



# MILLBROOK FIRST NATION

## STRATEGIC PLANNING 2018



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.

### MILLBROOK POWER CENTRE



# TABLE OF CONTENTS

Table of Contents	3
Message from the Chief	4
Message from the Band Administrator	5
Chief & Council	6
What is a Strategic Plan?	7
Values	7
Mission Statement	8
Vision	8
Health and Education	9
Safety	10
Infrastructure	11
Economic Development	12
Administration	13
Social Development	14
Environmental and Green Plan	14
Achieving Success	15



## 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 year, 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



**Chief & Councillors:**  
*(top, left to right)* Bryan Brooks, Colin Bernard, Chris Nasson, Peter Gloade, Ward Markie, Gordon Johnson, Michael Stephens.  
*(Bottom, left to right)* Alex Cope, Adrian Gloade, Chief Bob Gloade, Barry Gloade.  
*(Missing from photo)* Stephen Marshall & Barry Martin

The Band Council is facing more complex decisions and projects than ever before. Managing the impact of additional band members gaining access to our membership, rising costs, and a challenging economy without drastically reducing the quality, level and range of services delivered internally and externally is a difficult task.

Our Strategic Plan provides direction and focus for the Band and helps us align to 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 vibrant community into reality.





## WHAT IS A STRATEGIC PLAN?

A Strategic Plan provides purpose and direction for the organization. It is a map that provides a common course to ensure that The Millbrook Band makes decisions based on a shared vision. It is not a comprehensive list of all the programs, services and activities that the Band provides but rather it identifies key areas of focus.

## VALUES

### **Quality Service**

To ensure excellence and accountability in the provision of effective services to the community.

### **Innovation**

Be creative and forward thinking in responding to and initiating change.

### **Sustainability**

Build and maintain our Community while being conscious of our environmental, fiscal, economic, social and cultural responsibilities.

### **Teamwork**

Work in full cooperation with Chief and Council, staff, residents, businesses and external partners.

### **Efficiency**

Provide essential and desired services in an efficient manner.

### **Dedication**

To exhibit commitment and pride in serving our community.

### **Open Communication**

Encourage effective, pro-active communication in a timely manner.

### **Integrity**

Be open and honest and honour our commitments and values.



# 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. Education and Health.
2. Safety.
3. Infrastructure.
4. Economic Development.
5. Administration.
6. Social Development.
7. Environment and Green Space.
8. Cultural Awareness.



## HEALTH AND EDUCATION

To continue to 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 living expenses of the communities elders.



- Continue to focus on education in elementary and secondary schools providing in class assistance and other related services.
- Provide post-secondary education for all students who want it but with an emphasis on careers that will benefit the band's economic and social future.
- BA program being offered in the community to offer further educational opportunities without having to leave the community.
- Provide additional health care to allow for elders to remain in their homes for as long as possible.
- To assist seniors with normal living expenses.
- To provide assistance with Health Care Costs not covered by Health Canada.
- Expand the Health and Pre-School Facilities.
- Mental Health awareness and support.
- Annual Health Fairs.

## SAFETY

One of the fundamental principles of personal well-being includes a safe and supportive community with wide participation in community processes, 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 into the day-to-day activities of departments.
- Decrease work related accidents.
- Strategy for Wellness Messaging and Alcohol and Drug reduction Strategy.
- By-laws and Bylaw Enforcement.
- Provide additional RCMP Officers for the local Detachment.
- Continually review that Fire Protection is more than adequate.



# INFRASTRUCTURE

The Millbrook Band strives to identify needs, evaluate 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 Federal Government for funding for new infrastructure and repairs to existing infrastructure.
- Continue work on Subdivision and roadways.
- Plan for future needs for the Truro Power Centre, Cole Harbour Business Section as well as all residential areas.
- Continue to develop a land usage plan for Tufts Cove and Shannon Park.
- Review future capital replacement plans and establish a replacement reserve.
- Continue to purchase fee simple land for the purpose of future conversion to reserve lands.
- Identify sites for future housing subdivisions.
- Identify potential land acquisition sites under 1919 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 environment, 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 building at the Power Centre.
- Promote entrepreneurial development for the youth, possibly a Junior Achievement Program.
- Cultivate female 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 #1 asset. Top priority will be given to improving communication with the general 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 and procedures and Band Council resolutions.
- Develop standards for system certification to work in tandem with our FAL.
- 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.
- We have hired a Community Engagement Officer to facilitate community meetings with Chief and Council so that information is regularly communicated to the community. This also allows us to develop our own consultation process.

## SOCIAL DEVELOPMENT

The Millbrook Band will take a leadership role and investment 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 Reviews.
- Maintain cultural areas such as the Powwow grounds.
- Housing Repair Grants.
- Off reserve utility assistance program.

## 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 and help our

- Continue a study of Flood Prevention and work with the surrounding municipalities toward that objective.
- Explore funding sources for "green initiatives".
- Continue to 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 eight key strategies will guide Work Plans for the advancement of the Band.

The eight 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 the 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 parts of the community have an important role to play in the refinement and implementation of the strategic directions set out in this plan.

### MILLBROOK FIRST NATION





