

ACADIA FIRST NATION



STRATEGIC OPERATIONAL PLAN 2022 - 2024



Introduction

Acadia First Nation strives for self-sufficiency, community, and social development. It is a community that is “welcoming, inclusive and is a multigenerational Mi’kmaq Nation that is unique and successful at protecting its waterways and lands, and values the traditions, people, culture and spirituality, while carefully utilizing its assets and strengths for sustainability, jobs, culture and recreation.”¹ Through various developments, initiatives and programs, Acadia has grown and has continued to prosper for the benefit of all members. This growth has enhanced the well-being of the community.

Our Strategic Operational Plan is built and grounded on the principles of our Seven Sacred Teachings, a foundation for the Mi’kmaq way of life.^{2,3}



LOVE / GESALATL

- Speak to each other, to our Elders, Knowledge Keepers, youth and AFN members from the goodness of the heart, show kindness and respect to one another.



RESPECT / NENUITE'LMATL

- Honour and remember our Mi’kmaq culture and traditions, sacred spaces and heritage, our past, present and future. Show respect and include our sacred teachings as we, with our Elders, Knowledge Keepers, youth and AFN members, plan for the next 7 generations.



COURAGE / MELGITA'T

- Use our collective strength as AFN with our Elders, Knowledge Keepers, youth and AFN members to face the difficulties, challenges and opportunities in planning for the next 7 generations. Honour a sense of community, maintaining linkages across locations, addressing AFNs geographical challenges and opportunities.



HONESTY / GI'WAJIAQ

- Demonstrate the integrity towards one another, to our Elders, Knowledge Keepers, youth and AFN members, to know honesty. Be open and honest with one another and as we engage employees and communities.

¹ Acadia First Nation: <https://www.acadiafirstnation.ca/who-we-are.html>, accessed September 2021

² https://www.mikmaweydebert.ca/home/wp-content/uploads/2015/06/Mikmawel_Tan_Telikinamuemk_Final_Online.pdf, accessed October 2021

³ Mi’kmaq History Month: <https://mikmaqhistorymonth.ca/posters/>, https://mikmaqhistorymonth.ca/wp-content/uploads/2019/09/MHM-poster-2019-Mi_kmaq.pdf, accessed October 2021



WISDOM / NE'TATA'SUAQAN

•To honour and respect the knowledge of others, our Elders, Knowledge Keepers, youth and AFN members, ensuring our words reflect upon them and the next 7 generations.



HUMILITY / ALSUMATL

•We are all equal, accepting of our roles in AFN as equals and in addressing our communities as equal. Committed to fostering effective working relationships-based on principles of understanding, team work and mutual respect.



TRUTH / GI'WAJIAQ

•Be true in everything we do as part of AFN, be true to oneself and to our Elders, Knowledge Keepers, youth and AFN members.

Rooted and built around the seven natural laws, or sacred teachings, the Strategy is grounded and guided by the teachings as it is the “seeds” that allows the community to grow and prosper.

Vision and Mission

Our vision statement is a focus on the future and what Acadia First Nation wants to become/achieve. Our mission statement is focused on the present and what Acadia First Nation is doing to achieve our vision. Both are vital in directing our strategic goals and priorities and are essential for our progression, growth and success.

VISION

Acadia First Nation is prosperous and successful in protecting our Mi'kmaq traditions, culture, health and well-being of the current and future generations.

MISSION

Empower and foster a safe and healthy Nation while honouring traditional Mi'kmaq values.

Values and Guiding Principles

Our values are the fundamental beliefs of Acadia First Nation and are broad statements that are intended to guide our working culture for all employees and how, collectively, we are to interact with each other, the community, our partners etc.

The guiding principles are more specific and will guide us in all of the work and activities that are completed. These principles will act as a guide for our work, and if proposed activities will be contradictory to these principles, it is recommended that the activities not move forward.

VALUES

- Empowerment
- Commitment
- Supportive
- Culture, traditions and knowledge
- Solidarity
- Ethical
- Resilient

GUIDING PRINCIPLES

- Sustainable, safe and healthy development
- Transparent communication
- To seek truth and reconciliation
- Stewards of mother earth (Ankotme'k Wsitkamuk)
- Leaders in Mi'kma'ki
- Beneficial for future generations

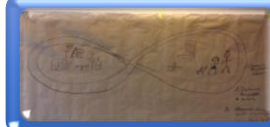
Priority Areas

Led by our values and guided by our principles, our strategic priorities are the high-level objectives that Acadia First Nation aims to achieve over the next three-years and beyond. All activities linked with these priority areas will help to guide the work of each department and work is intended to provide value to all community members, both on and off reserve. Where applicable, this work will be achieved in partnership with various department/portfolio areas and this will ensure that the Strategic Operational Plan will be successful.



HEALTH AND SAFETY

- Focusing on the safe, health and well-being of all community members and internal staff



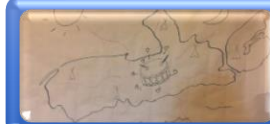
ECONOMIC DEVELOPMENT

- Focusing on growth (example: revenue), diversification and community capacity development (Example: increased access to businesses, housing etc).
- Focusing on buildings for economic development



EDUCATION AND TRAINING

- Focusing on capacity development of community members and internal staff
- Focusing on collaboration and communication



CULTURE, HERITAGE AND LANGUAGE

- Focusing on preserving our culture, heritage, history and language for the future of our community



HOUSING AND INFRASTRUCTURE

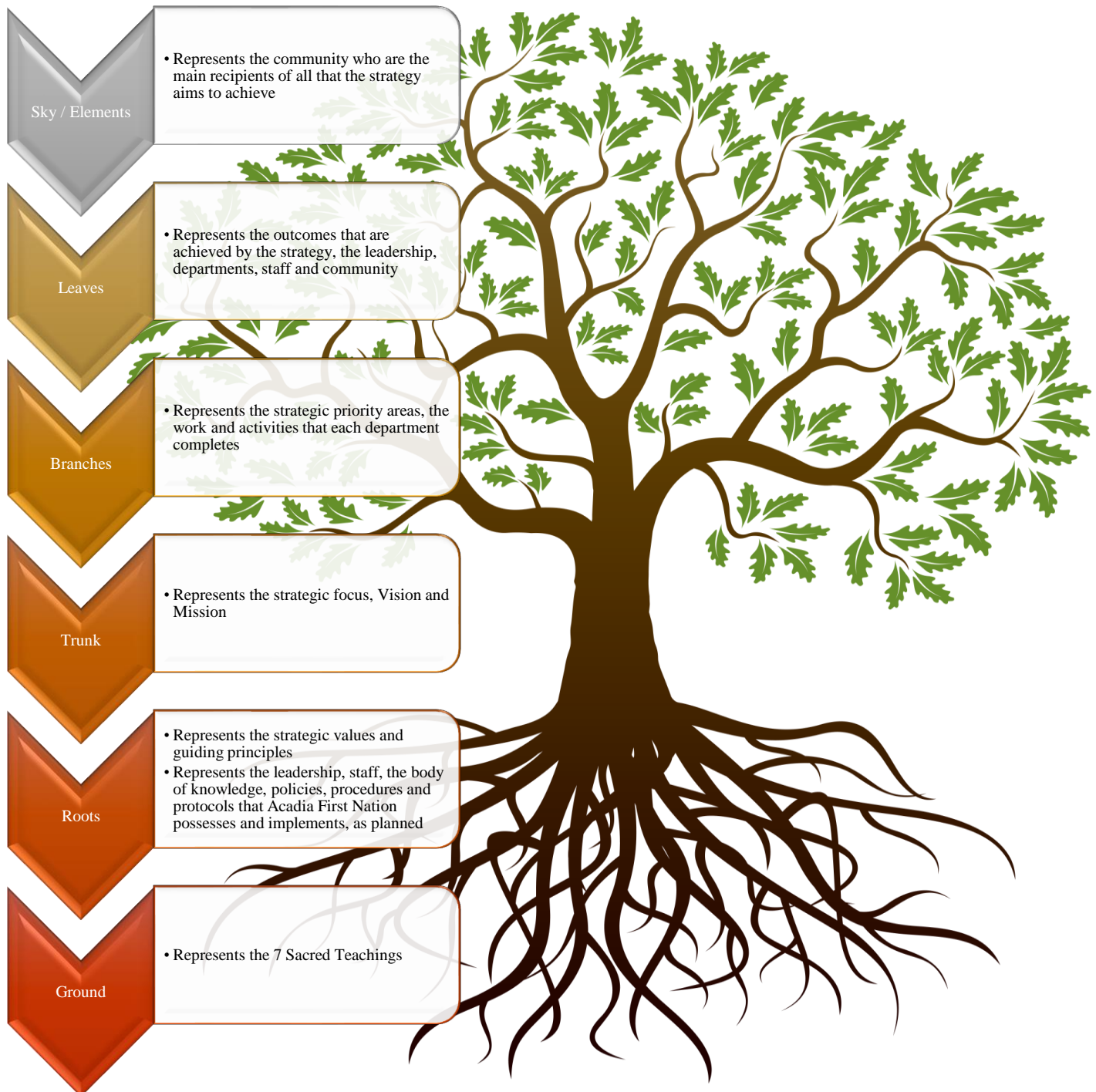
- Focusing on roads, water, sidewalks, plowing (Example; community services), construction, repairs and maintenance, new houses etc.

The Priority Areas have associated goals and objectives established for this Strategy. The purpose of the priorities is to complement the Vision, Mission, Values, Guiding Principles and will direct all activities linked with the Strategy. The goals and objectives provide our Strategy with elements to allow for the progress of the Strategy to be measured on an ongoing basis. The following is a high-level overview of the goals and objectives, by priority area. Detailed activities are included in the workplan and it is recommended that each department/portfolio area develop department specific workplans linked with this Strategic Operational Plan.

PRIORITY AREAS	GOAL / OBJECTIVE	TIMELINE
HEALTH AND SAFETY	Mental Health	Elements are ongoing and elements will be completed in Years 1 and 2
	Health and safety strategy	Elements are ongoing and elements will be completed in Year 1
	Joint Occupational Health and Safety Committee	Elements will be completed in Year 2
ECONOMIC DEVELOPMENT	Renewable Development	Elements are ongoing and elements will be completed in Years 1 through 3
	Fisheries expansion	Elements are ongoing and elements will be completed in Years 1 through 3
	New business development Business diversification New and Existing partnerships	Elements are ongoing, as required
	Exploration of Economic Development Structure	Elements will be completed in Years 1 through 3
	Business annual reviews - all	Annually in January – preparation for new fiscal year planning
EDUCATION AND TRAINING	Develop a Communications Plan and Public Relations Strategy	Elements are ongoing and elements will be completed in Year 1
	Develop a Comprehensive Community Plan	Elements will be completed in Year 1
	Admin supports for Band Manager, Social, HR Professional Development for staff, chief and council Work together to help social clients in the workforce Social clients – transition to the workforce Social assistance reform, policy (Ta'nEtlitpi'tnk)	Elements are ongoing and elements will be completed in Years 2 through 3
	Funding for everyone - Increase the graduation rate	Elements are ongoing and elements will be completed in Years 5+
	HR needs decision making capabilities Administration manual- who does what, policies, procedures etc	Elements will be completed in Years 1 through 3
	Youth programming in all communities	Elements will be completed in Years 2 through 3
	Accessibility (communication)	Elements will be completed in Year 1
	HR strategic plan	Elements are ongoing
Health and Safety Policy	Elements are ongoing	

PRIORITY AREAS	GOAL / OBJECTIVE	TIMELINE
CULTURE, HERITAGE AND LANGUAGE	Traditional Medicines	Elements are ongoing
	Have a culture, heritage and language committee	Elements are ongoing
	Living off the Land	Elements are ongoing
	Conservation plans, commercial, moderate livelihood fishery, moose, deer etc.	Elements will be completed in Years 1 through 3
	Partnering – Goals with towns etc.	Elements are ongoing
	Promote our crafters for supports	Elements are ongoing
	Retreats, staff or community members	Elements are ongoing
	Pow Wow grounds expansion	Elements will be completed in Years 1 through 5
	Centres to house pictures, artifacts, telling our stories	Elements are ongoing and elements will be completed in Years 5+
	Work towards Unity	Elements are ongoing
HOUSING & INFRASTRUCTURE	More housing Senior's housing Senior's nursing home How to build more homes Address housing needs for younger people (Example: under 35 – single dwellings) Sustainable housing – energy efficient Future – sustainability	Elements are ongoing and elements will be completed in Year 1
	Youth Centre *NEW HP community Centre – Build Addictions Centre More office space in HRM and GR Greenspace, trails, board walks Burial sites on reserve	Elements will be completed in Years 5 through 10
	Housing Policy	Elements will be completed in Years 1 through 3
	Off reserve housing options	TBD
	Pave roads WC, GR and MR	Elements will be completed in Years 3 through 5
	Regular maintenance of community, senior buildings in all communities	Elements are ongoing

Grounded in the 7 sacred teachings, the tree represents our growth and success. Nurturing the tree will allow our community to continue to grow and prosper. With the proper care, we will continue to be a healthy and safe community with a solid management culture that takes the time to understand how our values, guiding principles, culture, history and language shapes the community itself. With proper nourishment, our tree will achieve healthy growth. With neglect, the tree will never reach its potential.



Strategic Success

It is intended that through the ongoing activities and aspects linked with this Strategic Operational Plan that success will be realized. Although “success” is ongoing, success is longer-term as a result of this, and even subsequent Strategic Operational Plans. Success for this Strategic Operational Plan represents:

Success is ongoing and there is no end	Community members proud and can achieve their goals	Less unemployment	More independence	Financial sustainability / stability
Accountable and transparent	Education, graduates, strong mentors	Language revitalization	Forward innovation – never settle	Land reclamation
Personal growth	Healthy mentally, physically and spiritually	All communities united	Empowered (as community members)	Success = Positive accomplishments
Economic growth	Self – governance	Community engagement	Self-sufficiency	Housing opportunities – for all seniors, shelters

Perception

Perception is very important for success, not only externally to Acadia First Nation, but also internally within the community. Therefore, Acadia First Nation wants to be perceived in the following ways:

IN THE COMMUNITY	Successful / prosperous Proud of identity Fair / unbiased Accountable, transparent, trust worthy, ethical Strong leadership Evolving, future forward and progressive United, respected, supportive Inclusive – as a whole and not divided Strong – powerful Knowledge / education Hard working, courteous, relatable Safe Environmentally responsible Equals (opportunities)	WITHIN THE PROVINCE AND BEYOND	Successful / prosperous Strong leadership Partners, collaborative Respectful and valued Progressive, evolving Strong, united, proud Accountable, trust worthy, ethical Educated, employable Proud Environmental / responsibility Strong language and culture Strong stewards of the land Leaders of innovation and development Equals (not a minority) Resilient and self-reliant Community with a distinct culture
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Workplan

PRIORITY AREA: HEALTH AND SAFETY

GOAL / OBJECTIVE	ACTIVITIES	RESOURCES REQUIRED	LEAD	TIMELINE
Mental Health	Youth mental health workshops Staff mental health workshops Parenting groups Focus on mental health for all Band members (have a specialized section/service) – Not just a helpline Off reserve mental health (currently available) - Improved access	NADACA, Health Committee, FNIHB, Healing our Nations, Youth Centre, ISC, NSHW, CMM, Community Enhancement Officer	Health	Ongoing
	More addictions services programs Drug and alcohol addictions supports Addiction’s treatment access	NADACA, Health Committee, FNIHB, Healing our Nations, Youth Centre, ISC, NSHW, CMM	NADACA	Year 1-2
Health and safety strategy	Men’s health and safety Vaccine clinics Covid education Women’s health and safety Expanded hours for flu clinics POV policy Emergency planning – Committee in place already Ensure safe and clean drinking water (housing) Food security	CMM, NSHW, Health Committee, HR, IT, Youth Centre, NADACA, Housing, RCMP, Mi’kmaw Family Healing Centre, Chief and Council	Health	Ongoing
	Video surveillance (year 1) Create partnerships with RCMP / Security	CMM, NSHW, Health Committee, HR, IT, Youth Centre, NADACA, Housing, RCMP, Mi’kmaw Family Healing Centre, Chief and Council	Band Manager IT	Year 1
Joint Occupational Health and Safety Committee	Clean / green program (products used on our businesses) Safety training plan Recycling program (businesses and community) Form Committee	Solid Waste Coordinator, JOSH committee, Chief and Council, WCB-NS, HR	Human Resources	Year 2

PRIORITY AREA: ECONOMIC DEVELOPMENT

GOAL / OBJECTIVE	ACTIVITIES	RESOURCES REQUIRED	LEAD	TIMELINE
Renewable Development	Innovation and green energy businesses exploration	Economic Development, Finance, Band Manager, Chief and Council, Legal	Economic Development	Ongoing (1-3 years)
	Financial and feasibility planning	Economic Development, Finance, Band Manager, Chief and Council, Legal	Economic Development	Ongoing
	Funding applications	Economic Development, Finance	Economic Development	Ongoing
	Development of RFPs for execution, as applicable (Example: Engineering plans)	Economic Development, Finance	Economic Development	Ongoing
Fisheries expansion	Purchase additional licenses	Fisheries, Fisheries Board, Economic Development, Finance, Legal	Fisheries	Ongoing (annually)
	Purchase additional vessels	Fisheries, Fisheries Board, Economic Development, Finance, Legal	Fisheries	Ongoing
	Purchase / Development of a Lobster pound	Fisheries, Fisheries Board, Economic Development, Finance, Legal	Fisheries	1-3 years
	Human resource planning and hiring / employment (new vessels/licenses, lobster pound)	Fisheries, Fisheries Board, Human Resources	Fisheries	Ongoing
	Training for new staff – internal (new vessels/licenses, lobster pound) and external (example MED 1 etc.)	Fisheries, Fisheries Board	Fisheries	Ongoing

GOAL / OBJECTIVE	ACTIVITIES	RESOURCES REQUIRED	LEAD	TIMELINE
New business development Business diversification New and Existing partnerships	Internet for Ponhook Franchising Individual Community business assessments Tourism plan Purchase more land Research/feasibility Provide more full-time jobs HP Gas Business plan for HPE Cultural Centre Eco-tourism in Wildcat	Economic Development, Chief and Council, Finance, Band Manager, Housing, IT, Human Resources, Employment (METS), Legal, Community Enhancement	Economic Development	Ongoing – as required
Exploration of Economic Development Structure	Exploration of different Economic Development Structures (Example: Corporation, Board, etc)	Economic Development, Chief and Council, Legal, Finance	Economic Development	1-3 years
Business annual reviews - all	Review of all inventory sales, pricing, increases, decreases etc. Review of all staffing – full and part-time and identification of any gaps	Economic Development, Finance Band Manager, Human Resources, Retail and Business Management	Retail and Business Management	Annually in January – preparation for new fiscal year planning

PRIORITY AREA: EDUCATION AND TRAINING

GOAL / OBJECTIVE	ACTIVITIES	RESOURCES REQUIRED	LEAD	TIMELINE
Develop a Communications Plan and Public Relations Strategy	Newsletter Social Media (Facebook etc.), website, medias requests etc. Communication, PR Dept with staff? Career fair	IT, Economic Development, MK, Band Manager, Post Secondary Navigator, CMM, NEO, Human Resources	IT	Ongoing and completion in Year 1 (strategy)
Develop a Comprehensive Community Plan	Hire a Community Engagement Planner AFN strategic and community planning committee	CFO, AFOA, CCP Atlantic Group, Needs designated person, Housing	Community Development Committee	0-12 months
Admin supports for Band Manager, Social, HR Professional Development for staff. chief and council Work together to help social clients in the workforce Social clients – transition to the workforce Social assistance reform, policy (Ta’nEtli-tpi’tnk)	Employability skills Increase store wages Increase full time staff and reduce parttime staff Scheduled employment and skills training for youth and for people who are entering the workforce Pre-employment training (resumes) Targeted training Career counselling Basic computer and life skills Required training for social Incentives to get off social (transformation)	Social / SDOIA, Employment, Education, ask what members need, Provincial and Federal partners, Education Department	Social Development Officer	2-3 years and ongoing
Funding for everyone - Increase the graduation rate	School Assistance for elementary and secondary students: tutoring Succession planning Post secondary	NEO, Education	Education Director NEO Human Resources	5+ years and ongoing (look for other funding options)
HR needs decision making capabilities Administration manual- who does what, policies, procedures etc	Employee evaluations Quarterly team meetings Annual performance reviews Policies, procedures, processes Workplans	HR, Band Manager	Band Manager	1-3 years (In progress/ funded)

GOAL / OBJECTIVE	ACTIVITIES	RESOURCES REQUIRED	LEAD	TIMELINE
Youth programming in all communities	Youth Mentors Workshops Head start After school program Youth coordinators and events Education sessions	Youth Centre Coordinator, CMM, MK	Youth Centre Coordinator	2-3 years
Accessibility (communication)	Internal monthly communication, newsletter or update Info for members re: services	IT, HR, Community Enhancement Officer	IT	0-1 year
HR strategic plan	AFN HR Newsletter Employee engagement meetings Review and revision of policies Review and update employee job descriptions	HR, Chief and Council	Human Resources	Ongoing
Health and Safety Policy	Violence in the workplace policy Health and safety strategy Health and safety training	Human Resources, Health, Housing, Band Manager	Band Manager Human Resources	Ongoing

PRIORITY AREA: CULTURE, HERITAGE AND LANGUAGE

GOAL / OBJECTIVE	ACTIVITIES	RESOURCES REQUIRED	LEAD	TIMELINE
Traditional Medicines	Gift more medicines Medicine walks (more) Cultural workshops General workshops Publishing book Harvest and grown own food	Knowledge keepers, Sister organizations, CMM, Youth, IT	Community enhancement Culture AFN Language and Culture Committees Community members Economic Development	Present and ongoing (data base)
Have a culture, heritage and language committee	Practice Mi'kmaw words for staff Language workshops More Language opportunities	Language committee, Community members, MK, Knowledge keepers, Youth	AFN Language Committee Chief and Council Youth Education	Present and ongoing (proposals)
Living off the Land	Sweat lodge Land based teaching Food sovereignty Fishing and hunting	Harvesters, CMM, Fisheries Department, Community members, Parks Canada, Dept of Natural Resources, Youth	Fisheries (Kespuwitk) Chief and Council Fisher peoples Community members	Present and ongoing (committees)
Conservation plans, commercial, moderate livelihood fishery, moose, deer etc.	Hire staff (Research, surveys, engagement sessions)	Netukulimk workers, Earth keepers	Committees Traditional Knowledge Keepers Youth Elders Fisheries Gatherers Hunters Women Community members	1-3 Years) conservation plans, community engagement surveys)
Partnering – Goals with towns etc.	Culture information sessions Events that bring communities together	Towns, Chief and Council, Municipalities, Schools, Community Enhancement Officers, Parks Canada, Federal	Council members Staff Recreation Health Education	Ongoing (meetings)
Promote our crafters for supports	Highlight Band members	IT, Indigenous Services Canada, Culture and Heritage, Sister Organizations, Mi'kmaw artisans	Businesses in communities AFN Language and Culture Committees Economic Development	Ongoing

GOAL / OBJECTIVE	ACTIVITIES	RESOURCES REQUIRED	LEAD	TIMELINE
Retreats, staff or community members	Cultural component to staff training / meetings Staff cultural experiences	Staff, Community members, Leadership, Knowledge Keepers	Chief and Council Human Resources	Ongoing (yearly)
Pow Wow grounds expansion	More Pow Wow and ceremony teachings (Also, could the name be changed to Mawiomi)	Pow Wow Committee, Culture and Heritage, Economic Development, Dancers, Drummers, Community Members	Mawiomi Committee AFN Language and Culture Committees Chief and Council	1-5 years (proposals for funding)
Centres to house pictures, artifacts, telling our stories	Build cultural Centre	Canadian Culture and Heritage, Indigenous Services Canada, Chief and Council, Economic development	AFN Culture Committee Economic Development Finance Chief and Council	5 years + (Research, feasibility study, community meetings)
Work towards Unity	Interpretive panels Plaques to recognize people who have passed	Knowledge Keepers, Elders, Community Members, Youth	Community Committees AFN Language and Culture Committees Community Members	Ongoing

PRIORITY AREA: HOUSING AN INFRASTRUCTURE

GOAL / OBJECTIVE	ACTIVITIES	RESOURCES REQUIRED	LEAD	TIMELINE
More housing Senior’s housing Senior’s nursing home How to build more homes Address housing needs for younger people (Example: under 35 – single dwellings) Sustainable housing – energy efficient Future – sustainability	Apartment building or 4-plex Apt complex Tiny homes? Sidewalks GR senior complex Eco-friendly housing /infrastructure material Mini homes?	Finance, Housing Committee, Chief and Council, Housing Dept	Band Manager Housing Manager	Ongoing Finance planning - 6 Months Financial applications – 6 months Design plan – 1 year RFPs - 6-8 weeks Build – 6 months
Youth Centre *NEW HP community Centre – Build Addictions Centre More office space in HRM and GR Greenspace, trails, board walks Burial sites on reserve	Sidewalks (safety issue) Protected greenspaces in communities More community gardens Trails and parks in communities Walking trails and recreation space	Finance, Housing Committee, Chief and Council, Housing Dept, Economic Development, Health MPAL, Culture	Health Culture	5-10 years Community engagement Funding applications Design plan RFPs Build
Housing Policy	Rent? Co-operative housing agreements Temporary housing initiative – transitional Environmental policy – for the protection of lands, waters, resources in community Housing committee	Economic Development, Finance, Chief and Council, Housing Dept	Band Manager Housing Manager	1-3 years to completion
Off reserve housing options	Down payment assistance program	Chief and Council, Finance	CFO	TBD

GOAL / OBJECTIVE	ACTIVITIES	RESOURCES REQUIRED	LEAD	TIMELINE
Pave roads WC, GR and MR	Sidewalks	Economic Development, Finance, Chief and Council, Housing Dept	Housing Manager	3-5 years Financial planning Financial applications Engineering etc
Regular maintenance of community, senior buildings in all communities	New roofs - all	Housing, Finance	CFO Housing Manager	Ongoing Financial expectational Yearly maintenance

Approval of the Strategic Operational Plan was passed by the Chief and Council on _____ of 20____.

Chief

Date

Member of Council

Date

Member of Council

Date

Member of Council

Date

Member of Council

Date

Member of Council

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