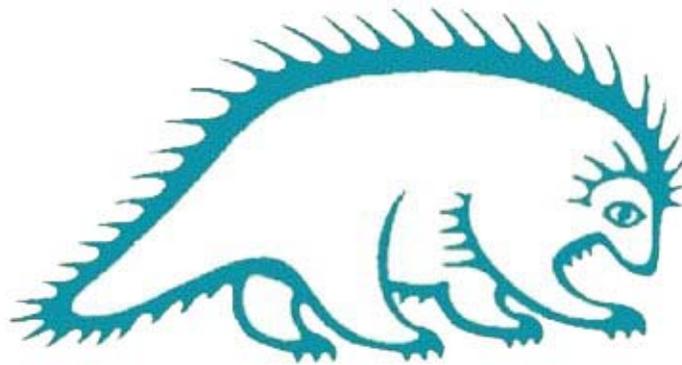


OKANAGAN INDIAN BAND

STRATEGIC PLAN



January 2012

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Section 1 - The Okanagan Indian Band Strategic Plan

1.1 Introduction

This document is the 2012 Strategic Plan for the Okanagan Indian Band (OKIB). The set of strategic initiatives contained in the Plan will move the Nation steadily forward over the next five years or more. The OKIB recognizes however, that strategic plans are not static documents and strategic planning is not an event, but rather an ongoing process. The OKIB Strategic Plan captures a comprehensive set of strategies which are right for 2012. But as projects are completed, feedback is gathered and future planning sessions unfold, the Plan will be updated and revised. The Strategic Plan is therefore an organic document: growing and changing in lockstep with OKIB to reflect community accomplishments, growth, challenges and aspirations.

1.2 Methodology

The strategic planning process involved both Chief and Council and the OKIB senior managers in a four step process.

Step 1: SWOT Analysis. Chief and Council met as a group and analyzed the current environment, first from an internal viewpoint (strengths, weaknesses) and then from an external viewpoint (opportunities, threats).

Step 2: Visioning Exercise. This phase of the work required C&C to articulate a vision for the OKIB using an arbitrary time period of five years. The vision describes all that OKIB aspires to be, both as an organization and a community. The vision was not reduced to a single vision statement.

Step 3: Crafting the Strategies. With these two important “stakes in the ground” (i.e. where is OKIB in 2011 and where does OKIB aspire to be in 2016), Chief and Council generated a number of strategies designed to move towards the vision.

Step 4: Prioritizing strategies, allocating resources. The strategies identified by Chief and Council suggested a certain order; that is, some initiatives 1) were fundamental in their scope, or 2) would position OKIB for future success or 3) needed to be completed before others could be started. The strategies were re-arranged accordingly and then vetted with the senior management group. These meetings were used to “ground proof” the initiatives, establish the scope of the proposed work and allocate resources (people, time, money).

The results are this Strategic Plan.

See Appendix A for a more detailed description of the strategic planning methodology.

1.3 Initiatives Already in Play

A number of initiatives identified through the strategic planning process were actually commenced some time ago and are still in progress. They are not critical for moving forward but do play a supporting or enabling role and so we describe them here:

1. Identify funded and non-funded infrastructure: For infrastructure development projects management determines which types of infrastructure are likely eligible for grants and contributions, including the source and level of expected funding, eligibility criteria and terms and conditions.

The assigned project manager, the Executive Director.

2. Review the existing corporate structure: The current OKIB corporate and legal structures are being reviewed to ensure OKIB is optimally structured for future development, regarding taxes, limited liability, etc. OKIB Land Holding Corporation should be completed first.

3. Host Community dinners: Monthly or quarterly, dinners will be hosted by the departments on a rotating basis. The senior management group will draft a schedule and develop a standard format for the dinners to ensure that opportunities to share information, receive feedback, gather data, conduct interviews and provide a pleasant experience are maximized.

The assigned project manager is all department heads.

4. Develop a community forest: OKIB is seeking the right to manage specific areas including both timber and non-timber uses of the land. The work here builds on a report prepared by Mandell Pinder.

The assigned project manager is TSD Manager

5. Engage fund-raising professionals and talk to other communities: With regard to large infrastructure projects in particular, OKIB will consider engaging a professional fund-raising firm that is compensated based on success rate. The Band will also speak with other communities that have recently installed similar infrastructure works, to learn of creative ways for financing these projects.

The assigned project manager, the Executive Director.

1.4 Strategic Overview

The Okanagan Indian Band is adopting a three-tiered approach to forging its own vision.

Tier 1 is comprised of *Foundational Strategies*. These are initiatives which 1) support the principle of planning-before-doing, 2) are fundamental in nature, positioning OKIB for future successes, and 3) can be undertaken independently, although the scope of some of the initiatives cross over into other departments or jurisdictions. Collectively the Foundational Strategies address a broad spectrum of issues and departmental mandates.

Tier 2 strategies will *Support and Strengthen* the work carried out by the Foundational Strategies. In most instances the planning documents developed through the foundational work will define the scope and implementation of the Tier 2 initiatives.

Tier 3 strategies are labeled *Value Added*, as they build upon and complement the supporting/strengthening work from Tier 2.

Note: it is not necessary for all of the Foundational Strategies to be completed before moving on to the Supporting and Strengthening strategies, or for the Supporting/Strengthening initiatives to be completed before progressing to Value Added work. Initiatives will move forward with the next phase as quickly as is feasible, provided the planning and consultations are in place.

- Diagram 1 on page 5 displays the three-tiered Strategic Plan.
- The diagram on page 6 is a Gantt chart which displays the timelines and project lead for each of the Foundational Strategies.

Diagram 1

VALUE ADDED

BUILD

- Upon off-reserve land holdings
- Traditional teaching capacity amongst speakers of all ages

DEVELOP

- Museum
- Business plaza
- Financial procedures
- Communication strategy re: economic development and HR

DESIGN a mentorship program

REPATRIATE originals/copies of government files and other collections

SUPPORTS AND STRENGTHENS

DEVELOP

- Business partnerships
- Affordable housing strategy
- Capital plan for infrastructure
- Recreation centre
- Interpretive centre
- Community forest
- Strategy for recruitment and retention of educated members
- Plan for management & development of water resources
- Fire protection infrastructure
- Building code (adopt)
- Financial policies
- Meaningful wellness and awareness programs
- Language learning material & resources
- Water systems: irrigation & domestic

BUILD

- Freshwater plant
- Administration building
- Wastewater treatment plant
- Elders care facility
- Nursery & K-12 school(s)

DOCUMENT inventory of culture & language assets, including Elders

MAP OKIB archeology history

REVIEW and implement a revised organizational structure

CREATE a business development policy (dependent also on revised organizational structure)

ACQUIRE medical and dental benefits for members

REPATRIATE privately held heritage collections

ENGAGE a fundraising professional

FOUNDATIONAL STRATEGIES

CREATE a comprehensive Culture and Language Strategic Plan

DESIGN a Human Resource Strategy

DEVELOP

- Land Use Plan
- Governance By-Law which incorporates OKIB values
- Financial By-Law
- Inventory of Natural Resources
- Economic Development Strategy
- IT/IS Strategy

CONDUCT a Health and Wellness Needs Assessment

LAND CLAIMS: continue to pursue

OKIB FOUNDATIONAL STRATEGIES WORKPLAN

PL: Project Lead

ExD Executive Director

H-SD Director of
Health & Soc Dev
EDU Education Mgr

TSD Territorial
Stewardship Manager
FIN Director of Finance

EcDv Director of
Economic Development

OLH Director of
Operations, Lands & Hsg

Strategies	PL	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept
STRATEGY 1: Create a Comprehensive Culture and Language Strategic Plan	EDU									
STRATEGY 2: Design a comprehensive Human Resources Strategy	ExD									
STRATEGY 3: Develop a Land Use Plan	OLH									
STRATEGY 4: Develop a Governance By-law which incorporates OKIB values	ExD									
STRATEGY 5: Develop a Financial By-law	FIN									
STRATEGY 6: Develop an inventory of natural resources	TSD									
STRATEGY 7: Conduct a Comprehensive Needs Assessment	H&SD									
STRATEGY 8: Prepare a Comprehensive Economic Development Strategy	EcDv									
STRATEGY 9: Prepare an Information Technology/Information Systems (IT/IS) Strategy	ExD									

Section 2 - Foundational Strategies

Strategy 1: Create a Comprehensive Culture and Language Strategic Plan

Description

OKIB Chief and Council recognize the importance of creating a plan for preserving, revitalizing and managing OKIB language and culture. A phased approach is possible. The plan should consider how the OKIB could build towards the eventual creation of an interpretive centre and a museum.

Scope of Work

The Culture and Language Strategic Plan will:

- Identify and describe the steps to be taken, and in which order
- Identify the resources (people, organizations) that will be engaged to do the work
- Describe a research methodology (i.e. include a research plan) in which data collected is “legally defensible” and meets the standards for an archive. All work must be done to this standard.
- Describe a collection methodology
- Create a timeline for completion of the plan and each of its phases
- Identify the costs and potential funding sources
- Describe how the community will be engaged, and the role of the resources (Elders, other OKIB members, government, etc.)
- Describe how OKIB will create an inventory of cultural assets (note: some of this is already on hand)
- Describe how OKIB will map its archaeology and history (note: some of this is already on hand)
- Describe how OKIB will develop language learning material and resources (note: some of this is already on hand)
- Describe a process for documenting family trees
- Create a plan for addressing signage
- Assess the feasibility of increasing in-house capacity for printing and publishing.

Who

Project Manager: Education Manager

Support: TSD Manager

Additional resource: Bill Cohen

Timeline

Full draft complete by March 31, 2012

Strategy 2: Design a comprehensive Human Resources Strategy

Description

OKIB Chief and Council hold a strong conviction in Band membership as the Nation's most important resource and expressed the need for a strategy for addressing the present and future human resource needs of the OKIB: its departments and businesses. The strategy should assess the current situation regarding education and skill levels, and identify gaps. The desire is for a strategy which will help OKIB to position itself for the future by creating its own skilled workforce designed to meet the aspirations of the community and take advantage of current and anticipated employment opportunities.

Scope of Work

The Human Resources Strategy will address the following areas:

- Education
- Trades training
- Professional development
- Skilled versus unskilled labour
- The role of quality assurance/quality control and how to build this into all programs (i.e. ensure programs are results-based)
- Role models
- Succession planning
- Policy on volunteerism
- Other policy development as required
- Lack of a Human Resources Management function within OKIB
- Inclusion of a professional services inventory
- Include family and health considerations
- Development of a wage grid for employees.

Who

Project Manager: Executive Director

Support: Education Manager

External Resource: Human Resources consultant, to be determined

Estimated Timeline

Completed draft strategy paper by June 30, 2012

Strategy 3: Develop a Land Use Plan

Description

OKIB Chief and Council expressed the need for a Land Use Plan that will serve as a foundational planning document, which guides current and future development of lands under OKIB control. The Plan will also serve as an important reference document for the creation of a capital plan for infrastructure which will address both the present stock of capital and future development, and which can be reviewed every year. The Plan will become an organic document, which recognizes that land use can be fluid, and which evolves over time to reflect changes in OKIB growth, circumstances and plans.

Public consultation will be critical to the success of this project.

The Land Use Plan should provide guidance for future capital projects and physical infrastructure developments including:

- Development of fire protection infrastructure
- Development of water systems, both domestic use and irrigation
- Wastewater treatment plant
- Freshwater plant
- Development of an Elders Care facility
- Construction of a nursery and K-12 school.
- Development of a future recreation centre
- Construction of a new administration building
- Current and future housing needs

Scope of Work

The Land Use Plan will address the following areas:

- Both community Band lands and CP-held land; these two types of land tenure will be assessed separately but concurrently
- Current land uses (Note: much of this is already done)
- Zoning (Note: some work already done)
- Upcoming projects and future economic development
- Environmental issues
- Starting point will be the Comprehensive Community Plan from 2005

Who

Project Manager: Director of Operations, Lands & Housing
Support: Lands Supervisor; Territorial Stewardship Department

Estimated Timeline

Full draft of Phase 1 Land Use Plan complete by March 31, 2012.

Strategy 4: Develop a Governance By-law which incorporates OKIB values

Description

OKIB Chief and Council have determined that the time has come for the development of a Governance By-law will describe the broad duties and obligations of the Chief, individual Councilors and the Council as a whole. The by-law will also outline how C&C manages relations with OKIB staff, band members, government and the public.

Scope of Work

The Governance By-law will address the following areas:

- Powers and duties of Chief, Councilors and the Council, including committees
- Chief & Council meetings: quorum, frequency, areas of responsibility
- Who can and who cannot attend GBMs
- Frequency of GBMs
- Administration and finance
- Confidentiality, fiduciary duties, conflicts of interest and how to avoid them
- Complaint process
- Gifts, influence, abuse of office.
- General Band Meetings
- Powers of the Executive Director and management
- Code of Conduct for membership

Who

Project Manager: Executive Director

Estimated Timeline

Draft By-law should be complete by September 30, 2012.

Strategy 5: Develop a Financial By-law

Description

Chief and Council recognize the importance for the OKIB to discharge its fiduciary duties in accordance with the highest standards possible, and wish to articulate these obligations through the development of a Finance By-law. The By-law will be an over-arching document which provide the foundation for the development of a number of other documents including:

- A finance policy
- Financial procedures
- Procurement policy

Scope of Work

The Finance By-law will describe OKIB's:

- Obligation to conduct financial planning and budgeting
- Obligation to ensure detailed audited financial statements are prepared on a timely basis by a qualified independent auditor
- Obligation to conform to GAAP (or IFRS)
- Powers to borrow or raise funds through such means as taxation
- Requirement to maintain a high standard of internal controls
- Reporting to membership
- Need for an investment policy
- Requirement for segregation of funds (i.e. no commingling) and rules surrounding transfer of funds between accounts, i.e. local revenues, AANDC (formerly INAC)
- Role of economic development in fund/investment management

Who

Project Manager: Director of Finance

Estimated Timeline

Full draft by March 31, 2012.

Strategy 6: Develop an inventory of natural resources

Description

OKIB Chief and Council believe that managing natural resources with vision and prudence requires high level planning. The objective of this initiative is to create an inventory of:

- all natural resources that lie within OKIB reserve lands (phase 1), followed by
- all natural resources that lie within OKIB traditional territory including purchased lands.

It is important to have an accurate picture of the full range of resources before moving ahead with plans for managing those resources. This inventory is a pre-requisite to developing a plan for management of water resources.

Scope of Work

The Natural Resources Inventory will be conducted in two phases:

Phase 1 will cover OKIB reserve lands, and

Phase 2 will incorporate the entire OKIB traditional territory including purchased land.

The final document should contain references to land claims where appropriate. The Inventory will include:

- Timber resources
- Non-timber plant life
- Wildlife
- Minerals (identify claims in and around the reserve)
- Land and soil
- Water
- Watersheds that drain through OKIB reserves
- A management description for each resource which reflects the inventory results (i.e. brief description of how OKIB plans to manage the resource)
- Linkage with the Land Use Plan as appropriate

Who

Project Manager: Territorial Stewardship Division Manager

Estimated Timelines

Phase 1: Should be complete by September 30, 2012.

Phase 2: Unable to estimate at this time. Need to develop the scope further.

Strategy 7: Conduct a Comprehensive Needs Assessment

Description

Chief and Council recognize that the health and wellness of OKIB membership is a priority. The purpose of this initiative is to identify the full range of community needs for health and wellness programming. The assessment will be an important document for moving forward and designing more meaningful, effective health and wellness programs and should assist with decision-making regarding the development of an Elders care facility.

Scope of Work

The needs assessment will address the following areas.

- Drug and alcohol (including FAE/FASD)
- AIDS and STDs
- Diabetes including prevention
- Arthritis and other chronic diseases including pain management programs
- Smoking cessation
- Mental health issues
- Suicide issues and prevention
- Specific challenges faced by young men
- Current and anticipated needs of Elders
- Homelessness and near-homelessness?
- On and off-reserve members
- Parenting
- Special services for target groups
- Cultural “filter” when providing existing programs or developing new ones
- Increased health prevention and promotion programs targeted at children and youth
- Youth health and development issues
- Lateral violence
- Counseling, as it relates to all of the above
- Develop statistics for diabetes, AIDS, STDs, mental health issues, etc.
- List of all health services/programs currently available and the criteria for each

Who

Project Manager: Director of Health & Social Development
Support: Education Manager

Estimated Timeline

Draft Needs Assessment and Report can be ready by March 31, 2012.

Strategy 8: Prepare a Comprehensive Economic Development Strategy

Description

Chief and Council recognize that economic development represents an opportunity for achieving independence. The economic development strategy should provide a roadmap for creating and managing growth and wealth. What initiatives should be pursued, and in what order?

Scope of Work

The strategy will:

- Establish criteria for assessing opportunities, e.g. alignment with OKIB values, required capital expenditure, expected return on investment, employee creation, etc.
- Examine OKIB as an attractive place to invest and make appropriate recommendations
- Consider linkage to human resource issues such as the current pool of OKIB skilled or unskilled labour, and describe a process for creating a membership skills database (and describe the intended use of the data)
- Consider the short, medium and long term
- Describe how early successes will provide a springboard for leveraging future successes
- Ensure the strategy aligns with other key studies underway such as the Land Use plan and Natural Resources inventory
- Incorporate the key findings of a recently conducted economic development survey
- Establish (and justify) OKIB's economic development focus, e.g. active development (building & owning businesses); passive development (attracting investors); job creation; community economic development; support for entrepreneurship.
- Examine and assess existing OKIB businesses
- Consider an RV park at Komasket
- Follow-up with High Velocity; construction at Six Mile might be a good training area
- Identify equity partnership opportunities
- Consider highest and best use of land.

Who

Project Manager: Director of Economic Development

Support: Director of Operations, Lands & Housing (on selected elements)

External resource: To be determined, working under the direction of Edwin

Estimated Timeline

Full draft strategy by April 30, 2012.

Strategy 9: Prepare an Information Technology/Information Systems (IT/IS) Strategy

Description

The Senior Management group has identified information technology/information systems as foundational to much of their work and to much that the OKIB wishes to accomplish. IT/IS cuts across all departments and all projects.

Scope of Work

The strategy will:

- Address the spread out nature of the OKIB community and operations
- Examine the need for a common server
- Address the lack of consistent operating systems
- Include an IT/IS policy which addresses security issues, privacy concerns and others
- Analyze short and long term hardware and software requirements
- Provide recommendations on how OKIB can be more cost effective on licensing and broadband contracts
- Provide a scalable solution which provides capacity to accommodate future growth
- Explore funding sources and options including First Nations Technology Council and Infoway
- Identify personnel requirements including required competencies, i.e. networking expert.

Who

Project Manager: Executive Director.

External resource: If possible, an enthusiastic Band member will be enlisted.

Estimated Timeline

March 31, 2012 for first draft; October 31/12 for final report.

APPENDIX A METHODOLOGY

A.1 Overview

Okanagan Indian Band (OKIB) Chief & Council and management participated in a four-step process for developing a Strategic Plan.

Step One: Establish a detailed picture of current conditions and the current landscape for OKIB, as an organization and as a community.

Step Two: Develop a detailed, well articulated vision of what OKIB aspires to be.

Step Three: Generate a comprehensive list of potential strategies for achieving the vision.

Step Four: Establish a process for filtering the list of potential strategies, categorizing the initiatives, establishing priorities and assigning resources.

A.2 A Closer Look at the Process

Step One: SWOT Analysis

To gain a full picture of current conditions Chief & Council conducted a detailed SWOT analysis. The SWOT consists of a) an internal examination of the organization and community's Strengths and Weaknesses; followed by b) an assessment of the external environment's Opportunities and Threats.

Step Two: Visioning

The visioning exercise is a look to the future; a description of what the OKIB aspires to be in 3, 5 or even 10 years. The Vision serves as a framework for evaluating current and future endeavors and opportunities.

The Visioning exercise generated a large number of focus areas and metrics for success. These generally fell into one of seven areas:

- Organizational infrastructure
- Physical infrastructure
- Culture and language development
- Capacity building
- Economic development/regaining independence
- Resource management
- Families and health

These categories served as a useful framework as we moved into Step Three.

Steps One and Two allowed us to put two "stakes" in the ground; one representing 2011 and the other representing a future time, e.g. 2016. The next task was to develop the roadmap (the strategies) that will take the community there.

Step Three: Generating Strategies

Using the framework and seven categories established in Step Two, council developed a list of initiatives which, taken together, will move OKIB towards realizing its vision.

In total 52 strategies were put forward.

Step Four: Establishing Priorities and Allocating Resources

Fifty-two strategies is not a manageable number and does not represent a focused approach.

The strategies and initiatives were therefore been sorted into three tiers, in order of priority, and arranged on the page in a near-pyramid shape. From the pyramid's base and working to the top we have 1) foundational strategies, 2) supporting/strengthening strategies and 3) value-added strategies.

Foundational Strategies are at the bottom and will form the basis of the OKIB Strategic Plan. These are the “nation-building” initiatives that will position the organization to undertake the other initiatives from a power base. OKIB will do these first. The ten foundational strategies are:

- Create a comprehensive culture and language strategic plan
- Design a comprehensive human resources strategy
- Develop a Land Use plan
- Develop a Governance by-law which incorporates OKIB values
- Develop a Finance by-law
- Develop an inventory of natural resources
- Conduct a health and wellness needs assessment
- Create a comprehensive economic development strategy
- Develop an information technology/information systems strategic plan
- Continue to vigorously pursue land claims

Supporting and Strengthening Strategies are moved into the second tier because: a) they are not foundational in nature, or b) they are dependent on completion of at least one of the foundational strategies.

Value-Added Strategies form the top tier of the pyramid and there are eight of them. Strategies were placed into this category because a) they logically should follow the completion of one or more tier 2 strategies, or b) they were assigned a lower priority.

A.3 List of Meetings

<u>Date</u>	<u>Attendees</u>
October 19, 2011	Chief and Council
October 21, 2011	Chief and Council
October 31, 2011	Chief and Council
November 30, 2011	Senior Managers (conference call)
December 5, 2011	Senior Managers (conference call)
December 15, 2011	Senior Managers
December 19, 2011	Chief and Council