

The Confederacy of Mainland Mi'kmaq Strategic Plan 2021-2023

Forging Ahead Through Difficult times: Advancing, Evolving and Pushing Forward



The Confederacy of Mainland Mi'kmaq



**PICTOU LANDING
FIRST NATION**



**GLOOSCAP
First Nation**



Updated May 27, 2021

Submitted to:
Indigenous Services Canada &
Crown Indigenous Relations Northern
Affairs Canada

Submitted by:
Dr. Donald M. Julien,
CMM Executive Director

Table of Contents

Executive Summary	3	Community Benefit	11
Introduction	4	Department of Governance (DOG)	12
Methodology	4	Introduction	12
Background	4	Mandate	13
The Office of the Executive Director (OED)	6	Goals and Objectives	13
Introduction	6	Goal I	13
Mandate	7	Goal II	14
Goals and Objectives	7	Goal III	14
Goal I	7	Goal IV	15
Goal II	7	Goal V	15
OED Focus 2021-2023	8	Goal VI	16
Community Benefit	8	Governance Focus 2021-2023	16
Department of Common Services (DCS)	9	Community Benefit	16
Introduction	9	Department of Health & Social Services (DHSS)	17
Mandate	10	Introduction	17
Goals and Objectives	10	Mandate	18
Goal I	10	Goals and Objectives	18
Goal II	10	Goal I	18
Goal III	10	Goal II	18
Goal IV	10	Goal III	18
Goal V	11	Goal IV	19
Goal VI	11	Goal V	19
DCS Focus 2021-2023	11	Health & Social Services Focus 2021-2023	19
		Community Benefit	20



Department of Community Services & Infrastructure (DCSCI) 21

Introduction 21

Mandate 22

Goals and Objectives 22

 Goal I 22

 Goal II 22

 Goal III 23

 Goal IV 24

DCSI Focus 2021-2023 24

Community Benefit 24

Department of Environment & Natural Resources (DENR) 26

Introduction 26

Mandate 27

Goals and Objectives 27

 Goal I 27

 Goal II 28

 Goal III 28

 Goal IV 29

 Goal V 29

DENR Focus 2021-2023 30

Community Benefit 30

Department of Aquatic Resources & Fisheries Management (DARFM) 32

Introduction 32

Mandate 33

Goals and Objectives 33

 Goal I 33

 Goal II 34

 Goal III 34

 Goal IV 34

DARFM Focus 2021-2023 34

Community Benefit 35

Our Challenges/Our Solutions 36

Evaluating Our Progress - We need Your Help 38



Executive Summary



Dr. Donald M. Julien,
DCL, DHuML, O.N.S.
Executive Director



Angie Gillis, B.A., LL.B
Associate Executive Director

As The CMM moves forward, community engagement and capacity development will be a priority in every part of CMM's service delivery. More cultural content will also be incorporated wherever and whenever possible.

Planned proactive expansion will affect many areas such as oceans management, communications, information management, education, technical services, cumulative impacts, climate change, etc. Areas of exploration include a Centre of Expertise, Oceans and Marine Activity and potential for offset projects to mitigate large capital developments that impact our natural landscapes and resources. These areas will be investigated, communities will be engaged and together we will strategically develop a path forward.

The Indigenous Services Canada transition presents an opportunity for our Mi'kmaw communities to finally determine and control services on our own terms. The Indigenous Services Canada transition planning for Housing, Infrastructure, Environmental Activity, etc. will require intense investigation, review, and community involvement as CMM works toward improved and accountable service delivery that will professionally meet the defined needs of member communities.

To support transition efforts, as well as engage communities with various CMM initiatives, CMM will pursue creation of several positions to be assigned to communities, such as "transition" co-ordinators, Natural Resources advisors (counterparts to CMM DARFM and DENR staff), Infrastructure technicians, etc.

CMM has been challenged for years with a lack of space for its operations, currently renting four locations in Millbrook First Nation. With direction from the CMM Board, and the co-operation and assistance of the Millbrook First Nation, plans are well underway for a new professional building in Millbrook that will house all staff and allow for modest growth.

CMM, as well as member communities, spend a disproportionate amount of time on sourcing funding, applying to numerous programs from various government agencies with differing criteria and reporting systems. More often than not, funding is short-term and inadequate, contributing to a work environment that is constantly changing and unsustainable. In support of CMM's progressive member communities, and as a Tribal Council with a solid and proven reputation, CMM is looking forward to working on multi-year, multi stakeholder funding models to address these age-old, inefficient, and ineffective systems.

To support all of these changes and to respond to the retirement of several senior staff at CMM, review and update of CMM structure, governing policies, protocols, and practices will be completed. This will include, at a minimum, the development and expanded services of the Executive Office, policy reviews and Board ratification, MOU and Bylaw review, Accountability Framework update and Board ratification, and more robust communications – both internal and external.

Introduction

A Strategic Plan is a living document, one that is flexible enough to adapt to constant external change, yet solid enough to keep the mission and mandates of the organization. This strategic plan updates the years 2021 through to 2023; responds to the rapid changes in our communities; addresses the challenges and opportunities that have arisen over the last two years; speaks to the circumstances that have impacted CMM since the 2019 Strategic Plan was ratified; and, addresses how CMM continues to work toward its mission and mandates.

Methodology

The development of this document involved many methodologies, a tremendous amount of information and activity, and a comprehensive team effort to put it together. Content and direction are grounded in the annual consultation meetings with each Chief and Council, CMM Board Agendas and discussions, numerous community engagement opportunities, internal group meetings and input from all areas of expertise.

Senior Directors were given an outline to complete for their individual section of the strategic plan. The input, ideas, accomplishments, and program development of the senior team were incredible. The plans for each unit were so extensive that many parts had to be cut and reworked to suit CMM's strategic vision. All readers are encouraged to contact members of our Senior Management team directly for further information, detailed action plans, long term visions and goals, etc.

Background

CMM's Five-Year Strategic Plan 2019-2024 – “*Advocacy/Empowerment/Capacity Development*” - was ratified at the AGA in June of 2019. There was no way of foreseeing the changes that would occur internally and externally that would impact the strategy.

As we all know, the Covid crisis arrived in March 2020 and remains with us, with its aftermath yet to unfold. During the early days of the pandemic, staff were working from home using technology for virtual meetings and discussion. Everyone was faced with a feeling of vulnerability, insecurity, and fear as Covid had severe impacts across the planet. Now entering 2021-2022, we view this as a time to regroup, catch up on work and develop a forward-thinking plan for our communities.

In 2019, pre-Covid, the Department of *Indigenous Services Canada Act* came into effect which carried a mandate of transformation (also known as devolution or transition). The Government of Canada as well as First Nations across Canada, are collaborating to define what this means in practice and how it will be implemented. Although this is a tremendous opportunity for the future of our Nation, it is riddled with so many questions, fear of change and the unknown, and many living memories of troubled First Nations/government relations. Working within this context, CMM will be proceeding cautiously at a pace comfortable to its member communities. However, it is important to note that First Nations across Canada have made great strides towards self-determination and are now in a position to be proactive and take ownership of their future on their own terms. It also heightens a time for negotiating top tier delivery and services for the future of our communities.

As of November 2020, CMM has a staff of 123 (not including summer students). At the rate CMM is growing, one could conservatively predict an increase in staffing to 150 by 2023; and, could potentially reach 200 staff members in the next five years. Each Department is anticipating an expansion in programming with an accompanying increase in personnel. The future of government transformation remains unclear and may be vulnerable to a change in federal and provincial political leadership. Should the transformation mandate proceed, there would be corresponding growth at the Tribal Council and community level.

Within the timeline of this update, CMM will see the retirement of two vital senior staff from the organization in September 2022 – Don Julien, Executive Director, and Lynn Knockwood, Director of Common Services. Both have been integral to the success and growth of the Tribal Council - this Strategic Plan includes changes that will help with this transition. Additionally, Mainland Mi'kmaq Development Inc. (MMDI) and the Mi'kmahey Debert Cultural Centre (MDCC) are not included in this update as they are separate legal entities and will be transitioning out from under the CMM umbrella.



The CMM mission holds steadfast and continues to guide and strengthen all that we do.

Mission: *“To proactively promote and assist Mi’kmaw communities’ initiatives toward self-determination and enhancement of community”.*

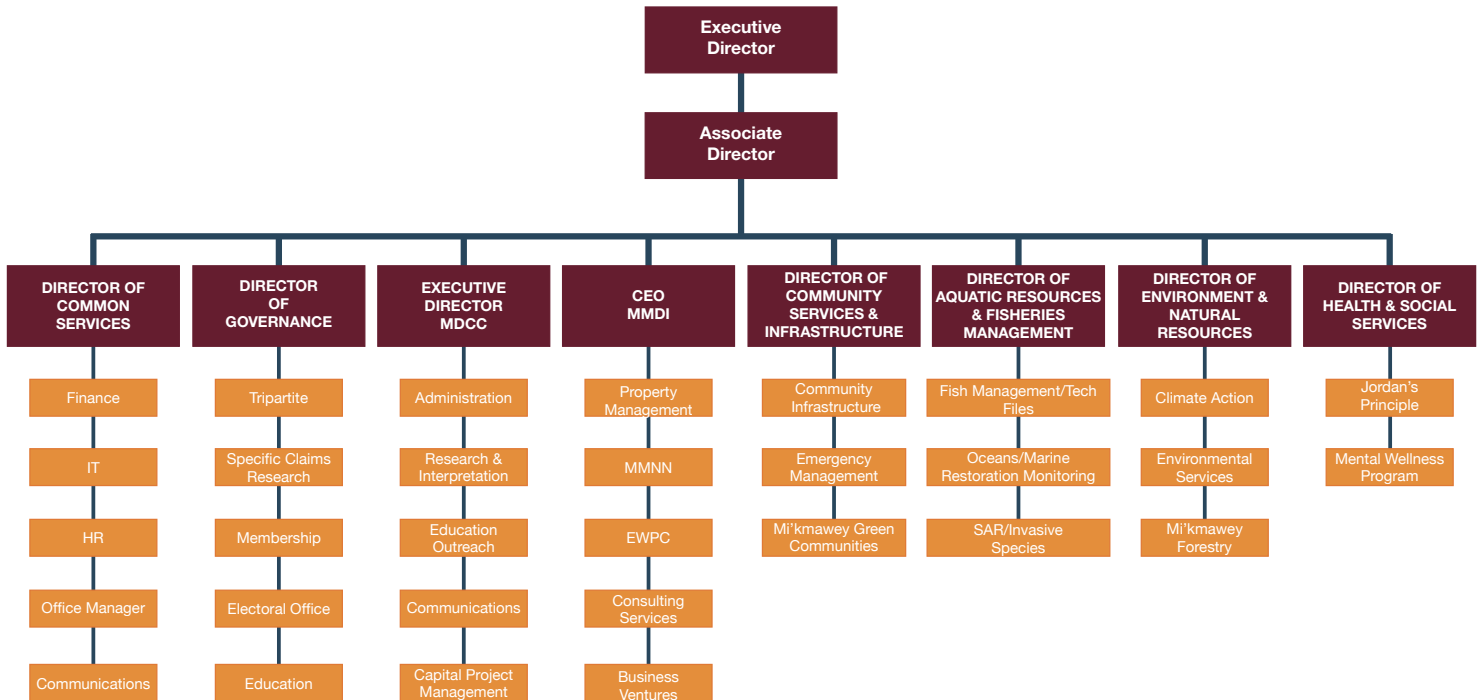
CMM’s pillars are timeless and continue to lead us forward. Senior Management is responsible for making management decisions with these pillars in mind.

Pillar	Strategic Direction
Health	Improve the quality of life and life expectancy by implementing a holistic approach to individual, community, and environmental health.
Independence	Develop the capacity to support informed decisions and the structures to achieve self-reliance. Incorporate ‘Two – Eyed Seeing’ concept into governance structure.
Sustainability	Develop and promote a seven-generation approach to all aspects of community development; and implement Mi’kmaw ways of ways of knowing, sharing and governing.
Pride	Support the ninety-four (94) recommendations of the TRC to foster cultural strength, respect, and equality for all Mi’kmaq. Educate and apply the Mi’kmaw way of life.

The Office of the Executive Director (OED)



The Confederacy of Mainland Mi'kmaq Organizational Chart 2021



Introduction

Since its inception in 1986, the Office of the Executive Director (OED) held only one position – the Executive Director. In 2018, CMM began to plan for succession and developed the position of an “Associate Executive Director” to be mentored into the position of Executive Director upon the retirement of Don Julien (tentative September 2022). While this move has worked well, external, and internal change demands more of a presence in the OED to support the organization moving forward.

With the rapid success and growth of the organization, pending retirements of key senior staff, and the current high profile of Indigenous peoples, the OED will expand within the next two years. The future role of the Executive Director will be to concentrate on the CMM Board matters, be more available and responsive to Board members individually, and foster relationships with major external stakeholders.

The Associate Executive Director will focus on the internal operations of The CMM such as providing evaluations of Senior Directors (HR, programming, etc.) and their units, ensuring operational plans for CMM are comprehensive and relevant, updating CMM strategic plans on a regular basis, working with senior management to respond to community and Board direction, troubleshooting internal issues, fostering new initiatives, etc.

To assist these two executive positions will be an Executive Administrative Assistant and an Executive Communications Manager dedicated to the work of the OED and internal committees, which will include but are not limited to the following: Communications & Outreach; Human Resources; Information Management & Technology; Occupational Health & Safety; and Finance and Audit. These committees are in the developmental stage at this time. It is anticipated they will become active by the end of the 2021-2022 fiscal year. These internal committees will support a horizontal team approach to focus on common challenges and opportunities.



The positions of the Executive Communications Manager and the Executive Administrative Assistant will be staffed by March of 2022. All legal services required by CMM will be contracted as needed from the Office of the Executive.

With the anticipated changes and growth within the Tribal Council, the Office of the Executive Director (OED) takes as its mandate:

To implement the actions and delivery systems required to support the direction of the CMM Board, fulfil all legal operational requirements, and provide high level oversight to all Departments of the CMM as it progresses toward fulfilment of its mission.

Mandate

As the expansion of the OED is a new development, the following goals and objectives are developmental in nature and represent a process to build a strong foundation for the Office of the Executive Director and CMM.

Goals and Objectives

Goal I

To maintain an efficient and effective Executive Role in the operation of the CMM.

Objectives:

- A. Plan and implement a full staff complement for the OED which shall include accurate and comprehensive job descriptions, intensive recruiting and selection processes and an orientation process/mentorship that ensures smooth succession.
- B. Develop an inventory and repository for legal agreements, policies, Committees' Terms of References, meeting minutes, guidelines, etc. to guide the OED. Develop, ratify, and implement policy for information access and use for OED documents. Ensure all governing documents remain relevant and current.
- C. Develop and implement evaluation criteria, tools, and policy for the organization, including but not limited to: Senior Directors' performances, efficacy and effectiveness of each Department, the organization as a whole, evaluation processes for the Executive Director and Associate Executive Director (to be implemented and used by the Board of Directors).
- D. Enhance the accountability framework of the organization through annual community leadership consultations, effective Board Meetings, activating internal committees and implementing processes to ensure proactive strategic planning is maintained throughout the organization.
- E. Include the OED in the Governance Policy of CMM.
- F. Review and renew the MOU and bylaws of the CMM to ensure currency and relevance.

Goal II

To advocate for the interests and issues of member First Nations communities as identified to CMM.

Objectives:

- A. To engage and participate in high level discussions on topics of interest to member communities (multi-year funding, competitive compensation, realistic financial support for projects, transition/devolution, etc.).
- B. Promote CMM and communities at various speaking engagements.
- C. Communicate (upon direction from the Board) decisions and positions of the CMM Board to external stakeholders.
- D. Pursue partners and venues to share and promote common interests toward proactive and progressive change.
- E. Foster linkages with select public and private partners for the future activation of CMM Donee status.

OED Focus 2021-2023

As previously mentioned, the next two years will see the development and creation of the OED under the direction and ratification of the CMM Board as we create a strong foundation for the unit. Staffing, policies, processes, legal agreements, communications – will receive attention in order to maintain our accountability framework and the professional reputation needed to enter a progressive and successful future with our member communities.

Community Benefit

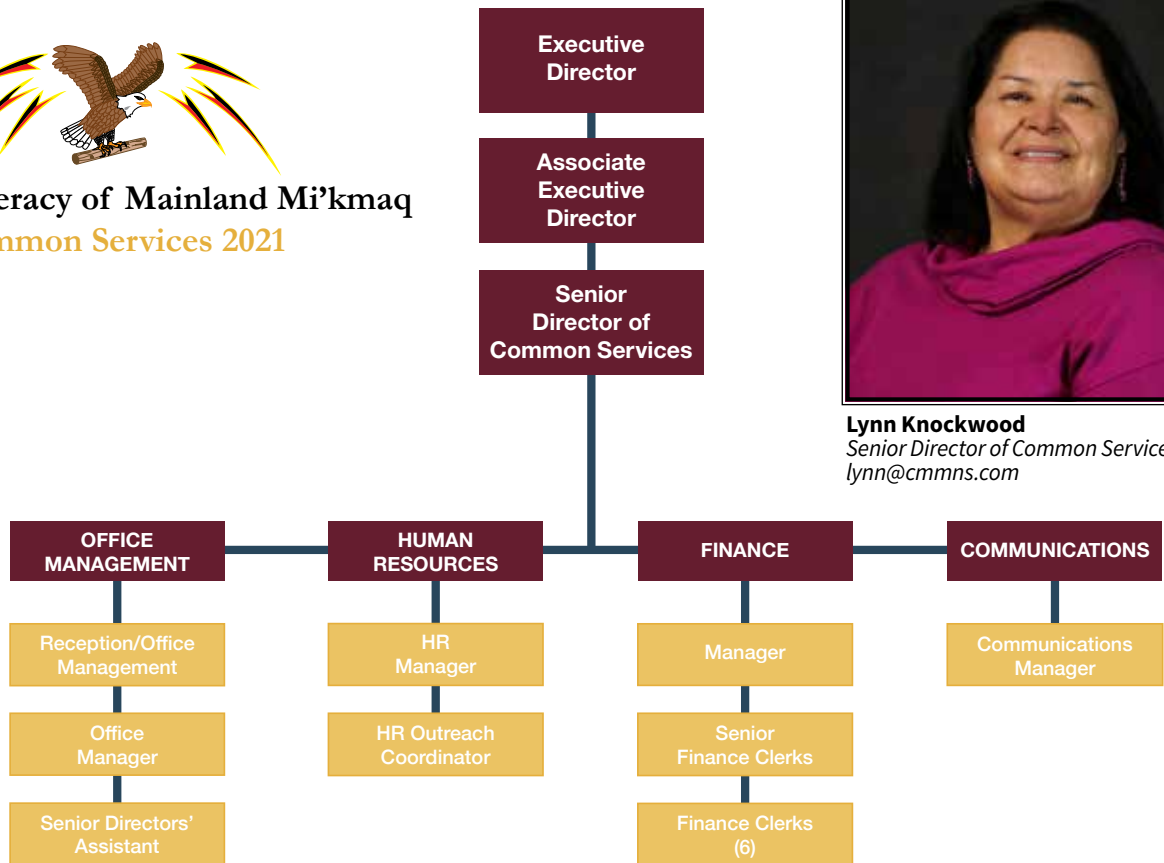
- Easier access to the Executive and governing documents due to more staff and centralization of relevant documentation.
- Member communities will be promoted and highlighted through various advocacy venues, speaking engagements, Executive interviews, etc.
- Advocacy and Executive relationships encourage a greater interest and education among all stakeholders that can only enhance working relations for communities.

Many of the functions of the OED are currently done on an ad hoc basis, assigned to various staff in several Departments. The development of the OED will streamline processes, foster consistency in protocols and processes, and act as an information resource for all member communities and staff regarding the CMM. As these functions are streamlined and assigned to the Office of the Executive, it will free up staff to spend more time servicing its member communities.

Department of Common Services (DCS)



The Confederacy of Mainland Mi'kmaq
Common Services 2021



Lynn Knockwood
Senior Director of Common Services
lynn@cmmns.com

Introduction

The DCS is the foundation for CMM's accountability, and financial stability. In recent years CMM has experienced rapid growth and change in its programs and services adding to the workload of a unit that was already working at full capacity. In response to the observations in the CMM Strategic Plan, the Director proceeded to increase capacity by enhancing the Department in the following manner:

- A new Human Resource unit was staffed with a Manager and Community Coordinator tasked to relieve CMM staff and respond to community HR needs.
- Additional Finance Clerks were hired to accommodate the increased demand on the financial unit.
- A Communications Officer was hired to develop communications policies and protocols and provide a co-ordinated communications effort to support the needs of the CMM. Some of the Communication function will be moved to the OED over the next 2 years.
- During the Covid pandemic, the DCS developed and co-ordinated the Covid response strategy for the organization enabling staff to work off site, stay safe and stay connected.

Looking ahead, the current Director will be retiring as of September 2022. As a long- term employee with extensive corporate knowledge, this position will be very difficult to replace. A review of all policies, protocols, job descriptions and other foundational documents and a new multi-year funding agreement for the Tribal Council is in order to ensure a smooth transition to new leadership.



Mandate

The DCS provides operational, administrative, and financial capacity to support the accountability of all programs and services as they work toward fulfilling the CMM mission. Its mandate is:

“To develop and provide professional and accountable administrative and financial support services to the CMM and advisory services to member communities upon request.”

Goals and Objectives

Goal I

Transition of Directorship: To achieve smooth transition to accommodate new Senior Director.

Objectives:

- A. To identify (internally or externally), recruit, and hire and/or appoint the successful candidate for the position of Director of Operations to take effect six months prior to official appointment.
- B. To mentor a capable candidate to assume the position of Director of Operations by September 1, 2022 (six months minimum).

Goal II

Financial Stability: To finalize stable, long-term financial operational commitment for CMM.

Objectives:

- A. To achieve a 10-year funding agreement with ISC/CIRNA beginning in fiscal year 2022-2023.
- B. To empower 2-3 senior CMM staff and develop capacity to oversee the 10-year agreement and prepare for successive negotiations.

Goal III

Policies: To update and facilitate ratification of the CMM Personnel Policy, Human Resource Management Policy, Financial Policy, Travel policy, Procurement Policy, Communications Policy etc. (at a minimum).

Objectives:

- A. To develop a protocol for CMM’s internal policy review process by March 1, 2021.
- B. To engage and empower DCS Managers in the policy review process.
- C. To review, amend, and present policies for Board ratification with staggered deadlines (completion by August 31, 2022).

Goal IV

Finance Committee: To initiate the development and operation of a Finance Committee to oversee the Financial Accountability, policies, and financial health of the organization.

Objectives:

- A. To develop a Terms of Reference for the Committee.
- B. To recruit membership for the Finance Committee.
- C. To hold a minimum of 2 meetings of the Finance Committee by March 31, 2023.



Goal V

Human Resources: To have sufficient, well trained staff to carry out the mandate of the DCS.

Objectives:

- A. To move from a service contract to a staffing arrangement to fulfill CMM's IT needs by September 2022.
- B. To increase finance staff by two positions to accommodate increased volume of financial transactions.
- C. To audit and evaluate each position for effectiveness.

Goal VI

Communications: To provide comprehensive communications and promotional activities to elevate the profile of the CMM and member communities.

Objectives:

- A. Review/Audit/Update the position of CMM Communications Manager position. Prepare relevant job description and workplan with timelines and deliverables.
- B. Oversee the development and implementation of a multiyear communications and promotional plan for CMM (i.e., external, and internal) which shall be revitalized annually.
- C. Develop an effective communications policy and protocol to guide all communications from CMM.
- D. Begin a database of all communications activity for evaluation and as a source of corporate history.
- E. Lead an annual review of CMM communications efforts.

DCS Focus 2021-2023

With the resignation of the Director of Common Services scheduled for September 2022, the next two years for the Department will focus on documenting the protocols and practices of the Department, mentoring current staff, and new recruits, and negotiating a 10- year funding agreement with ISC for core funding for CMM.

The CMM Accountability Framework will be reviewed and revised to reflect CMM's and its member communities' current reality. By the end of the 2021-2022 fiscal year, much of the disclosure, transparency and redress mechanisms will be strengthened and expanded to meet the demands of a growing organization.

Community Benefit

Although DCS will be heavily tasked to accommodate many internal developments, member communities will not be left behind. Outreach for Human Resources will continue, and Band Managers Workshops will be delivered, although this may be transferred to the Governance Department in the future.

As CMM works towards further developing the DCS Department, member communities will be subject to more effective and efficient processes. Advisory services in financial, administrative, HR, and communications matters will continue to be provided at the request of each community.



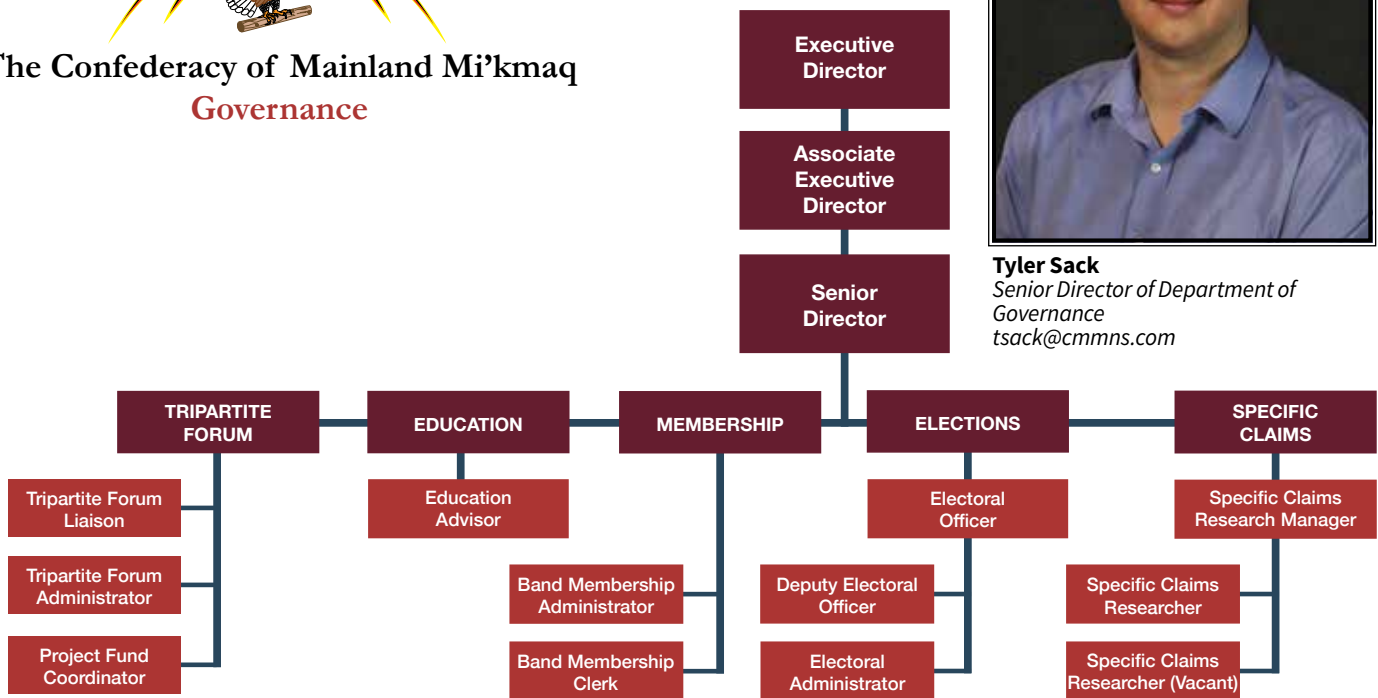
Department of Governance (DOG)



The Confederacy of Mainland Mi'kmaq
Governance



Tyler Sack
Senior Director of Department of Governance
tsack@cmmns.com



Introduction

The CMM department of Governance was established in 2020 in response to community input and direction from leadership. The Governance Department is comprised of several existing programs from former Departments that are in the process of transitioning from CMM (i.e., MMDC and MMDI). New initiatives to be included under Governance are being identified from the community engagement sessions and will be brought to the Board of Directors and the BOD Advisory Committee for discussion and development. These ideas will be part of the transfer and devolution of programs and services from Indigenous Services Canada.

Privacy, Bylaws, Wills & Estates, as well as the Mi'kmaq Data Hub will be managed under Governance. These programs are currently not staffed and are being developed or re-evaluated to determine how they will be administered in the next two years.

The DOG is prioritizing the use of data and insights to inform its long-term strategic direction and plan. The plan is to access existing data sources, identify gaps, and collect the relevant data for long-term planning and measuring effectiveness in all areas of Mi'kmaq governance. This process will be applied to Federal and Provincial strategies for reconciliation, devolution and transfer of services, and support for Mi'kmaq self-determination and self-government.

Following the Strategic Plan of 2019, the position of Director of Governance was developed and staffed, the organizational structure reviewed and current CMM staff aligned accordingly. Upon the arrival of the Covid pandemic, the Governance Department adapted to work off-site virtually, managing to maintain momentum in program and service delivery. During the 2020-2021 fiscal year, the CMM entered into new Contribution Agreements with Federal & Provincial Governments for the management of the Tripartite Secretariat. The restructure of the agreement now allocates funding equally between CMM and the Union of Nova Scotia Mi'kmaq (UNSM).

Mandate

The DOG is the Department at CMM responsible for advocating for and empowering CMM's member communities to respond to legislative change and the structural reform of several Federal and Provincial mandates. The Department will endeavor to review how these changes will impact our communities and identify capacity gaps and training needs as they work to fill CMM's mission. Its mandate is:

“To advocate for legislative changes that will improve Mi'kmaw Governance; to plan for and help to facilitate the devolution and transfer of services from Provincial and Federal Governments to Mi'kmaw organizations; and, to work directly with Mi'kmaw communities to outline and implement self-determination in the design and delivery of programs and services.”

Goals and Objectives

Goal I

Membership:

- A. Reduce backlog of work resulting from COVID-19.
- B. Pursue adequate funding for Membership program from ISC.
- C. Develop and present use-case for Secure Status Card Pilot program at CMM.
- D. Understand how the *Privacy Act* limits and impacts what data can be shared with member communities.
- E. Provide descriptive statistics to relevant departments at CMM for data-sharing and quantitative measures.
- F. Support CMM's efforts to advance Mi'kmaw self-determination among member communities.

Objectives:

- A. Hire one (1) additional staff for more manageable workloads. Increase number of in community visits between both staff to reduce amount of backlog. Document number of clients per day, type of services provided.
- B. Document numbers of clients per community, amount of time per service, and cost of providing service. Document number of hours of work available, ongoing, each month, and cost of labor. Compare with funding providing, note gaps. Identify new funding opportunities to apply for.
- C. Determine requirements for issuing Secure Status Cards (Technical or subject matter expertise, number of staff, new equipment, space). Determine number of communities and individuals to benefit from pilot, and timeline for implementing. Submit proposal to ISC.
- D. Follow-up with ISC on *Privacy Act* directives, for specific sections and explanations. Have privacy expert examine directives and provide opinion/advice. Work with communities and ISC on data sharing agreement, in compliance with *Privacy Act*.
- E. Connect with other departments at CMM to identify and determine what descriptive statistics are needed for proposals, reporting, and planning for organizational and community projects. Document what types of data was used, was requested and not available, and how effective it was.
- F. Compile descriptive statistics on status members on-reserve, for analysis on citizenship. Compile descriptive statistics of non-status individuals living on-reserve, for analysis on programs and services.



Goal II

Education:

- A. Improve services to meet student needs.
- B. Identify and collaborate with other CMM initiatives for adult learning.
- C. Assist in the development of on-the-land training/traditional knowledge curriculum and learning outcomes.
- D. Advocate for and assist in the development and improvement of any Indigenous or Mi'kmaq studies programs in Nova Scotia post-secondary institutions.
- E. Work with Post-Secondary institutions on Reconciliation strategies and efforts.

Objectives:

- A. Create a survey for former students on needs, preparedness, information, and support provided by PS Advisor. Meet with member communities on expectations for education, and future employment. Conduct environmental scan of all organizations, and programs for those working to improve Mi'kmaw post-secondary education.
- B. Meet with other CMM departments who are creating or facilitating opportunities for adult learning such as training courses and information sessions. Assist with recruiting participants for CMM learning opportunities, job training, or other courses.
- C. Collaborate with other CMM departments on development and design of on-the-land training courses. Determine learning outcomes, curriculum, and evaluation tools/methods.
- D. Conduct environmental scan of Indigenous and Mi'kmaw studies programs in NS Universities. Connect with Universities on maintaining program requirements such as curriculum, instructors, funding, etc. Connect with Universities without such programming and ask appropriate contacts why it is not in development.
- E. Communicate to institutions that we would like them to develop reconciliation strategies that support TRC calls to Action, UNDRIP, and Royal Commissions. Work with University and Education Liaisons to identify reconciliation outcomes. Work with appropriate contacts on what strategies should look like, and how to implement them.

Goal III

Specific Claims Research:

- A. Preserve archives on cloud-based solution.
- B. Establish and grow research network within Mi'kma'ki.
- C. Recruit staff to work in Specific Claims Research Department.
- D. Identify new archives and libraries that might have information on Mi'kmaq history.
- E. Integrate Additions to Reserve process into Research Department.

Objectives:

- A. Organize resources, scan, transcribe, and index all archives. Determine requirements for database, determine costs and secure funding. Transfer from microfilm to cloud-based database.
- B. Identify other organizations conducting Specific Claims Research. Sign MOU for sharing research materials. Meet with counterparts at other organizations for regular communication, support, and strategic direction.
- C. Identify workloads for existing staff, determine skills gaps, and opportunities for new hires. Identify partnerships with employment/training/intern agencies.
- D. Reach out to librarians and archivists about where information could be located. Secure funding for research trips to possible locations. Make copies of relevant materials.

E. Provide ATR training to existing staff. Conduct needs assessment, if required hire a fulltime ATR position.

Goal IV

Tripartite Forum:

- A. Support the split and transfer of funding, management, and operation of Tripartite Forum with Union of Nova Scotia Mi'kmaq.
- B. Implement the restructure of Tripartite Forum as outlined by Officials Subcommittee.
- C. Update Tripartite working committees according to Mi'kmaw priorities and experiences.
- D. Update Communication strategy for Tripartite Forum.

Objectives:

- A. Collaborate with UNSM on how to implement restructure of funding arrangement. Communicate with funding partners on progress, challenges, and recommendations for managing new funding arrangement.
- B. Communicate restructure changes with committee co-chairs. Support working committees with adapting to change in policies and procedures resulting from restructure.
- C. Host strategic planning session with all Mi'kmaw co-chairs. Develop case for new committees according to leadership priorities. Build list of potential Mi'kmaw participants who can make up new committee membership and replace participants on existing committees.
- D. Increase awareness of Tripartite Forum. Communicate success from past projects and initiatives. Introduce restructure to public and key stakeholders.

Goal V

Electoral Office:

- A. Host engagement and educational sessions with member communities.
- B. Build capacity development of Electoral Office employees for data collection.
- C. Build and maintain relationships with similar organizations.
- D. Research and plan for delivery of online voting for member communities.
- E. Secure long-term core funding or prepare Electoral Office for movement to MMDI.

Objectives:

- A. Present education information on Elections Acts, including examples of Custom codes to member communities. Present overview of Election and Referendum process, adjustments and adaptations made for COVID-19. Gather feedback from communities about their understanding and satisfaction with elections.
- B. Identify training opportunities with Statistics Canada.
- C. Collaborate and support Elections NS with efforts to increase participation in voting within member communities. Support Elections Canada with similar efforts during Federal election. Support Statistics Canada with Census collection.
- D. Gather options for online voting software used by Province, Municipalities, and other Indigenous communities. Present costs, pros/cons to member communities and work with ISC on integrating online voting options.
- E. Identify long-term funding opportunities with ISC, CIRNAC, and Province. Prepare list of potential customers or clients in Atlantic Region. Prepare branding, marketing strategy, and plan for adapting to a for-profit department under MMDI pending CMM Board ratification.

Goal VI

Mi'kmaw Data Hub:

- A. Determine what types of data is collected at CMM, how it is stored, accessed, and shared.
- B. Determine what information our member communities want to access from CMM, how it is to be shared, accessed, and analyzed.
- C. Identify funding sources for development and maintenance of Data Base as required from community requirements.

Objectives:

- A. Collect relevant information from CMM departments. Determine data management practices, and consult with industry experts on best practices. Plan for a uniform data base solution across all CMM departments.
- B. Host engagement sessions with member communities to determine what information and data gaps exist. Plan for data collection, to be housed at CMM with sharing and access for member communities.
- C. Prepare and submit funding proposals for various opportunities. Meet with funding partners to discuss goals, gaps, and plan for Mi'kmaq Data Hub.

Governance Focus for 2021-2023

As a new and developing department at CMM, the next two years will be focused on data gathering and planning for the new initiatives (i.e., elections, M'kmaw data hub), making substantive change to improve and expand membership services, and solidifying CMM's role under the new Tripartite Agreement.

There will be more community presence by Governance staff as we gather valuable information and ground our new and renewed programming in community needs, issues, and concerns. The Governance department will be working on processes and mechanisms that facilitate the devolution and transfer process for programming from Indigenous Services Canada to the CMM or directly to our member communities. The process will be based on data-informed trends, legal advice, and a phased-approach that builds capacity of Mi'kmaw organizations to design and deliver programming to Mi'kmaw communities.

The development of the Mi'kmaw Data Hub will be critical to this process. The Data Hub will take existing information that is publicly available and used by ISC for prioritizing and allocating funding and will be expanded in scope and analysis with our own Data Scientists to re-evaluate the funding requirements for successfully managing each program. We will also conduct our own data collection that will provide more explanation for evaluating program success and how to improve over time.

Community Benefit

- Reliable data upon which informed decisions can be made by communities and leadership through the CMM Data Hub.
- Effective and efficient elections delivery services.
- Membership services will address backlog and maintain up to date records.
- Discussion with communities, former students, external stakeholders will form the basis for expanded educational programs and improved support services for post-secondary students.
- Continued support and participation in the Tripartite Forum will give communities an avenue to table issues with provincial/ federal partners.
- Progress toward ISC transition and self-determination.

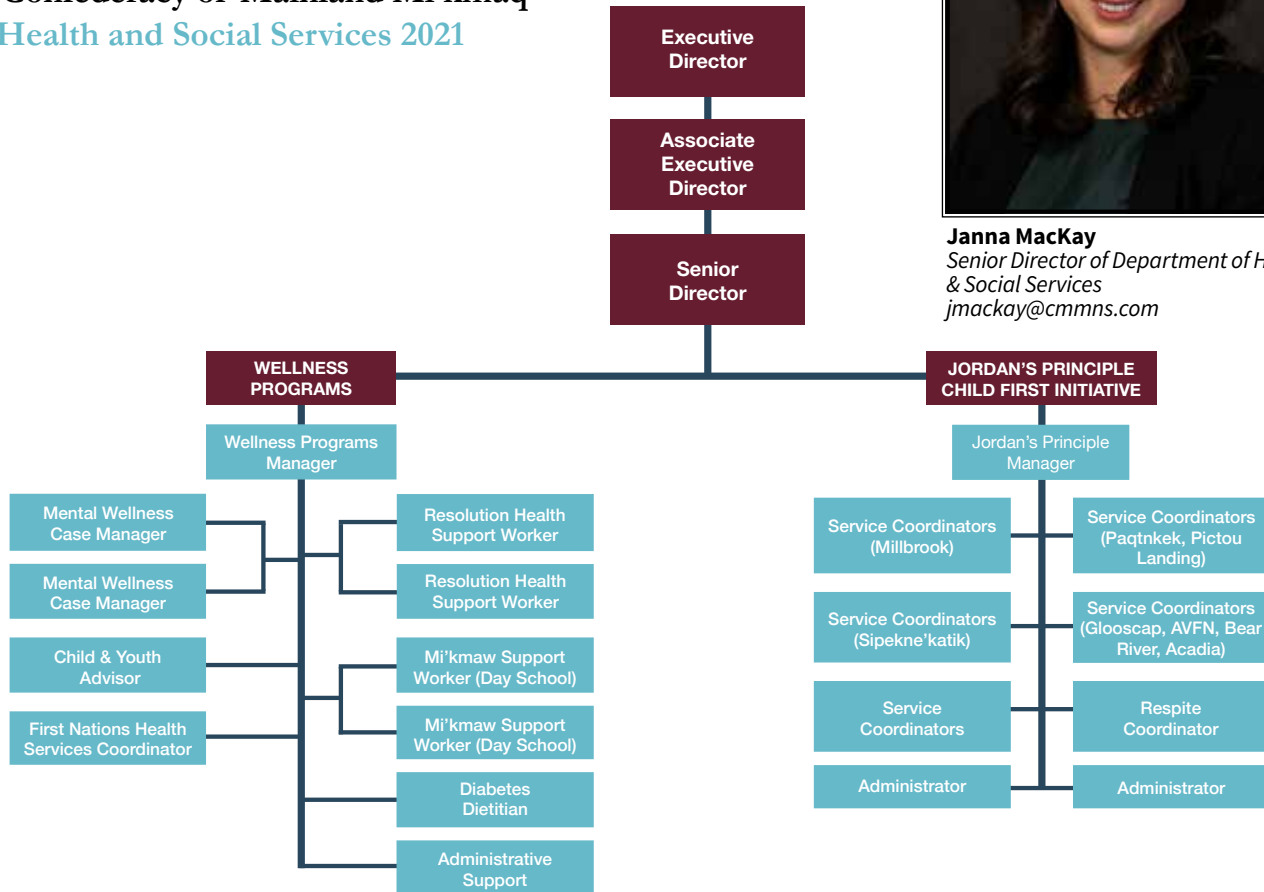
Department of Health & Social Services (DHSS)



The Confederacy of Mainland Mi'kmaq
Health and Social Services 2021



Janna MacKay
Senior Director of Department of Health & Social Services
jmackay@cmmns.com



Introduction

The Department of Health & Social Services was newly formed in Spring 2020, through implementation of The CMM's strategic plan. The support and services of the Health unit were previously captured under the former Department of Community Programs & Corporate Services. Initially, the CMM's strategic plan envisioned the shift of the Health Department to fall under a newly formed Governance department. With the vast array of health programs and services and anticipated growth of these services, CMM created a new department - Health & Social Services. This department continued with previous programs and services under the direction of a newly hired Senior Director in August 2020. This shift allowed for more dedicated oversight and demonstrated The CMM's commitment to Health as a pillar in service excellence.

The DHSS is primarily funded through contribution agreements with Indigenous Services Canada-First Nations Inuit Health Branch (Atlantic). The CMM is currently in a multi-year agreement (2020-2025) to deliver various program activities to its member communities.



Along with direction received from The CMM's governing body (Board of Directors), the DHSS is also guided by The CMM communities' Health Directors who comprise the CMM Health Advisory Board. The purpose of The CMM Health Advisory Board is to provide a means for resource and information-sharing and two-way communications, identify and to support member communities with advocacy and guidance, and, to enable collective analysis and a united voice in support of the improved health status of First Nations individuals, families, and communities.

A wide range of partnerships has been developed to support and inform the work of the DHSS. These partnerships are sometimes issue, program, project, and funding-dependant and thus may change over time. A strong contributor to this is the work done at the Atlantic First Nation Chiefs' Health Partnership level. In 2016, a health priorities renewal process occurred with feedback from Community, Health Directors, Health Staff and Chiefs. This resulted in the following health priorities: Mental Health and Addictions; and, Chronic Disease.

Mandate

"To provide services and support to children, families, adults and Elders and communities which promote health & wellness using culture as a foundation."

Goals and Objectives

Goal I

Cultural Inclusivity in Programming:

To review and ensure DHSS program plans to use the Etuaptmuk (Two-Eyed seeing) approach and, ensure that work objectives include a cultural lens.

Objectives

- A. Update/ensure staff work plans include cultural elements where appropriate.
- B. Collaborate with in-house and community-based cultural resources in programming (as appropriate).

Goal II

Human Resources:

To develop and implement departmental staff orientation and training procedures.

Objectives:

- A. Review and update existing orientation packages.
- B. Collate list of recommended training opportunities for new and existing staff (including cultural awareness training opportunities).
- C. Liaise with HR department to align with organizational procedures.

Goal III

Partnerships:

- A. Ensure clients have access to a variety of culturally appropriate service options.
- B. Support and work with partners in the development of Tajikeim+k (Mi'kmaw Health & Wellness Authority)
- C. Establish a consistent communication process with partners.



Objectives

- A. Network with regional service providers to develop relationships (including private, provincial, and federally supported services). Connect regional service providers with cultural awareness training opportunities.
- B. Identify CMM programs and services that complement the work of Tajiƙeimƙ. Use the resources of Tajiƙeimƙ and the CMM to support health advocacy for NS Mi'kmaw communities.
- C. Determine what types of communication needs to be shared with partners and how often. Develop a process map of how communication flows from various channels.

Goal IV

Community Priorities: To ensure that Health and Social Service programming adapts to meet community health priorities.

Objectives

- A. Develop community profiles through collaboration with Health Directors & community consultations.
- B. Conduct and complete a Needs Assessment with communities, reviewing current/potential program offerings including opportunities for capacity development.
- C. Develop process for tracking changing needs and/or priorities and updating community profiles.
- D. Provide proposal and policy writing supports.

Goal V

Youth Engagement: To identify opportunities to engage with youth in the development and implementation of Health and Social Services programming at CMM.

Objectives

- A. Include a youth subset specifically in community needs assessment activities.
- B. Provide opportunities to First Nation youth to gain work experience opportunities within the various programs/professions of the DHSS.

Health and Social Services Focus 2021-2023

Over the next two years, the DHSS will focus on instilling a cultural focus in all programming, fostering community-based ownership and empowerment. This will include updating all programs and processes to reflect the shift of using a cultural lens in all programs delivered by CMM.

With a department solely focused on Health and Social Services delivery to our member communities, the role of the new Senior Director will be to foster a horizontal coordination with CMM to provide a coordinated and comprehensive Health initiative. The DHSS will also play a larger role in advocating for our Member Communities at the Provincial and Federal levels, explore possibilities for community youth involvement in the Health sector, and participate and assist in the development of “Tajiƙeimƙ” (as needed and/or requested).

Community Benefit

The Department of Health and Social Services (DHSS) will continue to deliver programs and services using culture as a foundation. Member communities are vital in supporting the inclusion of cultural components in all programming. There will be a plan for youth involvement with a view to more participation in future delivery and improvement and security of community health.

As a separate department under CMM, a full-time Senior Director will allow for concentrated effort toward community based, culturally relevant multi-year planning and expansion.

Continued advocacy will highlight community issues and the opportunity to work collectively toward resolution and the CMM Health Advisory Board will continue to provide a venue for meaningful discussion and planning. The Department will continue to represent and bring forward community health concerns through the Health Partnership committee structure.

The DHSS remains committed to adapting program and service delivery to meet the needs of member communities. With the development of Tajikeim+k, there will continue to be some unknowns in potential for service expansion and modification. At present, the communities have identified a gap in accessing various allied health care provider services. This is observed both in Jordan's Principal applications/assessments – causing delays in applications and services, and in the various Wellness program areas.

Looking forward, the DHSS will examine the feasibility of building capacity to provide wraparound programming for:

- Mental health services;
- Child & Youth assessments (occupational therapy, psychology, speech & language, behavioural intervention); and
- Clinical Nutrition.

Another areas of concern is youth aging out of current programming without access to suitable provincial services (e.g., respite care, allied health services). Further work in transitional care plans is required. It is also an identified gap at the provincial health services level. Advocacy efforts from the Health department, through Tajikeim+k will support continued discussion.

Building community capacity to take on elements of current service delivery will help support community's efforts towards self-determination. In doing so, this could provide the opportunity for reallocation of current resources (both human and financial) to more strategic program offering in the future. This work would be done in consultation with community and based on community readiness.

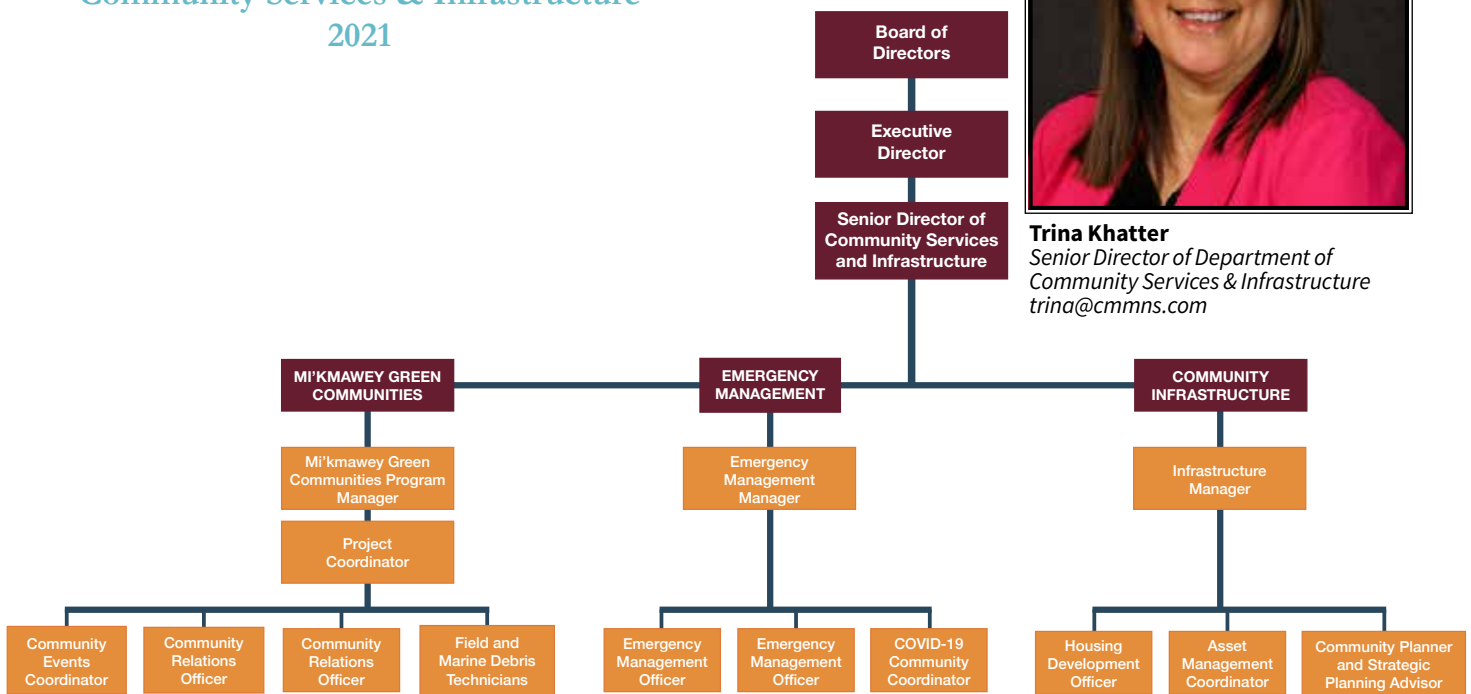
Department of Community Services & Infrastructure (DCSI)



The Confederacy of Mainland Mi'kmaq
Community Services & Infrastructure
2021



Trina Khatter
Senior Director of Department of
Community Services & Infrastructure
trina@cmmns.com



Introduction

Following the direction of The Confederacy of Mainland Mi'kmaq Strategic Plan 2019-2024, the Department of Community Services and Infrastructure (DCSI) was established and staffed. Work quickly began on existing and new initiatives that have helped to, and will continue to, shape the Department. The DCSI Advisory Committee was formed to help and advise the process.

Within Housing and Infrastructure, services are being reinstated and are expanding to include services such as Asset Condition Reporting Systems (ACRS), Asset Management Planning, Maintenance Management Planning, Housing Inspections, Engineering, along with other related services. Emergency Measures and Mi'kma'wey Green Communities continued to provide valuable service to CMM communities and are proactively planning for the future.

The information herein provides a two-year path for DCSI to develop and begin sustainable, effective, and efficient delivery of community infrastructure, engineering programs, and services that meet the needs and aspirations of our member communities. This Strategic Plan is a cumulation of data gathering, community engagement, developing working partnerships, and many planning sessions with leadership and their staff. It is intended to provide a systematic method to address the top priorities as determined by the CMM Board of Directors and member communities. It is the framework by which our Department will provide Housing, Infrastructure, Solid Waste Management and Emergency services and programs to CMM member communities as we move forward.



Mandate

The DCSI works to strengthen relationships with member First Nation Mi'kmaw Communities by increasing capacity, awareness, youth involvement, and succession planning, while addressing community identified needs and priorities in the following areas:

- *Asset Management*
- *Maintenance Management*
- *Asset Condition Reporting*
- *Housing*
- *Infrastructure*
- *Inspections*
- *Emergency Management*
- *Solid Waste Management*

Goals and Objectives

The following list of goals and underlying objectives support the CMM mission and the mandate of DCSI. Many will go beyond the two-year period. However, progress in all areas will proceed pending leadership support, capacity, and financial resourcing.

Goal I

Operations:

To develop a strong DCSI team and develop an implementation strategy for this Two- Year Strategic Plan for DCSI including Infrastructure, Mi'kmawey Green Communities, and Emergency Management Operations.

Objectives:

- A. Develop and maintain a list of deliverables from each of the programs and services with a tracking tool for progress and evaluation.
- B. Create an organization chart for growth over the next two years and plan for capacity development, recruiting, financing, etc.
- C. Work on creating a DCSI Advisory Committee for the Department that provides for collaborative input for all sections of the department.
- D. Plan and establish solid administrative, financial, and operational practices to support deliverables (agreements, contracts, MOU's, etc.).

Goal II

Infrastructure:

- A. To promote the design and construction of all capital projects to meet specified community needs in an efficient, effective, economical, and energy efficient manner.
- B. To enhance the ability to operate, maintain and optimize housing, community buildings, and infrastructure assets while implementing best practices, as well as health and safety standards.
- C. To increase awareness of DCSI through a strong communications strategy, creating more visibility and awareness in member communities and among external stakeholders.

D. With direction from leadership, to pursue ISC transfer (devolution) opportunities while holding the government to their fiduciary duties. The DCSI will identify and develop the Financial, HR, capacity development (at both the community and Tribal Council Levels), standards and levels of service delivery that are acceptable to member communities, prior to any commitment to transfer.

Objectives:

- A. Provide Project Management/Co-management support from concept to completion. Retrieve and track the ‘as built’ drawings from consultants and implement criteria during the tendering process that ensures consultants provide digital format that is compatible with the CMM mapping geodatabase.
- B. Provide housing inspection, inventory, and assessment services to communities. Provide housing inspection residential code compliance services in support of CMHC Section 95 housing on a fee for service basis. Expand and enhance Maintenance Management to become more effective and efficient. Provide federal government and supplemental public infrastructure inspection and assessment services. Become a resource for CMM member communities and its programs regarding capital projects and public works. Take a proactive approach to community planning and development.
- C. Meet with Chief & Councils annually (minimum). Provide monthly updates to the DCSI Advisory Committee and Board of Directors. Develop and implement a comprehensive Communications Strategy in Collaboration with DCSI Advisory, the Board of Directors, and the CMM communications initiative.
- D. Follow the outline of ISC transfer Workplan. Track this as a performance indicator. Obtain transfer MOU with CMM and Leadership (long term objective).

Goal III

Emergency Management:

- A. To enhance emergency management planning in each of CMM’s member communities.
- B. To strengthen the partnerships amongst CMM, its member communities and neighbouring municipalities.
- C. To improve emergency management capacity in every community by developing programs and protocols to create a standardized approach.
- D. To raise awareness about the importance of emergency management by offering educational and outreach materials and services to CMM member communities.

Objectives:

- A. Develop emergency management plans that are efficient and effective with a process to encourage consistent plan review and updating. Examine MOUs and service aid agreements and update as needed. Establish written documentation to replace current verbal agreements with communities, municipalities, government, organizations, hospitals, hotels, etc.
- B. Develop and maintain an inventory of EM agreements at CMM. Research, identify, and implement mitigation strategies. Develop relationships with neighboring municipalities related to emergency preparedness efforts. Research and develop recovery plans specifically incorporating traditional values.
- C. Establish community emergency management coordinators. Increase training opportunities for community members to increase capacity for management of emergency management operations. Support and develop proposals for larger scale mitigation efforts. Inventory and assess infrastructure and equipment (e.g., generator panel installations) that support EM operations. Support real-world emergency response efforts through facilitating community coordination with necessary partners (community-federal, community-community, community-municipalities, community-private organizations). Increase proactiveness for potential climate change influences on emergency events (infectious disease, animal migration patterns, wildfire risk, erosion, etc.).
- D. Create community awareness strategies through workshops, campaigns, and education planning/material. Research and examine feasibility of community fire department development. Examine and promote opportunities for public health issues (substance use, water quality, violence, suicide, etc.) that can result in more long-term chronic health emergencies. Examine best-practices regarding response to social crisis as emergencies and develop this into all-hazard plans. Examine volunteerism within communities and find solutions to increase volunteer engagement and retention.

Goal IV

Solid Waste Management

- A. To support all CMM member communities to become greener, cleaner, and more sustainable through the concept of taking what is needed and waste nothing to ensure there is something left for future generations.
- B. To co-develop a practical, sustainable, and integrated solid waste management system with member communities that reflects best practices for waste reduction, disposal, economic development, innovation, and environmental protection.

Objectives:

- A. Support CMM member communities with solid waste management practices by reducing waste and waste diversion. Enhance the solid waste management capacity among CMM member communities through education, awareness, and engagement, and through community events, school visits and educational messaging. Provide financial support to CMM member communities to support their efforts in reaching and maintaining sustainable waste management practices.
- B. Develop tools for community administrators to manage solid waste effectively and sustainably.

DCSI Focus 2021-2023

With input from communities, DCSI will be developing a comprehensive 5- year strategic business plan and delivery model for the department. Two of the priorities of the plan (identified by leadership) are engineering services and housing. Extensive investigation and research options will be major components of our work in the next two years. DCSI will continue to develop tools and capacity to support communities such as Emergency Management and Solid Waste Agreements, infrastructure assessments, current asset inventories, SW management plans, etc.

Capacity development and communications will be a priority for both the Tribal Council and member communities. With careful planning and relevant needs assessments, we plan to take a multi-year approach to this development gap and promote collective and consistent capacity development opportunities.

Communities will see Asset Management Systems roll out with hands-on training support. DCSI also plans to pilot and facilitate a relevant community planning process that respects and includes the unique needs and situations of First Nations. CMM will begin the process of creating an information hub for all community information. This will secure information, provide corporate history over time, and include comprehensive community information. This will be a valuable tool for communities to access reliable information to support proposals and foster informed community decision-making.

DCSI will continue to gather information from various sources. Before transfer takes place, it is mandatory that CMM and First Nations have all relevant information needed to move forward. To this end DCSI, SWM and EM will be collecting all municipal agreements that currently exist. These will be reviewed with community, updated as needed and subject to legal review. In instances of verbal agreements, we will proceed to raise an agreement for signature by both parties. CMM will carry and maintain an inventory of these agreements in the IHub.

Communities will see more DCSI presence as planning, awareness events and projects will increase for EMO and SWM and expand to include all components of the DCSI. Progress toward ISC transfer will continue in all areas at a pace with which communities and leaders are comfortable and in areas of greatest interest.

Community Benefit

The Department of Community Services and Infrastructure will continue to support CMM member communities through the provision of needs-based solutions in the areas of solid waste management, housing, infrastructure, and emergency management thus leading to a healthier, safer, and stronger Nation.

The Department of Community Services and Infrastructure will continue to support CMM member communities through the provision of needs-based solutions in the areas of solid waste management, housing, infrastructure, and emergency management thus leading to a healthier, safer, and stronger Nation.

- Exploration for engineering services will take focus as directed by leadership. Delivery options, community capacity development, and planning will result in a 5-year plan for engineering services.
- Housing needs/assessments/information/etc. will take an ACRS approach providing valuable information for budgeting and future planning. A Housing Advisor will be available to concentrate on these activities in partnership with communities.
- DCSI will continue to support and fund community SWM programming per the needs expressed by member communities.
- Work will be underway to review/develop current municipal agreements in all areas to ensure value for dollar, consistency in rates, acceptable service levels, redress mechanisms, etc. A legal review will be a component of this process.

DCSI is in the initial phases of ISC transfer/devolution. Infrastructure needs assessments have been completed through community engagements. The scope of service priorities has been identified along with a timeline provided to CMM Board of Directors. The next phase of the devolution process would be to determine the current state of infrastructure at the community and government levels, and to facilitate engagements to determine where CMM members want to be within the next 5 years.

Sufficient, sustainable, and predictable funding can prevent risk to the overall health of our communities. CMM will be pursuing this initiative as a model for communities.

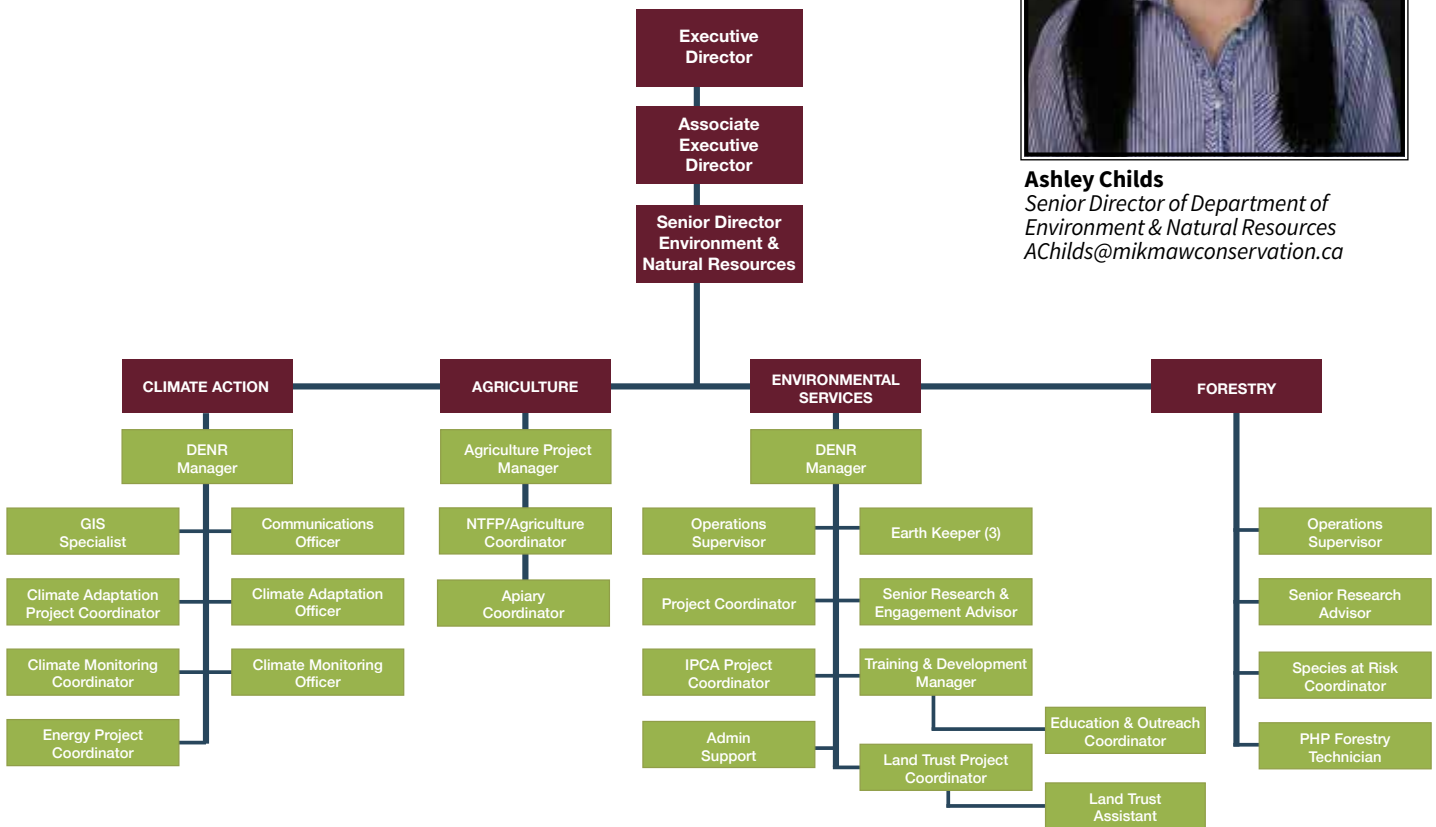
Department of Environment & Natural Resources (DENR)



The Confederacy of Mainland Mi'kmaq
DENR 2021



Ashley Childs
Senior Director of Department of Environment & Natural Resources
AChilds@mikmawconservation.ca



Introduction

The Department of Environment and Natural Resources (DENR) was formed from the CMM Strategic Plan in 2019, with Environmental Services, Climate Action, and Mi'kmawey Forestry as the core programs under DENR. Agriculture is an additional emerging program area, at the recommendation of the DENR Advisory Committee. Activities such as research, education, training, youth engagement, communications, project delivery, advocacy, technical advisory services, and species at risk recovery work are components of each program's project delivery efforts.

The DENR is guided by the two principles of Netukulimk and Etuaptmumk, as the Mi'kmaw culture recognizes that everything is interconnected, and all aspects of an ecosystem play a critical role in our daily and traditional practices as well as a sustainable and prosperous future. Maintaining ecosystems is fundamental to keep our future generations healthy in order to pursue economic opportunities, maintain and improve social and mental health, practice traditional Treaty Rights and sacred rituals, and nurture Mi'kmaw culture through language and storytelling.

The DENR strives to ensure that there is an opportunity for the Mi'kmaq of Nova Scotia to participate in the industry's economic and employment opportunities and an opportunity for co-management in the protection of Nova Scotia's environment and natural resources. Through the Mi'kmawey Forestry Program, we work to promote Netukulimk Forestry Management as the best practice and work to encourage the protection of species at risk that are of particular interest to the Mi'kmaq. The Climate Action Program works with communities to understand and address the impacts of climate change, build capacity for action, and support the transition to a more sustainable future. Finally, the Environmental Services Program works to support the intergenerational transference of Mi'kmaw Knowledge, through environmental stewardship and prosperity within Mi'kmaw communities for seven generations to come.

Mandate

The DENR is responsible for advocating for, and empowering, CMM's Member Communities' participation and stewardship interests within the Federal and Provincial mandates relating to Environment, Natural Resources, Climate Change, Lands & Forestry and Agriculture. The DENR will strive to review and communicate how various legislative regulations will impact communities, identify capacity gaps and areas for opportunity, and organize and facilitate training and mentorship needs as they work to fill CMM's mission. Its mandate is:

“To advocate for legislative changes which reflect the Mi'kmaw concepts of Netukulimk and Etuaptmumk to achieve a more sustainable future; to prepare communities to address the impacts of climate change; to plan and assist with co-management monitoring and stewardship efforts and opportunities with Provincial and Federal Governments; and to support the intergenerational transfer of Mi'kmaw Knowledge, through environmental stewardship, and prosperity for seven generations to come.”

Goals and Objectives

The following list of goals and underlying objectives support the CMM mission and the mandate of DENR. Many will go beyond the two-year period. However, progress in all areas will proceed pending First Nations support, capacity, and financial resourcing.

Goal I

Operational:

- A. To increase planning & and strengthen departmental focus.
- B. To plan, develop and implement effective communications, training, education, and outreach initiatives for the CMM staff and member communities, working towards improved knowledge and skills to protect communities and resources competently.
- C. To increase internal support for DENR staff.
- D. To increase employment and training opportunities and capacity development in member communities.
- E. To provide effective education and outreach programming for staff and member communities.

Objectives:

- A. Analyze organizational chart for 2023 to foster efficiency and effectiveness and share workload. Rearrange existing staff to fill roles (if possible). Plan to further develop the Departmental programming. Develop and implement a tool to evaluate success of the DENR Strategic Plan. Identify funding sources and project deliverables to fill identified vacant roles.
- B. Acquire funding and secure a position for Administrative Coordinator to assist in addressing administrative gaps. Maintain dedicated administrative personnel to assist on updating websites, social media presence, liaise with other CMM departments and community communications personnel on events and workshops, and other duties as required by staff. Schedule meetings and/or create working groups with other relevant CMM departments and organizations as needed. Evaluate, modify, and/or create new methods of communication and engagement with communities.

- C. Create clear protocols with administrative and communications support staff for managing administrative and communications requests from other DENR Staff, CMM Staff and inquiries from communities.
- D. Review current projects as a department and determine upcoming training opportunities for 2021-2022 and 2022-2023. Liaise with governmental and non-governmental organizations and departments to develop relevant training and workshops. Work with communities to identify current capacity, identify areas where communities require increased capacity, and assist with various funding applications and opportunities.
- E. Build current staff capacity in the area of culture and history. Include education & outreach programming as a mandatory component in all projects. Include educational pieces as tangible outcomes for every project. Develop and implement elder & youth mentorship programs. Expand scholarship & bursary availability. Deliver an outdoor education session online and in-person. Add a youth & elder component to the Advisory Committee. Invite community members to CMM to showcase what we do once per year. Develop more volunteer opportunities.

Goal II

Forestry:

- A. To explore and develop economic development opportunities and corresponding capacity development requirements.
- B. To participate in conservation activities to support the custom and practice of Netuklimk.
- C. To provide community trail development and maintenance services in an advisory and program support capacity.
- D. To enhance in-house capacity to deliver successful future programming in Forestry.

Objectives:

- A. Seek economic development opportunities within the forest industry to support initiatives such as the Mi'kmaw Forestry Initiative (MFI), Port Hawkesbury Paper (PHP) Agreement, Non-Timber Forest Products (NTFP) Cooperative, carbon credits, etc. Work with Mainland Mi'kmaq Development Inc. (MMDI) on the development of MFI and NTFP Cooperative. Identify training resources and capacity development opportunities to prepare for the long-term success of the MFI Agreement.
- B. Develop a Netukulimk Forest Guide. Focus on Species at Risk (SAR) awareness and feed into conservation and management planning for SAR. Offer training for sustainable harvesting and plant identification (upon request).
- C. Continue to offer services for trail development and maintenance. Pursue an urban forestry project. Complete trail maintenance plans for each community. Complete Mi'kmawey Debert Trail advertisement video. Complete a Trails Strategic Plan for communities.
- D. Increase operational capacity within CMM for MFI. Increase in-house experience in Block layouts, Pre-treatment Assessments, Old Growth Assessments, Pre-Commercial Thinning and Harvest Supervision.

Goal III

Agriculture:

- A. To compile and share traditional food resources, knowledge, and skills.
- B. To improve food security and food sovereignty for Mi'kmaw communities.
- C. To provide capacity and economic development opportunities in the agriculture sector.

Objectives:

- A. Increase availability and accessibility of traditional food resources to communities. Develop educational materials and workshops to share knowledge of traditional food resources.
- B. Support increased production of locally grown food in communities. Support increased accessibility to locally grown food. Support community agriculture production by working with honeybees and native pollinators. Plan, develop, and implement a food security strategy for communities.

- C. Provide capacity-building opportunities for community members to participate in the agriculture sector. Support community members in scaling up their operations and accessing market opportunities for their agricultural products.

Goal IV

Climate Action:

- A. To monitor climate changes utilizing a two-eyed seeing approach to gain a holistic understanding of how the climate has changed in recent generations and how these changes are impacting the environment.
- B. To support communities in planning for climate change, in order to reduce the negative impacts and take advantage of potential new opportunities.
- C. To support communities in reducing their carbon footprint by pursuing cleaner or more efficient energy.
- D. To improve the integration of climate monitoring, adaptation, and mitigation considerations within other departments and programs at CMM.

Objectives:

- A. Compile Mi'kmaw Ecological Knowledge on climate change. Coordinate baseline monitoring of climate change indicators. Build community capacity to monitor climate change.
- B. Evaluate the impacts of climate risks to identify community assets that are vulnerable to climate change. Provide technical support to address climate impacts through on-the-ground action. Build community capacity for adapting to climate change.
- C. Improve energy literacy through education and outreach on energy efficiency and renewable energy. Support communities in planning, funding, and implementing clean energy and energy efficiency projects. Provide training opportunities for community members interested in the clean energy sector.
- D. Work with other units at CMM to encourage incorporating a 'climate lens' on relevant projects.

Goal V

Environmental Services:

- A. To ensure the long-term conservation, protection, and restoration of the environment through Netukulimk and Etuaptmumk (Two-Eyed Seeing).
- B. To support the inclusion of Mi'kmaw Knowledge Systems, including Mi'kmaw Ecological Knowledge (MEK), Netukulimk, and Etuaptmumk (Two-Eyed Seeing), in all Environmental Services projects and processes.
- C. To support and utilize Nuji Kelo'toqatijik – Earth Keepers and the development of Indigenous Protected and Conserved Areas.
- D. To practice adaptive management of the Environmental Services Program & Projects.

Objectives:

- A. Develop environmental compliance education materials and processes. Work with communities to better understand Netukulimk and Etuaptmumk (Two-Eyed Seeing) and how to best incorporate them into projects. Support community capacities and active involvement in land-based environmental stewardship and monitoring. Develop stewardship and/or management plans to support and maintain ecosystem integrity within all projects and program delivery.
- B. Work with communities to better understand how to collect and best incorporate Mi'kmaw Knowledge Systems into projects. Work with forestry partners, such as Port Hawkesbury Paper, to better strengthen the use of Etuaptmumk (Two-Eyed Seeing) in their applied decision making and management objectives.
- C. Support the development of Nuji Kelo'toqatijik – Earth Keepers network, to help in the education, communication, and incorporation of the use of Etuaptmumk and Netukulimk and creation of the IPC Areas on the mainland.

D. Develop a program name that is better suited to the wide breadth of projects. Work with mainland communities to identify their current capacity levels and needs as well as current gaps within the Environmental Services program. Develop potential process(es) with Mainland Mi'kmaq Development Inc. to grow environmental consulting services, including environmental assessments. Establish the Sespite'tmnej Kmitkinu Conservancy (Mi'kmaq-led land trust) and determine how best to support it as its own entity.

DENR Focus 2021-2023

Over the next two years, the DENR will be focused on improving the efficiency and effectiveness of the department overall. This includes improvements from both an internal operational perspective for staff and from a quality-of-service community and leadership perspective. After one full year of the DENR management team being in place, it is now time to assess and make improvements to how the department serves our communities and staff.

DENR's Forestry Program will continue to focus on the execution of the Holistic Forest Management and Operational Plans for the St. Croix block and the completion of remaining plans for the Digby block, as well as the Netukulimk Forest Management Guide by 2023. The Wisqoq project will continue with multi-year funding in place to support SAR activities. Land Mapping for Species at Risk funding has been secured and additional funding will be explored to support SAR activities moving forward. Lastly, work on Trails & NTFPs will continue through applying for continued funding.

The Pollinator Project, originally under DENR's Climate Action Program has had tremendous success over the last two years. Multi-year funding has been secured for the project continuation and expansion through the Climate Action Awareness Fund. Funding was secured for the Low Carbon Mi'kmaq Communities project, which focuses on engaging communities on information relating to GHG emissions, energy efficiency, and ways to reduce consumption. The Climate Adaptation project has applied for additional funding so that Climate Risk Assessments can be completed for communities that did not participate in the initial round. The Mi'kmaq Climate Monitoring Initiative has secured multi-year funding for project continuation.

The Environmental Services Program is well underway in its development. A Program Manager under a secondment with ISC and a shared (with DARFM) Senior Research and Education Advisor have been brought on to develop this program. Cumulative Effects multi-year funding has been secured and several projects have been moved to this Program Manager's portfolio to ensure effective management is in place for coordinators and technicians. In addition, several contracts and opportunities have been initiated, including those with Parks Canada, Ducks Unlimited, Woods Environmental, Atlantic Gold and the NSCC.

Indigenous Services Canada (ISC) provides environmental protection programming, in partnership with Indigenous communities. ISC programming is guided by policy, legislation, regulations and ISC's environmental directives. With ISC looking toward the devolution of these services, the responsibility will then be placed upon communities to ensure they are meeting their environmental obligations (i.e., environmental regulations, policies, and legislations). These responsibilities require environmental protection expertise, which many Indigenous communities and organizations are only starting to develop. While ISC is in the process of devolving their services, the Environmental Services Program at CMM will continue to develop programming, services, and training to support Mi'kmaq communities to assist in this transition.

Community Benefit

The Department of Environment and Natural Resources will continue to support CMM member communities through the various aforementioned services, such as training, capacity development, research and education, and youth engagement. All of the DENR Goals and Objectives presented herein reveal a motivated and ambitious directorate with numerous opportunities for communities and leadership.

While all may not be completely achieved by March 2023, progress will be seen on all fronts with focus on the needs and interests of member communities.

- Reliable data collection and technical services as directed and requested by communities' leadership.

- Proposal development services for projects in the sector.
- Continued engagement, capacity development and training in all areas of the DENR directorate (forestry, climate action, agriculture, and expansion of the environmental unit)
- Exploration of economic development opportunities to support financial sustainability, career development for youth, and employment opportunities. Economic development opportunities will be explored for both CMM and at the community level depending on community interest.
- Injection of Mi'kmaw knowledge, culture, and traditions into all projects, engagements, and educational materials will attract all ages. This will result in more comprehensive understanding, resources and interest in the sector and provide the basis for effective program modeling and delivery.
- By pursuing and piloting multi-partner government agreements, DENR can open the door and lay the groundwork for communities also wishing to pursue multi-stakeholder agreements.
- Strong administrative practices and delivery, supported with multi-year stable funding, will provide a sustainable future both for CMM and member communities in the environment and natural resource sector.

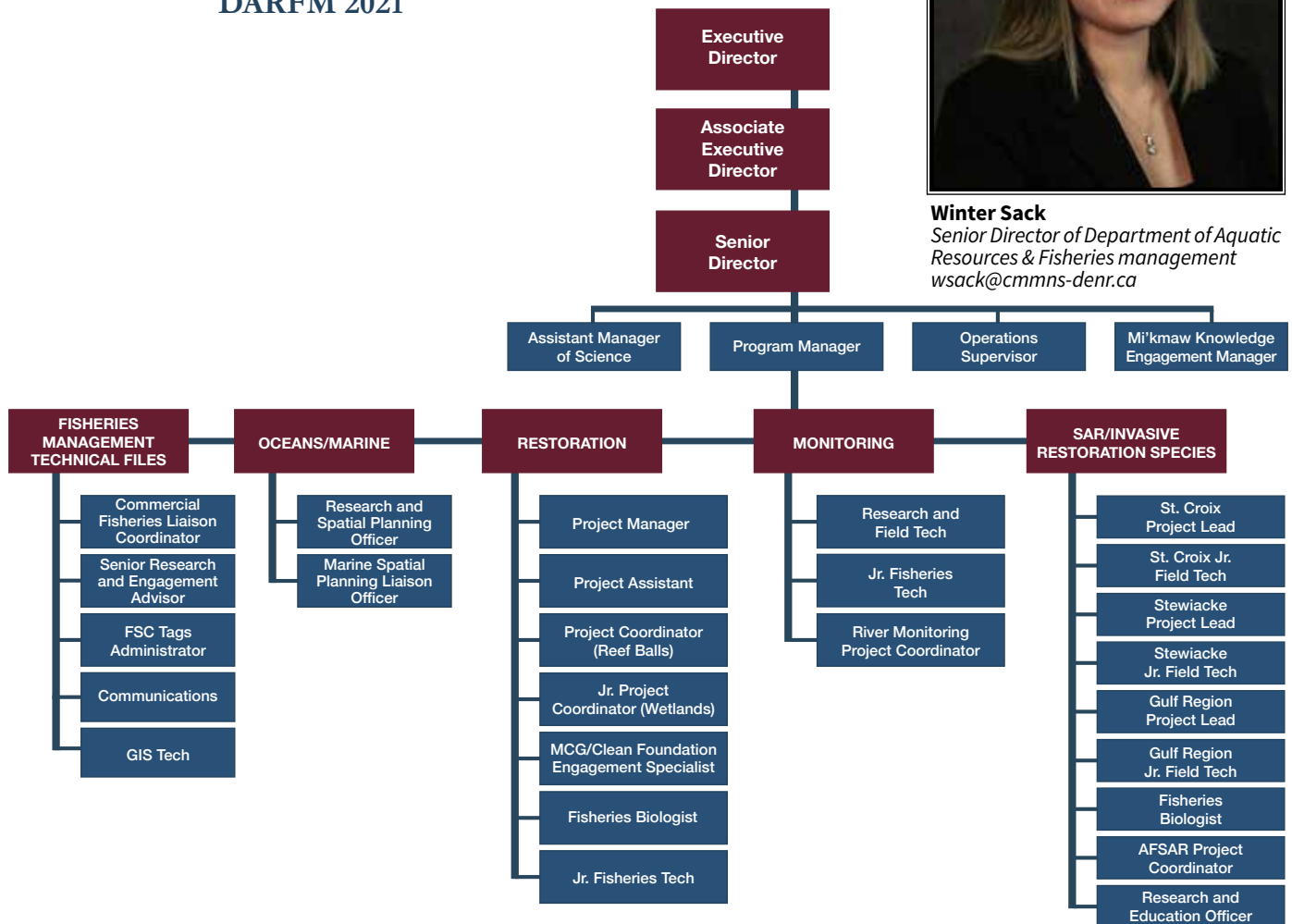
Department of Aquatic Resources & Fisheries Management (DARFM)



The Confederacy of Mainland Mi'kmaq
DARFM 2021



Winter Sack
Senior Director of Department of Aquatic Resources & Fisheries management
wsack@cmmns-denr.ca



Introduction

The Department of Aquatic Resources and Fisheries Management (DARFM) has taken form reflecting the recommendations of the 2019 CMM Strategic Plan. With the appointment of a dedicated Senior Director to these areas, and the recent, rapid growth, this change has provided opportunity to develop the solid structure and operating practices that will move this department to the next level of development.

Since 2019, DARFM has been fortunate to acquire two Boats – one from the Canadian Coast Guard to be used for search and rescue purposes, and another from DFO to be used for research. These will provide many training opportunities for member communities as well as First Nations lead research and baseline information to ground meaningful research and Netukulimk activity.

Baseline watershed assessments are well underway and will be entering the planning and action phase soon. The assessment, planning

and action phases will be defined and documented with input and direction from communities and Mi'kmaw knowledge – a guideline for a Mi'kmaw standard of care. This approach will build a strong foundation for progress toward the practice of Netukulimk.

DARFM has also developed professional capacity in river monitoring, habitat assessment, and improvement activities that will support and contribute to future participation in offset projects identified in response to current DFO legislation.

2021 – 2023 will see this department assume a strategic approach to development and sustainability that is pro-active and involves community input/participation. The DARFM will increase and improve community involvement and capacity development through various venues and technologies, streamline and solidify its internal structure and capacity, and plan forward strategically toward negotiating multi-year funding.

Mandate

“To promote and restore the concept and practice of Netukulimk in aquatic ecosystems and Fundy Watersheds.”

The environment, natural resources and waterways provided all the necessities of life for Mi'kmaq. Netukulimk is a way of life that sustains self and community while also conserving nature for future generations. To progress toward Netukulimk, the DARFM is committed to healing and restoring the rivers, streams, and oceans for all.

Goals and Objectives

Many of the goals and objectives identified below will take longer than the two-year window of this update. Progress and direction are always affected by financial resourcing, community feedback, government agendas, etc. However, the goals are presented to guide DARFM, establish priorities, and evaluate the department.

Goal I:

Outreach & Education:

- A. To deliver a comprehensive engagement plan/strategy that reflects the interests and needs of CMM's member communities, fosters ongoing, sustainable inclusion and Mi'kmaw participation, and supports progress toward Netukulimk.
- B. To ground Mi'kmaw interests, capacity, participation, and direction in all activities of the DARFM.

Objectives:

- A. Development of an engagement strategy – awareness, feedback, activity, report back and evaluate, celebrate. Maintain and increase DARFM presence in the communities. Maintain a database of FN Engagement /Participation Activities. Deliver a comprehensive communications plan to all of CMM's member communities. Deliver a comprehensive communications plan to external stakeholders to raise the profile of DARFM as a leader in Aquatic Resources and Fisheries Management.
- B. Build a presence in the First Nations and public school system; offer experiential learning opportunities; develop resource materials for standard curriculum outcomes. Promote and enhance MEK as a component of all programming. Use visual and experiential approaches whenever possible. Maintain a current and relevant presence on social media and The CMM website.

Goal II:

Quality Science:

- A. To deliver quality science that guides meaningful policy changes for the betterment of the ecosystems, and subsequently the Mi'kmaw, and supports progress toward Netukulimk.
- B. To develop a multi-year research agenda and plan based on feed back from CMM member communities and leadership.

Objectives:

- A. Develop Mi'kmaw standards and protocols to support scientific integrity. Maintain data management systems. Develop mentorship opportunities for First Nations Postsecondary graduates interested in First Nations research practices.
- B. Conduct a needs analysis with member communities and review all progress to date on projects conducted by staff.

Goal III:

Sustainability:

- A. To achieve a long-term funding model that is sustainable, efficient, and provides best value for all DARFM programming and services.
- B. To further develop a five-year strategic plan for the department.

Objectives:

- A. Initiate discussion with funders/stakeholders to work toward a multi-year one agreement model with each government department. Explore future opportunities for additional contracts with TIR and prepare to engage DARFM. Market the Tagging capacity already developed at MMDI. Explore legal implications and administration of revenue generation in the non-profit sector.
- B. Explore active participation in future offset opportunities. Prepare a plan for inclusion in MK and Public Schools curriculum, experiential activities, resource development, and professional development. Explore, quantify, and plan for expansion in the Oceans Sector of DARFM. Building on the success of the Pictou Landing reef ball project, develop a strategic business plan for producing and installing reef balls in Atlantic Canada.

Goal IV:

Solid, Accountable, Professional Administrative Foundation:

- A. To develop and maintain policies, procedures, standards, and protocols specific to DARFM that ensure a solid foundation for DARFM.

Objectives:

- A. Maintain an inventory of all assets with a system/schedule for usage, maintenance, and replacement. Develop TOR for the Advisory Committees and a system for recording/archiving proceedings and follow up. Develop an easily accessible current record of all activities of the DARFM from proposal stage to completion. Develop policies, guidelines, protocols, and evaluation criteria for that are unique to DARFDM.

DARFM Focus 2021-2023

With a fairly new structure, numerous staggered funding agreements, government encouragement to take on more, limited financial capacity, many opportunities, and in consideration of the Mandate, Goals and Objectives identified above, DARFM will focus the next two years to:

- ensure the administrative, financial, and operational foundation of the unit is solid and can provide for growth in a proactive manner;
- increase involvement of CMM's member communities in all development/change and operations of DARFM;
- develop and ratify a comprehensive 5-year plan for the unit;
- explore and address potential for future sustainability; and,
- maintain programs and projects in progress.

Community Benefit

- More opportunity for involvement, education, employment in DARFM activity.
- Long term planning – from the ground up – opportunities at the local level.
- Summer student opportunities, current programming, projects, etc. will be maintained (assuming the Covid pandemic allows).
- Confirmation, discussion, communication re: CMM/DARFM contribution and support for Commercial Fisheries.
- Future educational component planned for public school system in partnership with MK and Province.
- Development of Mi'kmaw scientific research methodology and standards.
- Exploration of Netukulimk in the 21st century.
- DARFM will continue to provide the technical support for KMKNO as needed to support meaningful discussion regarding rights issues and consultations as requested by KMKNO.

Our Challenges/Our Solutions

The major challenge faced by CMM and its member communities is unstable, inadequate, short-term funding. Funding formulas are outdated and inconsistent. Programs come and go on an ad-hoc basis. Funding and reporting criteria vary among and within government departments. We have also identified a lack of horizontal co-operation across federal departments and a lack of succession planning amongst staff at the varying Government levels. This challenge is not new to any stakeholders, yet it remains outstanding and, unless addressed in a realistic and responsible manner, it will continue to impede progress and maintain an unacceptable status quo situation.

A definitive solution is not available to solve this challenge. However, some progress can be made by CMM by:

- Developing and implementing a method of quantifying and qualifying needs in all areas, both at the community level and within the Tribal Council. A comprehensive look at what is needed supported by notional costs (with consideration for growth and life cycle costing). This could be done one area at a time.
- With leadership support, tabling a substantive case to Ottawa for change.
- Advocating and negotiating toward longer term and fewer agreements whenever possible.
- Advocating for First Nations involvement when government programming is changing.

The following table elaborates on the many additional challenges of the CMM. One can easily see that these current operational challenges would be well served by a multi-stakeholder, long term agreement model for funding and reporting.

Challenges	Solutions
Covid Pandemic interrupted progress in many areas.	Staff worked off-site doing their best to provide virtual delivery as much as possible. Time was used wisely for planning and proposal writing as well as rolling out a Covid assistance program for communities. Once the pandemic threat has passed, staff will review service levels and make every effort to catch up as needed.
Staff are overworked. Workloads are overwhelming for many staff.	Audit job descriptions and workplans against funding agreements. Revise accordingly. Where possible re-allocate work that can be shared. Ensure proposals and agreements reflect realistic staffing components.
Inquiries and expectations from government and other external organizations take time away from “real work” on the ground.	Track and quantify time requirement. Use data for justification for core funding for the unit. Review value of time spent – if member communities do not benefit from staff participating in committees, meetings with government officials, etc., staff will be advised to decline the request until sufficient staffing is available. Virtual meetings within limited time slots may be a more efficient use of time.
Lack of readily accessible, relevant, credible, comprehensive information/data, to support planning.	The CMM information hub project is under development to address this challenge. Individual departments are gathering information for this project.
Core funding is not available for many departments. With the size and potential of each department, a minimum of 3 core staff are required to maintain an acceptable level of professionalism – A Senior Director, Executive Assistant, Communications/Liaison Officer.	Qualify and quantify the need and propose to major government funding agencies. The OED will pursue more streamlined, longer term agreements to support stability, consistency, and continuity.

Challenges	Solutions
Fair equitable staff compensation – also a challenge at the community level. At CMM this contributes to a higher-than-normal staff turnover. Often government recruits’ staff from CMM after CMM has invested training dollars in them.	CMM is currently having the majority of positions audited by St. Mary’s University to identify what fair compensation would be for positions. This information will be used in future negotiations and proposals for funding. If government cuts future project budgets, requested staff compensation (based on the audits) should be the last item to be cut. Communities and CMM cannot continue to accept unfair compensation for employees. Multi year agreements and fair compensation will help to stop the high rate of turnover.
Space restrictions. Currently CMM operates from 4 locations all with lack of space to accommodate staff. This will only get worse as the organization grows.	CMM is working with Millbrook to build a structure that will accommodate all of CMM on a lease basis. All directors have been involved with use and space requirements including a modest growth component.
Recruiting First Nations to positions at CMM.	Pursue mentoring opportunities for recent grads with Service Canada. Promote careers at CMM and encourage educational paths accordingly. Offer relevant summer student opportunities. Maximize use of communications opportunities to advertise and inform potential future hires.
Government is slow with transfer/devolution. Resistant to sharing relevant data with CMM and member communities is making it difficult to make progress. No tangible deliverables and milestones are identified by ISC.	CMM continues to put forth the various challenges with devolution at the Ottawa level and is slowly seeing co-operation regarding information sharing. CMM will be tabling a realistic cost of the staff required (both at the CMM level and the community level) as well as resources for several studies and investigative projects relative to transfer. An external economic analysis of the cost of devolution will be pursued.
Communications – not consistent, sometimes not effective, too many websites, etc.	CMM will be improving communications efforts by standardizing many facets of the service. Communications officers are needed by each unit and will be identified as a real cost when proposals are submitted. CMM will co-ordinate all communications positions, plan and implement a more relevant, effective, and streamlined approach. A multi-year plan is under development.
Youth Involvement and Focus	Recognize youth in all departments of CMM. Hold meetings of all Senior Directors to brainstorm ideas to foster, encourage, and include youth in all sectors. Plan and act accordingly. Host relevant summer student projects that are meaningful to youth. Engage CMM Board in this process.
Change in external politics is always a challenge as government agendas often change post elections – federally as well as provincially.	This is not under FN’s control. However, CMM works toward respectful relationships with all political parties to reduce damage and risks associated with a change in external government.
Community engagement as a requirement for government funding. As this crosses all departments and programs, communities can become reluctant to participate on so many topics. Too many requests for feedback on too many topics can be tiresome for community members and staff.	CMM departments will try to move to a more co-ordinated approach to engagement through larger symposiums, promoting opportunities and possibilities as a basis for engagement and will become diligent to share findings and corresponding actions post engagement.

Evaluating Our Progress – We Need Your Help

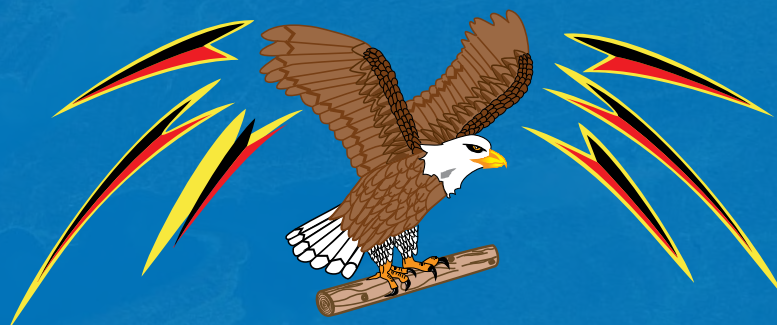
The CMM offers many opportunities for member communities to evaluate and redirect our services.

- Annual individual Chief and Council meetings are held to gather community feedback and identify how CMM can improve/expand services.
- CMM maintains a current strategic plan that is available to all members upon request.
- CMM Board meetings and Annual Assemblies are held as venues for discussion of relevant issues and community interests. Minutes of these meetings are distributed to all Chief and Councils.
- CMM's annual report is published and widely circulated. This year an additional report of services to each individual community will be undertaken.
- Social media is used to communicate progress on several fronts.
- Board requests are recorded, a follow up plan made, and response monitored until completion.
- Each CMM department has an Advisory Committee and is always welcoming community members.

In addition, numerous engagement opportunities are delivered by each department to provide awareness, facilitate feedback, etc. all stakeholders are encouraged to carefully critique the CMM.

Please: Participate! Participate! Participate! in all opportunities to tell us what you want and need for your community(ies). Tell us what we are doing right and what we are doing wrong. We are in a time of great change and may take a bumpy road here and there. However, with your feedback, participation and support, your undeniable connection to ancestors, mother earth and the next 7 generations, we can all share in a prosperous future.





The Confederacy of Mainland Mi'kmaq



Produced by Eastern Woodland Print Communications, Truro, NS (902) 895-2038