



Strategic Plan
2025 - 2030



CHIEF
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Vision

We'koqma'q L'nue'kati nourishes its Mi'kmaw language and culture while providing opportunities for education, employment and economic growth to empower the self-reliance and wellbeing of community members.

Mission

We'koqma'q L'nue'kati empowers its community-both collectively and individually, to reach its fullest potential by fostering a safe environment where its natural resources are protected, its cultural values thrive and the health & wellbeing of members remains at the forefront.



STRATEGIC PLAN

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We asked ourselves

Where are we now ?

Where do we want to be in the future? why?

How will we make it happen?

S STRENGTHS

- Welcoming community that accepts diversity
- Business savvy and entrepreneurial
- Innovative and embracing of technology
- Highly educated and a growing young population
- Business Infrastructure to build on
- Beautiful and Prosperous location
- Financial stability
- Rooted in language, culture, and traditions
- Community-first mind set
- Our treaty rights
- The knowledge of our elders
- Supportive business Partners
- Great place to work
- Building relationships
(Mi'kmaw/Government/Partners)
- Economic development capacity

W WEAKNESSES

- Infrastructure gaps
- Challenges recruiting and retaining skilled staff
- Lacking land for commercial and residential growth
- Alignment of education/ skills with community needs
- Lack of public services (e.g. Bank, Post office. etc.)
- Quality of police services and response times
- Lack of business regulation in community

O OPPORTUNITIES

- Growing Indigenous tourism sector and growth in tourism in cape breton
- Expansion of green economy and available funding in sector
- Land expansion
- Partnerships with other Mi'kmaw Communities
- Self governance
- Real estate development
- Business Investment Attraction
- Expansion of our businesses to serve off reserve customers
- Expand partnership with Inverness County
- Land Claim trust and 411 Acre Land Commitment
- Access to Capital

T THREATS

- Changes in government and/or funding cuts
- Labour shortages
- Loss language and traditional knowledge
- Under-policing issues
- rural out-migration
- Climate change impacts
- Racism
- Economic volatility
- Substance use issues
- Food insecurity
- Mental health challenges & intergenerational trauma
- Rising cost of living



STRATEGIC PILLARS 2025 to 2030

Nation Building

Protect and assert our rights for the benefit of future generations empowering our youth and positioning our community for success.

Housing, Infrastructure and Community Assets

Provide quality housing, build our infrastructure, and expand our land-base to support the current needs and growth of our community.

Investing in Our People

Provide education and support to enable all Community Members to thrive through empowerment.

Transparency and Effective Governance

Strengthen operations through financial and administrative capacity building and operational excellence.

Economic Growth and Own Source Revenue Development

Grow and diversify our business operations to provide financial independence and long term stability.

Health, Wellness and Community Safety

Create an environment where our members can thrive in a safe and supportive community.

TREATY RIGHTS/ NATION BUILDING

Continue to nourish our community identity by providing members and elders with an opportunity to share our language and cultural traditions



Develop Custom Land Code.



Exercise right to self-governance (i.e. Membership list, bylaws, self governance via Mi'kmaw laws)



Empower and support community members in the exercise of their Treaty Rights (i.e. Moderate Livelihood Fishery)



Leverage coalition power and Nation to Nation Partnerships.



Promote Community Engagement and Community Spirit.

HOUSING & INFRASTRUCTURE

Expand land base and infrastructure to support housing development to meet the needs as the community grows.



Develop sustainable housing and land-use plan, including a comprehensive survey of housing needs.



Address Need for Temporary Accommodation and unique housing needs, (Homeless, Second stage transitional housing, apartment complex).



Establish a Housing Committee/ Authority with supporting Housing Policy, Including a plan to improve community understanding of the policy.



Construction of houses to address existing housing commitment (28 homes to address current assigned housing list).



Housing repair strategy that will provide long term sustainability.



Support for off - Reserve housing needs.

INVEST IN OUR PEOPLE

Provide education and support for our members and encourage self-reliance for members through entrepreneurship and employment opportunities



Develop avenues for skill developments in areas of community need, including trades, healthcare and education. Collaborate with members to identify interest and empower them to accomplish their goals.



Build Youth Centre and offer robust youth prevention programming and skills development.



Contribute to employment and training programming to build in-community capacity.



Support for individual entrepreneurship including incubator space.



Strengthen language and culture learning through all entities.

TRANSPARENCY AND ACCOUNTABILITY

Strengthen operations through financial and administrative capacity building and operational excellence



Clear and timely communication to members.



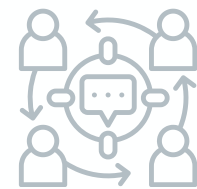
Establish and promote clear governance policies.



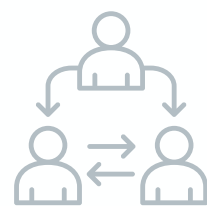
Implementation of FAL to complete FNFMB Certification.



Modernize administrative systems with a focus on Cyber security and departmental reporting.



Develop internal capacity in Communications to support more effective reporting to the community.



Regular departmental reporting to Council with the aim of strengthening departmental performance and supporting directors and staff.

ECONOMIC DEVELOPMENT / REVENUE GROWTH

Promote avenues for revenue growth and diversification that encourages self-reliance for members through entrepreneurship and employment opportunities



Add local services to drive revenue and enhance services available to the community (i.e. Retail Centre, Post Office, Dispensary, Banking)



Create a reserve fund with targeted annual contributions to provide stability for the future.



Develop a specific Community Dividend Policy that is tied to the success of business and financial performance of our community.



Develop a Comprehensive economic development strategy and the development of a separate commercial division to oversee investments and strategy roll out.



Develop an investment strategy to guide the growth of our investment portfolio, and direct exploration of new opportunities, such as green energy, heavy equipment, retail centre.

HEALTH AND WELL BEING / PUBLIC SAFETY

Create an environment where our members can thrive in a safe and supportive environment and take pride in their community



Enforcement of We'koqma'q Mi'kmaq Laws (byLaws) to improve safety for members.



Members Safety and Peace of Mind - Launch community watch program and 24- hour surveillance system.



Develop recreation program for improved health outcomes and community leisure.



Strengthen emergency response capabilities.



Expand health and wellness infrastructure, including New Youth Centre, dedicated Mental Health Facility and walking park.