



SECTION 1 Alderville Community Trust – History and Purpose

1.1 Purpose

The Alderville Community Trust (ACT) is a long term investment fund designed to assist the community of Alderville First Nation and its membership in the 5 areas of community and economic development, health, education and culture. ACT operates by a Board of Trustees and the fund is governed through policies set down in a Governance Manual. The annual interest generated by the fund is disbursed across the 5 spending areas in an equitable and even handed fashion.

1.2 Background

ACT is rooted in the developments surrounding Casino Rama, the for-profit gaming facility located at Chippewas of Rama First Nation. This development occurred through the mid-to-late 1990s so that today a full-fledged gaming, entertainment and hotel facility operates at Rama. Through a complex revenue sharing agreement between Ontario, Rama and Ontario First Nations, Alderville First Nation receives an amount based on an allocation formula. These revenue disbursements are aimed at assisting the Ontario First Nations in the areas of economic, community and cultural development, health and education, as specified in the revenue sharing agreement. While there is no particular mechanism specified as to how each First Nation is to accomplish this task, Alderville First Nation chose to create a “legal trust” as its long-term investment and community development vehicle.

From 1999 to 2001 a number of meetings occurred at Alderville which centered on the use of these funds. These meetings occurred with individual entrepreneurs, members at large, program managers, council and elders. While there was a diversity of ideas surrounding these revenues eventually it was decided that a long term investment strategy would be the most viable means of creating opportunities for the community and its membership. Most of the work toward this end occurred in 2001. The trust model was developed based on the dynamics of the community, including both on and off reserve band members, and was as transparent a process as possible. As a new entity in the community, great strides were made in establishing the 7-member board at arms length from the band council, with two councillors sitting as trustees and the majority voice resting with the community at large. In July 2001 after a lengthy and aggressive development schedule, the Alderville Community Trust was signed off by the council of the day and brought into being. With that, Alderville First Nation now possesses an internally designed viable and proactive tool in meeting some of its present and future needs.





1.3 **Trust Agreement Mission Statement**

The First Nation and the Trustees acknowledge and agree that the Trust Property is intended to be held and shall be held as a long-term asset for the use and benefit of the Beneficiaries. The Trustees shall preserve the capital value of the Trust Property in accordance with the terms of the Alderville Community Trust, taking into consideration inflation and other economic conditions from time to time which in the opinion of the Trustees and their investment advisors affect the real value of the Trust Property. The Trustees shall administer the Trust in accordance with the terms set out in the Alderville First Nation Community Trust, to enhance, among other things, the growth and capacity of the First Nation in respect of community development, health, education, economic development and cultural development of the First Nation and its Members during the term of this Trust Agreement.

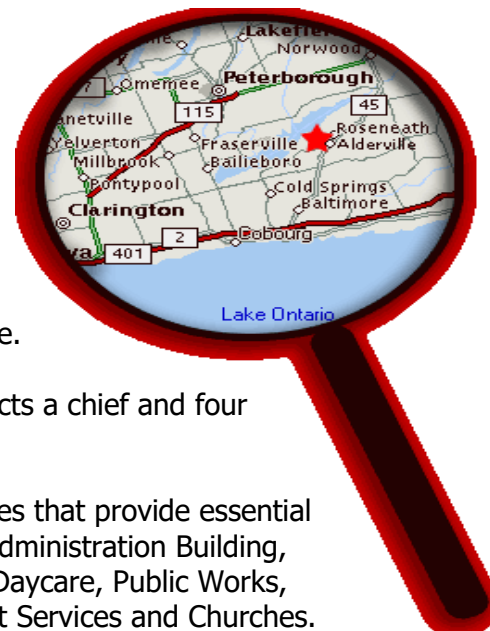
1.4 **Community Profile**

Alderville First Nation is located on the east shores of Rice Lake, 13 miles southwest of Peterborough and 30 miles north of Cobourg.

The community has a total membership of 1004, with 314 members residing on the territory and 690 members residing elsewhere.

The membership of Alderville First Nation elects a chief and four councillors every two years.

Alderville is comprised of the following facilities that provide essential services and programs to the membership: Administration Building, Health Centre, Library and Learning Centre, Daycare, Public Works, Community Centre, Seniors Complex, Student Services and Churches.



1.5 **Alderville Community Trust Trustees and Staff**

John Loukes, Chairperson
 Janet Smoke-Snyder, Vice Chairperson
 Melissa McKeown, Treasurer
 Leonard Gray, Vice Treasurer
 Dave Mowat, Trustee
 Whitney Lake, Trustee
 Gwen Barron, Trustee
 Tina Cole, Alderville Community Trust Secretary





SECTION 2 Planning and Decision Making - Trustees

Sustainable Development – Definition

Sustainable development is a pattern of resource use that aims to meet human needs while preserving the environment so that these needs can be met, not only in the present, but in the indefinite future. The term was used by the Brundtland Commission, which coined what has become the most often-quoted definition of sustainable development as development that ***"meets the needs of the present without compromising the ability of future generations to meet their own needs."***

2.1 Strategic Planning

The Trustees shall be responsible for developing and implementing long-term and short-term strategic plans for the management and use of the Trust Property, which in their absolute discretion are strategic plans consistent with the Casino Rama Revenue Agreement which directs that the Trustees with Chief and Council shall prepare a community development plan, consistent with the laws and policies of the Alderville First Nation for the First Nation and for its Members. Such strategic planning shall adopt a balanced approach for plans among the five areas identified by the Casino Rama Revenue Agreement (economic development, health, culture, education, and community development). Such strategic plans shall be reviewed annually by the Trustees in consultation with Chief and Council.

Trust Agreement, August 20th, 2001: Alderville First Nation Community Trust, Page 8-9 - Section 4.02

2.2 Community Needs Assessment

Providing funding for one or more Community Needs Assessments which the Trustees in their absolute discretion consider appropriate for the purpose of identifying needs for funding consistent with the laws and policies of the Alderville First Nation for its Members, and which is approved in accordance with the terms of the Alderville First Nation Community Trust.



Trust Agreement, August 20th, 2001: Alderville First Nation Community Trust, Page 12 - Section 6.02 (c).



2.3 Obligations of Trustees

It is the obligation of the Trustees under the Alderville First Nation Community Trust to ensure that the Trust Property is always used as a long-term asset for the use and benefit of the Beneficiaries.

The Trustees shall be responsible for developing and implementing long-term and short-term strategic plans for the management and use of the Trust Property which in their absolute discretion are strategic plans consistent with the Casino Rama Revenue Agreement which directs that the Trustees, with Chief and Council, shall prepare a community development plan, and be consistent with laws and policies of the Alderville First Nation for the First Nation and for its Members. Such strategic planning shall adopt a balanced approach for plans among the five areas identified by the Casino Rama Revenue Agreement (***economic development, health, culture, education and community development***) in such strategic plans.



The Trustees in their absolute discretion may vary or amend such strategic plans. With regards to the strategic plans developed and implemented from time to time, the Trustees shall hold and invest the Trust Property and shall use it in accordance with the terms of the Alderville First Nation Community Trust.

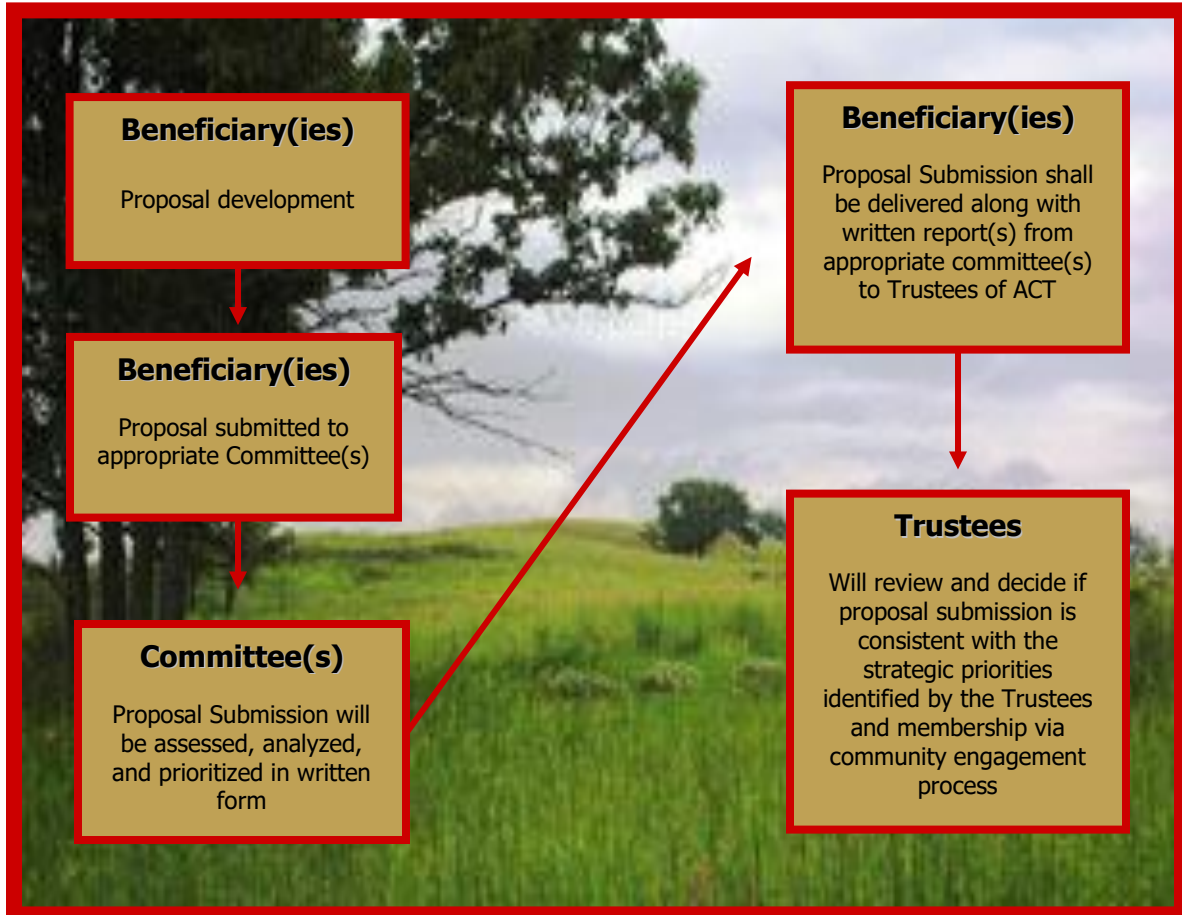
2.4 Decision Making Criteria

The following are the general criteria upon which Trustees will decide on projects to support:

- | | |
|---|---|
| ✓ Be consistent with the areas identified in the Rama Agreement. | ✓ Have a good implementation plan that is realistic and achievable. |
| ✓ Be consistent with the Strategic Investment Plan Priorities. | ✓ Have a strong chance of achieving their objectives. |
| ✓ Be strongly supported by the committee proposing it. | ✓ Be completed by people who enjoy the confidence of the Trust and sponsoring committee. |
| ✓ Be prioritized by the committee putting it forward. | ✓ Be monitored by the sponsoring committee. The committee will take responsibility for doing what it can to help the project overcome any difficulties in completion. |
| ✓ Reflect the funding available for distribution. | ✓ Be in a form requested by the Trustees |
| ✓ Provide identified benefits to the community. | |
| ✓ Be in written form, including a budget and financial projections. | |



2.5 Proposal Application Flow Chart



Trust Agreement, August 20th, 2001: Alderville Community Trust, Page 17 – Section 6.03

2.6 Investment Allocation Summary

Since Alderville Community Trust inception, the Trustees have approved investment funding allocations to the following disbursement areas in relation to projects that benefit the entire community and its people's growth and prosperity:

Community Development	Economic Development	Health	Culture	Education
28 Projects	9 Projects	14 Projects	22 Projects	33 Projects
\$178,199.00	\$50,169.00	\$149,461.00	\$102,946.00	\$151,189.00

Figures as of April 2010





SECTION 3 Investment Strategy

3.1 Overall Investment Goals

On October 16, 2008 the Trustees met to brainstorm what the Alderville Community Trust's future investment goals would be in relation to allocating financial resources to the five disbursement areas (community, economic development, education, health and culture). The following table represents what these are:

ALDERVILLE COMMUNITY TRUST		
Overall Investment Goals		
Capacity Building	COMMUNITY	Capacity Building
	Infrastructure	
	Institutions and Facilities	
	Organizations and Governance	
	Safety and Emergency Preparedness	
	Land Acquisition	
	ECONOMIC DEVELOPMENT	
	Non Profit Corporation Support	
	Small Business Investment	
	Community Feasibility Studies	
	Industrial Park Development	
	EDUCATION	
	Enhance Existing Services	
	Awards and Recognition	
	Financial and Human Resources Support	
	Supplies and Materials	
	HEALTH	
	Emergency Health Equipment Acquisition	
	Services and Resources Support	
	Health Promotion and Awareness	
Address Gaps in Family Health Services		
Traditional Health Support		
CULTURE		
Maintain and Enhance Natural Heritage System		
Tangible Cultural Heritage		
Language Preservation		
Traditional Teachings Support		
Historical Research Development and Legacy		
COMMUNITY ~ FAMILY ~ HOME		





3.2 Individual Investment Goal Descriptions

COMMUNITY

Infrastructure

Alderville Community Trust, at the discretion of its Trustees, via community input and application process may reasonably support projects that contribute to the improvement or construction of the community's infrastructure.

Institutions and Facilities

Alderville Community Trust, at the discretion of its Trustees, via community input and application process may reasonably support projects that construct, improve or enhance community owned institutions and facilities.

Organizations and Governance

Alderville Community Trust, at the discretion of its Trustees, via community input and application process may reasonably support projects that foster capacity building development of the community's organizations and governance structure.

Safety and Emergency Preparedness

Alderville Community Trust, at the discretion of its Trustees, via community input and application process may reasonably support projects that address safety issues and emergency preparedness requirements of the community.

Land Acquisition

Alderville Community Trust, at the discretion of its Trustees, via community input and application process may reasonably support projects that add to the community's existing land base.

ECONOMIC DEVELOPMENT

Non Profit Corporation Support

Alderville Community Trust, at the discretion of its Trustees, via community input and application process may reasonably support projects that contribute to the development and/or growth of a community-driven economic development non-profit corporation.





Small Business Investment

Alderville Community Trust, at the discretion of its Trustees, via community input and application process may reasonably support viable small business projects.

Community Feasibility Studies

Alderville Community Trust, at the discretion of its Trustees, via community input and application process may reasonably support community feasibility study projects.

Industrial Park Development

Alderville Community Trust, at the discretion of its Trustees, via community input and application process may reasonably support the development of an industrial park within the community.

EDUCATION

Enhance Existing Services

Alderville Community Trust, at the discretion of its Trustees, via community input and application process may reasonably support enhancement projects to existing services in the education sector for the community.

Awards and Recognition

Alderville Community Trust, at the discretion of its Trustees, via community input and application process may reasonably support the creation of new awards and recognition programs.

Financial and Human Resources Support

Alderville Community Trust, at the discretion of its Trustees, via community input and application process may reasonably support the education sector financially or increase the human resource complement to address the community's needs.

Supplies and Materials

Alderville Community Trust, at the discretion of its Trustees, via community input and application process may reasonably support the education sector in purchasing educational supplies and materials needed for the community.





HEALTH

Equipment Health Equipment Acquisition

Alderville Community Trust, at the discretion of its Trustees, via community input and application process may reasonably support the acquisition of needed emergency health equipment.

Services and Resources Support

Alderville Community Trust, at the discretion of its Trustees, via community input and application process may reasonably support the acquisition of health services and resources for the community.

Health Promotion and Awareness

Alderville Community Trust, at the discretion of its Trustees, via community input and application process may reasonably support projects that promote health awareness within the community.

Addressing Gaps in Family Health Services

Alderville Community Trust, at the discretion of its Trustees, via community input and application process may reasonably support projects that address gaps in family health services.

Traditional Health Support

Alderville Community Trust, at the discretion of its Trustees, via community input and application process may reasonably support the acquisition of traditional health services for the community.

CULTURE

Maintain and Enhance Natural Heritage System





Tangible Cultural Heritage

Alderville Community Trust, at the discretion of its Trustees, via community input and application process may reasonably support projects that preserve or acquire tangible cultural heritage assets for the community.

Language Preservation

Alderville Community Trust, at the discretion of its Trustees, via community input and application process may reasonably support projects that help preserve the language of the community.

Traditional Teachings Support

Alderville Community Trust, at the discretion of its Trustees, via community input and application process may reasonably support projects that facilitate traditional teachings within the community.

Historical Research Development and Legacy

Alderville Community Trust, at the discretion of its Trustees, via community input and application process may reasonably support projects that undertake historical research which translate into protecting our community's legacy.

3.3 Anticipated Outcomes

Vision

Trustees will work toward achieving a vision of the First Nation as "a financially secure community" that uses the Trust funds wisely" in accordance with its Mission.

Policy Adopted: October 10, 2002

Mission

Alderville Community Trust's mission is to promote the long-term socio-development of the First Nation through the "prudent investment of funds" and the "use of the interest earned" to support projects that are important for the community's development. In doing so, it will act in accordance with the Trust Agreement and the Alderville Sustainable Community Development Plan.

Policy Adopted: October 10, 2002





SECTION 4 Strategic Priorities

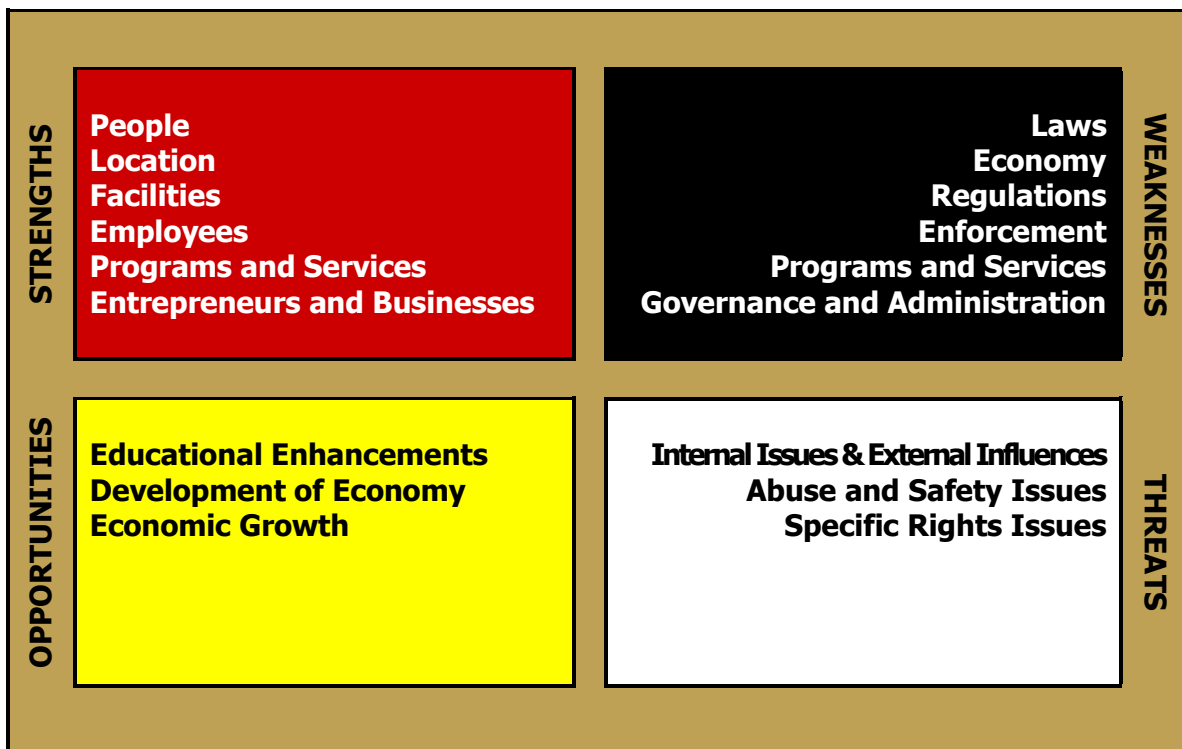
4.1 SWOT Analysis

A SWOT analysis is a strategic balance sheet of an organization; that is the strengths of the organization, the weaknesses of the organization, the opportunities facing the organization, and the threats facing the organization. To respond effectively to changes in the environment, we must understand our external and internal contexts so we can develop a vision and a strategy that link the two. We need to weave together our understanding of our organization and our actions to develop a future. The purpose of the SWOT analysis is to provide information on our strengths and weaknesses in relation to the opportunities and threats we face.

http://www.ryerson.ca/~kjensen/strategic_planning/swot.html

In 2009 the people of the community, both on and off reserve, participated in Alderville First Nation's community questionnaire process. While the numbers were not as strong as the Trustees had hoped for, this engagement exercise did facilitate the membership sharing what they felt were the community's strengths, weaknesses, opportunities and threats.

Subsequently, a Findings Report was produced that captured the membership's input/contributions as demonstrated by the following chart from the Community Questionnaire exercise in 2009:





4.2 Characteristics and Qualities

The following represents what the members of the community views as **extremely important** characteristics and qualities of Alderville First Nation:



4.3 Governance Priority



The members strongly indicated that a Council Manual should be articulated and include the following components:

Principles
Code of Conduct
Conflict of Interest
Decision-making Process
Capacity Building



4.4 Economy Priorities



Members of the community felt it was extremely important that Alderville First Nation should secure a **revenue sharing agreement** on its traditional territory and develop **community owned businesses**.

4.5 Community Priorities

Members of the community felt it was important to create a **heritage centre** and **address the policing** needs within Alderville First Nation.



4.6 Administrative Priorities



Members of the community felt it was extremely important to **address the water well issues** and that it was important to address the **Ojibway language retention issue** in Alderville First Nation.

4.7 Infrastructure Priorities



Members of the community stated they would support making improvements/ rebuilding the following infrastructure or facilities:

**Administration Building
Campgrounds
Vimy Ridge**

4.8 Recreation Priorities

Members of the community stated the following age group needs more recreational programs created for it:

**11-14 years of age
15-19 years of age
Over 51 years of age**



4.9 Recreation Facility Priorities



Members of the community stated the following recreation facilities were viewed as being a top priority for them:

**Outdoor skating rink
Senior centre
Bicycle/pedestrian trails
Arena**

4.10 Land Acquisition Priorities



Members of the community stated the following land acquisition was their collective priorities:

**Waterfront
Future Growth and Expansion
Recreation**

4.11 Business Development Priorities

Members of the community would like to see the following business development priorities created in Alderville First Nation:

**Environmentally Friendly Manufacturing
Manufacturing
Recycling**



4.12 Business Training Priorities



Members of the community would like access to the following information and/or training in relation to starting a business:

**Business Plan Development
Financial/Accounting
Marketing/Advertisement**

4.13 Health Service Priorities



Members of the community identified the following health services they would like to access in Alderville First Nation:

Health practitioners
Alternative health practitioners
Physical activities

4.14 Health Topic Priorities

Members of the community said they would like to see the following health topics presented in the community:

Diabetes
Drug and alcohol prevention
Obesity



4.15 Traditional Health Topic Priorities



Members of the community said they would like to see the following traditional health topics presented:

Teachings
Medicine
Ceremonies

4.16 Educational Course Priorities



Members of the community said they would like to see the following educational courses offered by the Education Department:

**Business
Licences
Vocational**

4.17 Education Service Priorities

Members of the community would like to see the following existing services/programs enhanced or improved to the meet the needs of the community:

**Financial
Incentive
Support
Programs**



4.18 Coordinated Events Priorities



Members of the community would like to see the following coordinated events offered in Alderville First Nation:

**Variety of events/activities
Conferences/workshops/seminars
Dinners**

4.19 Culture/Natural Heritage Preservation Priorities



Members of the community said the following in order to preserve Alderville's culture and natural heritage:

Variety of Actions/Steps
Infrastructure
Landscape
Promotion

4.20 History and Legacy Priorities

Members of the community said the following actions are needed to preserve Alderville's history and the people's legacy:

Infrastructure

Ensure people are mindful regarding specific principles

Develop certain initiatives

Anything developed should be done so with our youth in mind

Ensure the community is engaged



SECTION 5 Vision of Tomorrow

A simple definition of **leadership** is that leadership is the art of motivating a group of people to act towards achieving a common goal.

Susan Ward

5.1 Leadership of Alderville First Nation



Left to Right: Councillor Dave Mowat; Councillor Leonard Gray; Councillor Randy Smoke; Chief James Marsden, and; Councillor Pam Crowe

The position of leadership for Alderville First Nation is a challenging but rewarding one that is bestowed upon by the people they represent. Every two years the membership elects its Chief and Councillors to oversee the overall mobilization of the community's resources, both financial and human, to achieve a greater and prosperous community.

As the voice of Alderville First Nation, the Council endeavours to bring forth positive changes for the next seven generations and diligently carries out their work while being mindful of the membership's input through various forums and engagement processes.

Subsequently the next sub-section, vision framework, is a reflection of what the membership shared during the community engagement process and findings report dated 2009.

5.2 Vision Framework



HEALTH VISION

Family

Home

Infrastructure needs are realized
Program enhancements are achieved
Health professionals are recruited and sustained
Member's accessibility to health services are fulfilled

Community

EDUCATION VISION

Family

Home

Guidance maintained
Language and culture supported
Additional human resources realized
Encouragements and achievements are attained
Additional financial support for students are met
Instructional and infrastructure needs accomplished

Community

ADMINISTRATION VISION

Family



Home

**Communication is superior
Infrastructure needs are constructed
Policies are completed and enforced fairly
Personnel complement is realized and sustained**

Community

YOUTH VISION

Family



Home


**Specific social activities are coordinated
Education is paramount amongst the youth
More recreational opportunities are developed
Specific prevention programs are implemented
Traditional activities and teachings are facilitated**

Community



ELDERS VISION

Family



Support for Elders is continuous
Outings for Elders are coordinated
Voice of the Elders is utilized to the fullest
Specific infrastructure needs for Elders are constructed

Home

Community





APPENDIX A

Alderville Community Trust's Operational Vision