Sipekne'katik Band

Strategic Plan
2014-2019

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Table of Contents

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1.   Introduction

Since 2012, the Sipekne'katik Chief and Council have taken steps to better manage Band spending and to strengthen Band program oversight and management through the enactment of various policies and procedures. As the next step in this process, the Sipekne'katik Chief and Council underwent a strategic planning process and has identified several promising avenues to leverage community strengths and untapped opportunities in order to achieve the priorities the community has set for the next 5 years.   This strategic plan as presented herein is meant to be a living document. Therefore it should be reviewed on a regular basis. At minimum, it should be reviewed annually.

2.   Purpose

The primary goals of the Sipekne'katik Band strategic plan are to:

1. Identify and build upon stakeholder priorities to identify necessary actions the Sipekne'katik Band must take to enact a feasible, measurable and community-relevant 5-year strategic plan, and;

2. Build upon ongoing community efforts to address barriers to progress and build program management, local governance and socio-economic development.

3. Develop a workplan for 5 years that will allow community leadership and community program mangers to act upon shared strategic priorities in the first year and further workplan thereafter.

In so doing, the strategic planning process involved engaging the Chief and Council and program managers in an examination of the community's social determinants of health as well as other key areas that directly affect the community's capacity to address its challenges and improve the overall quality of life of its membership. The long-term intent was to engage program managers to identify ways to leverage their respective strengths and capacities to ensure the plan's success.

3.   A Population Health Foundation

The strategic planning process was underpinned by a population health approach that focused on identifying multi-level strategies that address core factors associated to the community's health and well-being. From a practical standpoint, it involved Chief and Council and program managers coming together in order to identify actions that, if taken, could contribute to building the Sipekne'katik community's health and prosperity.

The approach sought to identify strategies that took into account how social issues in one area impact the health of a whole population. For instance, access to adequate income, employment opportunities, safe living conditions and a strong connection to one's culture impact health and well-being just as much as daily physical activity, nutrition or other factors commonly associated to health. Not only is this understanding consistent with Aboriginal worldviews but it also provided a broader framework from which to undertake planning at the Sipekne'katik Band.

4.   Planning Methodology

The development of this strategic plan began with a two-day workshop whereby Chief and Council along with program directors undertook a SWOT analysis of the 13 social health determinants that define the Sipekne'katik First Nation's health and wellbeing. Each health determinant was analyzed from the standpoint of the community's strengths, weaknesses, threats and opportunities. Strategic priorities and supporting actions were identified in each area and complemented (where applicable) by program-level planning activities.

The second phase of this strategic planning process entailed a presentation and vetting of the draft strategic priorities for each social determinant of health, including actions items to be included in an area-specific workplan (for year 1 of the strategic plan).   The selection of year-1 workplan activities was based on an assessment of each activity's feasibility and contribution the plan's successful implementation. This phase again involved the Chief and Council and program managers.

5.   Considerations for Successful Implementation

The success of this strategic plan rests upon several conditions:

1. The strategic plan requires adequate oversight and management that is accountable to Sipekne'katik Chief and Council. It is therefore proposed that this strategic plan be managed and overseen by the establishment of a new Band Operations Team. This team would be made up of representation from each Band-operated program, from the public at large and the Director of Operations. This team would provide strategic planning oversight and support over the next 5 years while remaining accountable to Chief and Council. This will include establishing and overseeing the various committees suggested in this strategic plan.

2. It is recommended that the Band Operations Team meet once a month to review progress made on each workplan. The Director of Operations would liaise between the Team and the Chief and Council and would provide status updates on the implementation of the workplans to the Chief and Council on a quarterly basis.

3. This strategic plan is designed to be organic and flexible. Therefore, the Band Operations Team would meet with Chief and Council annually to update and revise the strategic plan as a whole. Substantial progress or setbacks that occur in any one area, including emerging

opportunities and new challenges, will determine the workplan activities for the subsequent years (2, 3, 4, and 5) and ultimately the strategic plan's overall success.

4. The annual review of the strategic plan would also include an evaluation of progress made, challenges encountered, and actions taken to mitigate setbacks and seize emerging opportunities. This would include an examination of governance practices, agency accountability, collaboration and integration among Band programs, financial management, and community relations.

5. Given the scope and duration of the proposed strategic plan, it is recommended that a third and impartial party provide formative and summative evaluation support through the strategic plan. The blend of both evaluation approaches would ensure that the evaluation provides capacity building support and guidance while ensuring targets are met. With this in mind, it is recommended that an evaluation plan be developed and enacted as part of the strategic plan's overall implementation. Evaluation would help ensure a higher degree of accountability to the agreed upon priorities and commitments.

6. The establishment of subcommittees to address key areas of the strategic plan would foster the collaboration needed among programs. These subcommittees would include at least one member of Council and would be overseen by the Band Operations Team. Details on each committee are described further on.

7. The place of culture needs to be addressed at all levels and areas of planning. In order for the community linguistic and cultural heritage to survive and prosper, it must become an integral aspect of everyday community and Band operations.

6.   Vision and Principles of the Sipekne'katik First Nation

The Sipekne'katik Band's emerging vision is to become a strong community that is a safe and positive place for our children and families, where our people are healthy and confident, our culture is vibrant, and our economy is thriving. **This vision, along with the accompanying values and principles, should be visible in the Band office.** For example, the vision, values and principles could be posted at the entry to the Band administration building.

The following values and principles will guide us in fulfilling our vision:

1. We will protect, promote and instill pride in our Mi'kmaq culture, language, and way of life.

2. We will build a strong, healthy and prosperous community.

3. We will lead by example. Our actions will speak louder than our words.

4. We will work with best interests of the whole community and future generations in mind.

5. We will act fairly and show accountability to the community.

6. We commit to a shared vision for our community and commit to working better together.

7. We will manage growth in ways that ensure respect for the land and quality of life.

8. We will communicate openly, honestly, and respectfully.

9. We will be fiscally responsible and maintain a positive cash flow.

10. We will generate sustained revenue from our own business and economic development in order to move towards greater economic self-sufficiency.

11. We will act transparently and communicate openly to ensure accountability.

12. We will separate politics and administration so our government functions effectively and reflects the will and priorities of the community as a whole.

6.1 Strategic Priorities

To achieve our vision, the Sipekne'katik Band has developed a series of goals and strategies. The goals reflect our desired future achievements and are organized by priority area. Each goal is followed by a series of strategies, which outline the most effective ways to achieve the goal over the next five years and which outline which administrative area or program will lead the implementation of the strategy. The strategies are then presented as a table, along with workplan timelines for implementation.

The strategic priorities for each area (such as education or leadership) are informed by an analysis of the strengths, weaknesses, opportunities and threats in the specific area. Strengths tend to refer to positive factors that are internal to the organization. Weaknesses involve negative internal issues. Opportunities refer to external positive issues or opportunities that may be open to the Sipekne'katik Band. Finally, threats are negative issues, risks, or challenges that the Band anticipates, may or will likely encounter. Taken together, the SWOT analysis allows the Band to assess the status quo in order to better respond to it and determine planning goals and set priorities.

7. Area 1: Leadership

7.1 Leadership SWOT Analysis

Several opportunities to strengthen Band leadership and governance were identified during the strategic planning process and included the **implementation of a portfolio system** whereby each Council member would be assigned a particular area, such as recreation or health. Other opportunities identified during the strategic planning sessions included:

- Ratifying a community consultation policy on key issues, such as the enactment of new policies that impact a significant portion of the community;
- Designating one Council meeting per month as open to the public at large and that it be held in the evening;
- Developing and adopting a communication policy to strengthen Band Council transparency, accountability and public trust;
- Developing orientation training for Chief and Council on key areas, such as governance, management and leadership and that this training would be regular and certainly implemented at the onset of each new term;
- Establishing leadership programs for community members that will help them excel in the in the roles they exercise within their families, their community and their places of employment, including off-reserve;
- Reviewing and revising community by-laws to strengthen good governance.
- Having an annual general assembly (AGM) to report back to and seek input from the community, and;
- Assigning a community portfolio to each Council member,

The leadership of the Sipekne'katik Band faces very short terms (i.e., two years) and is faced with the responsibility of trying to remedy or at least alleviate longstanding challenges, poor community health, and low attainment be it educational or socio-economic. The exercise of good leadership is also confounded by constraints imposed by the *Indian Act* and how the *Act* exercised by Aboriginal Affairs and Northern Development Canada (AANDC).

Notwithstanding this, there is a general consensus that Chief and Council governance practices are improving when compared to 2012 and before. The various policy initiatives are viewed as promising even if some remain skeptical as to their actual impact on current Band governance.

These untapped opportunities are closely linked to concerns around the effects of internal politics on fair and transparent governance. In this last respect, many program managers are frustrated by what they consider political interference in the administration of Band policies whereas some Band council members are frustrated by what they consider as insubordination from some program managers. At the heart of these conflicting positions is a lack of clarity around the roles, responsibilities and scopes of activity. The impact of such tensions and distrust are significant and undermine the collaboration that is needed between Chief and Council and program managers in order for this strategic plan to be successful. At a broader level, low capacity to govern will contribute to the following challenges if left unaddressed:

- Lack of guiding policies and procedures;
- Lack of power and influence on key development areas;
- Poor planning, development and service delivery;
- Ineffective representation;
- Poor communication;
- Unresolved conflicts of interest;
- Failure to achieve policy aims, and;

- Contested community engagement.

7.2   Leadership Goals

It is with this in mind that that the following leadership goals are put forth:

1. To establish and implement a governance capacity development plan that includes policies and training that will result in:
   a. Improved communication, accountability and transparency between Chief and Council, staff, and community membership;
   b. Improved collaboration between the Band council and community program managers, and;
   c. Strengthen Band management and governance capacity as a whole.

2. To secure training and develop strategies to strengthen Chief and Council's capacity to govern effectively and to ensure continuity of progress achieved.

3. Establish an economic development strategy that will address barriers and leverage untapped economic opportunities.

7.3   Recommended Strategies for Leadership

1. Implement an **orientation program** for Chief and Council that is part of the Band's overall management plan.

2. Establish a **Band Operations Team** to oversee the implantation of the strategic plan including strategic plan sub-committees.

3. **Review existing Band policies to eliminate redundancies, conflicts and gaps** that undermine effective and responsible governance.

4. **Ensure organizational policies are developed and implemented** in community organizations that do not already have them.

5. **Designate portfolios or subcommittee** (see other recommendations) to each councilor for each area of the strategic plan.

6. Finish the development and implementation of a **code of ethical conduct** for the leadership and staff (Band Human Resource Policy).

7. Establish a **leadership development program** for Chief and Council, staff, and for the community at large.

8. Implement the **Sipekne'katik Band Community Engagement Policy** and evaluate it with community input at least once per year.

9. Finish the development of a **community economic development strategy** that includes leveraging opportunities to support community businesses and untapped economic development opportunities. It should also seek to address the lack of adequate access to local highways.

10. Increase the **term of office to four years**.

11. Establish the requirement that each new Chief and Council **sets clear goals and objectives for each term** of office and that these should be made public.

12. Ensure that all Band programs and departments have a fair **complaint/appeal process** by which community members can have their concerns addressed openly and fairly.

13. Establish a **Band policy on good governance** that will build upon the work begun with the code of conduct for Chief and Council. This will include well-defined criteria and a mechanism for removing the Chief and Council members when they are deemed unfit to assume their office.

1. Develop and ratify a **policy that describes the conditions and steps that must be taken to create, amend or rescind a policy.**

*7.4	Leadership Workplan with Timeline (See page 9) next*

Area 1: Leadership

Strategy	Year 1 2014-2015	Year 2 2015-2016	Year 3 2016-2017	Year 4 2017-2018	Year 5 2018-2019	Lead
1. Implement orientation program for Chief and Council		X				Band Operations Team
2. Band Operations Team	X					Band Operations Team
3. Review existing Band policies and create new policies for community programs that have no policies	X					Band Council + Operations Team
4. Ensure organizational policies are developed and implemented in community organizations that do not have them "Policy Committee"	X					Band Council + Operations Team Policy Committee
5. Designate portfolio and/or project subcommittee oversight	X					Band Council + Operations Team
6. Code of ethical conduct – Chief & Council (C&C) to pass	X					Band Council + Operations Team
7. Leadership development program – Director of Operations continue to work on.		X				Band Council + Operations Team
8. Communication and public accountability policy	X					Band Council + Operations Team Community Enacted
9. Economic development strategy in progress		X				Band Council + Operations Team, EDO, David Nevin
10. Increase the term of office BCR F/N Elections		X				Band Council + Operations Team
11. Clear goals and objectives for each term		X				Band Council + Operations Team
12. Public appeal process – to be developed.		X				Band Council + Operations Team
13. Establish a Band policy on good governance (Completed)		X				Band Council + Operations Team
14. Develop a policy on policy development, amendment and revocation. (Completed)		X				Band Council + Operations Team

8. Area 2: Finance and Administration

8.1 Finance and Administration SWOT Analysis

The Sipekne'katik Band is currently under co-management in an effort to clear the Band's debts and move it into having good financial standing. However, the Band's accrued debt underpins many of the challenges in seizing untapped opportunities. As such, it is especially critical that Band finances are monitored and managed properly. Good financial and administrative strategies will improve program efficiencies, leverage funding for economic development, and tighten Band management practices.

Stakeholders consulted identified reporting and accountability as significant challenges that must be overcome in order to sustain existing funding and to move forward. This is tied to inconsistent applications of existing policies (often tied to conflicts of interest), overwhelming reporting requirements imposed by government to secure funding, and a general tendency to pursue short-term solutions that lead to long-term problems.

8.2 Finance and Administration Goals

Based on this, the finance and administration goals are to:

1. Develop a financial recovery strategy that can be implemented based on existing funding agreements, but that includes strategies to leverage new revenue.

2. Undertake a comprehensive review of program budgets and resources, including:
    a. A review, and where required, a reassignment of discretionary funds, and;
    b. A review and amendment of program budgets to ensure efficiency.

3. Establish a Financial Oversight Subcommittee to ensure greater transparency and accountability regarding the use of Band funding. This committee would publish an annual report that details where and how funding is used, particularly with regards to addressing the Band debt while making sure core programs are protected.

4. Achieve a positive Band cash flow in 5 years.

5. Strengthen Band program management capacity, particularly in the development and application of policies and procedures as well as budgeting.

6. Develop an information technology plan that will respond to the Band's current and projected information technology needs.

8.3 Recommended Strategies for Finance and Administration

1. Develop and define clear **terms of reference** for the Financial Oversight Subcommittee that includes clear roles and responsibilities as well as clear lines of accountability.

2. Undertake an **assessment of management staff** in order to development a management development building strategy to address identified gaps and challenges that could hinder the successful implementation of the Sipekne'katik Band Human Resource Policy.

3. Continue implementing the **Management Action Plan** and evaluate its success on an annual basis.

4. **Revise and expand administrative policies and procedures** to ensure they are applied systematically, fairly, and equitably among staff and to the Sipekne'katik public.

5. Issue **regular program reports** to communicate regularly with the Band membership.

6. Develop comprehensive **policies for each administrative department** within the Sipekne'katik Band to operationalize the by-laws enacted by Chief and Council.

7. Review and **strengthen measures to enforce** policies and procedures.

8. Conduct an **annual Band program review**, which would include not only an annual financial audit, but also an evaluation of services, including client satisfaction, staff satisfaction, and community responsiveness.

9. **Each program manager should provide a monthly budget and activity report** to the operations team, which will be passed on to Chief and Council. The **Director of Finance should also provide a monthly financial update to program managers** in order to ensure effective management of Band programs and services.

8.4 Finance and Administration Workplan with Timeline

Area 2: Finance and Administration						
Strategy	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Lead**
	2014-2015	**2015-2016**	**2016-2017**	**2017-2018**	**2018-2019**	
1. Terms of reference for financial oversight committee	X					Financial Oversight Committee
2. Assessment of all management staff		X				Financial Oversight Committee

Area 2: Finance and Administration						
Strategy	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Lead**
	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	
3. Financial recovery strategy	X	X				Financial Oversight Committee
4. Revise & expand administrative policies & procedures		X				Financial Oversight Committee
5. Program reports to the public – on target	X					Financial Oversight Committee
6. Policies for each administrative department	X					Financial Oversight Committee
7. Strengthen measures used to enforce policies – on target & to be enforced		X				Financial Oversight Committee
8. Conduct annual program review – Action : reflection on each employee, self-evaluation past work done or not done	X					Financial Oversight Committee – All Departments
9. Develop an information technology plan Information Management System		X				Financial Oversight Committee

9.   Area 3: Early Childhood Development

9.1   Early Childhood Development SWOT Analysis

There is considerable support for improving the circumstances that children live and grow in. There is also considerable support to offer enhanced training to early childhood development (ECD) workers so that they are better equipped to deal with the growing and complex needs of children in the community.

Positive early childhood development sets the stage for a strong foundation in life. However, children in the Sipekne'katik community often face risk factors that predispose them to poor health, a lack of school readiness, and ultimately, lower educational attainment. A lack of a good foundation in the early years can create significant challenges across all aspects of an individual's life and community life as a whole. Yet, there is concern that the value of children as the future of the community is sometimes not supported by concrete actions and adequate investments in early childhood development.

Coupled with that, Sipekne'katik is facing significant housing issues that directly impact early childhood development, which in turn place children and youth at risk. Research suggests that one of the most significant factors that contribute to youth suicide is overcrowding. There is also concern that the buildings in which some early childhood development programs are housed is contributing to ill health. There are also concerns around the age-appropriateness of the playground for children under 6.

9.2   Early Childhood Development Goals

This strategic plan proposes a balanced early childhood development approach that should be enhanced once Band finances improve. Therefore, the early childhood development goals are to:

1. Establish and enact a community-based early childhood development strategy for the Sipekne'katik community that includes:

    a. Health status assessments and benchmarks.
    b. Measures to integrate on and off reserve ECD services as a means to addressing identified service gaps.
    c. ECD Needs assessment / asset map.
    d. A strategy to improve ECD service integration.

2. Bring existing ECD facilities up to provincial standards or develop a strategy to move ECD programs into an appropriate facility.

3. Examine the possibility of integrating Mi'kmaq culture and language into the ECD curriculum.

9.3   Recommended Strategies for Early Childhood Development

1. Establish a community **early childhood development committee** which will be tasked with overseeing the development and enactment of community early childhood development strategy.

2. Develop and enact a community **early childhood education development strategy**.

3. Have the Daycare and Head Start **facilities inspected for compliance with provincial standards** and develop a plan to address challenges with compliance or explore new options for housing these programs.

4. Maintain provincial **licensing for the daycare and Head Start programs**.

5. Build a safe and **age-appropriate playground for children** under the age of 6.

6. Undertake a community **youth needs assessment** to determine the extent current community programs and activities address youth needs and divert them from undertaking high risk behaviours and to identify youth interests.

7. Develop and offer regular **parenting workshops and support groups** for parents. Themes covered could include behaviour management, anger management, food preparation, budgeting, parenting children with mental health or developmental challenges.

8. Strengthen the community's **youth council** by involving it in policy development, in Band engagement activities and in developing programs, services, and activities that are directed at community youth.

9. Review and broaden the community's **food security program** to ensure that those that struggle financially have access to healthy nutrition.

9.4   *Early Childhood Development Workplan with Timeline – Patsy Michael & JenniferSack*

Area 3: Early Childhood Development						
Strategy	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Lead**
	2014-2015	**2015-2016**	**2016-2017**	**2017-2018**	**2018-2019**	
1. Early childhood development committee	X					Band Operations Team
2. Establish an early childhood education development strategy		X				Band Operations Team
3. ECD facility compliance with provincial norms – working on		X				Employment Training office + school career counsellor + Health
4. Pursue licensing for the daycare and Head Start programs - in progress		X				Health Centre staff + Employment Training office + Education staff
5. Build an age-appropriate playground for children under 6 Done for Community		X				Community education and cultural revitalization committee + Health
6. Youth needs assessment – Table for next month	X					Community education and cultural revitalization committee + Health

Area 3: Early Childhood Development						
Strategy	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Lead**
	2014-2015	**2015-2016**	**2016-2017**	**2017-2018**	**2018-2019**	
7. Parenting workshops and support groups - Table		X				Community education and cultural revitalization committee + Health
8. Establish a youth council - Table				X		Band Council + Operations Team + Health
9. Establish a food safety program – LSK – Food Bank-Day Care LSK & Health Center		X				Education + Head Start + Health, LSK and Health Ctr

10. Area 4: Education

10.1 Education SWOT Analysis

Chief and Council and program managers identified several strengths that underpin education in the Sipekne'katik community, including strong linkages with Mi'kmaq Employment Training Secretariat (METS), the organization of cultural camps and moose hunts. Perhaps the most recent and significant development in the community's education portfolio is the establishment a post-secondary education assistance policy to clarify the criteria for providing and sustaining financial assistance to Sipekne'katik First Nation students.

There is low educational attainment among the Sipekne'katik community and this affects the level of income and employment security. This, in turn, can lead to higher than average creates rates of poverty and dependency on subsidization.

Community stakeholders see much promise and opportunity in the area of community education. Most notably, there is consensus that existing education partnerships must be strengthened and expanded upon, particularly at the community (between the community school, Head Start and economic development) as well as with external partners, such as the Nova Scotia Department of Education and local off-reserve schools. The expansion and strengthening of these partnerships are seen as key to addressing the various gaps and challenges that systematically undermines school and work placement readiness and success among community members.

Lastly, concerns around the loss of culture and language a reoccurring theme throughout discussions in every area covered by the strategic planning process. At the same time, there is

considerable support for any measure that might reverse these losses, such as the establishment of a community culture and language revitalization strategy.

10.2   Education Goals

It is with this in mind that the following education goals are to:

1. Identify and enact actions that will address the barriers faced by students between the ages of 6-17 that hinder their academic success and workplace readiness.

2. Identify and enact actions that will support community members in pursuing and succeeding in their post-secondary education.

3. Broaden and strengthen education partnerships between community agencies and with off-reserve partners.

10.3   Recommended Strategies for Education

1. Establish a **community education and cultural revitalization committee** that will be tasked with facilitating the enactment of the 3 community education goals along with overseeing the implementation of the following recommendations in this section. This committee should report quarterly to the Band Operations team and annually to the Chief and Council. The composition of the committee should include representation from parents, the community school, the community training and employment office, the operations manager, the member of council who carries the education portfolio, the health centre, education (community school, post-secondary), an Elder as well as other stakeholders.

2. Include a budgetary item within the Band budget to **fund Mi'kmaq cultural and linguistic revitalization**.

3. Develop a **strategy to build and strengthen education partnerships** both on and off reserve.

4. Develop and **include culture-based curricula** within the schools that educate Sipekne'katik Band children.

5. Establish a **parent education advisory subcommittee** to enhance parental involvement in their children's schooling and preparation for the workforce as well as other aspects of the education strategies included herein.

6. Work with the community training and employment staff to develop **career action plans** for each high school students. This could include a mentorship program where people who have graduated high school and are furthering their education or working come back and mentor high school students.

7. Develop and include **life skills curriculum** in the school that will prepare future graduates for career planning, post-secondary education and workforce readiness. Success in this area should be measured based on increases in the rates of community post-secondary enrollment, rates of successful degree completion and rates to job placement and retention. It should also include measures to support people with disabilities or special needs.

8. Draft a community **education governance protocol** for consideration by the leadership. This governance protocol should clarify roles, responsibilities and levels of decision-making autonomy regarding community education matters and how community members at large as well as other community agencies. This work could be undertaken with the involvement of the cultural revitalization committee.

9. Undertake a **community education needs assessment** to identify and address ways to assist students with special needs. This could include establishing an afterschool program or other specialized support services and should involve collaboration between education ad health centre staff.

10. **Clarify and strengthen partnership mandates and interagency collaboration** and (where required) create of new partnerships with clear mandates that are aligned to addressing specific gaps . One well-documented gap is the lack of proper integration of students transitioning to external schools.

11. Establish a **community learning centre** with supports and programs, such as a General Educational Development (GED) program, guidance counseling, academic counseling, tutoring. Post-education training should merge cultural knowledge with western knowledge and include the support of health centre staff such as the child psychologist.

12. Collaborate with local Elders to identify ways to **promote the use of culture and language** in the schools, in students' homes and in Band-managed public spaces. This could include the establishment of a culture-based education centre (see recommendation #8).

13. Explore the feasibility and the desirability of establishing/maintaining **post-secondary student allowances** as part of the existing post-secondary policy.

14. Undertake a comprehensive assessment of **education staff performance and needs assessment** to address gaps and building capacity.

10.4 Education Workplan with Timeline - Table

Area 4: Education						
Strategy	**Year 1** 2014-2015	**Year 2** 2015-2016	**Year 3** 2016-2017	**Year 4** 2017-2018	**Year 5** 2018-2019	**Lead**
1. Establish community education and cultural revitalization committee **– (Completed)**	X					Band Operations Team + Health + Education
2. Establish parent education advisory subcommittee		X				Band Operations Team
3. Career action plans		X				Employment Training office + school career counsellor
4. Life skills curriculum		X				Health Centre staff + Employment Training office + Education staff
5. Education governance protocol – adopt MK Policy	X					Community education and cultural revitalization committee
6. Community education needs assessment		X				Community education and cultural revitalization committee + Health & Post Secondary
7. Clarify and strengthen partnership mandates On Target		X				Community education and cultural revitalization committee
8. Establish a strategy to promote culture (on going)	X	X	X	X	X	Band Council + Operations Team
9. Culture and language promotion (on-going)	X	X	X	X	X	Education + Head Start
10. Post-secondary student allowances (on-going)	X	X	X	X	X	Education + Band Council
11. Education staff performance and needs assessment - (on going)	X	X	X	X	X	Education + Band Council

11.   Area 5: Health Services

11.1   Health Services SWOT Analysis

The SWOT analysis revealed a dedicated health staff and wellness coordinator. There was also a great deal of pride and ownership expressed regarding the community-based sentencing circles. While services were seen as responsive, there were concerns expressed that health services are over budget and require attention.

High quality health care services are a social determinant of health as well as a basic human right. The main purpose of a universal health care system is to protect the health of citizens and spread health costs across the whole society. A universal health care system is especially effective in protecting citizens with lower incomes who cannot afford private health care insurance. Evidence also suggests that community-based and community-driven health services are especially important for meeting the health needs of First Nation people. Yet, health services at Sipekne'katik Band are under-funded. Moreover, community members face considerable barriers and discrimination when accessing services off reserve. As a result, strengthen the community's capacity to address its own health services needs is especially important.

11.2   Health Services Goals

Therefore, the goals of health services are to:

1. Provide culturally safe and cultural responsive health service within the community.

2. Strengthen partnerships and service integration with external health service partners.

3. Find solutions for addressing overspending while still meeting community needs and mandated service delivery requirements.

4. Undertake a community health plan that addresses the community's most pressing health needs and challenges.

5. Establish a community recreation strategy that is integrated with the community health plan.

6. Ensure that current health services are compliant with their respective contribution agreements.

11.3   Recommended Strategies for Health Services

1. Establish **community health and recreation planning committee** that will be accountable to the Band Operations Team.

2. Develop a **community health and recreation plan** that should consider the following issues (please note that some areas are currently being addressed by the sports and recreation program):

   - Establish a community fitness centre, with cardio machines, free weights and weights machines, fitness classes for all levels and core and stretch area.
   - Develop more recreation sport programs for youth, such as dance and gymnastics.
   - Establish a running/walking track and trail.
   - Find creative ways to generate additional income for the recreation budget so that additional staff can be hired.
   - Develop and certify individuals in sport and recreation, such as coaches.
   - Develop after school programs and intramural sports teams.
   - Host sport tournaments.
   - Establish a community hockey arena.
   - Establish a Band fitness program that allots time for all Band employees and members to exercise at the fitness centre (e.g., 2:00pm – 3:00pm, 3x per week).
   - Secure a bus to organize trips for youth and seniors.
   - Host health promotion workshops (for the public and for school usage) to educate people on how to live healthy lifestyles.
   - Designate land in the community for training facilities (e.g. track and field).
   - Integrate Mi'kmaq culture into new and existing health and recreation services.
   - Identify community-based mental health services and strategic directions.
   - Establish summer and winter/March break camps for children and youth.

3. Work with the Financial Oversight Committee to develop a **strategy to address overspending and funding needs** while still meeting health-servicing responsibilities.

4. Continue working on the **community health plan**.

5. Undertake an **assessment of health service gaps and barriers** that hinder community access to equitable health care.

6. **Solidify and expand existing partnerships with the district health authority** to address health service gaps and barriers (see strategy 5) through service adaptation and integration.

7. Undertake an **evaluation of existing community-based health services** to ensure they are culturally responsive to community needs. The results of this evaluation should inform the community health plan.

8. **Review current health services contribution agreements to ensure all requirements are met** and to develop strategies to address contribution requirements that are not otherwise met at this time.

9. **Renovate existing sport and recreation facilities** to better accommodate community needs until a new facility can be built.

11.4   Health Services Workplan with Timelines

<table>
<tr><td colspan="7" align="center">Area 5: Health Services</td></tr>
<tr><td align="center">Strategy</td><td align="center">Year 1</td><td align="center">Year 2</td><td align="center">Year 3</td><td align="center">Year 4</td><td align="center">Year 5</td><td align="center">Lead</td></tr>
<tr><td></td><td align="center">2014-2015</td><td align="center">2015-2016</td><td align="center">2016-2017</td><td align="center">2017-2018</td><td align="center">2018-2019</td><td></td></tr>
<tr><td>1. Establish a Community health and recreation planning committee</td><td align="center">X</td><td align="center">X</td><td></td><td></td><td></td><td align="center">Lorraine Etter & Joan Paul</td></tr>
<tr><td>2. Develop a community health and recreation plan</td><td></td><td align="center">X</td><td></td><td></td><td></td><td align="center">Community health and recreation planning committee</td></tr>
<tr><td>3. Strategy to address overspending and funding needs (on going)</td><td align="center">X</td><td align="center">X</td><td align="center">X</td><td align="center">X</td><td align="center">X</td><td align="center">Health Centre + Band Operations Manager + Co-Manager + Chief and Council</td></tr>
<tr><td>4. Continue working on the community health plan (Completed)</td><td align="center">X</td><td></td><td></td><td></td><td></td><td align="center">Health Centre</td></tr>
<tr><td>5. Undertake an assessment of health service gaps and barriers – (on going)</td><td align="center">X</td><td align="center">X</td><td align="center">X</td><td></td><td align="center">X</td><td align="center">Health Centre</td></tr>
<tr><td>6. Solidify and expand existing partnerships with the district health authority (on going)</td><td align="center">X</td><td align="center">X</td><td align="center">X</td><td align="center">X</td><td align="center">X</td><td align="center">Health Centre</td></tr>
<tr><td>7. Evaluation of existing community-based health services (on-going)</td><td align="center">X</td><td align="center">X</td><td align="center">X</td><td align="center">X</td><td align="center">X</td><td align="center">Health Centre</td></tr>
<tr><td>8. Review current health services contribution agreements to ensure compliance (on-going)</td><td align="center">X</td><td align="center">X</td><td align="center">X</td><td align="center">X</td><td align="center">X</td><td align="center">Health Centre</td></tr>
<tr><td>9. Renovate existing sport and recreation facilities - Joan Paul to approve (opening 2015)</td><td></td><td align="center">X</td><td></td><td></td><td></td><td align="center">Recreation Program</td></tr>
</table>

12.   Area 6: Health Promotion of Healthy Practices

12.1   Health Promotion of Healthy Practices SWOT Analysis

The SWOT analysis revealed that there is a good rapport between health promotion staff and external agencies and professionals. Moreover, this rapport has extended to relationships with different departments and agencies concerned with health in the community in that there is a growing network within the community.

However, there is often a lack of knowledge regarding patients' medical history. This may be because there is no shared patient medical database between the Sipekne'katik and provincial health systems or because of a lack of disclosure by patients/clients.

There appears to be a lack of knowledge among the general Sipekne'katik public on how to maintain good health. Public places are not safe; drug paraphernalia can sometimes be found in public spaces.

Furthermore, the community is somewhat isolated; traffic in and out of the community is limited. This makes accessing services and activities that would further promote good health more difficult.

12.2   Health Promotion of Healthy Practices Goals

It is with this in mind that the health promotion goals are to:

1. Effectively promote healthy lifestyle practices that instill cultural pride and self-respect.

2. Establish community-owned and accessible facilities that will allow community members to pursue healthier living.

12.3   Recommended Strategies for Health Promotion of Health Practices

1. Establish **after school, evening, and weekend activity programs** for all ages, such as track and field, sports, walking groups, dietitian services, cooking classes, and smoking cessation.

2. **Evaluate the community's National Native Alcohol and Drug Abuse Program (NNADAP) program** and use the results to strengthen its range of services offered, its reach, its uptake and overall impact on community substance abuse challenges.

3. Create a **community fitness program** that includes incentives that are age appropriate and tackle the most prevalent health problems in the community

4. **Establish a sports facility.**

5. Secure a **physician for the community**.

6. **Pass a Band Council resolution to allow the Band to be included in the *Personal Health Information Act*** and implement the measures needed to be compliant with the Act (e.g., policies to protect patient information, professional training, public education sessions, etc.).

12.4   *Health Promotion of Healthy Practices Workplan with Timeline – Table*

Area 6: Health Promotion						
Strategy	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Lead**
	2014-2015	**2015-2016**	**2016-2017**	**2017-2018**	**2018-2019**	
1. After school, evening, and weekend activity programs **(Completed)**	X					Sports and Recreation Program
2. Evaluate the community's NNADAP program (on-going)	X	X	X	X	X	Health Centre
3. Community fitness program -	X	X	X	X	X	Sports and Recreation Program
4. Establish a sport facility		X				Sports and Recreation Program + Band Operations Team
5. Physician for the community (on target)	X					Health Centre
6. Obtain a Band Council Resolution to allow the Band to be included in the Personal Health Information Act - Band Council to revisit)	X	X				Health Centre + Chief and Council

13.   Area 7: Employment, Training and Income

13.1   *Employment, Training and Income SWOT Analysis*

The SWOT analysis revealed that there is a strong awareness of the state of employment in the Sipekne'katik community. An employment and training program is in place and there is significant will to implement additional training. However, an adequate training space is lacking and is constraining the ability to offer more training programs.

Among the community, there are a significant number of people who are unemployed and/or on social assistance.   The cycle of dependency is strong and many do not seem to be able to sustain long-term employment. There seems to be a reluctance to work long term and/or outside of the community. Poverty is pervasive.

The challenges faced in reaching goals of getting a job and nurturing a career seem insurmountable to many. There are not enough local opportunities to meet the employment needs of the community. Low employment is the norm and this is aggravated by low educational attainment. A lack of reliable and steady transportation prevents people from pursuing and/or maintaining employment or seeking services.

13.2   Employment, Training and Income Goals

Therefore, the employment, training and income goals are to:

1. Increase the number of community members who are qualified and employment ready.

2. Increase the number of community members who are actively seeking employment.

3. Increase the level of readiness of community high school graduates to pursue post-secondary training.

4. Develop strategies to address employment access and retention barriers and integrate them as part of the Band's broader economic development plan.

5. Develop strategies to move community members off institutionalized dependency.

13.3   Recommended Strategies for Employment, Training and Income

1. **Assess the community's employment and training program** to ensure it is running optimally and to explore program/service expansions needed to address gaps and challenges, including training for longer-term jobs.

2. Develop a **job readiness strategy**, including online and direct mentoring components, with input and involvement from community members who have been successful in securing employment off-reserve.

3. **Review and revise the Band social assistance policy** to include incentives for seeking and retaining employment.

4. **Solidify and expand external employment partnerships** that can support the enactment of the employment, training and income goals.

5. Develop a **community-based entrepreneurial training program** that will include the involvement of successful community and local entrepreneurs.

6. Establish **community-based transportation strategy** to help working community members go to work.

13.4   *Employment, Training and Income Workplan with Timeline*

<table>
<tr><td colspan="7" align="center">**Area 7: Employment, Training and Income Goals**</td></tr>
<tr><td align="center">**Strategy**</td><td align="center">**Year 1**</td><td align="center">**Year 2**</td><td align="center">**Year 3**</td><td align="center">**Year 4**</td><td align="center">**Year 5**</td><td align="center">**Lead**</td></tr>
<tr><td></td><td align="center">2014-2015</td><td align="center">2015-2016</td><td align="center">2016-2017</td><td align="center">2017-2018</td><td align="center">2018-2019</td><td></td></tr>
<tr><td>1. Assess the community employment and training program</td><td></td><td align="center">X</td><td></td><td></td><td></td><td>Employment and training program + social development program</td></tr>
<tr><td>2. Job readiness strategy</td><td></td><td align="center">X</td><td></td><td></td><td></td><td>Employment and training program + social development program</td></tr>
<tr><td>3. Review and revise the Band social assistance policy</td><td></td><td></td><td align="center">X</td><td></td><td></td><td>Employment and training program + social development program + Band Operations Team</td></tr>
<tr><td>4. Solidify and expand external employment partnerships – (Completed) and will be on-going.</td><td align="center">X</td><td align="center">X</td><td align="center">X</td><td align="center">X</td><td align="center">X</td><td>Employment and training program + social development program + economic development program</td></tr>
<tr><td>5. Community-based transportation strategy Concept (bus to assist people to get to work in Hfx.)</td><td></td><td align="center">X</td><td></td><td></td><td></td><td>Employment and training program + social development program + Band Operations Team + Economic development program</td></tr>
</table>

Area 7: Employment, Training and Income Goals						
Strategy	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Lead**
	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	
6. Community-based entrepreneurial training program		X				Employment and training program + social development program + economic development program

14.   Area 8: Cultural Revitalization

14.1   Cultural Revitalization SWOT Analysis

There is a lot of community pride and a strong concern in increasing the use of Mi'kmaq. It was suggested that there is opportunity to implement a Mi'kmaq immersion program in the community school. The Band recently adopted its Mi'kmaq name of Sipekne'katik as its formally recognized name. There is pride in the Eastern Eagle community dancers. The value of the having Elders as cultural role models is recognized. Cultural practices are growing, such as creating umbilical cord pouches, dream catchers, beading, and drum making.

There is hope that the traditional teachings may promote more women as leaders and senior managers. There is an opportunity to expand traditional healing practices.

Despite this, it was recognized that the Mi'kmaq culture could be incorporated into all programs and everyday life and in such a way as to not interfere with those who hold non-traditional beliefs. People are sensitive to the fact that with the loss of language has come a loss of Mi'kmaq pride. The community is also losing Elders, which further accelerates cultural loss. And it is unclear who, among those that remain, still speaks the language and who possesses more traditional, cultural knowledge.

14.2   Cultural Revitalization Goals

The cultural revitalization goals are to:

1. Develop a community-based strategy to increase Mi'kmaq language proficiency and usage in the community's everyday life and business.

2. Develop a strategy to protect and transmit traditional teachings, knowledge and ceremonies between Elders and future generations of community members.

14.3 Recommended Strategies for Cultural Revitalization

1. **Create an Elders' committee** to advise and guide the development of a community cultural revitalization strategy. This committee could include members of the Parish Council along with non-denominational Elders.

2. Develop a **cultural revitalization strategy** that will restore language usage and will make Mi'kmaq culture part of the everyday operation of programs and services. This could be supported by including:

   a. The creation of a mentorship program that will pair Elders with younger people. This could help to establish mutual support and respect, which in turn will assist in the transmission of culture and language to younger generations.

   b. The provision food and nutrition classes, particularly in the preparation of traditional food.

3. Continue to hold regular **Mi'kmaq language classes and sharing circles**.

4. **Expand upon existing cultural events** to include a cultural activity each month;

5. **Pursue the establishment of a cultural and learning centre (see Section 10, Area 4, Education)**.

6. Secure **permanent pow wow grounds** and ceremonial grounds.

14.4 Cultural Revitalization Workplan with Timeline – Health Centre

<table>
<tr><td colspan="7" align="center">Area 8: Cultural Revitalization</td></tr>
<tr><td align="center">Strategy</td><td align="center">Year 1</td><td align="center">Year 2</td><td align="center">Year 3</td><td align="center">Year 4</td><td align="center">Year 5</td><td align="center">Lead</td></tr>
<tr><td></td><td align="center">2014-2015</td><td align="center">2015-2016</td><td align="center">2016-2017</td><td align="center">2017-2018</td><td align="center">2018-2019</td><td></td></tr>
<tr><td>1. Create an Elders' committee</td><td align="center">X</td><td></td><td></td><td></td><td></td><td align="center">Health Centre</td></tr>
<tr><td>2. Teach Mi'kmaq to TOTS</td><td></td><td align="center">X</td><td></td><td></td><td></td><td align="center">Health Centre</td></tr>
<tr><td>3. Mi'kmaq language classes and sharing circles</td><td></td><td align="center">X</td><td></td><td></td><td></td><td align="center">Education + Elder's Group + LSK</td></tr>
<tr><td>4. Expand upon existing pow-wow cultural events</td><td align="center">X</td><td></td><td></td><td></td><td></td><td align="center">LSK</td></tr>
<tr><td>5. Pursue the establishment of a cultural centre</td><td></td><td></td><td align="center">X</td><td></td><td></td><td align="center">LSK</td></tr>
</table>

			Area 8: Cultural Revitalization			
Strategy	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Lead**
	2014-2015	**2015-2016**	**2016-2017**	**2017-2018**	**2018-2019**	
6. Permanent pow wow and ceremonial grounds		X				Band Operations & C&C, <mark>Health Centre - Tina</mark>

15.   Area 9: Social Inclusion and Social Supports

15.1   Social Inclusion and Social Support SWOT Analysis

There is a strong desire to create inclusive services where all members of the community have the opportunity to access services and live quality lives. It is recognized that strong community engagement has the power to empower the people.

However, there are limited opportunities for people with disabilities. Some members face physical limitations that prevent their accessing services or accessing employment and training. There are limits on physical buildings within the community and many are not designed to be accessible, making it difficult for people with physical limitations in particular to enter community buildings.

Limited resources, including financial and human, are ongoing challenges. To move forward, there is a desire to engage members of the Sipekne'katik community as volunteers at community events or programs. However, there is uncertainty over how to engage the public and how to harness the volunteer capacity of the community.

15.2   Social Inclusion and Social Support Goals

It is with this in mind that the social inclusion and social support goals are to:

1. Strengthen each community program's outreach capacity.

2. Strengthen community-based programs, services and initiatives that strengthen and mend community relationships.

15.3   Recommended Strategies for Social Inclusion and Social Support

1. Include an **outreach component for all community programs** and services, where possible. A social worker could hired / cost-shared among various agencies to assume the function of outreach worker.

2. Develop a **community violence and abuse prevention strategy**.

3. Develop a culturally responsive **conflict resolution strategy** for the community.

4. Explore the feasibility and desirability of establishing a **culturally responsive community court**.

5. Secure funding to **hire outreach staff**, including a social worker at the health centre, to work along with the certified mental health counsellor and grief counsellor.

6. **Increase the usage of the community radio** as a way to foster greater communication and inclusion.

7. Develop a **networking committee** to establish partnerships and improve relationships with adjacent First Nation and non-First Nation communities.

8. Create **awareness day for Two-Spirited people** (gay, bisexual, lesbian, or transgender people).

9. Hold **gender-specific events (men and women wellness days)** that celebrate and acknowledge differences in the community.

10. Require that each community program enact a **policy to ensure service access equity** to prevent preferential treatment of clients and the provision of services that is unrelated to the program's mandate.

15.4   Social Inclusion and Social Support Workplan with Timeline

<table>
<tr><td colspan="7" align="center">**Area 9: Social Inclusion and Social Support**</td></tr>
<tr><td align="center">**Strategy**</td><td align="center">**Year 1**</td><td align="center">**Year 2**</td><td align="center">**Year 3**</td><td align="center">**Year 4**</td><td align="center">**Year 5**</td><td align="center">**Lead**</td></tr>
<tr><td></td><td align="center">**2014-2015**</td><td align="center">**2015-2016**</td><td align="center">**2016-2017**</td><td align="center">**2017-2018**</td><td align="center">**2018-2019**</td><td></td></tr>
<tr><td>1. Outreach component for all community programs - Social & Finance</td><td></td><td align="center">X</td><td></td><td></td><td></td><td>Each community program + Band Operations Team</td></tr>
<tr><td>2. Community violence and abuse prevention strategy (on target)</td><td align="center">X</td><td></td><td></td><td></td><td></td><td>Health Centre + Restorative Justice Program</td></tr>
<tr><td>3. Conflict resolution strategy</td><td align="center">X</td><td></td><td></td><td></td><td></td><td>Youth & Band Operations & HR</td></tr>
<tr><td>5. Hire outreach staff</td><td></td><td></td><td align="center">X</td><td></td><td></td><td>Band Operations Team + Health Centre</td></tr>
<tr><td>6. Increase the usage of the community radio</td><td></td><td align="center">X</td><td></td><td></td><td></td><td>Band Operations Team</td></tr>
<tr><td>7. Networking committee</td><td align="center">X</td><td align="center">X</td><td align="center">X</td><td align="center">X</td><td align="center">x</td><td>Band Operations Team</td></tr>
<tr><td>8. Awareness day for Two-Spirited people</td><td></td><td align="center">X</td><td></td><td></td><td></td><td>All programs / services</td></tr>
<tr><td>9. Gender-specific events (on-going)</td><td align="center">X</td><td align="center">X</td><td align="center">X</td><td align="center">X</td><td align="center">X</td><td>Sports & Recreation</td></tr>
<tr><td>10. Policy to ensure service access equity – On Target</td><td align="center">X</td><td align="center">X</td><td align="center">X</td><td align="center">X</td><td align="center">X</td><td>All programs / services</td></tr>
</table>

16.   Area 10: Infrastructures and the Environment

16.1   Infrastructures and the Environment SWOT Analysis

Infrastructure is literally the physical backbone of the community. The SWOT analysis revealed that the desire to strengthen infrastructure and beautify the community is strong. The environmental health officer provides direct services to the community and is well appreciated. There is also a desire to engage Elders more and tap into their knowledge about the land and the environment.

There is recognition that there is a lot of garbage in Sipekne'katik and that there is no formalized program for addressing recyclables or hazardous waste. Partially as a result, there is a rat/rodent problem that needs to be addressed.   There is an interest in educating community members about recycling and how to protect the environment.

There is a policy void in terms of how to hold people accountable for polluting or damaging the environment. There is a desire to protect the water supply. There are also opportunities to increase community safety through the building of better roads, with sidewalks, and proper street lighting.

16.2   Infrastructures and the Environment Goals

This context sets the stage for sustaining the pursuit of the following infrastructure and environmental goals:

1. A community infrastructure and utility development and maintenance plan.

2. An environmental protection management policy.

3. A profitable waste management and recycling strategy.

4. A land use plan.

16.3   Recommended Strategies for Infrastructures and the Environment

1. Develop a **profitable recycling program**.

2. Establish a program for the **safe removal of hazardous waste**.

3. Develop an **education campaign** to encourage people to respect the environment.

4. Develop a **community land use plan**.

5. Develop a **policy and associated by-laws for development** on Sipekne'katik land that protects the community's natural resources and respects the environment.

6. Pursue opportunities to make the community more **eco-friendly, such as solar and wind power**.

7. Develop a **lobby strategy and pursue the development of an exit ramp off the main highway**, linking the community with the main provincial transportation corridor.

8. Develop a **community infrastructure and utility development and maintenance plan**. This could include:

    o Prioritization and plans for building new community infrastructure.

    o Assess current infrastructure needs, infrastructure safety, maintenance protocols, and develop plans to manage risks and needs.

    o Improve roads and build sidewalks.

    o Undertake community beautification.

    o Connect the water system to eliminate 'dead ends' in the subterranean pipes.

    o Protocols or policies for addressing environmental accidents (e.g. oil spills).

9. Develop a **profitable waste management and recycling strategy**.

16.4 Infrastructures and the Environment Workplan with Timeline

Area 10: Infrastructures and the Environment						
Strategy	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Lead**
	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	
1. Safe removal of hazardous waste – On Target & on going	X	X	X	X	X	Chief and Council + Band Operations Team
2. Education campaign- On Target & on going	X	X	X	X	X	Chief and Council + Band Operations Team + Communications Officer
3. Community land use plan – still in progess	X	X				Chief and Council + By-Law & Lands Management
4. Policy and associated by-laws for development - Lands		X				Chief and Council + Band Operations Team + Legal
5. Eco-friendly, such as solar and wind power – EDO looking at a plan		X				Chief and Council + Band Operations Team EDO & Housing
6. Lobby strategy and pursue the development of an exit ramp off the main highway (Action item for EDO)	X	X	X			Chief and Council + Economic Development
7. Community infrastructure and utility development and maintenance plan		X				Chief and Council + Band Operations Team + O&M
8. Profitable waste management and recycling strategy – On Target		X				Chief and Council + Band Operations Team
9. Burning By-Law		X				O&M & By-Law Officer

17.   Area 11: Housing

17.1   Housing SWOT Analysis

The SWOT analysis demonstrated that there is widespread concern about the state of housing in the community. There are too few units, overcrowding, and low quality housing. There is recognition that a strong policy framework to guide the allocation of housing and maintenance of the units is imperative. In fact, the Band was in the process of developing a housing policy at the same time that this strategic plan was being developed.

Several impediments to good and sufficient housing were identified. Complicated lending procedures and the inability to own housing on reserve in fee simple complicates home ownership. Rent is not collected on Band-owned units so there is limited revenue to the Band to maintain the existing housing supply. Residents of Band-owned units are not always aware of how to maintain a home in good condition and because there is little personal investment in the units, the units are not always well maintained. This, in turn, contributes to a unit's decline and the life of housing units are much shorter than they could be.

There are some privately held rental units in the community but there are no regulations in place to ensure that a certain standard of rental housing is maintained. As a result, there is no quality control of rental housing in the community and few methods to compel rental unit owners to comply with minimum quality standards.

17.2   Housing Goals

The housing goals are to:

1. To enact a community housing policy that sets how the housing program will be governed and administered, tenant/owner responsibilities, and the housing allocation process.

2. To develop a strategy to ensure the housing program does not run a deficit and is able to accumulate funds for maintenance as outlined in the housing policy.

17.3   Recommended Strategies for Housing

1. **Review and revise the housing policy on an annual basis** to ensure it is reaching its intended goals.

2. **Expand the housing supply** in response to population growth and the housing needs of the community.

3. Build sound housing units that **meet or exceed appropriate building codes and standards**.

4. Offer **housing maintenance training** to encourage householders to be responsible for their housing unit.

5. Implement a **fair and impartial decision-making process** for the allocation and renovation of housing units.

6. **Establish a housing committee** that will be arms length from Chief and Council and that is mandated to allocate housing units.

7. Have a process and set of **policies that govern rental units that are not owned by the Band**.

17.4   Housing Workplan with Timeline

Area 11: Housing						
Strategy	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Lead**
	2014-2015	**2015-2016**	**2016-2017**	**2017-2018**	**2018-2019**	
1. Review and revise the housing policy on an annual basis –		X	X	X	X	Housing Committee + Band Operations Team + Chief and Council
2. Expand the housing supply - Duplex	X	X	X	X	X	Chief and Council
3. Meet appropriate building codes and standards	X	X	X	X	X	Housing Committee
4. Housing maintenance training		X				Housing Committee
5. Fair and impartial decision-making process		X				Housing Committee
6. Establish a housing committee – On target		X				Housing Committee + Band Operations Team
7. Establish policies that govern rental units that are not owned by the Band. – Housing Policy to be approved in April		X				Housing Committee + Band Operations Team

18.   Area 12: Emergency Preparedness and Business Continuity

18.1   Emergency Preparedness and Business Continuity SWOT Analysis

An emergency preparedness plan sets out the plans, procedures, and exercises that are followed in the event of an emergency, most particularly in the immediate hours and days of an emergency. Emergency preparedness plans identify the authorities to enact and carry out the plans, emergency operations centres, evacuations, the provision of emergency medical care, ensuring people are out of harms way and have access to food, water, and temporary shelter immediately.

A business continuity management plan's purpose is to ensure that urgent services are available without interruption to members of a community in the event of a crisis, disaster or pandemic. These include the provision of critical health services and social assistance services and the fulfillment of business responsibilities (e.g., the paying of bills, salaries, etc.) that extend beyond the first few hours or days of an emergency.

Both types of plans are necessary for overall community emergency preparedness and are currently being developed by the Band's Security Department.

18.2   Emergency Preparedness and Business Continuity Goals

Accordingly, the goals in terms of emergency preparedness and business continuity are:

1. To be ready to respond effectively in cases of emergency.

2. To ensure that basic community and business functions can continue in cases of emergency to ensure that vital community and business services can continue until an emergency is completely resolved.

18.3   Recommended Strategies for Emergency Preparedness and Business Continuity

1. The Band's Security Department should **finish and test an emergency preparedness plan** that would position the community to handle the most likely crises to occur in the community and which outlines the roles and responsibilities of various programs and agencies, decision making processes, communication with partners and the public at large, and use of resources during a crisis. This plan would also outline a recovery strategy that outlines steps to be taken once the immediate risks of a crisis are dealt with and the recovery process has begun.

2. Develop and test a **business continuity plan** to enable the Sipekne'katik Band to continue essential services in the event of an emergency.

3. Develop an **emergency mitigation strategy** that helps the community to mitigate or reduce the community's vulnerability to disaster.

18.4 Business Continuity and Emergency Preparedness Workplan with Timeline

A MOU Table – Action Plan

Area 12: Business Continuity and Emergency Preparedness						
Strategy	**Year 1** 2014-2015	**Year 2** 2015-2016	**Year 3** 2016-2017	**Year 4** 2017-2018	**Year 5** 2018-2019	**Lead**
1. Finish and test an emergency preparedness plan		X	X			Band Operations Team + Health + Housing + RCMP + EMOs + Red Cross + Security
2. Develop and test a business continuity plan			X			Band Operations Team + Security
3. Develop an emergency mitigation strategy				X		Band Operations Team + Security + Health + Housing RCMP + EMOs + Red Cross
4. Develop an emergency mitigation strategy- Hammonds Plains				X		Security + EDO

19.   Area 13: Economic Development & Business Ventures

19.1 Economic Development & Business Ventures SWOT Analysis

The SWOT analysis of the Economic Development department and the current business ventures revealed that although the program has training, funding and grant opportunities through AANDC, Ulnooweg, ACOA and other entrepreneurial/philanthropist organizations there is a lack of planning, business plan development, land management, and internal personnel to facilitate opportunities.

There are potential opportunities, for the Band as a whole, with Wallace Hills, seasonal opportunities, revenue leakages from community economics and a growing and educated membership. However, opportunities are threatened by the exploitation of band resources by current businesses not paying for services, political interference, "brain" drain of educated youth and loss of traditional values and practices.

19.2   Economic Development & Business Ventures Goals

It is with this in mind that the following Economic Development & Business Ventures goals are to:

1.   Establish an Economic Development Corporation.

2.   Strengthen community-based programs, services and initiatives that strengthen economic development and business ventures opportunities.

19.3   Recommended Strategies for Economic Development & Business Ventures

1.   Complete the development and have in place the **economic development corporation**.

2.   Each business venture develop their **own operating budget with projected net revenues** for band's own-source revenues.

3.   Each business venture develop their own **capital improvements, marketing and action plans** to improve and attract additional sources of revenue.

19.4   Economic Development & Business Ventures Workplan with Timeline

Area 13: Economic Development & Business Ventures						
Strategy	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Lead**
	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	
1. The establishment of the Sipekne'katik economic development corporation	X	X				Chief & Council + Band Operations Team + EDO
2. Each business venture develops an operating budget with projected net revenues		X	X			Band Operations Team + EDO + Business Ventures Managers
3. Each business venture develops a capital improvement, marketing and action plans		X	X			Band Operations Team + EDO + Business Ventures Managers

20.   Next Steps

20.1   Workplanning

The workplans presented here are high-level workplans. They provide the Sipekne'katik Band with a workplan framework for planning, implementing, and monitoring the work undertaken by all Band-overseen programs. They set timelines and indicators so that successes can be measured and celebrated and are intended to build transparency and accountability.

Each of these workplans herein should be integrated within each program's respective workplans. Program managers should integrate reporting on the strategies and activities contained herein into the regular reports they provide to the Director of Operations and the Chief and Council. Program workplans should be assessed informally on an ongoing basis and adjusted as needed. Workplans should undergo a more comprehensive review annually.

20.2   Monitoring and Evaluation

Monitoring and evaluation are important and often neglected aspect of strategic planning. Yet, without clear benchmarks and targets, measuring progress becomes arbitrary and often leads to poor planning choices. In evaluating the proposed strategic plan, the Band should consider:

1. **Relevance:** Do goals and strategies match the problems or needs that should be addressed?
2. **Efficiency:** Are activities being implemented in a timely and cost-effective manner?
3. **Effectiveness:** Are activities achieving their goals (objectives)? What are the successes and obstacles encountered?
4. **Impact:** What happened as a result of the activities? What are the effects of the activities and how do they relate to the overall goals?
5. **Sustainability:** What are the lasting benefits of activities and implementation? How can activities and accomplishments be sustained over the long term?

Annual evaluations of the strategic plan should consider whether the adopted vision, goals, and agreed-upon strategies are still relevant and aligned with the Band's circumstances and aspirations. In this regard, the strategic plan should be considered as a living document whose usefulness will rests on periodic revisions that are evidence-based.