

2020

**Building Our Nation:  
Strategic Plan 2020-2029**



**Qalipu**  
FIRST NATION



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## Executive Summary – What are we working toward

Throughout the various consultations with members of the Qalipu First Nation, Chief and Council and staff there has been a recurring and overriding message. This message emphasizes the importance of cultural revitalization, expanding and improving services to members, creating opportunities through training, education and economic development and a commitment to the environment.

The purpose of this strategic plan is to set goals within the nine key pillars of the Qalipu First Nation and to provide guidance for the development of annual operating plans without being too prescriptive. The period covered by the strategic plan is 2020-2029. However, the QFN is utilizing a three-year planning horizon with update and renewal at the end of the first three years.

The Qalipu First Nation (QFN) is working toward a comprehensive plan so that it addresses the needs of members to the fullest extent possible, using the financial and human resources that it has available. To ensure that the needs of all of its members are clearly understood, the QFN is committed to meaningful engagement – both in person through Ward meetings, staff-member engagement through programs and services, comprehensive community consultations and online, specific focus groups and interactive streaming technologies.

The QFN also encourages and embraces youth participation in the planning, governance and advisory models of the Band. The development of an annual youth gathering to build leadership skills, identify the concerns and needs of youth members and elicit input on the priorities of the Band, conveys the desire and commitment of the QFN to build its future leadership. The appointment of a Youth Representative, by youth, to the Council ensures that the voice of young people will be heard at the decision-making table.

The QFN understands that it needs a resilient, flexible and strong organization and civil service that can provide quality services to members and respond to unforeseen challenges in the external environment. To that end, the QFN is working towards strengthening the organizational structures of the Band to reduce the gaps between demand and capacity. It is also committed to strengthening the civil service of the Band and creating an environment characterized by low levels of turnover, a strong sense of belonging, high levels of employee satisfaction and a collective commitment to positive outcomes for members.

The Qalipu First Nation was established without reserve land. Consequently, several programs and services that are available to status Indians living on reserve are not available to Qalipu members. This leads to some confusion and misunderstanding within the membership regarding the type and scale of services that Qalipu can provide. Some members see comprehensive community health programs, housing and capital lands, policing and justice and other programs and services at work on reserves and believe that these are programs that

Qalipu should also provide. The consultations did not set out to examine these perceptions, which makes it difficult to determine how representative or prevalent these views are across the membership. As with any large organization, the QFN will find it necessary to manage expectations commensurate with its capacity.

The Qalipu First Nation takes its responsibility for environmental stewardship seriously. Responsible management of resources, promotion of traditional lifestyles in which members live in harmony with the environment, balancing protection of the environment with natural resource development and land usage, embracing green technologies and preservation of the land for future generations are all part of the Band's collective identity.

One thing that is very clear from the consultations – members want culture and heritage to be the number one priority of the Qalipu First Nation. In community meetings and multiple surveys over two separate strategic planning periods, the desire for the Band to address culture and heritage emerges as the top priority of the membership. The Qalipu First Nation embraces this priority and is committed to providing a comprehensive, coordinated and collaborative culture and heritage initiative for members.

## 1.0 Underlying Vision and Principles

### 1.1 Vision and Values

The Mission of the Qalipu First Nation was articulated in its first strategic plan in 2011 and confirmed in its second strategic plan in 2015:

*The Qalipu Mi'kmaq First Nation exists to achieve the advancement of our people.  
We accomplish this through being spiritual, accountable, professional and progressive.*

### 1.2 Principles underlying the development of the Qalipu First Nation Strategic Plan

The principles below were extrapolated from Key Informant Interviews, consultation sessions with Staff and with Chief and Council, and from the member feedback gathered through the on-line survey and community consultations. The principles were used to inform the development of the goals and objectives of the Strategic Plan.

- The Qalipu First Nation believes strongly in the importance of the revitalization of culture, heritage and language.
- The Qalipu First Nation membership is broadly distributed throughout Newfoundland and Labrador and in other provinces and countries. The QFN is committed to broader and meaningful engagement with its members through utilization of on-line technologies and improved use of traditional methods of consultation.
- The Qalipu First Nation is committed to proactively identifying membership needs, especially in the areas of health and social development and working toward the development of appropriate program responses.
- The Qalipu First Nation believes in collaboration with other organizations, agencies and departments to complement and supplement the activities of the QFN in support of membership needs.
- The Qalipu First Nation is committed to creating employment opportunities for youth
- The Qalipu First Nation is committed to strengthening its governance and organizational capacity to respond to member needs.
- The Qalipu First Nation believes in reflecting the principles of environmental protection and conservation in its day to day decision making around issues of natural resource development, the terrestrial and aquatic environment, land planning and usage, climate change and the promotion of a healthy traditional lifestyle.

- The Qalipu First Nation is committed to healing the divisions caused by the divisiveness of the enrolment process by embracing the needs and aspirations of all self-identifying Mi'kmaq people and extending culture, heritage and language programming.
- The Qalipu First Nation will build upon the diverse skills and experience of its membership by providing opportunity for public input and engagement with the QFN on issues critical to achieving its mission.
- The Qalipu First Nation is committed to encouraging and nurturing youth engagement in its efforts to actively develop the next generation of leaders.

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## 2.0 Goals and Objectives of the Strategic Plan

### 2.1 Culture and Heritage

**Goal:** *The Qalipu First Nation will build individual and collective awareness of - and participation in - cultural, language and heritage activities through direct program delivery and collaboration, cooperation and alignment with other organizations holding a similar mandate.*

#### **Objectives**

- Develop a comprehensive plan for development and promotion of culture, heritage and language.
- Enhance opportunities for members within each Ward to connect and develop interpersonal networks.
- Expand cultural outreach across all Wards to ensure that members are supported in their efforts to learn about their history, culture, language and heritage.
- Engage youth across all wards in the exploration of their history, culture, language and heritage. Providing opportunities for intergenerational connections between youth and seniors.
- Revitalize Mi'kmaw language within the Qalipu membership.
- Collaborate and cooperate with community cultural groups and like-minded organizations

### 2.2 Education and Training

**Goal:** *The Qalipu First Nation will expand, increase and improve the quality of education and training programs and services provided to members through a process of continuous consultation, program design, planning and evaluation.*

#### **Objectives**

- Ensure Indigenous content is included in the school curriculum of the provincial K-12 School System.
- Improve program access and engagement through online platform.
- Increase self-sufficiency of members through development of partnerships and initiatives to support training and employment opportunities for members.
- Increase "wraparound services" for members (i.e. provide members with individualized supports to be successful).
- Expand the Indigenous School Outreach Program into Schools throughout all nine Wards of the Qalipu First Nation.

- Expand the Outdoor Education Program offered in the Western Region to the Central Region of the Qalipu First Nation.

## 2.3 Natural Resources

**Goal:** *The Qalipu First Nation will be a leader in reflecting the principles of protection and preservation of the natural environment in its governance structures, program delivery, resource management, and advocacy efforts.*

### **Objectives**

- Expand the presence of the Qalipu First Nation in the Forestry and Agriculture sectors.
- Pursue development of the Food, Social, and Ceremonial Fishery (FSC) program.
- Expand research, monitoring, and enforcement activities in the aquatic and terrestrial environment
- Enhance engagement with youth through participatory and interactive experiences in the natural resources sector.
- Enhance the capacity of Natural Resources to effectively advocate for the QFN on Projects adjacent to Qalipu Territory.
- Collaborate and cooperate with like-minded organizations.

## 2.4 Health and Social

**Goal:** *The Qalipu First Nation will grow and improve its health and social well-being delivery to members through comprehensive identification of member's needs and increasing the capacity of the organization to respond effectively and efficiently.*

### **Objectives**

- Develop a Strategy for the provision of Health Services not identified within Non-Insured Health Benefits (NIHB).
- Improve program delivery and increase accessibility through current NIHB offerings.
- Expand QFN's administration of Non-Insured Health Benefits.
- Develop and implement a Housing Strategy for the Qalipu First Nation.



## 2.5 Communications

**Goal:** *The Qalipu First Nation will enhance effective communication within the organization, with external stakeholders and with members, through appropriate messages, mediums and technologies.*

### **Objectives**

- Foster a greater sense of inclusion and belonging among members who live outside the Qalipu Ward structure through use of interactive on-line technology.
- Develop a Communications review strategy of all platforms to maintain awareness and create further opportunities for meaningful engagement
- Develop process improvement for communications to ensure they are timely and relevant.

## 2.6 Community Economic Development

**Goal:** *The Qalipu First Nation will enhance the capacity of member and community owned businesses as well as not-for-profit organizations to successfully pursue community economic development and nurture emerging crafts and tourism opportunities and businesses.*

### **Objectives**

- Update QFN development strategies including economic, tourism, and arts & crafts.
- Develop and provide enhanced supports for member owned businesses with a special focus on support for women entrepreneurs.
- Exploration potential social enterprise opportunities for QFN and its members.
- Increase capacity and provide supports for indigenous tourism operators, artisans, and craft producers.
- Enhance the capacity of communities and organizations to bring forward projects for funding to government departments and agencies.
- Establish an Urban Reserve to serve economic and social interests of the Qalipu First Nation.
- Develop a Youth Strategy that will assist youth in finding a job, creating a business, and gaining essential workplace skills.
- Collaborate and partner with like-minded organizations to ensure that indigenous business is highlighted and given every opportunity for success.

## 2.7 Nation Building

**Goal:** *The Qalipu First Nation will undertake the advocacy and partnership activities required to ensure recognition of the Qalipu members and territory as a Nation.*

### **Objectives**

- Develop and Implement a Political Bridges Initiative to address relationships with other First Nations and Federal and Provincial Governments/Departments.
- Develop partnerships with other First Nations.
- Review and implement the Comprehensive Community Plan.
- Empower and engage youth members of the Qalipu First Nation in the governance, planning, and service delivery of the Band.
- Develop an infrastructure plan to support service delivery provided by QFN throughout our territory.
- Lead in the recognition of land rights and resource access (i.e. hunting and fishing) for membership.
- Increase indigenous awareness throughout the province
- Ensure that the members of the QFN are served by a professional public service that has the structure, training, and capacity to effectively and efficiently deliver programs and services.
- Establish a rigorous process for the development of new programs, projects, and initiatives and implement mandatory evaluations of programs and services on a scheduled basis.
- Establish an Urban Reserve to serve economic and social interests of the Qalipu First Nation.