

Strategic Priority 1: Member Services

Qalipu exists for the betterment of its' Members. It is fundamental for the Band to continue to provide programs and services for its people. The Band Council is committed to continuing to support and enhance educational training and employment programs to help Members enter or return to the work force, as well as increasing health and community economic development.

Key Objectives:

- Continue to increase services available to Members.
- Increase self-sufficiency of Members.
- Leverage band size to obtain benefits for Members.

Priority Initiatives:	Division	Measure of Success
1. Conduct further research to pursue Aboriginal Rights for Members.	Executive Office	Develop a work plan by October 31, 2016; Continue research through to March 31, 2020.
2. Provide funding to qualifying applicants for books and tuition costs.	Work Force Qalipu (Edu & Training)	Provide 100% of qualifying applicants some level of assistance during program.
3. Inform Members of third party funding options (e.g. bursaries by disciplinarians, etc.) to increase work force capacity.	Work Force Qalipu (Edu & Training)	Create a dedicated page on Qalipu.ca by December 31, 2015 to be updated quarterly.
4. Receive Council approval for the Micro lending Framework and launch program.	Service Qalipu (Comm. Ec. Dev.)	Council approval obtained by September 30, 2015. Program to be launched by January 31, 2016.
5. Leverage band size to obtain member benefits (e.g. discounted insurance rates for Members).	Service Qalipu (Comm. Ec. Dev.)	Project Lead in place by October 31, 2015. At least one benefit obtained annually to March 31, 2020.
6. Pilot Business Wings program in partnership with Ulnooweg Development Group.	Service Qalipu (Comm. Ec. Dev.)	Partnership formalized and student pilot program launched by March 31, 2016.
7. Complete Asset Mapping Project to assist Member businesses with growth.	Service Qalipu (Comm. Ec. Dev.)	Identification of new Qalipu member businesses by March 31, 2017.

Priority Initiatives:	Division	Measure of Success
8. Expand administration activities of the Non-Insured Health Benefits program (medical transportation, short-term mental crisis, vision).	Operations (Health & Social)	Administer regional services by March 31, 2017.
9. Create a Health Development Strategy.	Operations (Health & Social)	Health survey conducted by March 31, 2017. Develop strategic plan by March 31, 2018.
10. Assess the need amongst membership for a Mental Health and Traditional Healing Centre.	Operations (Health & Social)	Health survey conducted by March 31, 2018 to assess need.
11. Identify third-party funding options for health and social programs (e.g. diabetes, aging, chronic disease, mental health).	Operations (Health & Social)	Report of available programs and funding options to be provided by March 31, 2018.
12. Explore other Non-Insured Health Benefit programs (pharmacy, dental, medical supplies).	Operations (Health & Social)	Assess feasibility of other programs by March 31, 2019.

Strategic Priority 2: Brand and Communications

With the establishment of Qalipu comes the need for strategic brand development. With the recent hiring of a Marketing and Communications Coordinator, the Council is committed to developing the Qalipu brand and strengthening communications, both internally and externally.

Key Objectives:

- Continually develop and maintain relationships with key funders and other stakeholders to advance our mandate.
- Develop a public relations strategy.
- Increase Council engagement with Members within wards.

Priority Initiatives:	Division	Measure of Success
1. Each Ward Councillor to hold an annual meeting with Members.	Council	At least one annual meeting held by each Ward Councillor.
2. Increase communication with the Province of NL regarding the duty to consult with Qalipu.	Executive Office	Inform provincial government regarding all steps in Aboriginal Rights Case by March 31, 2016.
3. Evaluate and make a decision on formal national affiliation for Qalipu.	Executive Office	Decision made regarding formal affiliation by April 1, 2016.
4. Develop a working, strategic partnership with the Department of Advanced Education and Skills (AES).	Work Force Qalipu (Edu & Training)	Assessment of roles and responsibilities of AES matched against Qalipu to identify synergies and target networking relationships by March 31, 2016.
5. Consult with members through GINU and other media to develop QMFNB culture events.	Service Qalipu (Culture & Heritage)	Enhance GINU with a cultural module by March 31, 2017.
6. Create the Qalipu identity – document teachings, language training, educational awareness, etc.	Service Qalipu (Culture & Heritage)	Create Band led cultural programming (at least one of each) by March 31, 2018.
7. Increase communication and collaboration with other enforcement and research agencies.	Service Qalipu (Natural Resources)	Extend relationships with external partners to expand research and enforcement opportunities.

Priority Initiatives:	Division	Measure of Success
8. Increase internal and external communications regarding environmental issues.	Service Qalipu (Natural Resources)	Starting October 1, 2015, forward Qalipu stories to national aboriginal newsletters. At quarterly staff meetings, have one environmental issue highlighted.
9. Identify partners for the Qalipu Business Development Centre.	Service Qalipu (Comm. Ec. Dev.)	Secure at least one partner by March 31, 2016. Obtain at least one source of funding by March 31, 2016. Hire Economic Development Officer by March 31, 2016.
10. Launch the Mi'kmaq Business Development Centre and promote the Qalipu Business Network.	Service Qalipu (Comm. Ec. Dev.)	Centre launched by March 31, 2016. Increase network businesses by 20% annually. Increase Business Forum participation by 20% annually. Identify one new business member opportunity annually to March 31, 2020.
11. Review and refine an annual communications plan – identifying key audiences, messaging and medium.	Operations (Administration)	Annual communications plan to be approved by Council by December 31, 2015 and progress reported quarterly.
12. Create a new interactive website to improve site content to engage Members and stakeholders.	Operations (Administration)	New website deployed by December 31, 2015.
13. Create a calendar of cultural events on the website.	Operation (Administration)	Qalipu.ca and QCF website to include events calendar by March 31, 2016.
14. Communicate regarding enrolment process and outcome.	Operations (Administration)	Enrolment update provided by June 30, 2016.

Strategic Priority 3: Culture & Heritage

As the Qalipu Mi'kmaq First Nation Band, the people have a long and rich history that includes unique cultural, social, political and spiritual traditions. The culture and heritage is very important to maintain and pass along from generation to generation. The Council is committed to preserving and promoting the culture, language, and traditions of the Mi'kmaq people.

Key Objectives:

- Work with the Cultural Foundation to develop a framework for the Qalipu Cultural Identity.
- Capture cultural teachings and knowledge base of Elders.
- Increase Member pride.

Priority Initiatives:	Division	Measure of Success
1. Develop a one hour online cultural training course to provide clients an opportunity to learn about their Mi'kmaq culture as part of the application process.	Work Force Qalipu (Edu & Training)	Online training module developed by March 31, 2016.
2. Encourage participation by Council and staff in cultural activities, holding at least one QMFNB sponsored event annually.	Service Qalipu (Culture & Heritage)	At least 60% of wards host annual St. Anne's Day and/or National Aboriginal Day celebrations.
3. Provide continued financial support for the operation of the Qalipu Cultural Foundation.	Service Qalipu (Culture & Heritage)	Permanent administration position in place by March 31, 2016.
4. Develop classroom educational programs that will focus on Mi'kmaq culture and heritage.	Service Qalipu (Culture & Heritage)	Develop classroom educational program content by September 1, 2017.
5. Develop partnership with AES to deliver Mi'kmaq culture and heritage as part of school curriculum.	Service Qalipu (Culture & Heritage)	Mi'kmaq culture established as curriculum by September 2017.
6. Develop a plan to establish Bay St. George Area as cultural headquarters for Qalipu and establish a Mi'kmaq Cultural Centre in the area.	Service Qalipu (Culture & Heritage)	Cultural Manager located in Bay St. George Area by November 30, 2017. Mi'kmaq Cultural Center established by March 31, 2020.
7. Develop curriculum for culturally sensitive programs and deliver to external parties.	Service Qalipu (Culture & Heritage)	Develop program content by March 31, 2018.

Priority Initiatives:	Division	Measure of Success
8. Refine data management for Traditional Use Studies.	Service Qalipu (Natural Resources)	Data management tool designed by March 31, 2016.
9. Create partnerships for educational awareness opportunities regarding natural resources (e.g. eel fishery).	Service Qalipu (Natural Resources)	At least one partnership created per region by June 1, 2016.
10. Implement arts and crafts strategic plan, including establishment of five year Artisan.	Service Qalipu (Comm. Ec. Dev.)	Strategic plan implemented by March 31, 2017.
11. Create and implement five year tourism sector plan.	Service Qalipu (Comm. Ec. Dev.)	Sector plan developed by March 31, 2016. Implementation started by September 30, 2016.

Strategic Priority 4: Environmental Stewardship

The Band places a priority on ensuring the continued integrity of the environment and our natural resources. The Council is committed to preserving and promoting environmental stewardship.

Key Objectives:

- To be viewed as environmental stewards.
- Become recognized as having expert knowledge regarding specific areas of environmental concern.
- Increase engagement of our Members, with a focus on youth.

Priority Initiatives:	Division	Measure of Success
1. Become an advocate for positive environmental behaviour and increase awareness through community and youth engagement.	Service Qalipu (Natural Resources)	At least one annual youth/community engagement project per region (e.g. community gardens, composting, etc.).
2. Enhance AFS protection and conservation role through partnerships.	Service Qalipu (Natural Resources)	Obtain at least one new enforcement opportunity annually.
3. Identify aboriginal opportunities in agriculture, forestry and other natural resources (e.g. Growing Forward Program).	Service Qalipu (Natural Resources)	Lobby for an aboriginal component under Growing Forward 3 by December 31, 2016.
4. Participate in diversified aquatic research opportunities through MAMKA.	Service Qalipu (Natural Resources)	Establish at least three new partnerships by March 31, 2018.
5. Increase presence on environmental related associations/groups.	Service Qalipu (Natural Resources)	River Guardians to become members of all local environmental committees by May 1, 2016.
6. Increase biological scope to multi-species projects.	Service Qalipu (Natural Resources)	October 2016
7. Evaluate the sustainability of a stand-alone Natural Resources Department within the Qalipu organizational structure.	Service Qalipu (Natural Resources)	Evaluation complete by March 31, 2018.

Strategic Priority 5: Economic Development

The Band has a responsibility to pursue successful investment and business growth. As a Band without reserve lands, distributed across a large geographical area, Qalipu will not have access to significant natural resources to fuel its growth and meet the demand for programs and services. The Council is committed to generating income and wealth from sources other than direct government funding through successful economic growth and business development.

Key Objectives:

- Work towards creating Band self-sufficiency.
- Market our willingness to partner.
- Sell our skills to others (e.g. Financial Management Services, Environmental Protection, etc.).
- Create an urban reserve.

Priority Initiatives:	Division	Measure of Success
1. Evaluate and decide where Urban Reserve will be located.	Executive Office	MOU with a municipality to create an Urban Reserve and develop an Urban Reserve plan by March 31, 2017.
2. Increase the number of culture and heritage projects provided by third party funding.	Service Qalipu (Culture & Heritage)	Annual increase of two third-party funded culture and heritage projects.
3. Identify, plan and implement commercial ventures (e.g. environmental impact assessments for third party projects).	Service Qalipu (Natural Resources)	One commercial venture implemented annually.
4. Obtain third party funding (LEDSP, CORP, AEP) to create capacity to develop profit driven businesses.	Service Qalipu (Comm. Ec. Dev.)	Two approved funding sources obtained annually.
5. Continue to develop an equity fund to support a future independent economic development corporation.	Qalipu Business Trust	Equity fund by July 1, 2016 of at least \$500,000.
6. Develop a plan to establish Central NL as the Economic Development headquarters for Qalipu.	Qalipu Business Trust	General Manager, Economic Development established in Central NL by August 31, 2016.
7. Pursue the establishment of a Qalipu Pharmacy.	Qalipu Business Trust (Qalipu Mgmt Services)	Assess business case by March 31, 2016. If feasible, establish by July 2017.

Priority Initiatives:	Division	Measure of Success
8. Expand NIHB program administration (medical transportation, short-term mental crisis, vision) as a revenue source.	Operations (Health & Social)	Administer regional services by March 31, 2017.

Strategic Priority 6: Operational Excellence

The Band has been focused on quality, transparency and accountability since its inception. The Council is committed to continuously improving the quality within which the Band operates.

Key Objectives:

- Maintain AANDC General Assessment score - no more than 3.
- Maintain program accountability to Council, Funding Agencies and Members.
- Pursue ISO 9001 Quality Management Certification within three years (2017).
- Obtain block funding by February 2017.

Priority Initiatives:	Division	Measure of Success
1. Measure client satisfaction with Work Force Qalipu.	Work Force Qalipu (Edu & Training)	Implement a client satisfaction survey to be completed during 2 nd semester by each applicant with follow up on any unsatisfactory ratings.
2. Use the Band's internal audit and AANDC reporting requirements to ensure accuracy, consistency and accountability.	Work Force Qalipu (Edu & Training)	Review 10% of files annually, performing random checks on a quarterly basis.
3. Implement on-line program application process for PSSSP and ASETS.	Work Force Qalipu (Edu & Training)	Pilot on-line process in January 2016. Full implementation by June 1, 2016.
4. Embed cultural activities within Band operations (e.g. meetings start with prayer, smudging, etc.).	Service Qalipu (Culture & Heritage)	Commence management training by Sept 1, 2016.
5. Create CED evaluation framework.	Service Qalipu (Comm. Ec. Dev.)	Evaluation framework in place by March 31, 2016.
6. Obtain a tool for voting for Qalipu Elections.	Operations (Administration)	Obtain tool by September 30, 2015.
7. Conduct an IT audit to identify opportunities for improvement within the current IT structure.	Operations (Administration)	Complete IT audit by March 31, 2016.
8. Continue to refine financial by-laws and departmental operating policies to demonstrate accountability and transparency.	Operations (Administration)	Review of by-laws and operating policies by March 31, 2016.
9. Continue to work towards ISO 9001 certification. Perform quality assurance audits.	Operations (Administration)	ISO 9001 certification obtained by March 31, 2017.
10. Obtain block funding from AANDC.	Operations (Administration)	Obtain block funding by February 1, 2017.