



The Confederacy of Mainland Mi'kmaq

STRATEGIC PLAN

● ● ● 2023-2027

ACKNOWLEDGEMENTS

Thank you to everyone who thoughtfully contributed to the development of this Strategic Plan, including:

- The CMM Board of Directors
- The CMM Senior Leadership Team
- The CMM Managers Group
- The CMM Staff
- The CMM Advisory Group
- Elders
- And other partners

Direction for the development of this Strategic Plan was provided by Executive Director Angeline Gillis, Associate Executive Director Wyatt White, and Director of Governance Tyler Sack. The development of the Strategic Plan was facilitated by Group ATN Consulting Inc.

Mission:

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



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Letter from the Executive Director

Kwe' Mist no'kmaq. It is with great pleasure that I introduce our 2023-2027 Strategic Plan.

This plan will carry on our almost forty years of success in Indigenous work and the forging of partnerships for our communities.

It is the product of The CMM's long legacy of success – and the blueprint to carrying on with that success in the next four years

After emerging strong from the trials and tribulations of COVID-19 and the intense interval of growth we've seen over the last several years, we are orienting ourselves with a set of concrete goals.

Our Strategic Plan is a metaphorical compass that will guide us away from that uncertainty and chart a solid, certain path into future growth and success.

This new Strategic Plan will build on the unity The CMM has built and maintained with its member communities, partners and funders, in the spirit of transparency and accountability.

The Strategic Plan will continue a proven track record for creating resilient and inclusive communities through unity. This unity has been a cornerstone of The CMM's success as an organization and it informs the shared vision that is the basis of the Strategic Plan.

It builds on the strides The CMM has made as a leader in advocacy for the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP), and on behalf of Canada's missing and murdered Indigenous women and girls.

Angeline Gillis, Executive Director



Board of Directors

Annapolis Valley First Nation

Chief Gerald B. Toney

Bear River First Nation

Chief Carol D. Potter

Glooscap First Nation

Chief Sidney Peters

Millbrook First Nation

Chief Robert Gloade

Paqtnkek Mi'kmaw Nation

Chief Cory Julian

Pictou Landing First Nation

Chief Andrea Paul

Sipekne'katik Band

Chief Michelle Glasgow

Wasoqopa'q First Nation
(Bright Water)

Chief Deborah Robinson

District Chief

Dr. Sherry Pictou

●● Planning Context

On the eve of its fortieth anniversary and, now under new leadership, The CMM is building on the legacy of Dr. Don Julien. That legacy includes more than a generation of leadership and is also imbued with his vision for the Mi'kmawey Debert Cultural Centre - equal parts preservation of ancestral sites, education and healing for Mi'kmaq communities. It is on this rich history that this ambitious new Strategic Plan is being built. Considering The CMM's primary role in supporting the eight Mainland Mi'kmaq communities, this 2023-2027 Strategic Plan has been built with broad-based input from our Board of Directors, Elders, Band Managers CMM Managers, the Staff Team and Advisory Committee

As we transition to a new Strategic Plan, the one constant over the past three years has been pervasive change. This has been driven by both internal factors (growing team, new headquarters) and external factors (the pandemic and a rapidly evolving national landscape of reconciliation with Indigenous people).

Adapting to the pandemic's disruptive impact has been a challenge for both the eight Mainland communities and for The CMM itself. Yet, collectively, we have prevailed. At the same time, we have also learned a lot of important lessons. A significant one is the importance of being prepared by having the strategic foresight to understand that we will also need to manage uncertainty and adapt to other challenges. For example, there are several issues that can and will arise impacting Mainland communities and our organization over the life of this plan - climate change considerations, political change at all levels, social and economic challenges and unexpected events like wild fires or another health crisis - to mention only a few. Therefore, building in that adaptability responsiveness is a central feature of this plan.



Dr. Donald M. Julien

As a Mi'kmaw organization, The CMM has carved out a constantly evolving niche focused on three key areas:

- Delivery of programs, services, strengthening capacity and facilitating partnership development with and for Mainland communities.
- Supporting community leadership and helping address gaps where they exist through knowledge transfer and collaboration; and
- Addressing the overall vision, including policy advocacy, supporting reconciliation pathway development and as a 'whisperer' for addressing the evolution of self-government from a Mi'kmaw perspective, Nation-building and changes in government support programs relative to policy and benefits.

These key areas of responsibility have been built into the four strategic pillars of this plan with accompanying goals and supporting actions.

In delivering on this complex mandate, The CMM strives to keep the focus of the organization squarely on being responsive to community visions and needs without overstepping the primacy of communities to make their own decisions.

The year 2023 has found The CMM to be a growing and evolving organization. Managing that growth in a way that enables The CMM to focus on community needs means that alignment with community priorities and planning becomes increasingly more important. That is why this plan will be actively managed to monitor and measure impact and to ensure alignment with annual community planning.

Advisory Board Members

Annapolis Valley First Nation
Nastasya Kennedy

Bear River First Nation
Fred Harlow-Robar

Glooscap First Nation
Amanda Francis

Millbrook First Nation
Garrett Glode

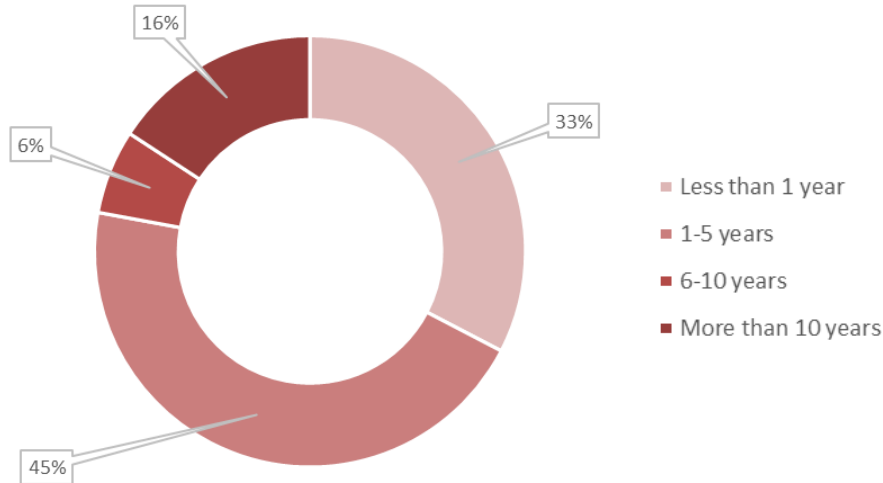
Paqtnkek Mi'kmaw Nation
Anne-Marie Paul

Pictou Landing First Nation
Dominic Denny

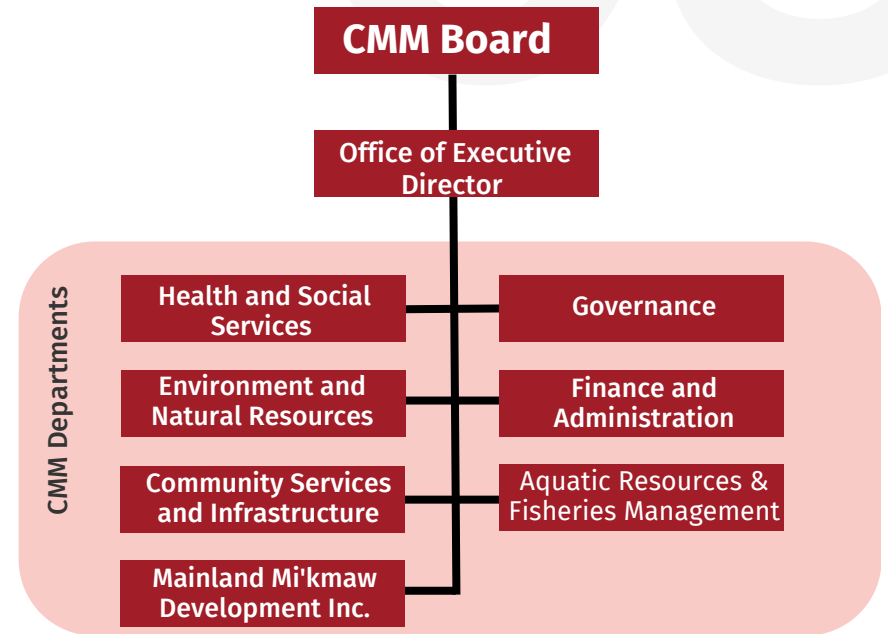
Sipekne'katik Band
Rufus Copage

Wasoqopa'q First Nation
(Bright Water)
Avis Johnson

The CMM has experienced tremendous growth over the past several years. There is a growing workforce of young, bright minds at The CMM - generally reflective of Mi'kmaw demography. As evidenced in a recent staff survey, of the 95 who participated in the survey, 78% have worked at The CMM for fewer than 5 years.



Organizational Snapshot



~10k

Community members supported



8

First Nations communities



140+

Employed by The CMM



7

Key areas of service

Our Commitments

Values guiding our work

“

Our commitment is to uphold our responsibility for enhancing the wellbeing of our families and communities and for future generations, guided by our ancestral teachings that includes attending to the health of the resources and the natural-eco-systems that sustain them.

- District Chief, Dr. Sherry Pictou

”

04

- Serving Communities
- Planning guided by Netukulimk and Etuaptmumk
- Honouring and integrating traditional Mi'kmaw knowledge into our work through the Seven Sacred Teachings
- Respect for culture and language
- Being sustainable in everything we do
- Being a transparent and accountable organization
- Enhancing our impact through collaboration and partnerships

Strategic Directions



These four strategic directions were developed collaboratively to guide The CMM's decisions and investments over the next five years.

05

Looking forward

CMM as a Transformational Force

1

**The Honour of
Service to
Community**

2

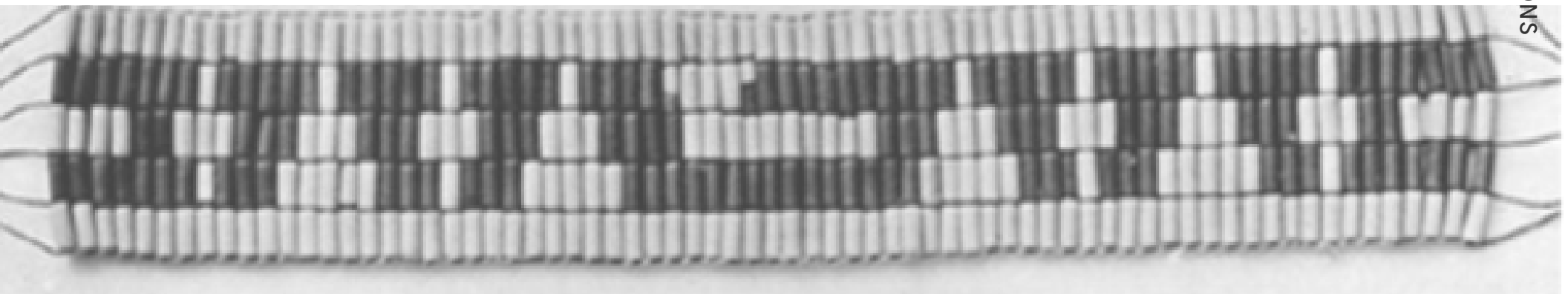
**Striving for
Organizational
Excellence**

3

**Strategic Leadership in
Building Resilient and
Inclusive Communities**

4

**Reconciliation
Pathways: Reshaping
a Sustainable Future**





Goals

Supporting our strategic directions

1

The Honour of Service to Community

- Improve visibility in communities
- Enhance quality of life in communities
- Improve communication and engagement with communities
- Adaptable service delivery

2

Striving for Organizational Excellence

- Enhance organizational collaboration and integration through improved internal communication and awareness
- Scope management and priority setting
- Redefine The CMM identity
- Pursue organizational excellence

3

Strategic Leadership in Building Resilient and Inclusive Communities

- Strengthen capacity of communities
- Create collective impact with partner organizations
- Contribute to economic stability of communities through the work of social enterprises and ventures
- Prepare for disruption through strategic foresight

4

Reconciliation Pathways: Reshaping a Sustainable Future

- Policy advocacy
- Supporting communities and partners in navigating reconciliation, UNDRIP and MMIWG
- Supporting communities in pursuing self-governance
- Advising on sustainable planning for the future

The Honour of Service to Community

Strategic Direction 1

GOALS	SUPPORTING ACTIONS
1.1 Improve visibility in communities	<p>1.1.1 Work with communities to enhance The CMM presence and approach to community support in a way that is customized to each community's preferences and capacity (e.g., satellite offices, mobile office, Band Manager training, "Meet The CMM Days" with representatives in community monthly)</p> <p>1.1.2 Improve integration of planning, technical advice and execution of projects for communities</p> <p>1.1.3 Create a community liaison position that acts as a link between community and The CMM; and explore opportunities to create a position for each community</p>
1.2 Enhance quality of life in communities	<p>1.2.1 Deliver services and programming that support thriving, sustainable, healthy and resilient communities</p> <p>1.2.2 Collaborate with member communities in the research and development of a data dashboard that would track community wellness and enhancement across member communities. This could consider a range of indices including food security, employment, income, family size, housing status and health status - among others. Use the data created to advocate for support and develop mitigation/enhancement effects</p>
1.3 Improve communication with communities	<p>1.3.1 Develop an overall communication and engagement strategy to ensure member communities are apprised of The CMM's activities and leadership. This could include building awareness of The CMM's services within community through e-messaging, a newsletter and focused social media channels</p> <p>1.3.2 Increase opportunities for The CMM to communicate its commitment and value to communities through attending community events and increasing its presence in community (in alignment with 1.1.3)</p>
1.4 Adaptable service delivery	<p>1.4.1 Establish a mechanism to harmonize The CMM's annual business planning with the annual business vision and priorities of member communities (in alignment with 2.2.2)</p> <p>1.4.2 Meet with communities on an annual basis to identify progress in implementing the plan according to community priorities and to address the emerging needs of communities by exploring potential new service areas to meet those needs</p> <p>1.4.3 Explore funding opportunities for programming to meet the evolving needs of communities as they arise. Focus on securing permanent funding to address these needs rather than relying on project funding which creates gaps upon expiration</p>

Striving for Organizational Excellence

Strategic Direction 2

GOALS	SUPPORTING ACTIONS
2.1 Enhance organizational collaboration and integration through improved internal communication and awareness	2.1.1 Create cross-functional teams on matters that require multiple departments 2.1.2 Create internal newsletter to increase staff awareness of The CMM activities across the organization 2.1.3 Create opportunities for staff to meet and learn about various roles and The CMM's activities 2.1.4 Leverage the Managers meeting forum to create deliberate corporate learning opportunities across The CMM's departments 2.1.5 Strengthen coordination of community sessions when The CMM departments overlap to present an integrated, coordinated picture of the organization
2.2 Scope management and priority setting	2.2.1 Collaborate with communities to create annual operational plans that prioritize action items for The CMM and clearly define scope of activities between The CMM and its communities 2.2.2 Harmonize The CMM's annual business and operational plans with annual member community business plans to support goal setting and project management, support and delivery
2.3 Redefine The CMM identity	2.3.1 Revisit The CMM identity and calibrate corporate branding guidelines to reflect the growth of The CMM and its evolving focus 2.3.2 Enhance and embed culture in the identity of The CMM through engagement with member communities and Elders 2.3.3 Update <i>Articles of Association</i> 2.3.4 Introduce cultural identity of The CMM and Mi'kmaw member communities as part of staff onboarding
2.4 Pursue organizational excellence	2.4.1 Conduct periodic staff surveys to track emerging issues and to better understand potential policy changes designed to improve well-being and retention 2.4.2 Implement policy changes according to survey results to enhance team satisfaction and retention 2.4.3 Create ongoing opportunities for staff input in The CMM's policies and processes 2.4.4 Refine the onboarding process to streamline employee awareness of The CMM processes and organizational activities 2.4.5 Create ongoing professional development opportunities 2.4.6 To enhance overall organizational integration and understanding and make cross-department internships available to interested staff to enable them to work in other departments

Strategic Leadership in Building Resilient and Inclusive Communities

Strategic Direction 3

GOALS	SUPPORTING ACTIONS
3.1 Strengthen capacity of communities	<p>3.1.1 Provide programs and services to empower Mi'kmaw youth in community</p> <p>3.2.1 Leverage donee status of communities and support communities in establishing and pursuing charitable goals</p> <p>3.2.3 Provide advice and support for communities seeking to build capacity in human resources, business development, investment readiness, and in other areas</p>
3.2 Create collective impact with partner organizations	<p>3.2.1 Align The CMM's health efforts with Tajiikeimik and member community health professionals with input from Elders and community leaders</p> <p>3.2.2 Align The CMM's governance efforts with other Mi'kmaw partners in nation-building efforts (The Grand Council, Kwilmu'kw Maw-klusuaqn (KMKNO), the Unama'ki Institute of Natural Resources, and others)</p> <p>3.2.3 Align The CMM's rights advocacy work to support the leadership of KMKNO and other Mi'kmaw and Indigenous organizations leading rights advocacy.</p>
3.3 Contribute to economic sustainability of communities through the work of social enterprises and ventures	<p>3.3.1 Continue to build funding support for a CMM department focused on social enterprise, entrepreneurship, enterprise development for supporting community economic development for member communities, and Mi'kmaw owned ventures (MMDI).</p> <p>3.3.2 Support communities in building partnerships and accessing charitable funding leveraging the donee status of member communities.</p> <p>3.3.3 Support communities and Mi'kmaw-owned businesses in leveraging federal procurement opportunities</p> <p>3.3.4 Develop a Business Development Network to support collaborative approaches to economic development</p>
3.4 Prepare for disruption through strategic foresight	<p>3.4.1 Support communities in planning for the future guided by Netukulimk. Engage with Elders in supporting this 'future-scaping'</p> <p>3.4.2 Work with member communities to enhance support for the development of emergency management planning, critical infrastructure renewal and hardening, climate mitigation and adaptive measures and related youth educational initiatives</p>

Reconciliation Pathways: Reshaping a Sustainable Future

Strategic Direction 4

GOALS	SUPPORTING ACTIONS
<p>4.1 Policy advocacy</p>	<p>4.1.1 Engage with communities to identify common gaps and develop programs to create solutions</p> <p>4.1.2 Support capacity building and knowledge transfer between The CMM and member communities for program development and enhancement</p> <p>4.1.3 Develop and host community sessions when required to update Mainland communities on policy changes being advanced by other levels of government and their implications (this may be done in coordination with other Mi'kmaw organizations)</p>
<p>4.2 Supporting communities and partners in navigating reconciliation, UNDRIP, and MMIWG</p>	<p>4.2.1 Research and synthesize implementation workplans and recommendations from The Royal Commission on Aboriginal People, the TRC 94 Calls to Action, UNDRIP, and the Missing and Murdered Indigenous Women and Girls Calls for Justice</p> <p>4.2.2 Building and fostering partnerships between The CMM, member communities, the AFN Regional Chief's Office, other Mi'kmaw organizations, Canadian Senators' Offices, Local Members of Parliaments' Offices, and Members of the Nova Scotia Legislative Assembly to create change on addressing Mi'kmaq priorities</p>
<p>4.3 Support communities in pursuing self-governance</p>	<p>4.3.1 Create mechanisms to evaluate and facilitate the transfer and devolution of programs and services from Indigenous Services Canada to The CMM or member communities without creating socio-economic or ecological harm, or absolving the Crown of its fiduciary responsibility. Every effort must be made to ensure that the transfer of programs and services present opportunities for delivering those programs and services from a Mi'kmaw perspective (guided by Netukulimk, Etuaptmumk)</p> <p>4.3.2 Be a resource for member communities for gathering or determining data for evidence-based decision-making</p>
<p>4.4 Advising on sustainable planning for the future</p>	<p>4.4.1 Enhance community engagement methodologies to increase and expand community participation for greater input on Mi'kmaq priorities in program and service delivery</p> <p>4.4.2 Become a resource of Mi'kmaq knowledge and trusted source for research design, delivery, and analysis of issues and trends for member communities (this can include community based and Indigenous approaches to research)</p> <p>4.4.3 Creation of 7-Generation Conceptual Plan for Mi'kmaq Nation and how The CMM will support member communities</p>

Monitoring and Evaluation Plan



Implementing the Strategic Plan

The CMM is committed to monitoring and measuring the results of the 2023-2027 Strategic Plan.

Over the lifecycle of this Strategic Plan, progress reviews will be undertaken quarterly at board meetings and reported to communities, staff and partners on an annual basis.

The annual reporting creates an opportunity to share progress, highlight gaps, and consider any required redirection of strategic priorities, goals and activities in alignment with community planning. This approach ensures process transparency and accountability to Mainland communities, along with alignment to community needs.

Tracking and sharing The CMM's progress in implementing the Strategic Plan are essential elements of keeping The CMM a transparent organization, one of the key commitment statements outlined in this document.

The intention is for this Strategic Plan to remain evergreen and flexible, with activities updated on an annual basis. This will accommodate The CMM's plans to rebrand in 2026, in recognition of its 40th anniversary.

Annual reports will be made available to all communities, staff and partners through The CMM website.

Stretch Goals

- Secure long-term funding arrangement with federal government
- Rebrand The CMM for its 40th anniversary in 2026

Reflecting proudly on the evolution of CMM as an important resource for the eight Mainland Communities, this, in my view, is the right plan for the times – one that puts honouring service to the communities and our people at the forefront.

- Dr. Donald M. Julien