

***AFOA Saskatchewan: Effective Planning, Creation, and Implementation of Your Trust
October 19th - 20th, 2023 Canadian Room, Saskatoon Inn, Saskatoon***

T.E Wealth Facilitators:

Jack Jamieson, Vice President, TE Wealth Indigenous Services

Gordon Clissold, Senior Advisor, TE Wealth Indigenous Services

First Nations Bank (FNB) Trust Facilitators:

Suzanne Trottier, President, FNB Trust

Priscille Buors, Senior Trust and Business Development Officer

TIME	AGENDA ITEMS Day 1
8:00am – 9:00 am	Hot Breakfast
Day 1 9:00 am - 12:00 FNB Trust	<p>Facilitators: Suzanne Trottier/Priscille Buors</p> <p>Trust Development – Best Practices in Setting Up a Trust</p>
	<p>Trusts Overview – 30 minutes</p> <ul style="list-style-type: none"> ✚ <i>Establishing a common understanding of a trust</i> in terms of it being an agreement between 3 entities – the First Nation(s); the Trustee(s); the Beneficiary(ies). ✚ <i>Understanding the benefits and uses of trusts</i> which can be special purpose or legacy; short-term or long-term; large value or smaller value. ✚ <i>Understanding the different types of trusts</i> which can range from sole corporate trustee models to an administrative trustee model (board of trustees) to a full community trust (no professional trustee, all community trustees) and the pros and cons of each model. ✚ <i>Understanding the Trustee(s) role</i> in terms of fiduciary duty, standard of care, prudence, confidentiality and conflicts of interest.
	<p>Group Activity – Trustee Fiduciary Duty Case Study – 15 minutes</p>
	<p>Key Trust Structuring Decisions – 30 minutes</p> <ul style="list-style-type: none"> ✚ <i>Understanding the key elements of a Trust Agreement</i> that will have a significant impact on the ability of the Trust to meet the stated objectives: <ul style="list-style-type: none"> ○ Purpose(s) and objective(s) ○ Governance (authority and responsibilities of Trustee(s), Chief and Council, Membership) ○ Credentials and requirements for Trustee(s) ○ Disbursements and how funds can be used/released from the Trust and for which purposes including PCDs

	<ul style="list-style-type: none"> ○ Transparency and accountability in terms of frequency and type of reporting to Chief and Council and Membership; community meetings ○ Level of alignment with First Nation’s programs in terms of topping up existing programs or running entire programs from the Trust and the pros and cons of each approach ○ Ability and process to replace/terminate Trustee(s) ○ Amendment clauses and ratification requirements ○ Operating costs and fees
	Group Activity – Trust Structure Case Study – 15 minutes
	Break – 15 minutes
	A Year in the Life of a Trust – 15 minutes <ul style="list-style-type: none"> ✚ <i>Understanding the first year of a new Trust and every year thereafter</i> in terms of education and training, investments, annual budgets, disbursements, financial and operational reporting, meeting schedule with Chief and Council and Membership.
	Trust Success Stories – 15 minutes <ul style="list-style-type: none"> ✚ <i>Learning about other successful trusts</i> and how other First Nations have set-up and are using their trusts for.
	Group Activity – Trust Daily Dilemma Case Study – 15 minutes
Noon	Lunch
Day 1 1:00pm – 3:30pm TE Wealth	Facilitators: Jack Jamieson/ Gordon Clissold – Investment Planning
	Investment Planning <ul style="list-style-type: none"> ✚ <i>Importance of confirming leaderships Vision & Values</i> to ensure the proper alignment of the investment strategies with that of the Trust and Community objectives including that of future generations. ✚ <i>Importance of effective communications and Member engagement</i> which can typically yield greater buy-in towards the allocation of Trust Income relative to Community priorities. ✚ <i>Understanding sustainable withdrawal rates</i> which meet the needs of today while also ensuring sufficient growth to ensure that future generations have the same purchasing power 5, 10, 20, 30 years or more when considering the impact of inflation.. It’s about balance!

	<p>Determining the Per Capita Distribution Amount from a Financial Perspective</p> <ul style="list-style-type: none"> ✚ Requires the ability to first quantify and prioritize the needs of the Community in a sustainable and affordable manner based on current resources and revenue streams both in the near term and the future. ✚ “Balancing” the dollar value of a Per Capita Distribution while recognizing the foregoing Community needs. ✚ Benefits of establishing a community member application process for funding initiatives on a portion of the Trust as an offset to a larger PCD which can enable the Nation to maintain a larger pot of Trust capital for the Community needs. ✚ “Investment 101” and Financial Wellness Sessions for Members to understand the earning potential over time of such a payment.
	<p>Developing the Investment Policy and Content (but not limited to):</p> <ul style="list-style-type: none"> ✚ Establishing and documenting a specific Return Objective that is achievable at an acceptable level of risk. ✚ Establishing an appropriate Asset Mix including the targets and ranges ✚ Establishing an Environmental, Social, Governance and Indigenous Peoples Policy (ESGI) ✚ Establishing an effective spending policy and guidelines ✚ Roles and Responsibilities for all related parties ✚ Guidelines for evaluating the Trust performance. ✚ Conflict of interest guidelines ✚ Content of a Manager Review Policy <p>In short, a historically low interest rate environment combined with volatile capital markets has magnified the need to manage distributions and spending policies effectively. Spending policy design is critical to the longevity of the Trust’s capital preservation efforts and therefore the portfolio’s asset allocation and disbursement policies must be interrelated.</p>
	<p>Portfolio Structure Considerations</p> <ul style="list-style-type: none"> ✚ Benefits of a Multi-Manager / Multi-style approach ✚ Benefits of engaging Balanced Managers versus Specialists in terms of costs and overall Trust performance ✚ Pros & Cons of holding Pooled Funds or Segregated securities. ✚ Use of “Alternative” investments as a diversifier – Pros & Cons

	<p>The Manager Search & Selection Process</p> <ul style="list-style-type: none"> ✚ All providers exist for a reason, but all are not created equal. ✚ Diligence is required to understand the scope of providers available and how they fit “your” criteria. ✚ Hire managers for their strengths and understand their weaknesses.
	<p>Ongoing Performance Measurement, Monitoring and Reporting</p> <ul style="list-style-type: none"> ✚ Investment managers cannot always be totally objective about their own performance. Having the proper tools and reporting in place to assess the Trust’s performance is important. ✚ Trustees are not necessarily deemed negligent if the portfolio is underperforming but more so, not be aware when underperformance exists. Annual performance reviews are simply not enough- remaining informed is essential!
	<p>Session Summary and Wrap-up</p>

TIME	AGENDA ITEMS DAY 2
8:00am – 9:00 am	Hot Breakfast
Day 2 Morning – 9:00am – 10:30	Facilitator: Mark Sevestre, NATOA Reconciliation and Responsible Investment Initiative (RRII)
	<ul style="list-style-type: none"> ✚ “The National Aboriginal Trust Officers Association (NATOA) and the Shareholder Association for Research & Education (SHARE) are partners in the Reconciliation and Responsible Investment Initiative (RRII) – an innovative project that is mobilizing institutional investors as allies with Indigenous peoples in contributing to reconciliation and in building a vibrant Indigenous economy. The initiative is grounded in the Truth and Reconciliation Commission’s Principles of Reconciliation and Call to Action 92 directed towards business”
Health Break 10:30 – 10:45	
10:45 – 12:00	<p>Facilitator: Chris Sicotte, Executive Director National Aboriginal Trust Officers Association (NATOA)</p> <ul style="list-style-type: none"> ✚ NATOA is a charity organization committed to providing Indigenous Peoples of Canada with the resources and information that will help in efficiently creating, managing, and operating trusts. Chris will present an overview on this

	<p>organization and how they are a resource in areas relevant to trusts, such as investing, trust structures; accounting, tax, management, administration and legal issues and how information is available through their internet-based research library website and national/regional workshops.</p>
Noon	Lunch
1:00pm – 3:00pm	<p>Peace Hills Trust Facilitator: Georgina Villeneuve, B.Comm, MBA, MTI Vice President Trust Services</p> <p>Per Capita Distributions (PCDs)</p> <ul style="list-style-type: none"> ✚ The PCD conversation with members ✚ Alternatives to PCDs and the benefits ✚ Ramifications of PCDs ✚ Administering PCDs to members
3:00	Session Summary and Wrap-up