



Strategic Plan

Strategic Planning is not carried out in isolation from other functions of the organization. It is a critical part of good governance and sound management. A plan that will be used to full advantage is one that is integrated into a cycle of governance and management activities.

The Chief and Council of QMFN, through the Strategic Planning and Governance Committee, created a planning model that incorporates multi-year activity with on-going evaluation and annual plan updates. The first plan is for three years and focuses on 13 functional areas. They are:

- 1 Economic development:** The wealth creation work involving investment in Band owned businesses and other ventures designed to create financial wealth, and be the primary means of creating own source revenue.
- 2 Community economic development and capacity building:** The economic and developmental factors that go into creating healthy communities, such as Band member employment and building infrastructure.
- 3 Aquatic conservation:** The River Guardians and MAMKA programs that QMFN inherited upon its creation.
- 4 Employment:** Programs under ASETS and other third party funds that are meant to create access to the labour force for Band members.
- 5 Training:** Programs under ASETS and other third party funds that are meant to access employment and technical skills training for Band members.
- 6 Post-secondary education:** Programs funded under AANDC Post-secondary Education program intended to fund Band members in post-secondary programs.
- 7 Health and social:** The Non-insured Health Benefits program of AANDC and any other programs and activities to address health and social issues.
- 8 Culture and heritage:** The efforts to educate Band members, the public and other stakeholders about the culture and heritage of the Mi'Kmaq people.
- 9 Finance:** The budgeting, accounting, banking, reporting and all other financial functions of the Band.
- 10 Organizational operations:** The administrative functions of the Band, including Human Resources, Information Technology, office management, elections, Annual General Assemblies and other special functions.
- 11 Communications:** Functions including membership relations, government relations, media relations, advertising, web strategy, and image and brand management.
- 12 Governance:** The policies and practices by which the Council governs the Band.
- 13 Band Development:** Band-wide initiatives that are usually project based and have a significant impact on the entire organization.

QMFN Strategic Planning Cycle

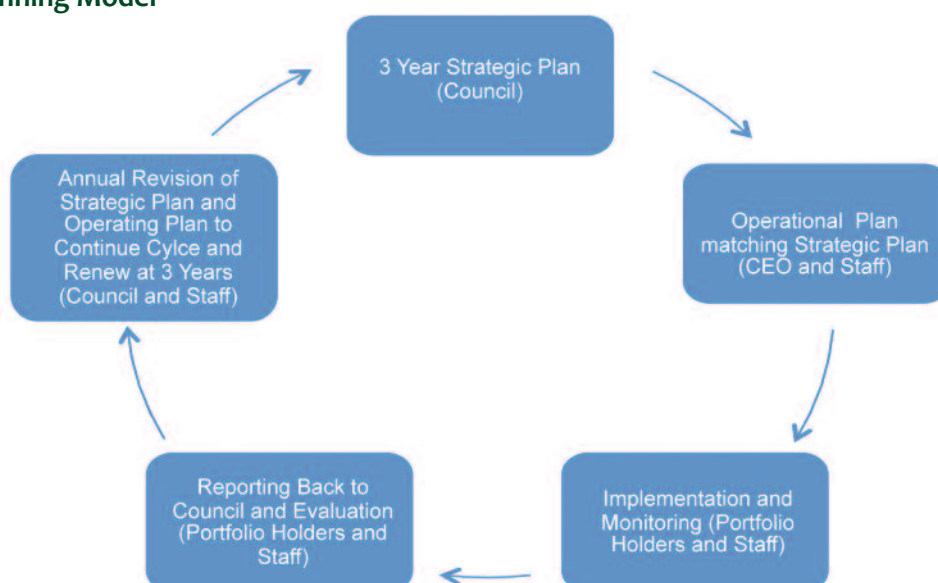
The Strategic plan is intended to be renewed at the end of each fiscal year. The Plan revisions are based on the interaction between the Council and staff throughout the year and an evaluation at the end of the year.

The portfolio model of Council has each Councillor oversee one of the functional areas listed above. These portfolio holders meet with staff and other Councillors throughout the year to monitor the organization's work towards its objectives in each area. The Councillors report back to each Council Meeting on the work to do date. Council can give feedback to the CEO at each meeting on how they feel the work is progressing.

The portfolio areas of responsibility are:

- 1 Finance: Responsible for finance, including budgeting
- 2 Community Economic Development: Responsible for the implementation of the sections of the Economic Development Plan that address community economic development and capacity building
- 3 Strategic Planning and Governance: Responsible for the Annual Strategic Planning process and the development of governance policies
- 4 Culture and Heritage: Responsible for cultural and heritage initiatives
- 5 Training and Post-secondary Education: Responsible for training and education programs
- 6 Fisheries: Responsible for fisheries initiatives and Aquatic Conservation
- 7 Employment: Responsible for employment programs
- 8 Health and Social: Responsible for NIHB and other health or social programs
- 9 Administration: Responsible for Organizational Operations
- 10 Executive: Responsible for over-sight between Council meetings, as well as Communications and Band Development

Figure 1: Planning Model



The Strategic Plan is not meant to be so structured that changes can't be made during the year. The Band Council can change directions and focus at any time as opportunities arise or circumstances and the environment change.

Evaluation of the Plan is carried out at the direction of Council at year end and before revisions are made for the strategic directions for the following year. Whether the plan is multi-year or a single year the Council has the opportunity to carry out a formal evaluation using outside evaluators or using in-house resources for a less formal process.

Figure 1 represents a visual interpretation of the Strategic Planning model adopted by QMFN to begin its planning activities. This model was designed to be flexible and still provide a structure for the often fluid work and planning processes of an organization such as QMFN.

The multi-year Strategic Plan is created through consultation with Council, staff and members. At its most basic level it is intended to guide progress towards fulfilling the Mission Statement of the organization. The Band Chief and Council are ultimately responsible for the creation, implementation, evaluation and revision of the Strategic Plan.

An annual Operating Plan to match the objectives of the Strategic Plan is developed by the CEO and staff. This document includes an annual budget to match the operating plan and details how the staff will address the broad goals and objectives of the Strategic Plan.

The operating plan is implemented by staff in coordination with the portfolio model established by Council. Council members on the committees are responsible for supporting the strategic and operating plans at a policy level. They would only get involved with operating issues at the request of staff. The staff report to the CEO, not the Councillors, for all operational issues.

The holder of each portfolio reports back to Council on the progress towards achieving the goals of the Strategic Plan at each Council meeting. Staff people assist with the reporting function by providing information on activities and outcomes. Council has the ultimate responsibility to determine if objectives are being met and to direct the CEO towards those objectives.

The Council is responsible for evaluating the success of the Strategic Plan on an annual basis. The CEO reports on the success of the Operating Plan on an annual basis. Changes are made to both plans to reflect changes in the objectives, new environments and the outcomes achieved. At the end of a 3 year cycle the process is started again.

The CEO can incorporate the strategic and operating objectives from the plans into the annual performance evaluations of staff in a separate but related process. The Council can also use the plans to assist in the evaluation of the CEO.

Strategic Planning Goals and Objectives

QMFN is a new organization. It has to develop sound financial and administrative systems as the basis for organizational development. While other activities will be on-going during the first years of the organization the Council must ensure that finance and administration receive appropriate attention.

The Strategic Plan does not stand alone as a planning document. QMFN has already developed an ASETS Business Plan and a Human Resource Strategy. An Economic Development Strategy is being finalized. All of the objectives that are articulated in those plans must be brought forward and combined with the Strategic Plan.

The Band also operates in a fast changing environment. While government funding comes with a level of certainty there are also many variables out of the control of the Band that ultimately determine funding levels in any given year. Market conditions change rapidly, public policy is always evolving, staff recruitment presents challenges, Band elections will mean changes, and many other factors will contribute to the fast-paced and ever-changing environment in which the organization operates.

All of these factors mean that the initial goals objectives for the Band will necessarily be of varying scope. Some will be broad and far-reaching while others will be much more specific and exact.

Economic Development

Goal 1: Create a strategic approach to Band revenue generation that is based on objective evaluation of economic opportunities.

Short-term Objectives (1 – 12 Months)

- Develop a Strategic Economic Plan for QMFN that addresses wealth creation
- Explore third party funding options, such as the Community Economic Development Program and the Community Economic Opportunity Program from AANDC, to create capacity for business development initiatives as outlined in the Strategic Economic Plan
- Recruit appropriate levels of staffing, including an Economic Development Manager, to create human resources capacity
- Create an Economic Development Corporation that is owned by the Band and is governed by its own Board of Directors with Council representation
- Implement the areas of the Strategic Economic Plan that address wealth creation and are appropriate to be put into immediate operation, through the Economic Development Corporation (Prioritization of Tier One opportunities)

Medium Term Objectives (13 – 24 Months)

- Monitor and evaluate the work of the Economic Development Corporation through Council representation on the Board of Directors
- Continue to explore third party funding from the private and public sectors to increase capacity for business development
- Prioritize development of Tier One, Two and Three opportunities as identified in the Strategic Economic Plan
- Evaluate and develop new business opportunities as they become available

Long Term Objectives (25 – 36 Months)

- Monitor the work of the Economic Development Corporation through Council representation on the Board of Directors
- Use an external third party to evaluate the work of the Economic Development Corporation and up-date Strategic Economic Plan

Measures: Create a strategic approach to Band revenue generation that is based on objective evaluation of economic opportunities.

- Fully functioning Economic Development Corporation with a Board of Directors in place by March 31, 2013
- Appropriate staffing in place by March 31, 2013
- Business ventures are generating net revenues by March 31, 2014
- Third party evaluation of the Economic Development Corporation completed by March 31, 2015
- Strategic Economic Plan up-dated by March 31, 2015

Community Economic Development

Goal: Assist QMFN communities to improve economic related outcomes for Band members

Short-term Objectives (1 – 12 Months)

- Develop a Strategic Economic Plan for QMFN that addresses community economic development
- Explore third party funding options, such as the Community Economic Development Program and the Community Economic Opportunity Program from AANDC, to create capacity for community economic development initiatives as outlined in the Strategic Economic Plan
- Confirm the responsibility for Community Economic Development within the staffing and organizational structure on QMFN
- Start development of the Mi'Kmaq Business Development Centre and the Qalipu Business Network, as outlined in the Strategic Economic Plan
- Prioritize remaining initiatives from the Strategic Economic Plan
- Create an Operating Plan that identifies staff activities to achieve Council's goals and objectives

Medium Term Objectives (13 – 24 Months)

- Monitor and evaluate the work on community economic development through the Council portfolio committee model
- Appropriately resource and manage developed projects
- Continue to develop projects as identified in the Strategic Economic Plan
- Evaluate and develop new community economic opportunities as they become available

Long Term Objectives (25 – 36 Months)

- Continue to monitor and evaluate the work on community economic development through the Council portfolio committee model
- Administer developed projects
- Continue to develop projects as identified in the Strategic Economic Plan
- Evaluate and develop new community economic opportunities as they become available
- Use an external third party to evaluate the Band's community economic development work and up-date the Strategic Economic Plan

Measures: Assist QMFN communities to improve economic related outcomes of members

- Responsibility for community economic development confirmed within the Band's staffing and organizational model by March 31, 2013
- Annual business plan created for each fiscal year
- Development of the Mi'Kmaq Business Development Centre and the Qalipu Business Network completed by September 30, 2013
- Formal third party evaluation completed by March 31, 2015
- Up-dated Strategic Economic Plan by March 31, 2015

Aquatic Conservation

Goal: Work with strategic partners to enhance the conservation of aquatic resources in Mi'Kmaq communities

- Short-term Objectives (1 – 12 Months)
- Maintain the River Guardian Program through third party funding
- Sustain partnership activities under MAMKA
- Develop new feedback opportunities from Band members on conservation and research topics
- Confirm the responsibility for aquatic conservation in the Band's staffing and organizational model

Medium Term Objectives (13 – 24 Months)

- Maintain the River Guardian Program through third party funding
- Sustain partnership activities under MAMKA
- Use member feedback to initiate MAMKA activities

Long Term Objectives (25 – 36 Months)

- Maintain the River Guardian Program through third party funding
- Sustain partnership activities under MAMKA
- Use member feedback to initiate MAMKA activities
- Evaluate QMFN's on-going participation in aquatic conservation activities

Measures: Work with strategic partners to enhance the conservation of aquatic resources in Mi'Kmaq communities

- Regular participation in MAMKA activities
- Annual River Guardian programs
- Responsibility for aquatic conservation confirmed within the Band's staffing and organizational model by March 31, 2013
- Evaluation of QMFN's on-going participation in aquatic conservation activities by March 31, 2015

Employment, Training and Post-Secondary Education

Goal: Maximize the access of Band members to employment, training and post-secondary education opportunities

Short-term Objectives (1 – 12 Months)

- Develop a fully functional Labour Force Database (LFD)
- Increase Band member registration on the LFD
- Use labour force information from the LFD to target employment and training programs at priority areas
- Redevelop the ASETS business plan to include the creation of QMFN
- Integrate the ASETS business plan into the operational plan for Work Force Qalipu
- Develop a working partnership with the Department of Advanced Education and Skills (AES)
- Develop working partnerships with potential employers, training institutions and post-secondary educational institutions
- Confirm the responsibility for employment, training and post-secondary education within the Band's staffing and organizational model
- Explore third party funding to increase capacity

Medium Term Objectives (13 – 24 Months)

- Increase Band member registration in the LFD
- Develop and maintain working partnerships with potential employers, training institutions and post-secondary educational institutions
- Confirm third party funding to increase capacity
- Address issue of post-apprenticeship barriers through advocacy and program development
- Monitor and evaluate the Band's work in employment, training and post-secondary education through Council's portfolio committee model

Long Term Objectives (25 – 36 Months)

- Monitor and evaluate the Band's work in employment, training and post-secondary education through Council's portfolio committee model
- Develop and maintain working partnerships with potential employers, third party funders, training institutions and post-secondary educational institutions
- Formally evaluate the Band's work in employment, training and post-secondary education

Measures: Maximize the access of Band members to employment, training and post-secondary education opportunities

- A fully functional LFD by October 31, 2012
- 80% of QMFN workforce registered in the LFD by March 31, 2015
- Responsibility for employment, training and post-secondary education confirmed within the Band's staffing and organizational model by March 31, 2013
- Redevelopment of the ASETS business plan by September 30, 2012
- Creation of a Work Force Qalipu operational plan, including integration of the ASETS business plan by October 31, 2012
- Signed partnership agreement with AES by March 31, 2013
- Signed partnership agreements with employers in each fiscal year
- Signed partnership agreements with training institutions and post-secondary educational institutions in each fiscal year
- Maximum use of all available funding for programs in each fiscal year
- Formal evaluation complete by March 31, 2015

Health and Social

Goal: Improve access to health and social programs for Band members

Short-term Objectives (1 – 12 Months)

- Confirm the responsibility for health and social programs within the Band's staffing and organizational model
- Maintain QMFN involvement with the Non-Insured Health Benefits program
- Identify specific third party funding options for health and social programs in the areas of diabetes, aging, chronic disease prevention and mental health

Medium Term Objectives (13 – 24 Months)

- Expand health, social and wellness activities through third party grants
- Maintain QMFN involvement with the Non-Insured Health Benefits program

Long Term Objectives (25 – 36 Months)

- Expand health, social and wellness activities through third party grants
- Explore QMFN involvement with administering the Non-Insured Health Benefits program
- Evaluate the Band's health and social programs

Measures: Improve access to health and social programs for Band members

- Responsibility for health and social programs confirmed within the Band's staffing and organizational model by March 31, 2013
- Third party grant applications submitted in the areas of aging, diabetes, chronic disease prevention and mental health by March 31, 2013
- Program funding for the areas of aging, diabetes, chronic disease prevention and mental health obtained by June 30, 2013
- Formal evaluation carried out by March 31, 2015

Culture and Heritage

Goal: Increase Band member's knowledge of the Mi'Kmaq culture and heritage

Short-term Objectives (1 – 12 Months)

- Confirm the responsibility for culture and heritage within the Band's staffing and organizational model
- Explore third party funding opportunities to increase capacity for development of culture and heritage projects
- Identify potential partners to collaborate on culture and heritage initiatives
- Identify elders and other stakeholders within the Band and larger Mi'Kmaq community to develop structures and functions that will preserve traditional practises and knowledge
- Develop and implement educational programs that will focus on educating Band members about Mi'Kmaq culture and heritage

Medium Term Objectives (13 – 24 Months)

- Create a charitable foundation with a mandate to educate Band members and the public about the Mi'Kmaq culture and heritage, and to organize volunteer activities
- Confirm partnerships and third party funding to increase capacity
- Consult with membership on developing QMFN cultural events
- Start development of QMFN cultural events

Long Term Objectives (25 – 36 Months)

- Charitable foundation becomes self-sustaining through revenue development activities independent of Band activities
- Begin holding at least one annual QMFN cultural event

Measures: Increase Band member's knowledge of the Mi'Kmaq culture and heritage

- Responsibility for culture and heritage confirmed within the Band's staffing and organizational model by March 31, 2013
- Partnerships with interested stakeholders confirmed by March 31, 2013
- Third party funding confirmed by March 13, 2013
- Educational programs operational by March 31, 2013

- Charitable foundation created with a functioning Board of Directors by September 31, 2013
- Charitable foundation self-sustaining independent of Band funding by March 31, 2015
- Begin holding an annual QMFN cultural event by October 31, 2014

Finance

Goal: Provide financial accountability to funders, Band members and interested stakeholders

Short-term Objectives (1 – 12 Months)

- Confirm the responsibility for finance within the Band's staffing and organizational model
- Financial By-laws and operating policies will be developed and implemented to demonstrate accountability and transparency
- Financial reporting to Council will be refined to improve understanding of financial information and QMFN financial reports
- Maintain a balance of expenditures over revenue at year end
- Develop a balanced budget for Fiscal Year 2012 – 2013
- Present audited annual statements publicly

Medium Term Objectives (13 – 24 Months)

- Increase Council's knowledge of financial issues through on-going education and training
- Maintain a balance of expenditures over revenue at year end
- Develop a balanced budget for Fiscal Year 2013 - 2014
- Present audited annual statements publicly

Long Term Objectives (25 – 36 Months)

- Maintain a balance of expenditures over revenue at year end
- Develop a balanced budget for Fiscal Year 2014 – 2015
- Explore developing multi-year budgets
- Present audited annual statements publicly

Measures: Provide financial accountability to funders, Band members and interested stakeholders

- Responsibility for finance confirmed within the Band's staffing and organizational model by March 31, 2013
- Balanced budgets approved by Council
- Revenues over expenditures balanced at each year end
- Audited annual statements published for public viewing

Organizational Operations

Goal: Administer and manage the work of QMFN professionally and accountably

Short-term Objectives (1 – 12 Months)

- Confirm the responsibility for organizational operations within the Band's staffing and organizational model
- Publish an annual report of Band activities
- Hold monthly staff meetings
- Implement the Human Resources Strategy
- Develop and implement an operating plan for Fiscal Year 2012 - 2013

Medium Term Objectives (13 – 24 Months)

- Explore the possibility of the Band seeking ISO certification
- Up-date the Human Resource Strategy
- Publish an annual report of Band activities
- Hold monthly staff meetings
- Develop and implement an operating plan for Fiscal Year 2013 - 2014

Long Term Objectives (25 – 36 Months)

- Decide on ISO certification
- Publish an annual report of Band activities
- Hold monthly staff meetings
- Develop and implement an operating plan for Fiscal Year 2014 - 2015

Measures:

- Responsibility for organizational operations confirmed within the Band's staffing and organizational model by March 31, 2013
- Annual reports published
- Annual operating plans created
- Monthly staff meetings held and minutes recorded

Communications

Goal: Proactively engage funders, Band members and other interested stakeholders in the activities and accomplishments of QMFN

Short-term Objectives (1 – 12 Months)

- Confirm the responsibility for communications within the Band's staffing and organizational model
- Create an annual communications plan for QMFN, identifying key audiences, messaging and mode of communication
- Implement the communications plan

- Continually enhance the Qalipu.ca website to improve the Band's ability to communicate
- Continually develop and maintain relationships with key funders and other stakeholders in order to advance the mandate of QMFN
- Use the 2012 - 2013 Annual General Assembly to celebrate the creation of the Qalipu Mi'kmaq First Nation

Medium Term Objectives (13 – 24 Months)

- Up-date and implement the annual communications plan
- Continually enhance the Qalipu.ca website to improve the Band's ability to communicate
- Continually develop and maintain relationships with key funders and other stakeholders in order to advance the mandate of QMFN

Long Term Objectives (25 – 36 Months)

- Up-date and implement the annual communications plan
- Continually enhance the Qalipu.ca website to improve the Band's ability to communicate
- Continually develop and maintain relationships with key funders and other stakeholders in order to advance the mandate of QMFN

Measures: Proactively engage funders, Band members and other interested stakeholders in the activities and accomplishments of QMFN

- Responsibility for communications confirmed within the Band's staffing and organizational model by March 31, 2013
- Communications plan created and implemented for each fiscal year
- Celebration of QMFN creation held during the 2012 – 2013 AGA

Governance

Goal: Create an accountable and transparent governance model for the QMFN Chief and Council

Short-term Objectives (1 – 12 Months)

- Confirm the responsibility for governance within the Band's staffing and organizational model
- Hold an Annual General Assembly
- Develop and implement a Code of Ethics for the Council
- Develop and implement Conflict of Interest Guide lines for the Council
- Develop and follow Governance Policies for the Council
- Develop and implement a Strategic Plan for QMFN
- Hold regular Council meetings and record proceedings
- Regularly self-evaluate Council meetings

Medium Term Objectives (13 – 24 Months)

- Hold an Annual General Assembly
- Hold regular Council meetings and record proceedings
- Regularly self-evaluate Council meetings
- Hold a Council retreat to review governance policies

Long Term Objectives (25 – 36 Months)

- Hold an Annual General Assembly
- Hold regular Council meetings and record proceedings
- Regularly self-evaluate Council meetings
- Hold a Council retreat to review governance policies

Measures: Create an accountable and transparent governance model for the QMFN Chief and Council

- Responsibility for confirmed within the Band's staffing and organizational model by March 31, 2013
- Annual General Assembly held in each fiscal year
- Council meeting held regularly and proceedings are recorded

Band Development

Goal 1: Maximize the benefits to the Band from the Muskrat Falls Hydroelectric project

Objectives:

- Explore options for negotiating a benefits agreement with Nalcor Energy
- Explore options for negotiating a benefits agreement with Emera Energy
- Apply for third party funding to support the negotiation process
- Communicate directly with the industrial partners, contractors and sub-contractors of the project
- Negotiate the maximum benefits for QMFN and its members

Measures: Negotiate a benefits agreement with Nalcor and Emera concerning the Muskrat Falls project

- Formal communications with Nalcor Energy and Emera Energy, contractors and sub-contractors
- Establishment of negotiated benefits for QMFN from the Muskrat Falls project

Goal 2: Confirm a long-term funding model with Canada through Aboriginal Affairs and Northern Development Canada

Objectives:

- Research and explore funding options from AANDC
- Develop a negotiation strategy to secure appropriate long-term funding considering the number of Band members
- Communicate directly with AANDC about funding issues
- Achieve an agreement on secure long-term funding for QMFN

Measurements:

- Funding agreement in place

Goal 3: Hold the first Chief and Council election for the Qalipu Mi’Kmaq First Nation

Objectives:

- Develop the membership list to serve as the voter’s list
- Develop all election protocols, policies and procedures
- Hold election within the required timeframe

Measurements:

- Election held within the required timeframe

Summary

The Qalipu Mi’Kmaq First Nation Band has developed its first Strategic Plan. The Plan was created through consultation with members and by the work of the Council, the Strategic Planning and Governance Committee and the CEO. Area specific plans and previous work by the organization have been incorporated into this Strategic Plan.

The first Mission and Values Statement for QMFN has been created as part of the planning process and multi-year objectives have been identified for 11 functional areas. The planning cycle begins with the acceptance of the Strategic Plan by Council and sets out goals and objectives for three years