



# STRATEGIC PLANNING

2024 - 2029



## Strategic planning 2024 - 2029

### WHO WE ARE

#### OUR PURPOSE

Joining forces to shape the future of our fellow generations

#### OUR VALUES

Respect  
Integrity  
Commitment  
Happiness

#### VISION 5 YEARS

Inclusive and committed autonomy where Odanak members, elected officials and staff of the Council's organizations contribute to our community's well-being and our collective growth.

#### INDICATOR TRACKS

Number of participants  
Number of employees  
Participation and retention  
Diversity in our activities

#### STRENGTHS

- + Governance
- + Financial management
- + Our human resources policies
- + Our commitment and our human resources' skills

#### IMPROVEMENTS

- Our dependence on public funding
- Lack of space (infrastructure and land)
- Lack of human resources
- Lack of replacement staff

#### OPPORTUNITIES

- ✓ Independent income and acting as a benchmark
- ✓ Networking
- ✓ Economic development and tourism
- ✓ Claims-related compensation

#### THREATS

- ∅ Labour shortage
- ∅ Overloaded bureaucracy
- ∅ Lack of cohesion
- ∅ Continuous growth
- ∅ Changes of government



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| AXIS 1                                | OBJECTIVES                        | ACTIONS   | INDICATORS  | RESP   | 24<br>25    | 25<br>26 | 26<br>27 | 27<br>28 | 28<br>29 |
|---------------------------------------|-----------------------------------|---|---|--|-------------|----------|----------|----------|----------|
| INDEPENDENCE – INCLUSION - COMMITMENT | 1. Developing self-government     | a) Implement the Financial Administration Act and its policies, and revise them on an ongoing basis   | 1. Adoption of the 4 policies related to the FAA<br>2. Compliance tracking tool in place, quarterly follow-ups and annual policy reviews carried out  | Daniel G. Nolett<br>Mikael Leduc               | ✓<br>✓      | ✓        | ✓        | ✓        | ✓        |
|                                       |                                   | b) Draft and implement the Community Health and Well-Being Plan   | 1. Plan adopted<br>2. Less than 10% annual variance between the planned schedule and the actual progress of the various deliverables related to the plan  | Jean Vollant<br>Julie Durand                   | ✓           | ✓        | ✓        | ✓        | ✓        |
|                                       |                                   | c) Draft and implement a policy priorities plan   | 1. Plan adopted<br>2. Minimum of 2 priorities deployed per year   | Daniel G. Nolett<br>Suzie O'Bomsawin           |             | ✓        | 2        | 2        | 2        |
|                                       |                                   | d) Implement a food sovereignty program, including:<br>- Hunting and fishing program<br>- Updating the distribution of game and fish<br>- Necessary infrastructure (greenhouses, refrigerators, butcher's shop) | 1. Dedicated resource<br>2. Food sovereignty programme adopted<br>3. 1 new action per year and 85% satisfaction rate achieved   | Samuel Dufour-Pelletier                        | ✓<br>✓<br>✓ | ✓        | ✓        | ✓        | ✓        |
|                                       |                                   | e) Participate in asserting our ancestral rights and ensuring the authenticity of Abenaki identity  | 1. Evaluate the relevance and feasibility of establishing an Abenaki identity watch unit  | Elected, Daniel G. Nolett and Suzie O'Bomsawin | ✓           |          |          |          |          |
|                                       |                                   | f) Implement the First Nations Land Management Act and develop our own land code  | 1. First Nations Land Management Act passed<br>2. Separate agreement reached with Canada<br>3. Land code drafted<br>4. Odanak members' community ratification process completed and participation rate of over 50% of voting members achieved | Jennifer Vollant                               | ✓           | ✓        | ✓        | ✓        |          |
|                                       | 2. Adapting to climate change and | a) Draft and implement a greening plan for Odanak   | 1. Greening plan adopted<br>2. 2 new initiatives deployed per year  | Joannie Beaupré                                | ✓           |          |          |          |          |



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|   |  |  |                         |   |   |   |   |   |
|---|--|--|-------------------------|---|---|---|---|---|
| developing our sustainable development approach |  |  |                         |   | 2 | 2 | 2 | 2 |
|   | b) Draft and implement programs to ensure the sustainability of species and habitats of interest to the W8banakiak | <ol style="list-style-type: none"> <li>1. Programs to ensure the sustainability of species and habitats of interest to the W8banakiak adopted</li> <li>2. 2 new initiatives deployed per year</li> </ol>   | Samuel Dufour-Pelletier | ✓ | 2 | 2 | 2 | 2 |
|   | c) Prepare and deploy an integrated emergency response plan with neighbouring municipalities                       | <ol style="list-style-type: none"> <li>1. Achieve a 75% partner participation rate at meetings</li> <li>2. Assess partners' perceptions of the partnership *</li> </ol> <p>* This assessment could be formal (e.g., using a questionnaire) or informal (e.g., asking for feedback from partners at meetings), and could be carried out on an annual basis or at meetings</p> | Jennifer Vollant        |   | ✓ | ✓ | ✓ | ✓ |



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| AXIS 2   | OBJECTIVES   | ACTIONS   | INDICATORS   | RESP   | 24<br>25 | 25<br>26 | 26<br>27 | 27<br>28 | 28<br>29 |
|----------|--|---|--|--|----------|----------|----------|----------|----------|
| FIUNDING | 1. Diversify our sources of revenue to reduce our reliance on public funding | a) Partnering in the development of major projects (e.g. wind farms)                      | 1. Investment in at least 4 major projects (\$500,000+)<br>2. 10% increase in independent income per year                          | Daniel G. Nolett   |          |          |          |          | ✓        |
|          |  | b) Develop strong environmental expertise and offer our services                          | 1. Generate at least one resource for this component<br>2. Defined environmental services<br>3. 2 contracts over \$10,000 per year | Samuel Dufour-Pelletier  | ✓        | ✓        | 2        | 2        | 2        |
|          |  | c) Draw entrepreneurs and industries to Odanak  | 1. At least 4 new businesses or industries established in Odanak   | Marc-Antoine Duchesne  |          |          |          |          | ✓        |
|          |  | d) Implement Odanak Tourism   | 1. Existing, functional tourism supply structure   | Stéphanie Trottier   | ✓        |          |          |          |          |
|          |  | e) Implement a specific claims trust  | 1. Trust in place and operational  | Mikael Leduc   |          | ✓        |          |          |          |
|          | 2. Joining forces to develop partnerships                                    | a) Develop partnerships between First Nations and major corporations                      | 1. At least 2 partnerships per year with tangible benefits   | Marc-Antoine Duchesne  | 2        | 2        | 2        | 2        | 2        |
|          |  | b) Negotiate and maintain funding agreements with Nation organizations and other partners | 1. At least 1 agreement per sector (OHC, BETO, CPDA), renewable annually   | Daniel G. Nolett in collaboration with the Executive Committee | ✓        | ✓        | ✓        | ✓        | ✓        |



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| AXIS 3                                | OBJECTIVES   | ACTIONS  | INDICATORS  | RESP             | 24<br>25 | 25<br>26 | 26<br>27 | 27<br>28 | 28<br>29 |
|---------------------------------------|--|--|---|------------------|----------|----------|----------|----------|----------|
| <b>PARTNERSHIPS AND COMMUNICATION</b> | 1. Improve internal and external communications  | a) Contribute to the creation of a “political table” of elected officials from Odanak and Wôlinak                        | 1. Delegate a resource to support structure and implementation  | Daniel G. Nolett | ✓        | ✓        | ✓        | ✓        | ✓        |
|                                       |  | b) Draft and implement an internal communications plan, including:<br>- A single digital platform for activity calendars | 1. Communication plan adopted<br>2. Quarterly monitoring tool implemented and annual review completed   | Suzie O’Bomsawin |          | ✓        | ✓        | ✓        | ✓        |
|                                       |  | c) Formalize communications between the Nation's organizations   | 1. Implement a statutory plan for meetings (e.g. 1 monthly meeting on the same date between the heads of the organizations)   | Daniel G. Nolett | ✓        | ✓        | ✓        | ✓        | ✓        |
|                                       | 2. Increase the participation of various community players to contribute to the visibility of our services | a) Develop “Did you know?” features for our various online platforms   | 1. Deployed 2 “Did you know?” per sector per year   | Suzie O’Bomsawin | 2        | 2        | 2        | 2        | 2        |
|                                       |  | b) Promote opportunities for exchanges between employees and the community, including open-house activities.             | 2. 4 exchange opportunities organized per year, including one at the OHC, one at the CPDA, one at the BETO and one at the OAC, with an increasing rate of participation from the general public |                  | 4        | 4        | 4        | 4        | 4        |



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| AXIS 4   | OBJECTIVES                         | ACTIONS   | INDICATORS  | RESP               | 24<br>25 | 25<br>26 | 26<br>27 | 27<br>28 | 28<br>29 |
|----------|------------------------------------|---|---|--------------------|----------|----------|----------|----------|----------|
| CULTURAL | 1. Promote and protect our culture | a) Revise Odanak's Cultural Policy (including language and other practices) and implement annual action plans in consultation with relevant stakeholders (e.g. Musée des Abénakis, Ndakina, etc.) | 1. Revised and adopted policy (5 years)<br>2. Quarterly monitoring tool implemented and annual review completed | Mathieu O'Bomsawin |          | ✓        | ✓        | ✓        | ✓        |
|          |                                    | b) Take a cultural stance on the development of teaching materials (on several levels)  | 1. Action plan adopted<br>2. From 2026-2027, achieve at least 30% annual progression                            | Mathieu O'Bomsawin |          | ✓        | ✓        | ✓        | ✓        |



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| AXIS 5         | OBJECTIVES                                | ACTIONS   | INDICATORS   | RESP   | 24<br>25 | 25<br>26 | 26<br>27 | 27<br>28 | 28<br>29 |
|----------------|---|---|--|--|----------|----------|----------|----------|----------|
| INFRASTRUCTURE | 1. Upgrade and develop our infrastructure | a) Update the fixed assets register (including their location)  | 1. Updated and accessible fixed asset register   | Élisabeth Guilbeault (in collaboration with the W8banaki technical services)   | ✓        |          |          |          |          |
|                |   | b) Revise and update the Infrastructure Plan to reflect current and future needs, including the following elements: <ul style="list-style-type: none"> <li>- Residential units</li> <li>- New public buildings</li> <li>- Extensions to public buildings</li> <li>- Infrastructure upgrades (e.g. water authority)</li> </ul> | 1. Infrastructure plan updated and adopted   | Claude Panadis (in collaboration with the W8banaki technical services)         |          | ✓        |          |          |          |
|                |   | c) Develop an upkeep and maintenance plan for our rental units  | 1. Service and maintenance plan available  | Claude Panadis   | ✓        |          |          |          |          |
|                |   | d) Review our housing policy, including elements including: <ul style="list-style-type: none"> <li>- standard leases for industrial motel businesses and residential units</li> </ul>   | 1. Housing policy updated and adopted  | Jean Dumont (W8banaki technical services in collaboration with Claude Panadis) |          | ✓        |          |          |          |
|                |   | e) Draft and implement an Asset Management Policy   | 1. Council asset management policy developed and available   | Mikael Leduc   |          | ✓        |          |          |          |
|                |   | f) Integrate sustainable development throughout the infrastructure chain  | 1. Component to be included in public tenders developed and available<br>2. 90% attendance at annual infrastructure project follow-up meetings | Joannie Beaupré  | ✓        |          | ✓        |          | ✓        |





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|--|--|--|--|--|---|--|--|--|--|
|  |  |  |  |  | ✓ |  |  |  |  |
|--|--|--|--|--|---|--|--|--|--|

| AXIS 6                 | OBJECTIVES  | ACTIONS  | INDICATORS   | RESP  | 24<br>25 | 25<br>26 | 26<br>27 | 27<br>28 | 28<br>29 |
|------------------------|---|--|--|---|----------|----------|----------|----------|----------|
| <b>HUMAN RESOURCES</b> | 1. Improve attraction, integration and retention of our human resources | a) Monitor legislation and the market to keep our HR programs up to date and competitive   | 1. Ongoing monitoring and annual revisions of our HR policies<br>2. Improve employee appraisals by integrating a satisfaction/appreciation index                   | Suzie O'Bomsawin  | ✓        | ✓        | ✓        | ✓        | ✓        |
|                        |   | b) Establish and implement a human resources development plan to maximize the skills of our teams, including: <ul style="list-style-type: none"> <li>- Contingency and succession plans</li> <li>- Staff evaluation process</li> <li>- Annual training plan</li> </ul> | 1. Contingency and succession plan adopted and deployed in all sectors and 100% of staff assessed<br>2. Annual training plan available and deployed in all sectors | Suzie O'Bomsawin in collaboration with the Management committee | ✓        | ✓<br>✓   | ✓<br>✓   | ✓<br>✓   | ✓<br>✓   |



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|--|---|--|--|---|---|---|---|---|
|  | <p>c) Evaluate workload in order to position our current and future HR needs, including:</p> <ul style="list-style-type: none"> <li>- Reviewing the internal workings of certain teams (multi-skilled, multi-purpose, etc.) ;</li> <li>- Additional hiring, if relevant;</li> <li>- Revision of job descriptions, etc.</li> </ul> | <ol style="list-style-type: none"> <li>1. Diagnosis of our annual recruitment needs carried out each year</li> <li>2. Meet with employees who have accumulated more than 40 hours more than 2 times in the same year</li> <li>3. Having recorded the number of accidents and the number of work stoppages (burnout, health problems, illness, work-related accidents) that occurred during the year, in order to provide an accurate picture of the company's organization</li> <li>4. Having monitored the balance of the vacation bank and inviting employees to use their vacation time</li> <li>5. Having compiled this information in an annual report</li> </ol> | <p>Suzie O'Bomsawin in collaboration with the Management committee</p> | ✓ | ✓ | ✓ | ✓ | ✓ |
|--|---|--|--|---|---|---|---|---|



# Strategic planning 2024 - 2029

ROCHES for the first quarter (April – June) 2024

| Priority actions per quarter | Axis | Responsible | Deadline |
|------------------------------|------|-------------|----------|
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