



# MILLBROOK FIRST NATION

## STRATEGIC PLANNING 2014



The Band Council is facing more complex decisions and projects than ever before. Managing the impact of the Mclvor decision, rising costs, new legislative requirements (such as the Transparency Act), and a challenging economy without drastically reducing the quality, level and range of services delivered to all band members is a difficult task.

Our Strategic Plan provides direction and focus for the Band and helps us align common goals. It is our road map for success in delivering service. This plan supports us in ensuring we have the capacity, tools, systems and people to deliver leadership and band services.

Over time, our priorities will evolve to meet future challenges and opportunities. As we adjust to these bumps and curves in the road, our Strategic Plan will evolve. We will work together to bring our vision of innovative thinking, inspired results and a vibrant community to reality.



# TABLE OF CONTENTS

Table of Contents	3
Message from the Chief	4
Message from the Band Administrator	5
Chief & Council	6
Mission Statement	7
Vision	7
Health and Education	8
Safety	9
Infrastructure	10
Economic Development	11
Administration	12
Social Development	13
Environmental and Green Plan	13
Achieving Success	14



## MESSAGE FROM THE CHIEF



Millbrook First Nation has developed a Strategic Plan, a document that will guide us as we set our priorities and lay the foundation for the future of our community.

Millbrook First Nation has experienced a strong growth in both population and in Economic Development. Millbrook has become a strong leader in our area both provincially and with our Aboriginal and Non Aboriginal counterparts in the area of retail, health, education and Government services. Millbrook is in the mist of several large Economic Development projects which will be a significant contribution to the local economy.

During our Council's term of office, this Strategic Plan will be the guide for the Administration and its various departments to achieve the goals and priorities set out in this document.

Please review this document and share your ideas and suggestions with members of Council and myself. Our contact information is on the Band's website at [www.millbrookfirstnation.net](http://www.millbrookfirstnation.net).

Welalioq

Chief Bob Gloade

## MESSAGE FROM THE BAND ADMINISTRATOR

Strategic Planning can be a very useful tool for any organization. It plays an important role in the direction our Band takes in the next two years. By defining our direction we can use this to allocate resources to pay for our strategies.

During the month of March, the Chief, Council and Administration were asked to gather and review our existing strategic plans that have been in development and bring forward their ideas of which direction our Band should move. This initial meeting was successful as we had good dialogue and it is evident in what is presented here, a melding of the previous direction taken but enhanced with the Administration, the new Chief and Council's vision. I believe we have a strong plan of where we would like to see our Band move towards.

I would like to thank everyone that has contributed to this plan and look forward to our future.

Thank you,

Alex Cope







## CHIEF & COUNCIL

**Councillors:** (*top, left to right*) Bryan Brooks, Gordon Johnson, Adrian Gloade, Peter Gloade, Alex Cope, Vernon Gloade, Ward Markie and Colin Bernard. (*Bottom, left to right*) Chris Nasson, Natasha Bernard, Chief Bob Gloade, Linda Maloney and Barry Martin.

## MILLBROOK FIRST NATION



# MILLBROOK FIRST NATION

## MISSION STATEMENT

The Millbrook Band will deliver innovative programs, services and opportunities to improve the quality of life in our community.

## VISION

The Millbrook Band is a caring community giving opportunities for all members to participate fully in an inclusive, socially conscious and culturally diverse community.

We are a vibrant community building on existing strengths, creating a diverse, sustainable and environmentally conscious economy.

### The Band's 7 Strategic Initiatives and Priorities

1. Safety
2. Social Development
3. Infrastructure
4. Economic Development
5. Administration
6. Education and Health
7. Environment and Green Space





## HEALTH AND EDUCATION

To continue the goal of achieving economic self-sufficiency we must have an educated and healthy population. Emphasis should continue to be placed on the health requirements and wellness of the community's elders.



- Continue to focus on education in elementary and secondary schools by providing in class assistance and other related services.
- Provide post-secondary education to all students who qualify with an emphasis on careers that will benefit the community's economic and social future. Based on adequate funding.
- Provide health care to allow for elders to remain in their homes for as long as possible.
- To provide assistance with Health Care Costs not covered by Health Canada.



# SAFETY

One of the fundamental principles of personal well-being includes a safe and supportive community with wide participation in community processes and thriving families with healthy behaviours. Community and personal safety results when an individual, family or community feels that a wide range of needs are being met or addressed.



- Focus on employee safety in the workplace and promote workplace rules and expectations; integrate education and awareness of health and safety initiatives within the band in the day-to-day activities of departments.
- Decrease work related accidents.
- Strategy is for Community Wellness and Alcohol and Drug reduction.
- By-laws and By Law Enforcement.
- Provide an additional RCMP Officer for the local Detachment.
- Continually review that Fire Protection is more than adequate.

# INFRASTRUCTURE

The Millbrook Band strives to identify needs, their solutions and plan long-term sustainable strategies for improved infrastructure performance at the best available cost with the least environmental impact. A framework must be built which articulates the value of infrastructure planning and maintenance, while balancing social, environmental and economic factors. An integrated Capital Infrastructure Plan emphasizing Land Use, Financial, and Corporate Business Plans is key to realizing our strategic planning goals.



- Continue to lobby the Federal Government for funding for new infrastructure and repairs to existing infrastructure.
- Continue work on subdivisions and roadways.
- Plan for future needs for the Truro Power Centre, Cole Harbour Economic Development area as well as all residential areas.
- Develop a land usage plan for Tufts Cove.
- Review future capital replacement plans and establish a replacement reserve.
- Continue to purchase fee simple land off reserve for the purpose of future conversion to reserve lands.
- Identify sites for future housing subdivisions.
- Identify potential land acquisition sites under 1919 land claim settlement.



# ECONOMIC DEVELOPMENT

It is recognized that the nurturing of cultural vitality, heritage recognition and promotion of social inclusion is an investment and essential component of economic development. By ensuring environmental, economic and social concerns are integrated into strategic planning objectives, the sustainability of economic development will assist the ability of future generations in meeting their own needs.



- Develop a plan for Phase 3 of the Power Centre.
- Continually review zoning by-laws.
- Continue to contribute to the Equity Reserve Bank Account.
- Formalize the Economic Development Strategy.
- Develop planning and financing for new gaming buildings.
- Promote entrepreneurial development for the youth, possibly a Junior Achievement Program.
- Cultivate entrepreneurial programs.
- Continuous evaluation of existing businesses and their usage.

## ADMINISTRATION

Retention, succession planning and effective recruitment are key components in maintaining a strong and progressive work environment for the Millbrook Band employees. Effective communication and empowerment strategies will be developed recognizing our people as our number one asset. Top priority will be given to improving communication with the band members ensuring the band budget is transparent and in the public domain.



- Continually review all by-laws.
- Continue to develop a corporate records management system for all policies, procedures and Band Council resolutions.
- Develop standards for system certification to work in tandem with our Financial Administration Law.
- Encourage career planning and professional development to promote succession planning.
- Annually review all policies such as HR, Finance, Procurement, and Conflict of Interest to name a few.
- Ongoing website updates.



## SOCIAL DEVELOPMENT

The Millbrook Band will take a leadership role and invest in the social development of the community. Strategies will be developed advancing the Band's social agenda and will serve as one of several initiatives used to shape the Band's social and physical environment

- Continue Wellness Programming for community activities.
- Maintain programming for recreational activities.
- Continue Addictions Programming and activities.
- Maintain and enlarge as necessary community play grounds, ball fields, and walking tracks.
- Continue with Social Assistance Reviews.
- Maintain cultural areas such as the Powwow grounds.



## ENVIRONMENTAL AND GREEN PLAN

The Millbrook Band is committed to reducing the community's total impact on the environment. As our community grows, the Band is committed to taking steps to implement innovative and responsible environmental practices.

- Continue a study of Flood Prevention and work with the surrounding municipalities toward that objective.
- Explore funding sources for "green initiatives".
- Encourage greater use of recycling and composting.

## ACHIEVING SUCCESS

While there will be challenges in the future, we believe that by clearly articulating our priorities and by working together, our goals can be achieved. The goals and actions stemming from the seven key strategies will guide work plans for the advancement of the Band.

The seven strategies and accompanying goals are all equally important and must be balanced when making decisions. Social, environmental and economic issues must be kept in balance to achieve a livable, prosperous community. Specific actions that flow from this Strategic Plan will be subject to budget approval and program availability. It is important to realize that many of the goals and actions can only be implemented with the co-operation of a wide variety of the various parts of the community.

The Band Council welcomes and encourages continued input in the strategic planning process. It is recognized that all band members of the community have an important role to play in the refinement and implementation of the strategic directions set out in this plan.

