



STRATEGIC PLAN 2023 - 2027 REPORT (External)

MARCH 23 - 24, 2023





Vision

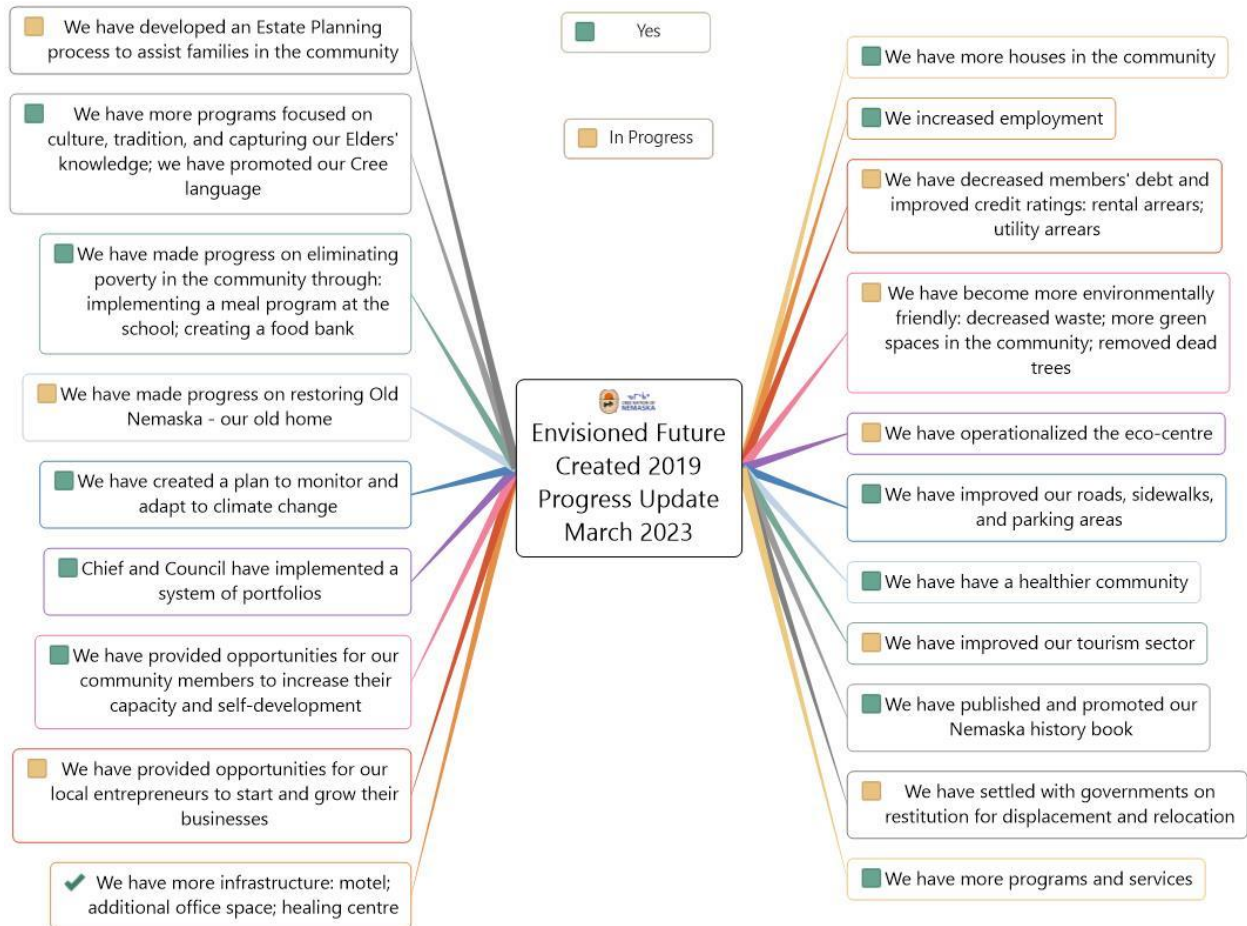
“Nemaska: moving forward with resilience, Che Chii miyupayuuk.”

Mission

Together, the Cree Nation of Nemaska builds a successful community through innovative services and programs that honour Eeyou itun (Cree way of life) to preserve and strengthen Eenou Pimaatisiun/
Pimaatisiun (the welfare) for its members.

Envisioned Future

These envisioned future statements were developed by Chief and Council in 2019. The progress update is provided as of March 2023. Progress is colour coded.



Strategic Plan 2023 - 2027

Legend for Action Lead People

ADMINISTRATION

DHR	Director of Human Resources	DLSD	Director of Land & Sustainable Development
DH	Director of Housing	DSD	Director of Social Development
DPW	Director of Public Works	DG	Director General
SEA	Senior Executive Advisor	DDG	Deputy Director General
TREAS	Treasurer	SFA	Senior Financial Advisor
COCS	Communications Officer & Corp. Secretary	PMA	Project Manager and Advisor
DPHS	Director of Public Health and Safety	SMC	Senior Management Committee
PM	Project Manager		

CHIEF, COUNCIL, DIRECTOR GENERAL, TREASURER

CCJ	Chief Clarence Jolly	DCTW	Deputy Chief Teddy Wapachee
CWJ	Councillor Walter Jolly	CEN	Councillor Edna Neeposh
CELN	Councillor Edna L. Neeposh	CKM	Councillor Kristen Moar
CPW	Councillor Peter Wapachee		

Governance

Governance Goals: Ensure clear lines of authority Effective organizational structure Effective laws and policies			
Action Plans		Who Takes the Lead	Outcomes and Status Update
A) Revise the current senior management structure		Council	
B) Review and revise the organizational structure		DDG	
C) Review and revise the election law		SEA	
D) Ensure that all laws are easily understood and accessible		SEA	
1) Create user friendly language to explain the laws			
2) Ensure all laws are available online or hard copy			
E) Explore where governance policies are required and develop		Council	
F) Develop a zoning law and policy		DLSD	
G) Review all laws and revise where required		SEA	



Administration

Administration Goals: Employee preparedness Effective policies Aligned approach to compensation and benefits			
Action Plans		Who Takes the Lead	Outcomes and Status Update
A) Develop an employee orientation process		DHR	
1) Ensure that all policies are included in new employee orientation			
B) Consolidate policies centrally		DHR	
C) Standardize all employee compensation and benefits to ensure fairness		SMC	
D) Clarify employee compensation policies and practices based on other assigned tasks or special circumstances		SMC	
E) Conduct a review of equipment to determine what is needed, what needs repairs, and what needs to be disposed		DDG	
F) Determine what to do with old or excess materials and equipment		DLSD	
G) Implements annual performance evaluations for all employees		DDG HR	
H) Continue recognition programs for community and employees		DDG HR	
I) Determine how to arrange for additional office space - relocate or reallocation		DHR	
J) Explore purchasing or leasing a bus for general community use		SFA	

Infrastructure

Infrastructure Goals: We have improved our roads, sidewalks, and parking areas We have more infrastructure: motel; additional office space; healing centre We have improved our tourism sector We have made progress on restoring Old Nemaska			
Action Plans		Who Takes the Lead	Outcomes and Status Update
A) Work with Hydro Quebec to upgrade community power network and structures (hydro poles)		SEA	
B) Explore alternative energy like solar		PMA	
C) Ensure all buildings have emergency generators		PMA	
D) Prepare new residential lots for development		PMA	
E) Complete paving of streets, sidewalks, driveways, and parking lots		PMA	
F) Develop rural access roads for future residential lots		PMA CCJ	



Infrastructure Goals:			
We have improved our roads, sidewalks, and parking areas			
We have more infrastructure: motel; additional office space; healing centre			
We have improved our tourism sector			
We have made progress on restoring Old Nemaska			
Action Plans		Who Takes the Lead	Outcomes and Status Update
G) Develop second access road for emergency evacuation		PMA CCJ	
H) Develop new docks and boat ramps at two locations		PMA CCJ	
I) Expand the cemetery		PMA	
J) Build community parks		PMA	
K) Landscape residential and public lots		PMA	
L) Build a public storage facility for Member use		PMA	
M) Build a structure to store the Band's small equipment		DDG PM	
N) Construct a new wellness centre		PMA	
O) Build a cultural lodge - Shaptuaan		PMA	
P) Revive the plan for a multi-use industrial building (e.g. car wash, small vehicle repair garage, laundromat, carpentry shop, etc.)		CCJ	
Q) Park and facility enhancement of The Narrows (e.g. sanitation, benches, tables)		DLSD	
R) Build mini Shaptuaan at the Elders' Camp		DCTW	
S) Replace culverts and build a bridge at The Narrows		PMA	
T) Build a walking trail network		PM	
U) Build a new landfill		DLSD	
V) Improve lighting system for new developments		PM	
W) Work with the Cree School Board to obtain a training centre		DCTW	
X) Build a covered community outdoor rink		CCJ PMA	
Y) Build a track and field facility		CCJ PM	
Z) Develop a composting and recycling facility		DLSD	
AA) Determine whether to restore or rebuild the old church in Nemaska		PMA	

Old Nemaska

Old Nemaska Goals:			
Restoration and enhancement			
Address safety issues			
Action Plans		Who Takes the Lead	Outcomes and Status Update
A) Restore the fire wall		DCTW	



Old Nemaska Goals: Restoration and enhancement Address safety issues			
Action Plans		Who Takes the Lead	Outcomes and Status Update
B) Decommission old, and build new, outhouses		DCTW	
C) Establish a program for members for better renovation purchasing power		DCTW	
D) Build a central washroom and shower sanitary block		DCTW	
E) Install septic tanks		DCTW	
F) Drill new wells		DCTW	
G) Install solar lighting on the main road		DCTW	
H) Install a cellular relay tower		DCTW	
I) Build a storage facility for equipment		DCTW	
J) Build more docks		DCTW	
K) Restore and renovate old chapel		DCTW	
L) Restore the cemetery, add fences, and build an access trail		DCTW	
M) Install solar power for noise reduction		DCTW	
N) Mark beaches and areas for swimming only		DCTW	

Housing

Housing Goals: Residential beautification More houses in the community We have properly maintained our houses and educated tenants on maintenance			
Action Plans		Who Takes the Lead	Outcomes and Status Update
A) Install residential fencing		DH	
B) Ensure that all houses have sheds that meet beautification standards and accommodate storage of hazardous materials		DH	
C) Build 10 new units per year; prioritize single family homes		Council	
D) Create a home renovation program		DH	
1) Introduce basic homeowner maintenance training			
E) Build a tiny home village		Council	
F) Resurrect and enhance the Zero Balance Club		DH	
G) Adopt a new housing policy		Council	
H) Explore transit housing for employees and contractors from out of town		DH	



Culture and Tradition

Culture and Tradition Goals: Preservation on culture and tradition Preservation of language			
Action Plans		Who Takes the Lead	Outcomes and Status Update
A) Develop a Cree integration program for newcomers to the community		DSD	
B) Develop a program to expose young people to language and culture		DSD	
C) Continue year-round cultural programming through Social Development		DSD	
D) Create an Elders' Council		DSD	
E) Develop a way to preserve our Elders' knowledge: create videos, develop culturally oriented programs and activities		DSD	
F) Collaborate with other internal and external entities in developing cultural programs		DSD	

Land and Environment

Land and Environment Goals: Preservation and protection of the environment Address climate change impacts			
Action Plans		Who Takes the Lead	Outcomes and Status Update
A) Clean up industrial lots		DLSD	
1) Dispose of construction materials properly			
B) Clean up private lots		DLSD	
C) Arrange monthly pick up of waste from the eco-centre		DLSD	
D) Build community awareness about how to dispose of waste and how to use the eco-centre (e.g. a battery and electronics drop off at the mall)		DLSD	
E) Initiate a recycling program		DLSD	
F) Explore where protected areas (green spaces) should be designated within the community		DLSD	



Maximize Compensation

Maximize Compensation Goals: Settle with governments on restitution for displacement and relocation Ensure adherence to all Agreements Maximize existing and potential compensation			
Action Plans		Who Takes the Lead	Outcomes and Status Update
A) Determine how to scope out a restitution approach for displacement and relocation		DG	
B) Ensure Nemaska Lithium respects the Chinuchi Agreement		SEA	
C) Determine how to address the issue of families who are impacted by resource development but not included in agreements		DLSA	

Capacity Building

Capacity Building Goals: Attract youth to employment opportunities Retention strategy for management and staff			
Action Plans		Who Takes the Lead	Outcomes and Status Update
A) Introduce a youth internship / work experience program		DHR	
B) Explore Master of Business Administration programs for directors		DHR	
C) Put in place personal skills development plans and training for staff		DHR	
D) Develop a program to engage Council and Management with schools to discuss career opportunities		DHR	
E) Host annual community career fairs in collaboration with local employers and external industries		DCTW	
F) Hold regular (monthly?) discussions between local government and the school, and adult education, about capacity building		DCTW	



Economic Development

Economic Development Goals: Provide opportunities for local entrepreneurs to grow their businesses Improve the tourism sector Get greatest benefits from opportunities with external entities			
Action Plans		Who Takes the Lead	Outcomes and Status Update
A) Hire a tourism officer		DLSD	
B) Hire an economic development officer		DLSD	
1) Establish a coaching mentoring program for entrepreneurs			
C) Review the role and structure of NDC		Council	
D) Develop signage outside of the community for services available within the community		DLSD	
E) Update signage for boat launches and boat safety		DLSD	
F) Determine the feasibility of a tree nursery to sell local species to industry for reforestation; collaborate with Laval University		DLSD	

Social and Wellness

Social and Wellness Goals: Healthier community Progress on eliminating poverty More programs and services			
Action Plans		Who Takes the Lead	Outcomes and Status Update
A) Explore a cafeteria at the school		DCTW	
B) Create a food bank program and criteria		DSD	
C) Offer ongoing workshops to educate on healthy living and the balance of physical, psychological, spiritual, and emotional and life skills (e.g. finance)		DSD	
D) Offer ongoing workshops on wills, estates, elder abuse		SEA DCTW	
E) Create a monthly fun active physical challenge program		DSD	
F) Establish a full-time local counselling program, including hiring counsellors to be available in the community on-site or online		DSD	



Resource Development

Resource Development Goals:			
Understand what resources are sought by outside entities in Nemaska territory			
Maximize the Nemaska potential opportunities benefits of development			
Limit environmental and people impacts			
Action Plans		Who Takes the Lead	Outcomes and Status Update
A) Hire a resource development officer		DLSD	
B) Create a resource development approach for use to address any potential project		DLSD	
C) Ensure Nemaska Lithium respects the Chinuchi Agreement		DLSD SEA	
D) Examine our resources to determine how Nemaska can pursue our own development		DSL	

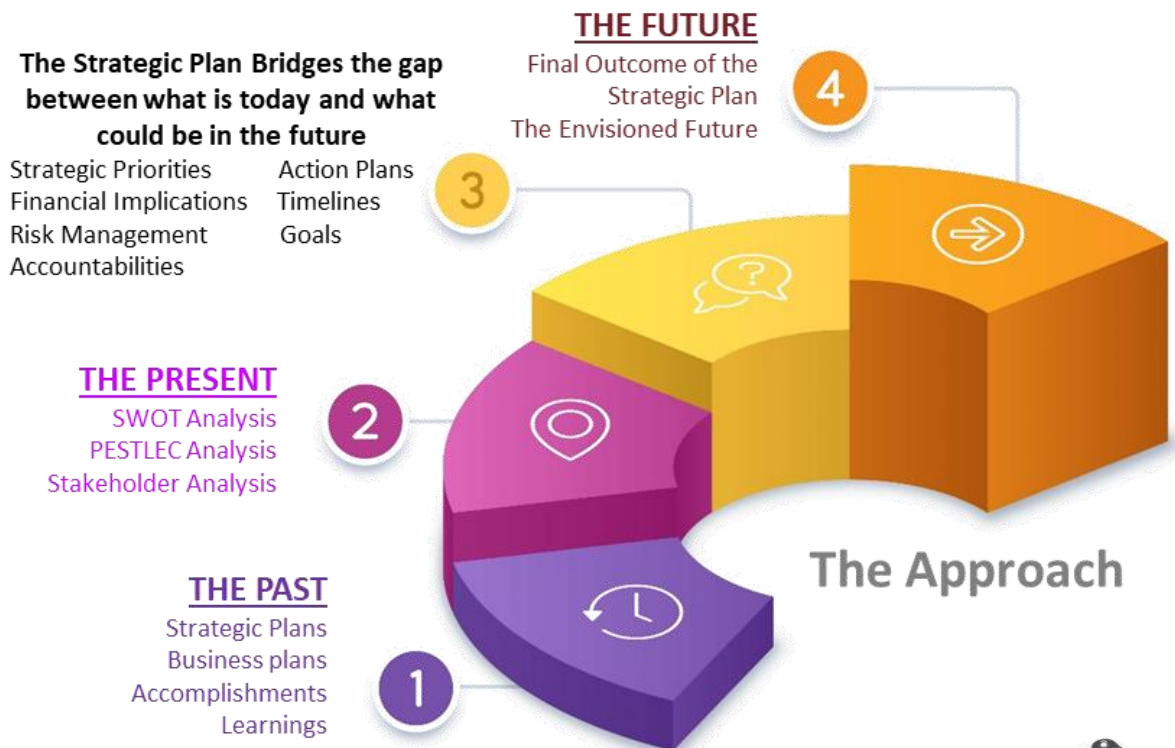
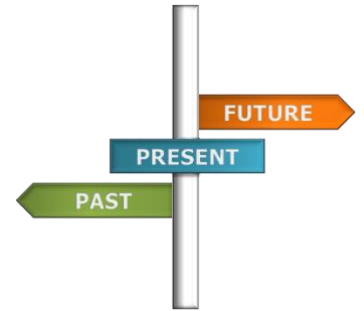
Financial

Financial Goals:			
Remain in a strong financial position			
Attain a greater return on our investments			
Action Plans		Who Takes the Lead	Outcomes and Status Update
A) Create an investment committee		CCJ	
B) Engage external financial expertise		SFA	
C) Develop an investment strategy		SFA	
D) Determine how to utilize the returns on our investments		SFA	
E) Determine allocation for unrestricted funds		Council	



Strategic Planning

A solid plan, which is agreed to by all who are engaged in the process, not only sets the stage for moving toward the future but is used as a basis for making decisions and taking actions that shape and guide the future of the organization. Strategic Planning involves looking at and learning from the Past, examining the Present, and building a path toward the Future.



A good plan:

- meets the SMART test.
- focuses resources on critical issues.
- ensures that everyone is working toward the same goals.
- develops a basis for ongoing assessment and adjustment of direction in response to an ever-changing environment.



R.A.C.I.

Implementing a Strategic Plan can be a complex process. Clearly identifying the tasks and roles will ensure that preparations and implementation are as effective as possible.

The final Strategic Plan should include a Work Plan that identifies all who will be involved in implementation, the tasks required for implementation, and clear role definition.

R.A.C.I. is an effective tool to clarify roles and responsibilities.

RESPONSIBLE 'THE DOERS'

- Individual(s) who do the work to achieve the task/deliverable.
- The accountable person defines the degree of responsibility.
- R's can be shared.

ACCOUNTABLE 'THE BUCK STOPS HERE'

- The individual who is ultimately answerable for the correct and thorough completion of the deliverable or task.
- A's delegate to R's and sign off or approve work that R's perform.
- There **must be only one** Accountable person specified for each task or deliverable.

CONSULTED 'IN THE LOOP'

- Those whose opinions are sought, typically subject matter experts.
- Two way communication is important with C's.

INFORMED 'KEEP IN THE PICTURE'

- Those who are kept up to date on progress, often on completion of the task or deliverable.
- Typically there is just one-way communication with I's.

Guidelines:

- Keep Accountability and Responsibility at the lowest possible level
- There can be only one Accountable person per Action Plan
- Authority must accompany Accountability
- Minimize the number of Consulted and Informed individuals
- All roles and responsibilities must be documented and communicated

Sample RACI Matrix

	Name A	Name B	Name C	Name D	Name E
Task 1	I	A	R		R
Task 2	R	I	A	C	R
Task 3	A		R	C	
Task 4	I	R	R	A	C
Task 5		R	R	A	I



