium, a modest payment that acknowledges the important work Trustees do, without turning the role into a financial incentive.

It's important for the community to understand that no one is getting rich from being a Trustee. The role is not about personal gain. Trustees are expected to dedicate significant time and energy to reviewing documents, attending meetings, making decisions, and ensuring the Trust is managed responsibly and in the best interest of all members. It is a serious commitment that requires leadership, integrity, and a strong sense of community service.

The honorarium is simply a way to recognize and respect the time and responsibility involved. It helps ensure that Trustees are supported while they carry out their duties, but it does not replace the deeper motivation of serving the community.

Once the compensation details are finalized, they will be clearly outlined in the Trust's policies and shared openly with the community. Transparency is a priority, and information about Trustee compensation will be included in regular updates, such as general meetings and presentations of the audited financial statements.

This approach ensures that Trustees are fairly supported, while keeping the focus where it belongs; on building a strong, inclusive, and accountable Trust for all members of Dokis First Nation.



Audit and Trust Records Section 20:

Will we know how much money is going back to Dokis First Nation members from the Trust, and how will financial records be shared with the community?

Yes. Trustees are accountable to beneficiaries, and that accountability compels them to be open and transparent. Community members will have access to clear information about how Trust funds are being used, including how much is going back into the community.

The Trust will undergo an annual audit conducted by an independent Chartered Professional Accountant (CPA). This CPA will be appointed by the Community Trustees and will audit the Trust's financial records for each fiscal year ending December 31. These records will include detailed accounts of all investments, income, expenses, and distributions.

Key points about financial transparency include:

- **Audited Financial Statements:** The CPA will prepare financial statements in accordance with Canadian accounting standards. These statements will be reviewed by the Trustees and made available to community members after the audit is complete.
- **Annual General Meeting (AGM):** Each year, the audited financial statements will be presented at the AGM. Community Trustees will be present to answer questions and provide explanations about the Trust's financial activities.
- **Access to Information:** While the Trustees will determine reasonable times and methods for sharing financial information, members will have opportunities to review the audited statements through appropriate communication channels.
- **Council Oversight:** Trust records will be open to inspection by Chief and Council at all times, ensuring an additional layer of oversight.
- **Respect for Privacy:** While financial transparency is a priority, the Trust will also protect the privacy of individual community members. Specific details about individuals will not be shared publicly to ensure confidentiality and safety.

This approach ensures that all members of Dokis First Nation can see how the Trust is being managed and how funds are being used to support the community, while also respecting individual privacy and maintaining the integrity of the Trust.

Other

Can a tutorial video be created to help Dokis First Nation members understand the Trust, what it includes, who manages it, who can access it, how applications are approved, what expenditures are eligible, and what the Trustees are responsible for?

Yes. A tutorial video is one of the tools being considered as part of a broader communications strategy for the Dokis First Nation Trust. As we continue to develop a formal plan for how we share information, we are committed to finding ways that are accessible, inclusive, and effective for all members, whether they live in the community or elsewhere.



We recognize that not everyone learns best through written documents or formal meetings. A video can be a powerful way to explain things such as

- what the Trust is and why it was created,
- who the Trustees are and what their responsibilities include,
- who can apply for funding and how the application process works,
- what types of projects or expenses are eligible for support, and
- how decisions are made and how the Trust is managed.

The goal is to ensure that every member has the tools they need to understand and engage with the Trust. A well-designed video can help break down complex information into clear, visual explanations that are easier to follow and revisit at any time.

We remain committed to transparency, education, and community engagement. As part of that commitment, we will continue to explore and implement communication tools, like videos, guides, and presentations, that help all members feel informed, included, and empowered.