

# Council's Leadership Values

Our **Land** - We exercise our inherent title and rights

Our **Laws** - We create and live by our own laws

Our **People** - We are advocates for our people

Our **Language** - We preserve our language and culture

# Council's Operating Values

## Accountability

- We maintain transparent communication
- We balance respect with assertiveness
- We focus on achieving results

## Team Work

- We promote unity within Council, administration and the community
- We recognize everyone's strengths
- We take a reasoned yet flexible approach
- We are adaptable
- We are known for our friendliness and humor
- We work collectively for the benefit of the entire community

## Family

- We invest in our future by supporting health, culture, justice, education, economy and employment
- We are the voice for our most vulnerable

## Trust

- We act with sincerity and integrity
- We are reliable
- We are compassionate

Okanagan Indian Band

# STRATEGIC PLAN 2020-2025

## Council Mission

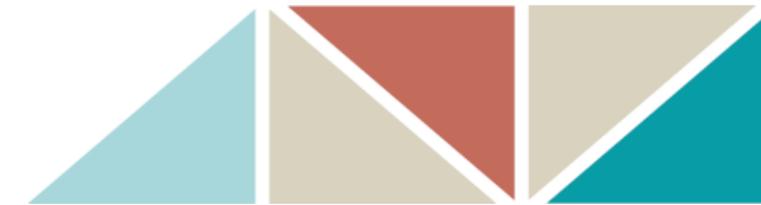
Building on **SUCCESS** to  
create a **THRIVING** community  
rooted in **ISQILX<sup>W</sup>TƏT**

## Council Vision

OKIB is **PROSPEROUS,**  
**HEALTHY,** and  
**CULTURALLY VIBRANT**



# Strategic Planning Methodology (How we created this plan...)



## Background

The Okanagan Indian Band had a strategic plan that was developed in 2014 for a 5-year period. While the plan was well-intentioned, current administration and Council decided that OKIB needed a simpler plan with clear goals and projects that had specific timelines and accountabilities.

The rationale for the new plan was simple: create a plan that Council and Administration can use to organize their daily activities into long-term successes for the community. Too often, immediate 'emergencies' get in the way of delivering on long-term strategic projects and the community members suffer. This document will guide all future decision-making and resource allocation for OKIB over the next 5 years 2020-2025.

This is a Council Strategic Plan and is meant to guide decisions in Administration. It is not meant to be a community visioning document which would be more reflected in a Comprehensive Community Plan (CCP). This work has demonstrated the need for a new CCP, which is a short-term project in this plan.

## Methodology

Once the decision was made to embark on a new five-year plan, OKIB staff secured a grant from Indigenous Services Canada under the Professional and Institutional Development pool of funding. During the application phase of the grant OKIB sought three quotes for services.

In the end, Urban Systems and Trina Wambolt in particular was chosen to lead us through the strategic planning process. The plan was to lead Council through a full-day planning session followed by a full-day with Directors.

Once Urban Systems distilled the feedback from Council and staff into 5 overarching goals, Directors went to work in developing a list of projects which ran up to 100 long.

Once the projects were listed, a system for prioritizing was developed with the help of Urban Systems. A weighted scale was used with a score for each area:

- Improves Safety (10)
- Economic Benefits (7)
- Improves Environmental Outcomes (8)
- Improves Community Wellbeing (9)
- Consistent with other planning docs (5)
- Advances Culture and Language (10)
- Exercise Title and Rights and Jurisdiction (10)
- Level of Urgency (7)
- Community is Aware and Supportive (4)
- Funding Potential (10)
- Capacity to Implement and Maintain (10)

Once the scores were all tallied, a master list of the highest prioritized projects were listed under each of the five Strategic Goals in a near-term (0-2 years) and long-term (3-5 years) category.

Council had another look at all of the projects once this was complete and further prioritized according to their collective desires using an open voting system.

Council also spent considerable time fine tuning their Mission, Vision and Leadership Values. Because the plan is meant to be an internal document to help guide the actions of staff, it was important to add operating values that speak to the qualities that staff and Council can embody together.

Other important items to include were the key performance indicators. The idea behind these is that they are attempting to describe a desirable future state that relates to the projects. This is a simple way of communicating that if the plan is successful and does what it says it's going to do, then the community can expect this list of indicators to be present in the community.

The last step was to complete detailed work-plans for each department. Each Director took the lead on the projects listed that pertained best to their departmental focus and abilities. A timeline was developed for completing each project with rough budgets and a list of staff who will work on the project. These work-plans will be used by each Director to direct their team and will be updated every 6 months. Every effort will be made to communicate the results of the ongoing work to community members.

## Updating the Plan and Council Endorsement

The success of this plan will be in the ongoing measurement against the plan and the extent to which Council and staff use it as a lens for which to conduct day-to-day affairs. To this extent, Annual Reports will now refocus on reporting on the Strategic Plan and the work-plans for every department. These plans will be shared widely so that the community can hold Council and Staff accountable to follow through on what the plan seeks to achieve for Okanagan Indian Band Members.

**By a Council Motion on June 15<sup>th</sup> 2020 at a duly convened meeting of the Okanagan Indian Band at IR#1, this Council Strategic Plan 2020-2025 was enacted.**

## OKIB COUNCIL STRATEGIC GOALS

### Infrastructure and Safety

We are innovative in building our capacity to provide safe and sustainable community infrastructure which is foundational to achieving socio-economic outcomes.

### Financial Autonomy

We will pursue strategic economic opportunities that generate income for the benefit of the community and establish structures to ensure the financial well-being of future generations.

### Lands and Territory

We exercise our inherent rights over OKIB lands, water and territory through culture, technical expertise, strategic partnerships, and Sylix laws.

### Community and Culture

We work to ensure that people are healthy, connected to our culture, and have the resources and skills to live a good life. We look out for each other because we are more than a community - we are a family.

### Organization and Leadership

We operate as a high-performance team where everyone embraces their roles and works together to achieve OKIB's strategic vision and priorities.

## SHORT TERM (2 YEAR) PRIORITIES TO ADVANCE STRATEGIC GOALS

- Water Infrastructure Bylaw
- Fire Department Certification and Fire Service Agreements for all Major Developments
- Drinking Water Litigation
- Emergency Management Program
- Water Master Plan
- Feasibility and Building of New Administration Building
- ONA Solar Project
- Pinaus Dam Management
- Head of the Lake Water Infrastructure Project
- Head of the Lake / Six Mile Interconnection Water Infrastructure Project
- Leak Detection Study (Capital Project)
- Regional Water Recovery Project (RDNO, Spallumcheen, OKIB)
- New Subdivision Development
- Community Wildfire Resiliency
- Six Mile Dam

- Financial Administration Bylaw Policies
- Five Year Budgets
- Land Designation for Duck lake IR #7
- Community Economic Development Plan
- Develop Community Trust for Colonial Claim Settlement
- Duck Lake Business Park
- Reestablish the Gravel Pit
- Establishing Joint Ventures in the Territory

- Adopt First and Second Phase of Land Use Plan
- Silver Star Agreement
- Colonial Spec Claim
- Develop Service Agreements for Water and Wastewater at Duck Lake IR7 (Band Land & CP Land)
- Okanagan Rail Trail at Duck Lake IR7
- Negotiate UXO Settlement
- Beau Park Addition to Reserve at Okanagan IR1
- Develop Environmental Management Protocols
- Land Acquisition Strategy (On and Off Reserve)
- CN Rail Corridor Addition to Reserve at Duck Lake IR7
- Finalize SRI Lease
- Section 35 / Permits Highways Finalized and Registered in ILRS
- Complete Interviews with TEK / Elders
- Develop Culture / Heritage Policy and Strategy (Apply to Traditional Territory)
- Swan Lake Road Access at Swan Lake IR4 / Pelmewash Parkway Project
- CEDI Vernon - Sylix Signage Initiative

- Cannabis Law
- Update and Implement Mental Health Strategy
- Develop a Language and Culture Department
- Design and Construct New School
- Finalize LEAs for Relevant School Districts
- Post Secondary Education Policy Review
- Strategy to Increase Education Funding
- Workplace Culture / Lateral Violence Improvement Project
- BC Housing Project
- Arbor Capital Project
- CMHC Section 95 New Housing (6 units at Pebble Park Subdivision)
- CMHC Section 95 New Housing (6 units on CP land)
- Head of the Lake Gym Renovation
- Continuous Quality Improvement Accreditation
- Primary Care Enhancement
- Evaluation of Health Programs (FNHA - 5 Year)
- ASETS PESP Program Review
- Health and Human Services Data Management
- Food Security / Community Gardens

- Comprehensive Community Development Plan
- Communications Strategy
- Icompass Council Agenda Software
- Range Use Bylaw
- CSD Department Restructuring
- Health Five Year Surplus (Spending Plan)
- Select and implement HRIS System
- Create HR Strategy to Build OKIB Capacity and Recruit Members / Succession Planning
- Update Payroll Management System
- Pass Rent to Own Application / Process
- Develop Core Funding for TSD Operations
- Hire PT OHS Coordinator to Develop Policies and Implementation

## LONGER TERM (2+ YEAR) PRIORITIES TO ADVANCE STRATEGIC GOALS

- Dog Bylaw
- Satellite Fire Hall (Head of The Lake)
- New PWH Maintenance Shop
- Housing Permit / Inspection

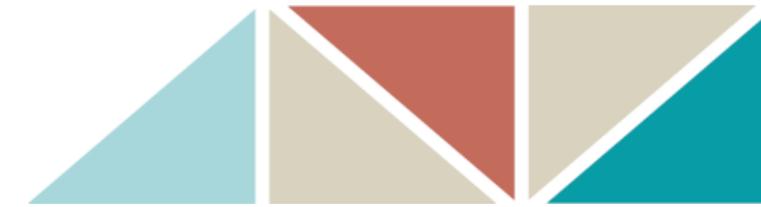
- Sun Valley Ranch Plan
- Procurement Policy
- Support 10 Year Grant
- Agricultural Plan

- Building relationships / Protocols with Local and Regional Governments
- Review of Provincial taxation on reserve
- CEDI Signage Initiative
- Complete Designation for Swan Lake (IR #4)
- Develop Land Allotment Policy
- Build Land Governance Model
- Create Operations Manual for Lands Department Functions
- Create Fee Schedule and Policy for Land Development
- Utility permits Finalized and Registered in ILRS
- Lands Records and Information Management
- Create Fee Schedule and Policy for Land
- BC Hydro Projects
- Old Kamloops Rd Property Plan

- Assisted Living
- New Recreation Centre
- Develop Guidelines for Addictions and Counseling for Org
- Explore Feasibility of Temporary Housing Units (Auntie's House)
- Komasket Park Plan
- Lake Country Cultural Centre Development
- Cultural Safety Across the Territory
- Food Security / Community Gardens
- First Nations Court for the North Okanagan

- Records and Information Management
- Create a Secure Storage (for archives facility)
- Project Management Software
- C and C governance Training / Council Meeting Bylaw
- Explore Traditional Governance Models
- Community Survey - Understanding People not Returning
- Create Employee Handbook (outline key policies)
- Employee Orientation (Introduction, Organizational, Cultural)
- Housing Policy Update
- Implement Tenant Workshop for new Renters

# Key Performance Indicators- We will know we are succeeding when...



## Infrastructure and Safety

- Sufficient funds are in place to support infrastructure developments
- Fire Department is certified and operating with adequate resources
- Consistent policing support is being provided
- Emergency Response Plan is up to date and well understood
- Bylaws are consistently enforced
- OKIB members are proactively maintaining their own properties and homes
- There is sufficient quality housing available
- CMHC social housing resources are being used for those living in poverty
- Housing policies and procedures are being consistently followed by all
- OKIB has many beautiful public spaces and trails
- Rangelands are fenced and grazing is managed
- Own Source revenue is being used to build housing
- Infrastructure is in place to support revenue generation

## Financial Autonomy

- OKIB is a place of positive opportunity where members want to live and work
- We are providing more jobs for members (entry level to executive level)
- OKIB Group of Companies is generating income to support community needs
- Capital is available to launch new business ventures
- A community trust is in place that generates interest and pays for community infrastructure and utilities
- OKIB's funds are being used wisely to support long term financial sustainability for future generations

## Lands and Territory

- Additions to reserve are finalized
- Revenue generation strategies are in place
- OKIB lands are designated according to Land Use Plan
- OKIB leadership capacity is in place to advance OKIB's territorial interests
- Territorial Stewardship Division continues to be financially self-sustaining
- OKIB members with professional designations (Ex. Biologists) are representing OKIB territorial interests
- Culturally sensitive lands and recreation lands are being adequately protected during development
- UXO negotiations are finalized
- Development standards are in place to protect the environment

## Organization and Leadership

- Members are employed in senior positions throughout the organization
- Traditional forms of governance have been integrated into daily practice
- Everyone (including community) understands the Council's role
- OKIB has up to date policies and bylaws that are being enforced consistently
- OKIB is a professional workplace and employer of choice (staff retention is higher)
- Transparent communication is flowing freely in all directions
- OKIB financial law is being consistently applied
- Lateral kindness has replaced lateral violence

## Community and Culture

- Our community is proud of our history and significant achievements
- Okanagan culture and language is being preserved with more fluent speakers over the next ten years- classes are offered for all ages

- Meaningful employment opportunities are being created for members
- Elementary age support is in place including early year assessments
- OKIB community school (preschool to grade 12)
- OKIB School Superintendent position has been created to advocate for students (SD 22, 23, 83)
- People have the skills and education to support high quality of life
- Mental health is being supported through counselling, traditional healing, and peer support groups
- People have easy access to doctors and nurses
- Children have safe homes when transitioning out of care
- Appropriate counselors are available for all genders and all ages
- Culture and traditional healing are incorporated into all health programs
- Supportive housing is in place for Elders, Women, Youth and Addiction support

## Performance Measurement in Action

- Annual Reports will now refocus on reporting on the Strategic Plan and the work-plans
- Individual projects will be marked as in progress, or complete with a short explanation
- Metrics will be developed over time that capture the progress indicators listed on this page
- These metrics will be reviewed annually or wherever the data is available to help bring a more robust performance measurement culture to OKIB
- Directors will be responsible for updating their work-plans every 6 months to monitor progress and an overall update will be presented to Chief and Council and membership at a membership forum every 6 months