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# Strategic Plan 2015-2020

**Qalipu Mi'kmaq First Nation Band**

**September 2015**

**Updated March 10, 2016**

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## Introduction

In January 2015, the Qalipu Mi'kmaq First Nation Band ("Qalipu" or "Band") management and staff held strategic planning sessions facilitated by Mr. Peter Dawe of Conach Consulting. Each department, Work Force Qalipu, Service Qalipu and Operations, held a brainstorming session in which management and staff completed a strengths, weaknesses, opportunities and threats ("SWOT") analysis; political, economic, technological environment, socio-cultural ("PEST") analysis; and reviewed the 2011 strategic plan to identify current strategic priorities.

On January 30, 2015, Chief and Council, along with the CEO and Directors, met in Deer Lake to hold a strategic planning session facilitated by Ms. Cheryl Whitten of Grant Thornton LLP. The Chief and Council were provided some insight into the departmental brainstorming sessions previously held to identify any concepts not identified by Chief or Council. In attendance were the following:

Chief Brendan Sheppard  
Kevin Barnes, Western Region Vice-Chief  
Bernard White, Benoit's Cove Councilor  
Karen White, St. George's Councilor  
Brendan Mitchell, Corner Brook Councilor  
Joe White, Stephenville Councilor  
Calvin Francis, Gander Bay Councilor  
Francis Skeard, Glenwood Councilor  
Ben Bennett, Flat Bay Councilor  
Litty MacDonald, Port au Port Councilor  
Andy Barker, Exploits Councilor

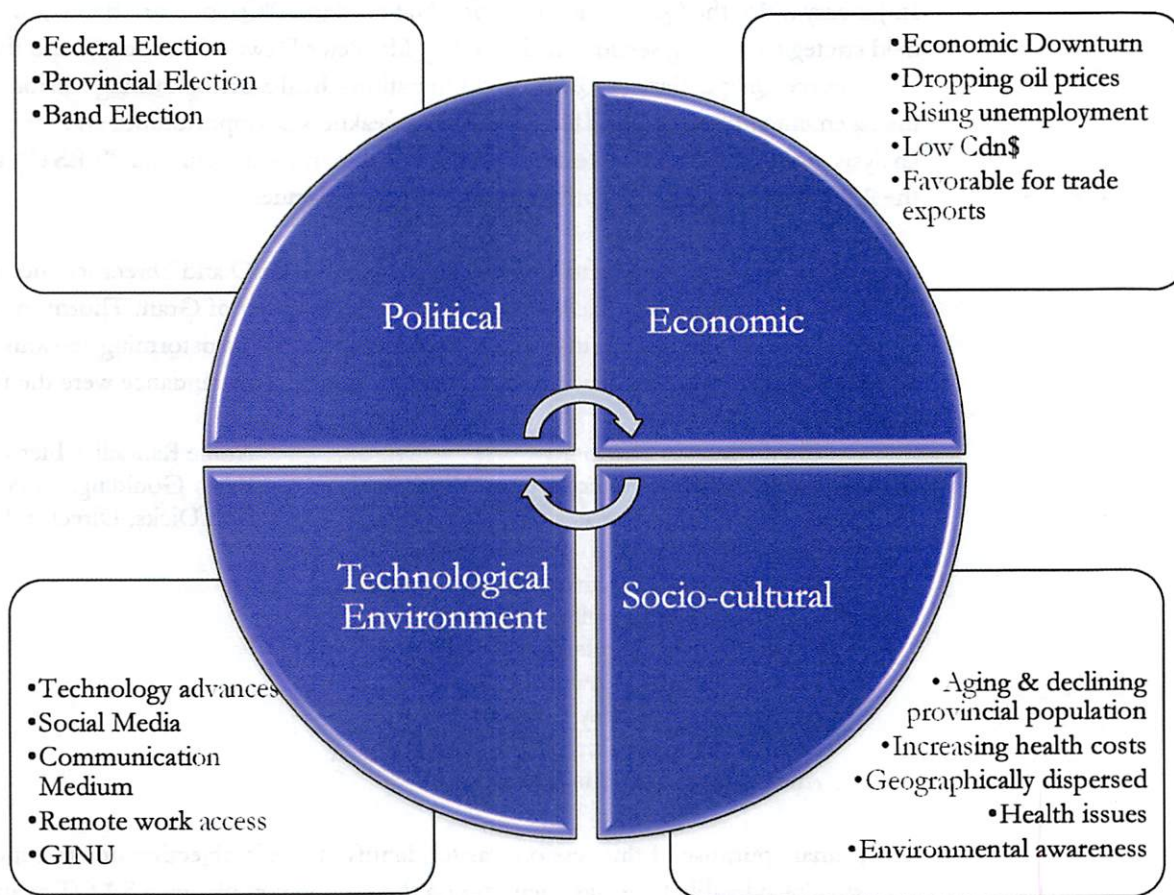
Annie Randell, Chief Executive Officer  
Keith Goulding, Director, Work Force Qalipu  
Rob Dicks, Director, Operations

The primary purpose of this session was to identify strategic objectives for the upcoming five year period. Considerable time was spent during the session completing a SWOT analysis, PEST analysis, reviewing the 2011 strategic plan, discussing the pillars of success and identifying current strategic priorities. The group felt the overall mission and values statement of the Band had not changed from that created in 2011, as follows.

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

## PEST Analysis

A PEST analysis was completed independently by each of the departmental groups and during the Chief and Council session. The results of all sessions were very similar and have been combined here to identify potential environmental risks and opportunities:

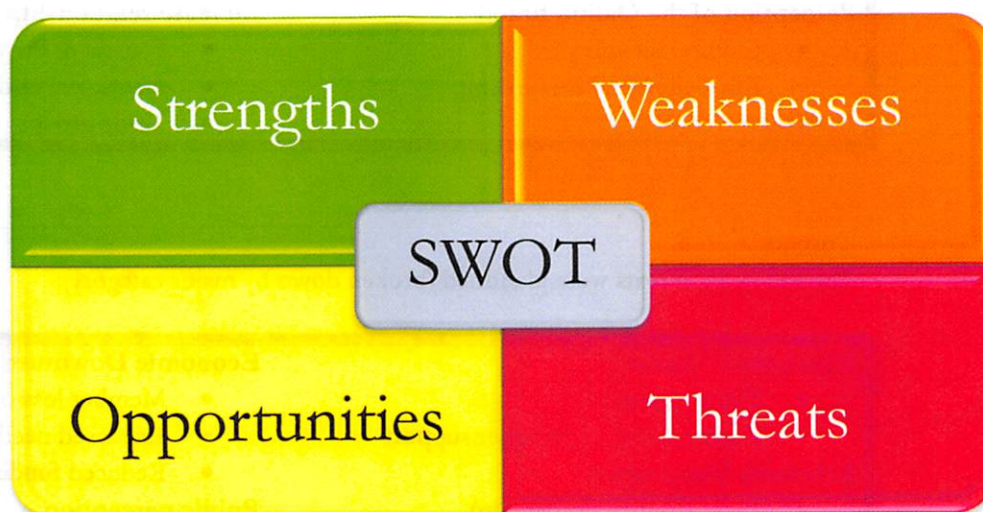


The Band's strengths, identified in the subsequent SWOT analysis, combined with existing relationships with industry layers will be used to mitigate the impact of identified risks and to develop potential opportunities.



## SWOT Analysis

The following section summarizes the result of the SWOT analysis conducted at the sessions. Strengths and weaknesses focus primarily of those items internal to the Organization and for which the Organization can have some impact. Opportunities and threats represent factors that are primarily external to the Organization for which the Organization may have limited impact. (Note: there is often some overlap between these sections).



### Strengths

The following strengths were identified (broken down by major category):

#### **Leadership**

- Strong, devoted team
- Solid organizational structure
- Good working environment
- Adaptable

#### **Learn from mistakes/Fresh ideas**

#### **Industry relationships/contacts**

#### **Band size**

#### **Accessible**

#### **Qalipu Brand**

- Strive for the best
- Internal communications
- Diversity (female CEO)
- Strong governance model

#### **Credibility**

- AANDC General Assessment Score
- Fiscally accountable
- Policy Driven
- Transparent

### Weaknesses

The following weaknesses were identified (broken down by major category):

<b>Band growth</b> <ul style="list-style-type: none"> <li>• Rapid expansion</li> <li>• Size</li> <li>• Uncertainty</li> <li>• Geographic dispersion of members</li> <li>• Staff capacity</li> </ul>	<b>Organization is new and different</b> <ul style="list-style-type: none"> <li>• Guidance not always available</li> </ul>
<b>Funding reliance on Federal Government</b>	<b>Elected body</b> <b>Perceived Western centric focus</b> <b>Limited cultural teachings available</b> <b>External communications</b> <b>Lack of performance measurement</b>

### Opportunities

The following opportunities were identified (broken down by major category):

<b>Own-source revenue</b> <ul style="list-style-type: none"> <li>• Partnerships</li> <li>• 100% Qalipu Owned Businesses</li> <li>• Tourism</li> <li>• Industrial Projects</li> <li>• Service Revenue</li> </ul>	<b>Member service expansion (e.g. NIHB)</b> <b>Champion program change</b>  <b>Pursuit of block funding</b> <b>Elections</b> <b>Communications &amp; GINU</b> <b>Increase relationships</b>
<b>Perception of the Qalipu brand</b> <ul style="list-style-type: none"> <li>• Cultural identity</li> <li>• Environmental stewardship</li> </ul>	<ul style="list-style-type: none"> <li>• Federal &amp; Provincial Government</li> <li>• Aboriginal bodies</li> <li>• Trade groups</li> </ul>
<b>Urban reserve concept</b>	

### Threats

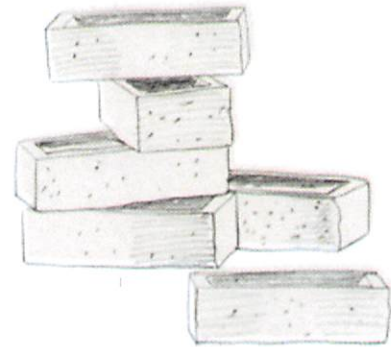
The following threats were identified (broken down by major category):

<b>Enrolment Process</b> <ul style="list-style-type: none"> <li>• Public protests</li> <li>• Potential loss of Member support</li> </ul>	<b>Economic Downturn</b> <ul style="list-style-type: none"> <li>• Member loss of jobs</li> <li>• Increased need for education support</li> <li>• Reduced funding potential</li> </ul>
<b>Elections Uncertainty</b> <ul style="list-style-type: none"> <li>• Band Council (leadership)</li> <li>• Federal Government funding</li> <li>• Provincial Government</li> </ul>	<b>Public perception</b> <b>Aging population</b> <ul style="list-style-type: none"> <li>• Loss of knowledge base</li> </ul> <b>Business Interruption<sup>1</sup></b>

**<sup>1</sup> – The Qalipu Business Continuity Plan and Emergency response Plan are included as appendices**



## Pillars of Success



During the session, the Board spent some time discussing potential Pillars of Success. Pillars of Success can be defined as “areas at which one must excel to succeed”. It was decided that there were six pillars of success for Qalipu, as follows:



- **Member Services** – The Band is focused on enhancing the training level of our people, improving the employability of Members to ensure our people are self-sufficient and increasing health and community economic development.

- **Communication** – Communication is integral to everything we do. Business is no different. Communication is important whether it is within your own organization walls or external to your Members and business partners.



- **Environmental Stewardship** - Environmental Stewardship refers to responsible use, and protection of, the natural environment through conservation and sustainable practices.

- **Culture and 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. This is recognized as being one of the key pillars to success.

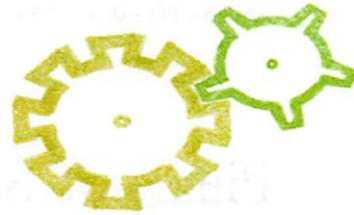


- **Operational Excellence** – Operational excellence is an element of organizational leadership that stresses the sustainable improvement of key performance metrics. It represents a high performing organization.

- **Economic Development** – Official recognition has provided the Band with an opportunity to actively engage in business and economic development opportunities. The economic success of the Band will enable its' Members to also be successful.



# Strategic Priorities



Following the PEST and SWOT analysis, decisions were reached on the strategic priorities of the Band. These priorities were based on the six pillars of success:

- ❖ Member Services;
- ❖ Communication;
- ❖ Environmental Stewardship;
- ❖ Culture and Heritage;
- ❖ Operational Excellence; and
- ❖ Economic Development.

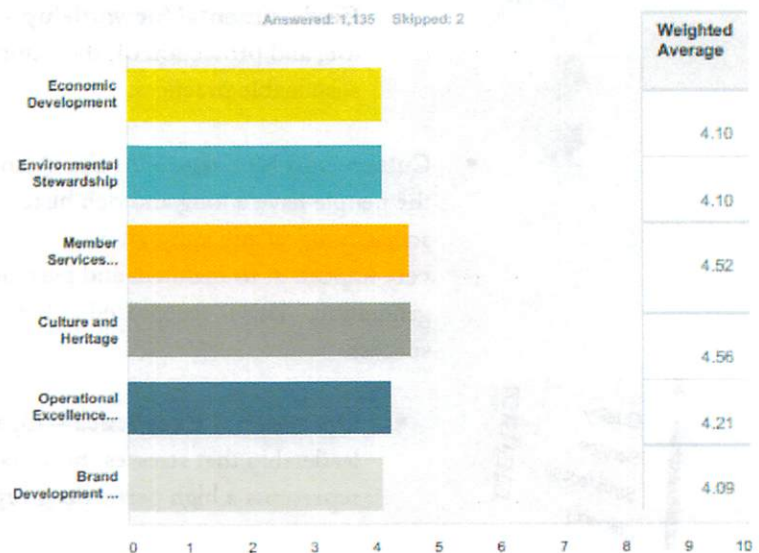
To confirm the strategic direction of the Band, feedback was sought from Members using a Member Survey during April and May 2015. 1,140 respondents completed the survey (1,125 - Members; 7 - non-members; 8 - skipped).

The survey consisted of ten questions with an opportunity to add general comments at the end.

One question presented the strategic priorities of the Band and asked Members to prioritize them. All six areas were seen as being similar in importance with a weighted average between 4.09 – 4.56, as seen in figure 1. This confirms that the Members support these six strategic priorities.

**Figure 1**

**Q4 The Band is updating their strategic plan. Please rank the following areas which are seen as Band priorities:**



Additional survey responses are presented in Appendix A to this report.



### 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 July 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 June 2017. Program to be launched by January 2018.
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 April 2016. 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 September 1, 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.

<b>Priority Initiatives:</b>	<b>Division</b>	<b>Measure of Success</b>
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, 2017.
3. Evaluate and make a decision on formal national affiliation for Qalipu.	Executive Office	Decision made regarding formal affiliation by March, 2017.
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 September, 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, 2017.
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. April 2016



Priority Initiatives:	Division	Measure of Success
8. Increase internal and external communications regarding environmental issues.	Service Qalipu (Natural Resources)	Starting April 1, 2016, 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 December, 2016. Obtain at least one source of funding by December 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 September 1, 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 January 31, 2017 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, 2017.
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 April 01, 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, 2017.
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. Commence April 1, 2016
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.	<div style="border: 1px solid black; padding: 2px; display: inline-block;">Done</div> 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 May 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, complete Business plan by Dec 2016.

<b>Priority Initiatives:</b>	<b>Division</b>	<b>Measure of Success</b>
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.

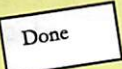
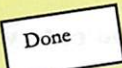
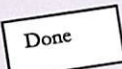


### Strategic Priority 6: Operational Excellence

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 <sup>nd</sup> 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 Nov , 2015.
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, 2017.
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 Grant funding from AANDC.	Operations (Administration)	Obtain block funding by February 1, 2017.

## Appendix A – Survey Results

The Qalipu Strategic Planning survey was independently administered by Grant Thornton using SurveyMonkey. The survey was available to respondents in April and May 2015.

### Question 1 – Are you a Member of the Qalipu Mi'kmaq First Nation Band?

Answer Options	Response Percent	Response Count
Yes	99.4%	1125
No	0.6%	7
<i>answered question</i>		1132
<i>skipped question</i>		8

### Question 2 – Are you male or female?

Answer Options	Response Percent	Response Count
Male	50.8%	573
Female	49.2%	556
<i>answered question</i>		1129
<i>skipped question</i>		11

### Question 3 – Please indicate which age group you belong to?

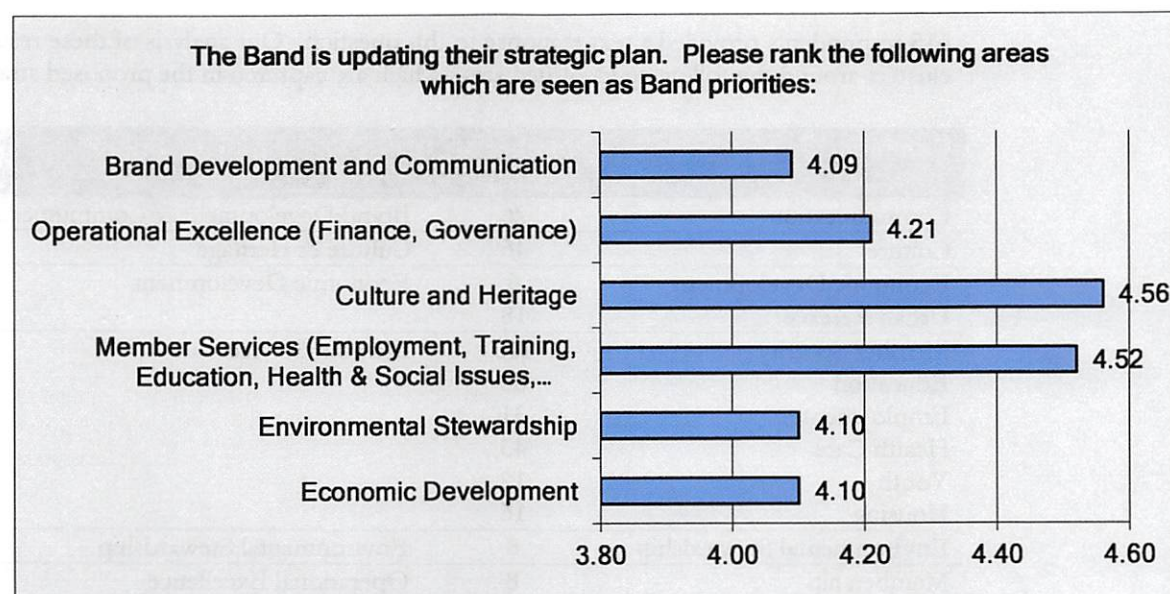
Answer Options	Response Percent	Response Count
29 and younger	8.0%	91
30-64	82.4%	933
65 and older	9.5%	108
<i>answered question</i>		1132
<i>skipped question</i>		8



**Question 4 – Please rank the following areas which are seen as Band priorities:**

Answer Options	Not Important	Somewhat Not Important	Important	Somewhat Very Important	Very Important	Rating Average	Response Count
Economic Development	2	27	339	245	515	4.10	1128
Environmental Stewardship	1	34	331	240	509	4.10	1115
Member Services (Employment, Training, Education, Health & Social Issues, Community Development & Capacity Building)	2	10	144	219	759	4.52	1134
Culture and Heritage	4	10	133	182	798	4.56	1127
Operational Excellence (Finance, Governance)	1	26	255	290	546	4.21	1118
Brand Development and Communication	11	47	281	271	511	4.09	1121
<i>answered question</i>							1138
<i>skipped question</i>							2

The following chart demonstrates the weighted rating by Members:



**Question 5 – What would be your top three priority areas for the Band to focus on in the coming years?**

Answer Options	Economic Development	Member Service	Culture and Heritage	Environmental Stewardship	Operational Excellence	Brand Development and Communication	Response Count
	263	369	317	65	47	58	1119
	216	251	330	113	97	108	1115
	179	205	267	148	134	174	1107
<i>answered question</i>							1120
<i>skipped question</i>							20

Top three priorities were ranked: 1<sup>st</sup> - Member Services, 2<sup>nd</sup> – Culture and Heritage, 3<sup>rd</sup> – Economic Development.

**Question 6 – What would be your lowest three priority areas for the Band to focus on in the coming years?**

Answer Options	Economic Development	Environmental Stewardship	Member Service	Culture and Heritage	Operational Excellence	Brand Development and Communication	Response Count
6th	153	274	85	46	204	294	1056
5th	122	221	84	64	349	183	1023
4th	131	211	99	71	235	248	995
							<b>Question Totals</b>
							<i>answered question</i> 1058
							<i>skipped question</i> 82

Although all six areas were deemed to be appropriate Band priorities in Question 4, the lowest three priorities were identified as: Brand Development and Communication; Environmental Stewardship and Operational Excellence.

**Question 7 – What other priority areas do you feel the Band should address?**

615 respondents provided a text response to this question. Our analysis of these responses indicates clusters around the following identified areas which are captured in the proposed strategic priorities:

Comment	Number of responses	Strategic Priority
Communication	26	Brand Development & Communication
Culture	46	Culture & Heritage
Economic Development	6	Economic Development
Urban Reserve	18	
Member Security	115	Member Service
Education	80	
Employment	31	
Health Care	43	
Youth	12	
Housing	16	
Environmental Stewardship	8	Environmental Stewardship
Membership	8	Operational Excellence
None	32	
Other	174	
<b>Total</b>	<b>615</b>	

**Question 8 – If you think about Economic Development for the Band, what sectors of the economy do you think the Band should be investing in to get the greatest benefits for Members?**

705 respondents provided a text response to this question. Our analysis of these responses indicates Natural Resources and Tourism as the two preferred sectors.



**Question 9 - Recently Qalipu has rebranded its Aquatic Resource Division to Qalipu Natural Resources Division. The Natural Resources Division is actively involved in Inland Fisheries enforcement, commercial fisheries, as well as biological research under the categories of Resource Inventory, Species at Risk, and Invasive Species. The Division also works with Community and Youth to gather Aboriginal Traditional Knowledge and educate our Youth about our local ecosystems and the importance of sustainable living. Recently, exploration has also begun in terrestrial biological research, stakeholder engagement, and commercial environmental services.**

**a). What areas of aquatic research (plants and animals living in water) would you consider most important to pursue over the next three years?**

705 respondents provided a text response to this question. Our analysis of these responses indicates the following areas of aquatic research:

Comments	Comments	Comments
Salmon	Green Crab	Fish Farming
Cod	Eel	Water Pollution
Shellfish	Whale	Aquaponics
Halibut	Inland Brook Trout	Aquaculture
Seal	Groundfish	Logging
Seaweed	Kelp	Wetlands Development
Beaver	Waterfowl	Algae increases
Muskrat	Caplin	Phytoplankton

**b). What areas of terrestrial research (plants and animals living on land) would you consider most important to pursue over the next three years?**

705 respondents provided a text response to this question. Our analysis of these responses indicates the following areas of terrestrial research:

Comments	Comments	Comments
Moose/White Moose	Medicinal Plants & Herbs	Trapping
Caribou	Wild Berries	Medical Uses
Coyote	Spruce Trees	Effect of toxins
Bee	Lichen	Recycling
Pine Martin	Bogs, Wetlands & Marsh	Edible Plants
Bear	NL Pine	Forest Replantation
Deer	Cranberry	Plastic Pollution Cleanup
Wolf	Sweet Grass	Climate Change
Beaver	Pitcher Plant	Logging
NL species (ponies, sheep)	Peat Moss	Organic Farming
Bald Eagle	Fireweed	Green Space Preservation
Rabbit		Sustainable Harvesting



**c) What commercial environmental service opportunities or other commercial opportunities should be pursued over the next three years to provide revenue for the development of new research initiatives, purchase of commercial fishing enterprises, etc.?**

705 respondents provided a text response to this question. Our analysis of these responses indicates the following commercial opportunities:

Comments		
Farming	Guides & Lodges	Tourism
Environmental Consulting	Aquaculture	Hydro Development
Tree Farming	Berry Farming	Commercial Fishery Licenses
Environmental Inspection, Assessment, Audit	Renewable Energy Development	Recycling (Plastic, Glass, Rubber Tire)
Forestry	Fur Harvesting / Outfitter	Agriculture
Mining	Organic Farming	Logging
Wine Making	Fish Farming	Cold Climate Grain Production
Green Workplace	Environmental Business Incubation Centre	Environmental Damage Clean-up
Wood Pellet Production	Honey Production	Seal Products
Water Purification	Moose Meat	Gambling

**d) Are there any other opportunities, issues or services our Division should be involved in over the next three years?**

705 respondents provided a text response to this question. Our analysis of these responses indicates the following sectors:

Comments	Comments	Comments
Pollution	Protection of natural habitat	Wildlife assessments
Environmental consulting	Sustainable fishing	Salt/fresh water migration
How fish farming can be improved with no effect on wild species.	Annual conservation volunteer programs for youth	Preventative moose accident initiatives
Fracking	Farmers Market	Prevalence of forest fires
Develop peat into a heating source	Solar/Renewable Alternative Energy	Preservation of white and yellow birch where Chaga grows
Regulatory role	Invasive Species Research	Developing aboriginal trails
Pesticide usage	Tree bugs	Commercial harvesting
Removal of toxic chemicals in Bay St. George	Improve health of indigenous animals	Greenhousing for food production/sustainability
Mining exploration	GIS platform for data collection	Protected areas for animals
Berries	Forest restoration	Hydroponic farming

**Question 10 - a) Several First Nations across Canada have successfully developed "Urban Reserves" to create economic development opportunities for band and band member owned businesses. Qalipu Chief and Council are exploring the viability of establishing an Urban Reserve. The Urban Reserve would not have any residential properties but would address the concern that members have expressed about having to drive to Conne River for purchase of vehicles.**

Answer Options	Yes, I strongly support	Yes, I support	Neutral	No, I do not support	No, I strongly do not support	Response Count
Please advise if you are in favour of Chief and Council pursuing an Urban Reserve for Qalipu Mi'kmaq First Nation.	365	200	103	16	10	694

**81% of those responding support the concept of pursuing an Urban Reserve.**

**b) The Band has also been exploring the feasibility of developing a Mi'kmaq Cultural Centre.**

Answer Options	Yes, I strongly support	Yes, I support	Neutral	No, I do not support	No, I strongly do not support	Response Count
Please advise if you are in favour of the development of a Mi'kmaq Cultural Centre.	456	376	67	6	15	920

**90% of those responding support the development of a Mi'kmaq Cultural Centre.**



# Appendix B – Business Continuity Plan

# Qalipu Mi'kmaq First Nation Business Continuity Plan

Last Edited: March 2016

## **Related Documents:**

**Emergency Response Plan**

**Information Technology Back-up Procedures**

## Executive Summary

In 2015, Qalipu created a continuity plan to protect all operations from disruption. Creating this plan involved examining all operations as well as the processes in place to protect Qalipu's information from any disruption. By examining this, Qalipu also identified further measures needed to protect information and has since implemented them. The result of this analysis is found in this document.

As part of this process, each Department was asked to identify their main activities and gauge the level of disruption they could handle in the event of a stoppage of any kind. While each department varies in programming responsibility, all highlighted the same key areas of concern. For example, departments highlighted IT functionality, fiscal responsibilities, and communications as the most important activities to be reinstated or maintained throughout any work stoppage.

While IT functionalities and fiscal responsibilities were key areas of concern, Qalipu has a number of safeguards in place to prevent major loss of organizational data and to allow for quick recovery should a loss occur. For example, Qalipu stores all data on servers and is working to ensure all paper documents are scanned for digital recovery. Additionally, with four locations, there are multiple options to resume operations at another location should one be unavailable. The safeguards that are currently in place will protect Qalipu in case of emergency.

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## Initial Risk Assessment

Before appropriate responses could be developed, Qalipu began identifying all potential risks to the organization, the likelihood they would occur and what the appropriate responses would be to each risk.

### Identified Risks

The Qalipu Mi'kmaq First Nation (QMFN) has identified the following as potential risks to the organization:

#### 1. Natural

- Fire
- Flood
- Severe weather
- Epidemic

#### 2. Human-caused

- Electrical outage
- Water shutoff
- Breach in building infrastructure
- Elevator failure
- Termination of funding
- Labour dispute within funders
- Civil disobedience
- Resignation of Council
- Resignation of key staff
- Act of terrorism
- Computer virus
- Sabotage (internal)
- Network security breach (hacker)
- Breach of privacy
- Hardware/software failure
- Job action by QMFNB employees

## Risk Analysis Matrix

LIKELIHOOD

High	<ul style="list-style-type: none"> <li>Severe weather</li> <li>Power disruption</li> </ul>				
Medium - High	<ul style="list-style-type: none"> <li>Civil disobedience</li> </ul>				
Medium		<ul style="list-style-type: none"> <li>Labour dispute within funders</li> </ul>	<ul style="list-style-type: none"> <li>Hardware/software failure</li> </ul>		
Low - Medium	<ul style="list-style-type: none"> <li>Water shutoff</li> </ul>	<ul style="list-style-type: none"> <li>Breach in building infrastructure</li> <li>Flood</li> </ul>		<ul style="list-style-type: none"> <li>Job action (QMFNB)</li> <li>Termination of funding agreements</li> </ul>	
Low	<ul style="list-style-type: none"> <li>Epidemic</li> <li>Elevator failure</li> </ul>		<ul style="list-style-type: none"> <li>Resignation of Council</li> <li>Resignation of key staff</li> <li>Terrorism</li> </ul>	<ul style="list-style-type: none"> <li>Privacy breach</li> <li>Sabotage</li> <li>Computer virus</li> <li>Fire</li> <li>Network security breach</li> </ul>	
	Low	Low – Medium	Medium	Medium – High	High

IMPACT

	Low Risk
	Moderate Risk
	Critical Risk



## Risk Response

Identified Risk	Risk Assessment Level	Risk Response
Water shutoff	Low	Accept the risk; no additional response required.
Epidemic	Low	Accept the risk; no additional response required.
Elevator failure	Low	Accept the risk; no additional response required.
Severe weather	Moderate	Key staff can work from home with a Qalipu computer and a VPN.
Power disruption	Moderate	If disruption lasts one or two days, no response required. If disruption lasts more than two days, implement the AWL plan.
Civil disobedience	Moderate	Develop a lock-down policy for all buildings where QMFNB staff are located.
Labour dispute within funders	Moderate	Implement conservative cash management policy.
Breach in building infrastructure	Moderate	Conduct annual inspection on infrastructure. Request annual inspection from Fire Department. Develop a lease agreement with the landlord and include a clause requiring the landlord to take responsibility for the above noted inspections.
Flood	Moderate	Develop a lease agreement with the landlord and include a clause requiring the landlord to take responsibility for annual inspections. Implement AWL plan.
Resignation of Council	Moderate	Review Council by-laws and policies to determine whether a plan exists in the event of en masse resignation.
Resignation of key staff	Moderate	Ensure written policies and procedures are stored on the server. Ensure the server password is stored safely within the QMFNB office. Ensure all staff store data on the server. Develop a re-assignment matrix; backfill position immediately.
Terrorism	Moderate	Implement lockdown procedures. Implement AWL policy
Privacy breach	Moderate	Keep privacy policy up to date Develop a controlled access policy.
Sabotage	Moderate	Issue job satisfaction surveys annually. Senior managers must address staff issues, as part of the Director's annual work plan. Each department must have monthly staff meetings, as part of the Director's annual work plan
Computer virus	Moderate	All computers must have up-to-date anti-virus software. The network must be monitored for viruses daily.
Fire	Moderate	Develop fire evacuation plans. Implement a fire education safety program.



		Ensure fire extinguishers and smoke detectors are inspected annually.
Network security breach	Moderate	Ensure network has an adequate firewall. Conduct annual IT review. Ensure software is updated to current versions. Monitor logs daily notes
Hardware/ software failure	Critical	Keep software updated. Implement a three-year replacement policy for hardware. All computers must have up-to-date anti-virus software. Keep SSL certificates current.
Job action (QMFNB)	Critical	Council must hold an emergency meeting within two days. Issue job satisfaction surveys annually. Senior managers must address staff issues, as part of the Director's annual work plan. Each department must have monthly staff meetings, as part of the Director's annual work plan. Implement an essential services plan.
Termination of Funding	Critical	Ensure QMFNB upholds all terms in funding agreements. Generate alternate sources of revenue. Reduce programs accordingly.

## Business Impact Analysis

The purpose of the business impact analysis (BIA) was to identify which business units/departments and processes are essential to the survival of the Qalipu Mi'kmaq First Nation Band (the Band or QMFN). The BIA identified how quickly essential business units and/or processes have to return to full operation following an emergency situation. The BIA also identifies the resources required to resume business operations.

Business impacts are identified based on worst-case scenario that assumes that the physical infrastructure supporting each respective business unit has been destroyed and all records, equipment, etc. are not accessible for 30 days. The BIA does not address recovery solutions.

The objectives of the BIA was to:

- Estimate the financial impacts for each business unit, assuming a worst case scenario.
- Estimate the intangible (operational) impacts for each business unit, assuming a worst-case scenario.
- Identify the organization's business unit processes and the estimated recovery time frame for each business unit.

In preparation of this contingency plan, each department in the QMFN completed their own BIA survey. The full results of this survey are stored on the Qalipu server under Business Continuity Planning.

While each department has specific tasks that are vital to their success, all departments recognized the following priorities as being key to their operations:

1. IT Functionality
2. Payment of Wages/Allowances
3. Communication

The QMFNB would experience significant loss without the above mentioned tasks after a short period of time. Each function is explained in greater detail below.

### IT Functionality

Qalipu relies on IT infrastructure for nearly all operations. Accounting, client, and membership data is stored on Qalipu's server and day-to-day operations rely on these tools for payroll, bill payments/collection and client management. For example, student files are maintained digitally and all applications for funding can be found on the server. If all computers are lost, our data is safe if it is backed up from our server.

To ensure document retention, the QMFN currently requires that:

- All working documents (drafts and final copies) are stored on the server
- Original documents are scanned and digitally stored on server
- Historical data is scanned for digital storage
- Server is backed up daily with backup info stored off-site
- Select employees have the ability to access the server remotely

### Payment of Wages/Allowances

Qalipu employs over 40 individuals and funds an average 600 students for training. Staff members are paid weekly wages and all payments are reflective of the current week's wages. Students eligible for allowances are paid on a monthly basis. If a disruption happens around a scheduled payment, staff and students may be left without wages for up to three additional weeks. This has the potential to have a large negative impact.

With respect to funding agreements and budgeting, there is more flexibility around completion except in cases where agreements are due for submission.

To ensure operations run smoothly whenever possible, QMFN requires that:

- Financial matters are all stored electronically
- Wages and allowances are paid through electronic funds transfers
- Budgets are stored electronically
- Backups are maintained daily

### Communication

In the event of a major disruption, membership, council, staff and partners will be anxiously awaiting news from the Critical Incident Team. As a result it is imperative that clear and concise information is communicated on a timely basis with stakeholders.

Qalipu has developed a strong foundation of communication which includes:

- Communication with the public and membership through a number of platforms that are not reliant on server functionality such as Qalipu.ca, Facebook, and Twitter.
- Staff communicates via text message.
- Internal communications person dedicated to ensuring up to date communications.

In the event of a crisis situation, an individual will be directed by Qalipu's Crisis Management Team (explained in the Emergency Response Plan) to keep staff and public up to date.

## Emergency Response Plan

In the event of a critical situation, Qalipu has prepared an extensive emergency response plan. The purpose of the plan is to ensure the safety of both staff and operations regardless of the situation. All employees are expected to know and understand the entire plan. The plan is shared with all staff during orientation and is stored in critical areas of the building for further reference.

The Crisis Management Team (listed below) will direct all operations through an emergency situation. For more detail, please refer directly to the Emergency Response Plan.

### Crisis Management Team

Name	Title	Contact Number
<b>Brendan Mitchell</b>	Chief	709-634-0996
<b>Annie Randell</b>	Chief Executive Officer	709-634-0996
<b>Rob Dicks</b>	Director of Operations	709-634-6895

## Disaster Recovery Phase

The recovery phase is essential to getting Qalipu back to a normal operating state as soon as possible. This phase identifies procedures that will be dealt with by the crisis management team subject to the size and scope of the event. The primary goal of this plan is to effectively return the organization to a state of normal operation as quickly as possible.

In the event that something does go wrong causing a stoppage of work, there are systems in place to ensure operations are restored. They are listed below:

### IT Recovery

- Retrieve onsite or offsite backups, whichever is available and has the newest versions of the backups available (see backup policy)
- Backups will need to be restored on our spare/backup server
- If spare/backup server is unavailable, a new server will have to be ordered (thru Purchase Order process)
- If new desktop/laptops for essential staff needs to be ordered, they can be ordered thru Insight

Vendor for ordering a new server is Insight.

Insight Account and Contact information:

Client Login is: [mbungay@qalipu.ca](mailto:mbungay@qalipu.ca)

Client Name: Morgan Bungay

Client E-mail Address: [mbungay@qalipu.ca](mailto:mbungay@qalipu.ca)

SAP Account Number: 10702767

Account Representative Name: Randy Brown

E-mail Address: [randy.brown@insight.com](mailto:randy.brown@insight.com)

Phone Number: 514-669-8349



For help with disaster recovery when IT staff is not available, you can contact Atlantic DataSystems at 1-800-563-8484. Email contact Elliot Yeo (Elliot.Yeo@atlanticdatasystems.com)

### Financial Recovery

- Monitor financial situation via banking systems
- When IT functionality is restored, re-assess financial position and adjust projections as needed
- Minimize loss through insurance and negotiations with funding agencies
- Examine the financial cost of restoring full operations either in an alternative location or in the affected building

### Insurance Concerns

Any incidents where damaged to buildings and/or property is estimated to be over \$5,000 must be immediately reported to the Director of Operations.

Any incident of personal injury must be reported immediately to the Human Resources Manager.

Any incident resulting in causality must be reported to the RNC, Chief Executive Officer, Human Resources Manager and Facilities Manager.

Incidents other than those listed above must be reported to the Facilities Manager as soon as possible.

### Insurance Contact

All insurance matters for Qalipu are handled by Marsh Canada. If necessary, please contact

Heather Cluett for details.

Ph: 1-800-249-9291 or 1-709- 737-1540

Email address is heather.cluett@marsh.com

### Communication

While IT and Finance operations are being repaired, communication is required to ensure members, staff, council and the public are kept informed.

The communications personnel should also be informed on the response operations that occur so they can issue the appropriate communications. It is the responsibility of the designated communications representative to liaise with the Critical Management Team, staff, membership and the public to ensure the impact of any emergency on Qalipu's brand and morale is minimized.

### Conclusion

Contingency planning is important part of every company's operations. Since emergencies will occur and we cannot predict when or where, preplanning is necessary to prevent possible disaster. An urgent need for rapid decisions, shortage of time, and lack of resources and trained personnel can lead to chaos during an emergency.

Simply, a contingency plan is a vital requirement for companies, it is important to have a detailed emergency plan to deal with minor and major emergencies. This plan is tailored to educate everyone on their roles and responsibilities in the event of a disruption, what actions to take, to help fix and prevent them from happening again.

## **Appendix C – Emergency Response Plan**





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2015

# Emergency Response Plan

QALIPU MI'KMAQ FIRST NATION

LAST EDITED: March 10, 2016

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## *Related Documents:*

*Human Resource Manual*

*Continuity Plan*

*Work Place Health and Safety Policy Manual*

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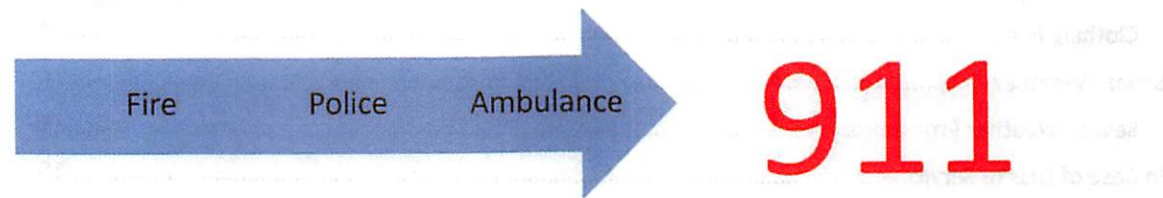
## Purpose

The Qalipu Mi'kmaq First Nation Band (QMFN) is committed to providing and maintaining a safe and healthy workplace. The Emergency Response Plan was developed to ensure the safety of occupants and property through preparation and planning. This is accomplished by the cooperation of management and employees. All procedures outlined in this plan have been prepared in accordance with the appropriate laws, regulations and policies governing emergency response.

The Emergency Response Plan is a guide for the QMFN to respond to, all employees and visitors are required to follow this plan. By following these procedures the organization will be able to effectively initiate a recovery in a timely and effective manner in order to get the organization back to normal operations as soon as possible.

Qalipu Mi'kmaq First Nation Band employees are asked not to depart from these procedures without first checking with a member of the Crisis Management Team.

## Emergency Contacts



<b>Newfoundland and Labrador Emergency Measures Organization (NLEMO)</b>		(709) 729-3703
<b>Poison Information Center (24hr)</b>		(709) 634-7121
<b>Power Outages and Emergencies (24hr)</b>		1-800-474-5711
<b>Department of Environment</b>		1-800-563-6181
<b>Newfoundland and Labrador Health Line</b>		1-888-709-2929

## Internal Emergency Contacts

<b>Brendan Mitchell</b>	<b>Chief</b>	709 - 634 - 5070
<b>Annie Randell</b>	<b>Chief Executive Officer</b>	709 - 634 - 5069
<b>Janet McAuley</b>	<b>Office Manager</b>	709 - 634 - 2837
<b>Ralph Eldridge</b>	<b>Director Service Qalipu</b>	709 - 634 - 8675
<b>Keith Goulding</b>	<b>Director of Work Force Qalipu</b>	709 - 634 - 1147
<b>Rob Dicks</b>	<b>Director of Operations</b>	709 - 634 - 6895

<b>Jonathan Strickland</b>	Manager of Natural Resources	709 - 634 - 9896
<b>Renee Dyer</b>	Manager of Health Services	709 - 634 - 5041
<b>Karen Tiller</b>	H&S Rep / First-aider	709 - 634 - 1418



### Local Incident Team

Name	Local Incident Team Position	Contact Number
Ashley Young	Senior Officer	634-0996 or ext. 201
Mabel MacDonald	Emergency Building Warden	634-5111 or ext. 212
Morgan Bungay	Emergency Building IT Warden	634-7389 or ext. 203
Mitch Blanchard	Emergency Floor Warden (1)	634-8046 or ext. 204
Tara Saunders	Emergency Floor Warden Deputy (1)	634-5972 or ext. 210
Nicole Companion	Emergency Floor Warden (2)	634-8043 or ext. 226
Karen Tiller	Emergency Floor Warden Deputy (2)	634-1418 or ext. 219
Jodie Wells	Emergency Floor Warden (3)	634-7798 or ext. 220
Cory Decker	Emergency Floor Warden Deputy (3)	634-6893 or ext. 214
Karen Tiller	Health and Safety Representative	634-1418 or ext. 219

### Crisis Management Team

Name	Title	Contact Number
Brendan Mitchell	Chief	709-634-5070
Annie Randell	Chief Executive Officer	709-634-5069
Rob Dicks	Director of Operations	709-634-6895

## Responsibilities

### Director of Operations Responsibilities

The Director of Operations will ensure that all employees are briefed on the emergency policies and procedures to ensure an appropriate response can be executed in a time effective manner.

**Training is required and will be given to all employees.** The responsibility of communicating the Emergency Response Plans contents will be delegated to a member of the management team.

All employees will receive a list of emergency phone numbers which should be contained in the new hire orientation package. Contact telephone numbers will be posted throughout the building.

**Note: for occupational health and safety issues, please contact the Work Place Health and Safety Committee**

### Local Incident Team Responsibilities

The Local Incident Team (LIT) is responsible to take control in the event of an emergency. They are required to become familiar with this plan and know their roles and responsibilities in the event of an emergency or threat.

Local incident teams should assist the Work Place Health and Safety Committee in carrying out limited training exercises on a regular basis. This should include fire, lockdown, evacuation procedures and investigate specialize training in their local areas to ensure a professional approach.

### Crisis Management Team Responsibilities

The Crisis Management Team has the authority to make major decisions in the event of a crisis. Crisis Management Team members should also become familiar with the contents of this plan and know their roles and responsibilities in the event of a crisis.

The CMT should carry out at least one full-scale training exercise each year. Emergency responders should be involved ever second year so that, in the event of a real crisis, emergency responders are familiar with Qalipu Mi'kmaq First Nation Band emergency response plan.

## Emergency Operation Center (EOC)

In a state of emergency, the CMT will operate from the Chief Executive Officer's Office. This will be the Emergency Operations Center (EOC) and will act as the center of operations while in emergency mode.

Required EOC Equipment	
Telephone jack & telephone	First Aid Kit
Power outlets	Clean drinking water
Fax Machine and printer	Toilet facilities



## Emergency Response Kit

There shall be a clearly marked emergency response kit in the building. This kit should be stored in reception area and checked at least monthly.

Emergency Response Kit Contents
1 flashlight and new package of batteries
Small first aid kit
Log-in Book from Reception
2 note pads
4 pens
High visibility vest
A full copy of the Emergency Response Plan
Copies of the Appendices
Employee attendance sheet

## Shelter-in-Place

A shelter-in-place is used to protect all occupants from dangers during an environmental emergency or security emergency. A shelter-in-place is an isolated room to hold all occupants at Qalipu Mi'kmaq First Nation Band, preferably above the ground floor with the fewest windows or vents. For the Corner Brook Office, the Shelter-in-Place is the **Chief Brendan Sheppard Boardroom**.

In the event that everyone in the building is required to enter the Shelter-in-Place, follow these procedures:

- Ensure that everyone employees and visitors, are brought into the shelter.
- Take everyone's name.
- Lock the doors and windows.
- Turn off all lights, fans and air-conditioning systems.
- Do not leave unless it has been declared safe to do so.
- Distribute to the distressed, supplies from the Shelter-in-place Box.

## Shelter-in-Place Box

In case of an emergency the shelter-in-place may be used. The shelter-in-place should be equipped with a Shelter-in-Place Emergency Supply Box.

Emergency Supply Box Contents		
Bottled water	Signaling whistle	Feminine hygiene products
Box of non-latex gloves	Garbage bags	Pocket Mask
Note pads, pens, pencils	Duct tape	Extra batteries
Radio (battery or wind-up)	Dusts Masks	First Aid Kit
Flashlight or glow sticks	Small shovel	Copy of Emergency Plan
Map of local area	Blankets	General medications (aspirin, aloe, etc.
Board games/deck of cards	Rope	Toiletries



Each month, the person in charge of the shelter-in-place should make sure the disaster supplies is located in the Shelter-in-place box located in the Chief Brendan Sheppard Boardroom.

### When to Enter the Shelter-in-Place

The Brendan Sheppard room should only be occupied for this use in the event of an emergency. The type of emergency that requires everyone in the building to retreat to this safe place would be:

- External threat from public, irate individuals, and/or protestors
- Extreme severe weather conditions; where roads have been closed

## Crisis Management Plan

Crisis Management is a comprehensive area of Health and Safety that encompasses all aspects of an organization and involves planning, organizing, leading and controlling assets and activities in the critical periods immediately before, during and after a catastrophe to reduce its impact on the organization. Crisis management encompasses developing plans to both prepare for and respond to an emergency in the appropriate fashion and keep the organization functioning after a crisis. In a crisis, there should be extensive and thorough communication between all parts of the organization.

A crisis is an event which causes a significant disruption to normal business. It is a time of acute danger or difficulty and because of the complexity and potential impact on Qalipu Mi'kmaq First Nation Band, may involve external agencies.

The following crisis management plan provides the management structure, key responsibilities, emergency assessments, and general procedures to follow during and immediately after an emergency. Qalipu Mi'kmaq First Nation Band has established this plan to address the immediate requirement in the event of a major disaster or emergency in which normal operations are interrupted and special measures must be taken.

### Turning Point from Incident to Crisis

There are numerous reasons to be determined before an incident can be considered severe enough to become regarded as a crisis. Possible indicators are as follows, but no limited to:

- ✓ The incident severely damages the offices infrastructure.
- ✓ The incident exceeds the ability of the faculty and staff to be managed
- ✓ The incident causes such a high level of publicity it changes the image of Qalipu Mi'kmaq First Nation Band
- ✓ If the incident involved a fatality or numerous serious injuries.

### Crisis Declared

A crisis may be declared by the CMT as a result of:

- An incident that has escalated beyond the ability of the LIT to manage and/or contain it and/or has started to impact the rest of the office.
- An event that is so serious that it warrants a crisis response.

- An event that takes place beyond the boundaries of Qalipu Mi'kmaq First Nation Band, but in a space occupied by another organization and which adversely impacts QMFNB.

Examples of a crisis include:

- Fire, explosion or collapse of Qalipu Mi'kmaq First Nation Bands office
- Outbreak of infectious disease
- Terrorist activity
- Loss of major services such as computer or telecommunications
- Threat to life

### Type of Crisis

Two types of crisis that may affect the normal operations of Qalipu Mi'kmaq First Nation Band are an Office Crisis and Community Crisis. An Office Crisis is defined as an emergency which involves the risk of loss of life or property or which threatens the safety, welfare and well-being of Qalipu Mi'kmaq First Nation Band's office, employees, visitors or members and/or which cannot be adequately handled by the LIT.

A community crisis is defined as an emergency (other than a war) in any area of the municipality/local area which involves the risk of loss of life or property or which threatens the safety, welfare, and well-being of some or all the residents of the area. A state of emergency will be declared by the responsible government.

### CMT Takes Over

Local Incident Teams will assess an incident and determine if it is likely to impact the organization in general or has expanded and exceeded the ability of the team to manage and contain it. In either case the Crisis Management Team (CMT) will be informed and will then take over.

### Crisis Log Book

The CMT will assign a LIT representative to keep a crisis log book for records. The log book must consist of all actions taken throughout the course of the emergency.

### Emergency Responders

During an extreme event emergency responders may take overall command and control of the situation including communications and investigation.

In the event of a large number of casualties, the RCMP or RNC may establish a causality inquiry center at police headquarters and liaise with the local hospital.

### *Media Communications/Contact*

All media requests should be directed to the CMT's designated representative.

### Updating the Crisis Plan

The Work Place Health and Safety Committee will be required to review the plan annually. Where there are any structural changes; and when there is a significant increase in employees, reviews may occur more frequently.

## Emergency Colour Codes

A colour code system will help quickly identify the type of emergency risk and ensure a certain measures of discreteness/confidentiality when emergency communication is needed.

Emergency Type	Description	Code Colour
Normal operations	No adverse incident	Code Green
Fire	Minor/Major fire → Smoke explosion → Building or Non-building	Code Red
Medical	First-aid/medical injury → Food poisoning → infectious disease outbreak → influenza pandemic → Critical injury, fatality → Mass first-aid/ trauma/ casualties	Code Blue
Security	Bomb Threat	Code Black
	Civil Disturbance → Motor Vehicle Collision → Violence; Vandalism → Sexual Assault → Stalking → Relationship Violence → Missing person → Hostage situation → Terrorism	Code White
Hazardous Materials	Hazardous Material Spill → Release, Chemical/ Biological spill	Code Brown
Infrastructure	Utilities Service Failure → IT/ Telecommunications Service Failure → Building Flooding → Storm Sewer Backup → Roof Leak → Pipe burst → Structural failure → Aircraft crash	Code Orange
Natural	Natural Disaster → Flooding → Ice → Snow Storm → Tornado → Severe Weather → Hurricane → Earthquake	Code Purple



## Defusing and Debriefing

Emergency situations may cause those involved to experience distress. This may last past the immediate emergency situation and have long-term effects on both the organization and the individual.

When required, the Office Manager will work with Senior Management to ensure counselling services are available to affected staff.

## In Case of Lockdowns

A lockdown is a procedure that is initiated when a member of staff believes that there is a credible threat to employees and visitors. It is used to protect employees from acts violence such as shooters, protestors.

### Procedures for Threats outside Building

In the event of a threat is outside the building, the CEO will determine the appropriate procedures to be taken. The building is secured with an access key system, in which all employees are given an access key. Therefore visitors are allowed in through the main entrance, only if the receptionist unlocks the door from the inside (using the button). The front desk personnel will be directly inside the locked doors and if necessary manual locks will be used to secure the main entrance. Then alert the rest of the staff using the Emergency Color Code System to indicate the type of threat outside the building.

### Procedures for Intruder in Building

If personnel witness a violent aggressor inside the building immediately assess your ability to escape or hide. If escaping (without crossing the path of the aggressor) is not possible, go to the nearest office with a phone and lock the door. Begin notifying the rest of the office using the telephone intercom system in conjunction with the Emergency Colour Code System. The Office manager will then notify the rest of their staff my mass e-mail or telephone.

If the receptionist encounters a violent or mentally abusive individual they will alert other staff through the use of the Panic Pendant and the designated staff will respond accordingly. Please see Emergency Response Plan for procedures.

- ✓ Go to the nearest available room
- ✓ Close, lock and/or barricade the door
- ✓ Close all windows and blinds
- ✓ Notify your Manager
- ✓ Mute your computer
- ✓ Position yourself, in the corner of the office that least visible
- ✓ BE QUIET!
- ✓ Do not unlock the door for ANY reason.
- ✓ Turn cell phones on silent (no vibration) or off.
- ✓ Do NOT share your location or any other details on social media
- ✓ Take the names of people who may be in the room with you.
- ✓ Ignore fire alarm, unless you have first-hand knowledge of the fire.
- ✓ Wait for police to assist you out of the building.

### Armed Intruder

There are no recommendations from authorities or legislation in this type of situation. Use common sense as well as the procedures listed above, hiding is the best choice, however if you cannot do so try to cooperate and/or negotiate with the individual and try to remain as calm as possible. Remember that there may be more than one armed subject in the building. Do not try to be a hero, trying to disarm the individual may cause the situation to escalate. **This should only been done as a last resort and only a last resort!** Then wait for further directions from the RNC.

### Employees Outside Building

All employees must sign-out when leaving the building during regular shift hours 9am to 4pm. In the event of a threat, inside or outside the building, those employees who have left the building will be notified by the receptionist through a phone call. If you are aware of the lockdown do not try to enter the building.

If you arrive at the building cannot move safely to a secure area of the building due to a threat outside the building, evacuate a safe distance away from the building. Do not let anyone know you are an employee of Qalipu; it may make you a target. Here are the procedures in case you find yourself in this position:

- ✓ Do not enter the building
- ✓ Evacuate a safe distance away from the building
- ✓ Do not make yourself known to the threat
- ✓ Await further direction from the RNC
- ✓ Do not call the building that is on lockdown
- ✓ Do not call anyone that may be in the lockdown building
- ✓ Do not leave the safe area until the RNC says it is safe to do so
- ✓ Information updates will be given when they are available

### In Case of Bomb Threat or Suspicious Package

The safety of Qalipu Mi'kmaq First Nation Band employees, members and visitors is of the utmost consideration in the event of a bomb threat. After the safety of the employees, members and visitors is assured, the next responsibility is to protect and preserve Qalipu's property and assets.

Bomb threats can be delivered in a number of ways. The majority are delivered by telephone, but may also be communicated in writing, e-mail or by recording. Every bomb threat is to be taken seriously and the proper steps taken to assure that all lives are protected.

Bomb threats and other threats of violence are serious emergencies that require prompt attention. Although bomb threats are rare, they are most likely to occur during periods of group and/or individual disagreement with policies, deadlines for funding, and application statuses. If these periods do encourage irate individuals to act out or carry out a bomb threat, employees will be required to evacuate a safe distance away from the building.

### Bomb Threat by Telephone

If you receive a threat by telephone:

- Report the date and exact time you receive the threat
- Record where the call originated on the caller ID of the phone
- Record exactly what they say. Write it down asap.



- Note the approximate age of the caller.
- Listen for background noises or sounds such as music, children, heavy traffic
- Immediately contact your manager and the RNC or RCMP.

What to do:

- Stay calm and courteous
- Listen carefully, do not interrupt the caller.
- Obtain and record as many details as possible.
- Use the Bomb threat telephone checklist
- Attempt to keep the caller talking for as long as possible
- Notify your manager or RNC or RCMP, preferably while the caller is still on the line.
- When notified, follow evacuation procedures listed in section 12 of the Emergency Response Plan.

### E-Mail Bomb Threat

If you receive a threat by e-mail:

- Do not reply
- Do not forward
- Call the IT department immediately and have them physically come to your computer and investigate the sources.

### Suspicious Package

A suspicious package is something unusual that is found in unexpected circumstances through notification to or discovery by building occupants. It can include letters, bag canister or box that raises suspicion of maliciously placed explosive or containing a biological, chemical or radiological hazard.

A package may be suspicious if it:

- Has been unexpectedly delivered.
- Has excessive postage or weight.
- No return address or fictitious address.
- City/province in the postmark does not match the return address
- No postage stamp
- Misspelling of words, particularly a common word or place
- Cut and paste lettering
- Leaking, oily stains, unusual odor, discolorations, or crystallization on wrapper.
- Addressed to business title only and or incorrect title.
- Ridged or bulky letters
- Excessive security materials (tape or string)
- Small holes in letter or package.
- Vapour, dust/powder, fumes released.
- Immediate adverse health effects in package handlers.
- Placement of unfamiliar or unattended package in an unusual area.



## Discovery of a Suspicious Package

If you discover a suspicious package, letter or object do not touch it, tamper with it, or move it:

- Treat the package as if it is potentially harmful
- Do not touch, move, shake, bump, open or smell the package.
- Immediately notify your manager and RNC or RCMP.
- Evacuate immediate area of package.
- Leave the package and isolate the area
- If it is a suspicious letter, handle as little as possible, and seal in a plastic bag, and inform your manager and RNC or RCMP.
- Isolate the people who have been exposed – to prevent and minimize further contamination.
- Wash your hands with soap and water
- Wait in a safe place until emergency responders arrive
- Emergency responders will determine the course of action.

## Bomb Threat File

The Chief Executive Officer will maintain a complete file of previous bomb threats and will coordinate the investigation of each threat with the appropriate agencies. They must also inform the Band Chief and the Office Manager of all bomb threats.

## In Case of Fire

If a fire were to break out DO NOT PANIC, notify the local emergency response services, the Fire department. Alert the other occupants of the building and get out of the building! Always report the fire, no matter how big or small to the CEO.

For more extensive details on fire prevention, please review the Fire Evacuation Plan.

## Fire Drills

Emergency fire drills will be conducted. All employees of Qalipu Mi'kmaq First Nation Band present during the drills are required to participate and comply with the Emergency Evacuation orders. Failure to evacuate during an alarm will result in corrective measures.

## Alarm System Maintenance

All maintenance, upgrades and additions to the fire alarm system in Qalipu Mi'kmaq First Nation Band Offices are to be conducted by a certified/authorized professional contractor. The contractor conducts a full inspection of the fire alarm system once a year and will correct any deficiencies found.

## Emergency Building Warden Responsibilities

- Be familiar with the Fire Evacuation Plan and act in accordance with the plan.  
Ensure the establishment of all Emergency Fire Warden Positions and that the list of wardens is up-to-date.
- Prepare, implement and revise the Fire Safety Evacuation Plan when directed by a Senior Officer.
- Ensure monthly inspections, hazard identification and control table are completed
- Ensure that all means of access or egress are kept clear of any obstructions.

- Ensure that the floor plan includes necessary components such as stairwells and alarm system and revising if needed.
- Ensuring that the posted procedures comply with the Fire Safety Evacuation Plan.
- Report all incidents of fire, false alarms and other evacuations to the Senior Officer.
- Hold Fire Drills as required.
- Participate in debriefings after the fire/fire drill.
- Keep copies of the building diagrams and an access key for the Fire department.

#### Emergency Building Warden Deputy Responsibilities/ Health and Safety Representative

- Be familiar with the Fire Safety Evacuation Plan
- Be familiar with the Emergency Building warden responsibility
- Undertake all responsibilities of the Emergency Building Warden in the event of their absence.

#### Emergency Floor Wardens Responsibilities

- Identify any person who needs assistance and
- Be familiar with the Fire Safety Evacuation Plan
- Supervise (when possible) the evacuation of the building
- Follow the procedures outline by all occupants procedures

#### Duty Emergency Floor Warden

- Be familiar with the Fire Safety Evacuation Plan
- Be familiar with the Emergency Floor warden responsibilities
- Undertake all responsibilities of the Emergency Floor Warden in the event of their absence.

#### Clothing Fires

If your clothing should catch on fire; Use the STOP-DROP-ROLL method to extinguish yourself.

#### Severe Weather

Severe weather emergencies include: heavy rain, dense fog, blizzard, flood, hail, lightning, cold, snow, and thunderstorms. This is not intended as an exhaustive list, but provides overall guidance that can be extended to any weather emergency or natural disaster. Severe weather emergencies should be reported immediately to your manager as soon as possible.

#### Severe Weather Procedures

In the event severe weather cripples your ability to arrive to work safely; STAY HOME, but try to call your Manager 45 minutes before your shift.

In the event weather starts to progress to bad weather, the CEO will decide when and if work will stop.

If in the event the weather becomes too severe, please avoid leaving the premises. You may be safer in the building than travelling home.

## In Case of Loss of Service

In the event that Qalipu Mi'kmaq First Nation Band temporarily loses service such as, electricity, water, gas, or telephones along with any component of the heating, cooling or ventilation system, and fire or security alarm, an assessment will be carried out to determine if an immediate risk is present.

Prolonged outages of the above systems that last longer than 10 minutes will affect the server information system. Loss of water will raise concerns regarding the sanitation in the washrooms.

If an outage lasts longer than 30 minutes and the repair to a specific service may be time consuming the CEO will determine whether or not the office should be closed and for how long.

## Power Outage

Determine if there is a need to evacuate the office, seek shelter, or stay put. Most power losses are short term and occupants are safer if they remain in place.

## Procedures

During outage:

- Immediately report the power outage to your Manager if they are unaware.
- Communicate with other employees about the status of the outage.
- Verify that emergency equipment such as fire alarms, security alarms, emergency lighting are operating correctly
- Contact IT specialist so they can start power down procedures for server.
- During the power outage, shut down all non-essential equipment.

After the Power is restored:

- Notify all employees work will be returning to normal.
- Gradually turn on lights and equipment to avoid overtaxing the power immediately.

## In Case of Threat of Suicide

Reference to suicide by any person inside or outside of the office must be taken seriously. Please do not attempt to judge whether the threat of suicide is real. Whether referenced in person, via email, or via phone, follow these steps:

## Suicide Threat

- Consider any reference to suicide serious
- Do not leave the suicidal person alone (if in person or on the phone)
- Notify the your Manager and their Manager
- Managers should then notify the RNC.
- Stay with them until help arrives.

## Suicide Attempt

- Notify your Manager and their Manager if you have first-hand knowledge of a suicide attempt.
- Call for medical personnel.



- Stay with them until help arrives.
- Do not let the person leave without parent, guardian or other appropriate supervision.
- Manager will determine if defusing or debriefing procedures need to be put in place.



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