PIB STRATEGIC PLAN

5 Year Activities Plan 2022-2027









MAY 2022

PENTICTON INDIAN BAND

Snpink'tn is a healthy and prosperous self-determining community

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Nxʷ əlxʷəltantət
"that which gives us life"



Naqsmist
"many coming together as one"





Skəmxist
Chief Black Bear



Siya?
Chief Saskatoon Berry

N'titiyixʷ
Chief Spring Salmon



Spiƛ'əm
Chief Bitter Root



Mission

Thought the knowledge we gain from the Timixʷ and the Captkiʷl, Snpink'tn is working together to build a vibrant, resilient, self-sustaining , self determining community by providing relevant, effective programs, services, leadership and governance

Vision

Snpink'tn is a healthy and prosperous self-determining community

Shared Values

INTEGRITY · INCLUSION · TRANSPARENCY · SERVICE

INTRODUCTION

Way' xast sxelxatt,

The Penticton Indian Band (PIB) has opted in the First Nations Fiscal Management Act (FMA) . As a result of entering into the FMA, On October 2013, the Chief and Council enacted a Financial Administration Law (FAL) as a commitment to transparency and accountability to PIB Community Members. Under the FAL, the PIB is required to create multi year plans. One of them is a long-term strategic plan.

In November 2021, the Penticton Indian Band hosted a Strategic Planning session with PIB Leadership, managers and staff to begin the process of learning and thinking about strategy and then to begin drafting their 5 Year Strategic Plan.

Strategic planning is a process of defining the direction of where PIB wants to be in the future, it allows PIB to create one vision that explains what the desired future looks like, it tells everyone why they exist, what they are working towards and what they want to achieve. Strategic planning allows everyone within PIB to work with the community and to work towards the same vision, set goals and determine the actions to achieve the goals.

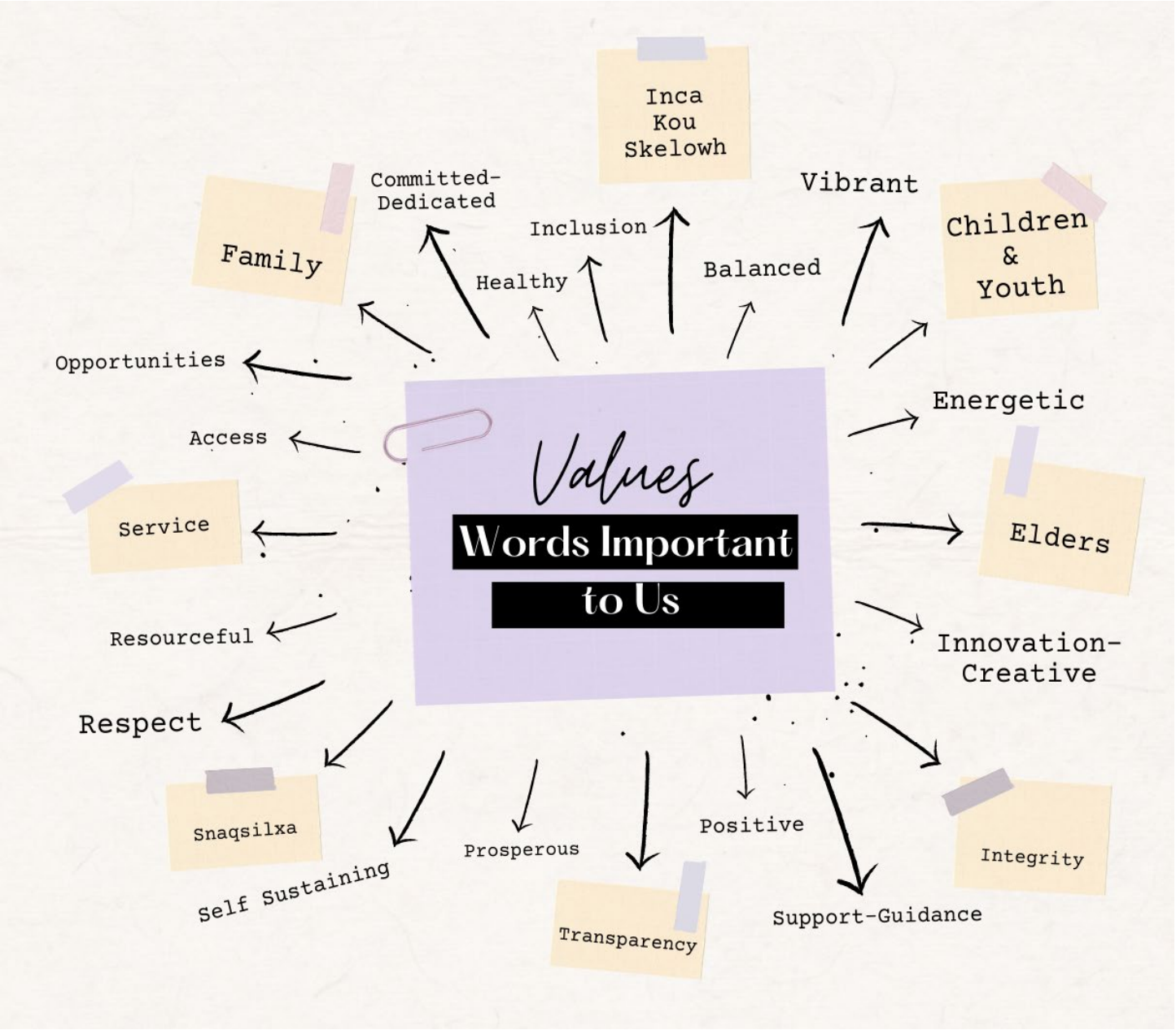
PIB's Community Comprehensive Plan (CCP) had many of the elements that would be expected to be included within a strategic plan. The CCP was the platform in which PIB used to build and create the strategic plan, because there was extensive community engagement when creating the CCP. The voice of PIB's community members was clearly documented in the CCP in terms of their wants, needs desires and the direct outcomes that they would like to see achieved.

PIB's strategic plan will be aligned with the Departmental Annual Works plans, budgets, multiyear financial and capital plans. Implementation and actual achievements of the PIB will be measured, evaluated, and reported to the community each year.

Lim Limpt,
Chief and Council

Penticton Indian Band (PIB) programs and services make our community the priority every day. By strategically investing in the community, focusing on programs, services, enhancing transparency and community engagement.

PIB's strategic plan will guide the priorities of Leadership and Departments over the next 5 years. Staff and Community Engagement has improved and opportunities to improve our priorities, goals and activities will continually help PIB strengthen our safety, health and security.



WHAT HAS HELPED PIB BE SUCCESSFUL *"Naqsmist"*
(Many coming together as one)

We have hard working staff, as well as the the foundation for our community. We are stronger when we work together, we can be a proud self-determining community

COMMUNICATION	SUPPORT	PLANNING
• Regular meetings (council, managers) • Reporting back to community • Community engagement is critical • First start with community, teams, plan • Capital planning • Communication of needs and line items • Capacity and skills have increased in community • Collective genius • Clear leadership communicated • Listen to others who have been here before – experience helps • Communicate together with new and experience • Empower staff, give them a chance • Resources, community buy in, community support • Collaborate – Go big for your goals • Do what is needed • Community provided clear direction, experience and new ideas • Teamwork • Giving back to community Unbelievable teamwork and support for each other to achieve these goals • When community cares, things get done and PIB responds • Strong collaboration and team work	• Proper training and development of staff and management • Action oriented • Team respect • Empowerment • Professionalism • Dedication • Commitment and passion to their job • Bring in skills • Strong leadership • Membership • Supported for PSC • Recognition for the dedication and commitment for everyone that was involved • Accountability Support by leadership and staff and management • Strength to move forward • Good team leaders, leading by approach and planning and thinking forward • Champion – staff working with champion • Strong support from leadership and community – everyone gets behind it • Support of one another as a community as a nation as teams, team leader and staff	• Increased budgets, capacity • Set Big Hairy Goals – go for the budget CCP came first then followed by Strategic Planning after it was developed • Set ambitious goals, set ambitious • Leadership vision at Manager and Council level • Template for response – EOC response Emergency • Own Source Revenue helped build • Preparation – some take years in advance even if it done there was a lot of preparation that went into it Sobriety and wellness of the leadership is very important • Grant funding applications • Writing successful grants • Education surplus • Seeking opportunities • Staff must be a jack of all trades, do multiple jobs, be passionate about their work • Leadership • Employees able to take training opportunities • Committed team, coordinated effort • Timing and planning – reactionary based on external environment, taking advantage of funding, planning and budgets that benefit PIB moving forward

STRATEGIC PRIORITIES 2022-2027

SKMXIST (skim-heest) BEAR	SPEETLUM (speet-lum) BITTERROOT	SIYA (see-ya) SASKATOON BERRY	NITYTK (n-tee-teak) SALMON
SELF-DETERMINATION	**LAND & RESOURCES**	**COMMUNITY SERVICES**	**PROSPERITY**
Through the strength gained from the timix^{w} and captik^{w}l, we will increase the effectiveness of our governance and leadership structure to achieve self-determination.	Through the strength gained from the timixw and the captik^{w}l, we will be committed to the protection of our lands and resources.	Through the strength gained from the timixw and captik^{w}l, we will increase the community services of Snpink'tn through the development of diverse programs and services that are balanced, barrier free and inclusive to all.	Through the strength of our people and community, we will increase prosperity by creating a strong local economy
Departments: • Admin/Leadership • Policy & Planning • Human Resources • Records Information Management (RIM) • Title & Rights - TBD • Negotiations - TBD • Membership - TBD	**Departments:** • Lands • Utilities & Infrastructure • Public Works • Natural Resources • Environment - TBD	**Departments:** • Language & Culture • Social Development • Communications • Finance & IT • Health • Housing • Emergency Management • Education • Little Paws • Footprints • OTDC	**Departments:** • Taxation • Economic Development - TBD • Businesses - TBD • Investments - TBD

SKMXIST (skim-heest) (BEAR)
Self-Determination
Through the strength gained from the timix^{w} and captik^{w}l, we will increase the effectiveness of our governance and leadership structure to achieve self-determination.
Departments: • Governance • Leadership • Title & Rights • Policy & Planning • Membership • Negotiations • Human Resources

5 YEAR ACTIVITIES PLAN

SKMXIST

(skim-heest)

SELF-DETERMINATION

Through the strength gained from timix^{w} and captik^{w}l, we will increase the effectiveness of our governance and leadership structure to achieve self-determination

	ADMINISTRATION
Strategic Priority	**SKIMXST, NITYTIK, SPEETLUM, SIYA**
Department Name	**ADMINISTRATION**
Manager / Team Leader	**CAO JOE JOHNSON/ LEADERSHIP**
5 Years Ending	**2022-2027**

5 YEAR GOALS	
Goal 1	**Lower *High Priority* Risk Registry** with thoughtful development of bylaw, policy tools and bylaw enforcement for the Administration, Council and Membership
Goal 2	**Environment of Prosperity** is ensured with the creation of Land Use and Codes to ensure a reliable environment for investment and outside investment
Goal 3	**Improved Relationships** with local jurisdictions, the province, and Canada, that is based on our Title and Rights
Goal 4	**Member Awareness** is improved and provides transparent decision making and accountability

GOAL 1: RISK REGISTRY		**MEASUREMENT**
1	**Land Development**	• Community Engagement Plan inclusive of at least 4 Community Meetings • Refined Land Use Plan is presented to Community • Identified Land Management options are identified for funding and refinement • Referendums as required

2	**PIB Specific Healthy Community**	• Defined impacts and the scope of addictions on Health and Wellness issues within PIB • Fully engaged Departments, using a wrap around approach to identify potential solutions • Developed PIB Mental Health and Addictions program and supports to reduce the identified impacts • Develop work plan to address gaps in service and Health Infrastructure, including recovery and resource housing to ensure all services currently held off-reserve, are provided in community • Maximized resources for employee support
3	**Aging Infrastructure and Assets**	• Updated First Nations Investment Plan Report • Developed Tangible Capital Assets Policy including planned assessment and annual operations plan • Completed Capital Plan, with scheduled dates for action • Funding applications to address updated Capital Needs
4	**Improved Communication**	• Development of a community meeting calendar and meeting it • Communications Strategy and Engagement in decision making • Development of Multi-use Building to include adequate Council Chambers/Gathering Space • Annual updated Risk Registry
GOAL 2: ENVIRONMENT OF PROSPERITY		**MEASUREMENT**
1	**Entity Oversight**	• Develop an improved oversight mechanism to ensure property management and decision-making support for the entities • Developed Economic Advisory Committee • Develop a business plan to provide year-over-year improved revenue and employment opportunity for Membership
2	**Land Code**	• Approved funding to provide scoping and community engagement • Fully engaged and informed Membership on the benefits of Land Code • Removal of the reliance and authority of the Federal government to a PIB developed framework
3	**Bylaw Development & Enforcement**	• Support an environment of prosperity and investment by development of bylaw enforcement frameworks and administration, ensuring outside investors are providing surety in planning and investment • Defined Bylaw Administration and Enforcement framework • Approved funding for the Kick-start of the framework • Increased Economic Investment on PIB developable land • Taxes and Permit Fees to support Master Planning and Utilities Operations •

GOAL 3: IMPROVED RELATIONSHIPS		MEASUREMENT
1	**Strong PIB lobby presence**	• Identification of Lobby Priorities and develop a lobby plan to engage all three (3) levels of other government • Plan and Calendar established for engagement and follow-up • PIB Branding identifying PIB Area of Responsibility, Presence and Jurisdiction • Funding Approvals supporting lobby efforts • Settlement of SOCC •
2	**Government to Government relationships**	• Relationship Agreements • Secured Off Reserve Title and Rights • Provincial Policy refinement • Authority for Hunting & Fishing licensing • Settlement of Claims • Agreements with MOTI
3	**Policy Alignment**	• Maximize available land use with aligned regional land use and master planning • Transportation Plan • Housing strategy on a regional level • Off Reserve land use plan supporting Title and Rights
4	**Taxation Refinement**	• Identified Residential and Commercial Lands in Zoning and Master Planning • Property Transfer Tax Development • Maximized Suite of Taxes

GOAL 4: MEMBER AWARENESS		MEASUREMENT
1	**Master Planning**	• Community Plan, with identified residential, industrial and commercial areas • Zoning Bylaws • Elders, Social and Affordable Housing Strategies • Food Security and Cultural retention • Village Center
2	**Improved Communications**	• Meeting Calendar to include Council, Engagement, Referendum and Program Updates • Communications Strategy

Strategic Priority	**POLICY and PLANNING** ***SKIMXST (SKIM-HEEST) – BEAR*** **SELF-DETERMINATION: THROUGH THE STRENGTH GAINED FROM THE TIMIXW AND CAPTIKW, WE WILL INCREASE THE EFFECTIVENESS OF OUR GOVERNANCE AND LEADERSHIP STRUCTURE TO ACHIEVE SELF-DETERMINATION.**
Department Name	**POLICY AND PLANNING**
Manager / Team Leader	**LISA WILSON**
5 Years Ending	**2022-2027**

5 YEAR GOALS	
Goal 1	The PIB will develop its own decision-making and governance structures, with representatives of its choosing and in accordance with their own procedures.
Goal 2	In exercising our right to self-determination and self-government, develop distinct laws, regulations, and standards to build PIB's governing framework and ensure transparency and responsible leadership.
Goal 3	Develop new nation-to-nation, government-to-government agreements, processes, and consent-based decision-making processes for the use of and economic benefits from our land and its resources in the spirit of mutual respect.
Goal 4	Negotiate the return of PIB's unceded, ancestral lands as necessary for sustainable economic development and self-determination.

GOAL 1: Governance Structures: 5-Year Plan Activity		**MEASUREMENT**
1.	**Create a PIB Land's Committee for Council approval (PENDING – NOT FUNDED).**	Terms of Reference (TOR) developed; Budget/Funding developed; Approval BN and BCR presented to Council; Members Identified; and Meetings Organized
2.	**Continue to operate the Major Projects Committee (e.g., Fortis OCU, Apex, Landry, Garnet, Sicklepoint, etc.) for PIB's Area of Responsibility**	Budget/funding secured; Weekly Meetings; 80% of off-reserve major projects receive PIB review
GOAL 2: Laws and Regulation: 5-Year Plan Activity		**MEASUREMENT**
3.	**Draft at least two (2) bylaws per year for community ratification. (PENDING – NOT FUNDED)**	Governance Code; SDS bylaw; Cannabis bylaw; tobacco bylaw; reserve use and access bylaw; community protection bylaw; water/water rates bylaw; animal control and range use bylaw; illegal dumping/waste management bylaw; zoning bylaw; traffic and parking bylaw; MRP bylaw; burning/fire bylaw; business licence bylaw; building inspection bylaw; property transfer tax bylaw
GOAL 3: Agreements: 5-Year Plan Activity		**MEASUREMENT**

4.	**Continue to implement the Ministry of Transportation and Infrastructure (MoTI) capacity funding agreement.**	Skaha intersection constructed; MoTI MOU drafted; KVR land tenure agreement; historical roads agreements negotiated; funding secured; regular meetings; member engagement; staff hired
5.	**Negotiate an MOU and benefits agreement with Fortis for the maintenance of and consent for existing and future infrastructure/facilities on reserve and in PIB's AOR.**	Negotiation completed; regular meetings; member engagement; MOU; work plan
6.	**Negotiate and sign an MOU on a government-to-government consent-based decision-making process that recognizes our jurisdiction and confirms governance mechanisms for shared decision-making.**	Negotiations with BC/RDOS/Cities; MOU drafted; member engagement; Work plan developed; budget developed; water licences transferred
	GOAL 4: Lands Returned: 5-Year Plan Activity	**MEASUREMENT**
7.	**Negotiate the settlement of the five (5) Specific Claims (South Okanagan Commonage, IR3-3A, Canal, Airport, and Summerland experimental Station) on a confidential, privileged, and without prejudice basis.**	Annual budget/funding secured; Regular Meetings held with negotiation team; Quarterly member engagement; Regular negotiations with Canada; Research as per the work plan; Exploratory table (work plan, MOU, historical governance, and member engagement)
8.	**Prepare for (work plan, budget, environmental work, identifying and addressing third party interests, survey work, working with the province, etc.) and negotiate up to nine (9) Additions to Reserve (ATRs). (PENDING – NOT FUNDED)**	Prioritized list of ATRs; work plan(s) drafted; completed application form(s); approval BCR(s) drafted; budgets created

Title & Rights (TBD)

Strategic Priority	**HUMAN RESOURCES** ***SKIMXST (SKIM-HEEST) – BEAR*** **SELF-DETERMINATION: THROUGH THE STRENGTH GAINED FROM THE TIMIXW AND CAPTIKW, WE WILL INCREASE THE EFFECTIVENESS OF OUR GOVERNANCE AND LEADERSHIP STRUCTURE TO ACHIEVE SELF-DETERMINATION.**
Department Name	**HUMAN RESOURCES**
Manager / Team Leader	**RORY GABRIEL**
5 Years Ending	**2022-2027**

5 YEAR GOALS

Goal 1	Refinement of Personnel Policy, and ensure its compliant with FAL
Goal 2	Further Develop collaborative and more communicative approach with manager/team leaders with monthly meetings
Goal 3	Refine the wage grid to be ore comprehensive of managers and departments to pay employees at reasonable and appropriate rates
Goal 4	Xyntax Module software is available for development and use by PIB, Coordinator and Generalist ensuring that Finance/Payroll is supported with this
Goal 5	More hands on training for all staff which would involve a.) reviewing risk assessment b.) development of Strategies to maintain momentum and scope of work c.) implementing training via software that is accessible to staff
Goal 6	Enhance recruitment and develop more connections and allocate more time to this side of HR
Goal 7	Develop Human Resources Committee and collarterize the process to be more tailored to PIB needs
Goal 8	Maintain Corporate Calendar and reinforce as a part of the process with managers to ensure timelines are met for fiscal/budgets/appraisals
Goal 9	Ensure compliance with the Canadian Labor Code (CLC) and utilize employment standards where required

	5 YEAR PLAN ACTIVITY	MEASUREMENT
1.	**Development/update of Personal Policy (In Progress) 2021-2022**	Ensure PIB is in compliance with Canadian Labour Code and Employment Standards. • Current PIB Policy is from 2009. • Decrease Liability. • Increase Productivity.
2.	**Xyntax HR Module software (databases)**	HR staff will update payroll and HR module • This will involve digitizing all employee documents.

		• Ensure we have backups to employee files adding another layer of safety.
3.	**Xyntax HR Module software (databases)**	HR staff will update payroll and HR module • This will involve digitizing all employee documents. • Ensure we have backups to employee files adding another layer of safety.
4.	**Legislative Compliance – Canadian Labour Code (Health and Safety) Safety Committee**	onboarding PIB's own Health and Safety Representative which put us in compliance with WorkSafe standards. • Decreased PIB's liability. • Increased PIB's capacity.
5.	**Support for Covid Health responses (FNHA)**	Required diligent but fast collaboration with Health (FNHA), CAO and HR. • Had evolving requirements meant ensuring PIB met standards. • Strong communication was required • Reviewed office safety plans including return to work plans.
6.	**Refinement of PIB's new Wage Grid and Legislative Compliance for the Penticton Indian Band**	Review of each Job Description (JD) and development of JD's that were non-existent or update those that were out of date. Legislative Compliance – Minimum Wage • Ensured PIB follow the standards to protect the right of employees under the employment standards act. • Decrease PIB's liability.
7.	**Monthly Manager Meetings**	Utilize time to build relationships and increase productivity and develop a more seamless process. • Increase communication with Department Managers. • Increase efficiency (recruitment, planning, retainment). • Increase knowledge transfer (on policies and procedures). • Decreases potential litigation issues with eliminating poor practices. • Increase in support for team leaders on HR related issues.
8.	**Development of Corporate Calendar for Human Resources**	Develop timelines that will provide management with support. Wil ensure process is clear and increase communications with departments. • Standardize deadlines (performance reviews, workplans, planning for budgets). • Increase efficiency. • Implement standardized process.

		• Ensure milestones are tracked.
9.	**Risk Assessment**	• Engage with Managers their department • Ensure Job descriptions follow the strategic and functional needs that PIB and the Manager require (Gaps). • Identify Cross-cutting Communications Gaps for PIB Administration and Entities from Managers and Team Leaders. • Provide Draft Engagement Process to PIB Entities for their review and input and update Draft Communications Strategy as required.
10.	**Training and Mainstreaming**	Will improve employee capacity with, safety, sexual harassment etc. training to develop and build capacity. • Present final package to Team Leaders for review and Training. • Roll-out Training to the general Staff. • Include Annual Staff Satisfaction Survey as part of the Communications Strategy and share the results with Staff.
11.	**Identify gaps in current Recruitment climate (covid)**	• Develop standards (policy update) for recruitment that are more suitable for current environment. • Include Annual Staff Satisfaction Survey as part of the Communications Strategy and share the results with Staff.
12.	**Development of Human Resources Committee**	• Develop a HR Committee that will support the cultural and gender areas to ensure that PIB is an inclusive organization • Ensure practices are created and staff can provide support and give hands on feedback and communication • Include Terms of Reference
13.	**Strategic Planning funding application and approval `**	Build capacity through grants, utilize and educate more PIB members build their capacity • Applied for grant and successful • Increase PIB's productivity • Increase PIB's capacity • Increase PIB's communication Apply for more grants similar to this for further capacity

	RECORDS INFORMATION MANAGEMENT (RIM)
Strategic Priority	***SKIMXST (SKIM-HEEST) – BEAR*** **SELF-DETERMINATION: THROUGH THE STRENGTH GAINED FROM THE TIMIXW AND CAPTIKW, WE WILL INCREASE THE EFFECTIVENESS OF OUR GOVERNANCE AND LEADERSHIP STRUCTURE TO ACHIEVE SELF-DETERMINATION.**
Department Name	**RECORDS AND INFORMATION MANAGEMENT**
Manager / Team Leader	**RICK TRIMBLE**
5 Years Ending	**2022-2027**

5 YEAR GOALS

Goal 1	Establish good Records Management practices across PIB
Goal 2	Establish an archive and preservation program
Goal 3	Establish electronic filing as the standard across PIB

	5 YEAR PLAN ACTIVITY	**MEASUREMENT**
1	**PIBDocs rollout across all departments**	Increased numbers of active users year-on-year
2	**Increase the capacity of the RIM department**	Increased staff numbers, budget and activities carried out
3	**Archiving and Preservation**	Creation of electronic and/or physical archives, and databases
4	**Electronic Filing**	Creation and maintenance of electronic files/backups for all depts.

SPEETLUM (speet-lum) (BITTERROOT)
Land & Resources
Through the strength gained from the timixw and the captik^{w}l, we will be committed to the protection of our lands and resources.
Departments: • Lands • Environment • Infrastructure • Natural Resources

STRATEGIC 5 YEAR ACTIVITIES PLAN

SPEETLUM
(Speet-Lum)
LAND and RESOURCES

Through the strength gained from timix^{w} and captik^{w}l, we will be committed to the protection of our lands and resources

	LANDS
Strategic Priority	***SPEETLUM (SPEET-LUM)* - BITTER-ROOT** **LAND & RESOURCES: THROUGH THE STRENGTH GAINED FROM THE *TIMIX^{W}* AND THE *CAPTIK^{W}L*, WE WILL BE COMMITTED TO THE PROTECTION OF OUR LANDS AND RESOURCES.**
Department Name	**LANDS DEPARTMENT**
Manager / Team Leader	**LISA WILSON/JOAN PHILLIP**
5 Years Ending	**2022-2027**

5 YEAR GOALS

Goal 1	Improve communication and outreach by ensuring that accurate information is delivered in an open, forthright, effective, and timely manner.
Goal 2	Increase the operational and human resource capacity and financial sustainability of the lands office so that it operates efficiently, and land transactions are processed in a timely and accurate manner.
Goal 3	Deliver key functions of the Reserve Land and Environmental Management Program (RLEMP), Operational level, pursuant to the *Indian Act*.
Goal 4	Transform the lands office into a Policy, Planning and Development Department (Lands Program, Policy and Planning, Development Control/Inspection, Business Licensing, and Bylaw Enforcement) that protects PIB lands and oversees orderly development through implementing PIB's land use plan, bylaws, and policies.
Goal 5	Develop key plans and frameworks to support PIB to balance environmental, cultural and heritage values of the PIB membership and maximize the economic benefits to the Band for now and future generations.

	GOAL 1: COMMUNICATION AND OUTREACH: 5-YEAR PLAN ACTIVITY	MEASUREMENT
1	**Improve communication with external parties, Council, and other PIB programs, including hosting community information sessions (e.g., tenants in common, joint tenancy, will, estates, etc.).**	Band meetings attended; At least 3 newsletter submissions per year; Estate's workshop held; Stand-ups held; staff understand their work plans; requests responded to within 2 weeks; meetings held
	GOAL 2: LAND PROGRAM CAPACITY: 5-YEAR PLAN ACTIVITY	**MEASUREMENT**
2	**Increase RLEMP funding by 15 percent (~$52,000) in annual funding by developing foundational plans. (PENDING – NOT FUNDED)**	Draft, complete member engagement on, and seek Council approval for an EMP, CESP, Land Code and PTT (see Goal 4).
3	**Develop a financial revenue plan by documenting all revenue sources, developing a plan to increase those sources (i.e., permit and leasing fees, referral/IBA revenues), considering land code (PTT could result in over $150k per year), and exploring new areas of potential revenue (e.g., traffic bylaw/penalties, commercial water use fees, range use fees, licensing fees, or carbon tax credits for protected reserve lands.) (PENDING – NOT FUNDED)**	Revenue source list; financial revenue plan; fee/rental tracking system developed
4	**Over the next three (3) years update the org chart to create and hire four (4) new positions, including a succession plan that includes two internships for the Lands Manager and GIS analyst positions, to manage increasing transactions. (PENDING – NOT FUNDED)**	Org chart updated; HR plan; internships created; Job descriptions and org chart developed for: Lands Manager, internship (2022); Permitting and Leasing Administrator (2022); GIS/Mapping Specialists (2022); Environmental Officer (2023); and ATR **/** Specific Claims Manager (2024)
	GOAL 3: DELIVER RLEMP: 5-Year Plan Activity	**MEASUREMENT**
5	**Implement RLEMP as per program requirements.**	100% of leases/permits are drafted, reviewed annually and rent is paid; leases/permits submitted to ISC in a timely manner for approval; survey plans completed, approved, and registered; appraisals completed and approved; BCRs approved; ISC notified of rental arrears or breaches of terms of leases/permits; environmental assessments completed; lands allotted/ transferred; Encroachments addressed;
6	**Develop lands transactions policies, tools, and procedures to improve efficiency and effectiveness of how lands' responds to requests for support. (PENDING – NOT FUNDED)**	Lands support request; lands transactions tracking and monitoring system; monthly meetings with ISC-RLEMP; PIB Lands Management Manual; automated lands permit process;

7	**Undertake a Species at Risk project for snakes and badgers on IR to improve protection and management of those species. (PENDING – NOT FUNDED)**	Species monitoring; Habitat assessments; and Habitat retention and/or future restoration sites identified
8	**Continue the Parcel Fabric Renewal (PFR) project to address 3-5 of 35 encroachments identified per year, starting with boundary issues where occupation conflicts with the surveyed boundaries or where no survey exists; then access issues, where access to a parcel is over another member's parcel; and finally access issues where access to a parcel is over band land.**	Surveys completed; encroachments addressed; Agreements or land transactions undertaken
	GOAL 4: POLICY, PLANNING AND DEVELOPMENT DEPARTMENT: 5-Year Plan Activity	**MEASUREMENT**
9	**Add land planning, compliance, and development control aspects to the existing lands program (e.g., land use planning, development control/applications, building inspections, bylaw enforcement, construction monitoring, designations, allotments, business licensing, etc.). (PENDING – NOT FUNDED)**	Program description; Org chart; job descriptions; program budget; program work plan; policies; procedures; bylaws; hire: Approving Officer (2022); Building Inspector (2022); Enforcement/Bylaw Officer (2022); Policy and Planning Analyst (2023)
	GOAL 5: PLANS, POLICIES AND FRAMEWORKS: 5-Year Plan Activity	**MEASUREMENT**
10	**Finalize the Land Use Plan to identify goals and objectives for the community, policies to describe how the objectives will be achieved, and maps to identify potential future land uses as well as other activities (i.e., utilities, environmental constraints, etc.). (PENDING – NOT FUNDED)**	Member engagement completed; LUP updated; Council approval; Communications plan implemented
11	**Implement the PIB Climate Change Adaptation Strategy. (PENDING – NOT FUNDED)**	TBD – Climate Change Strategy to be finalized this month.
12	**Beginning in 2023, develop a Community Environmental Sustainability Plan (CESP) to facilitate for sound environmental management, minimize and mitigate adverse environmental impacts, maximize beneficial environmental effects, and ensure sustainable development.**	Council approval; Member Engagement; Vision Statement, Goals, and Environmental Concerns Identified; Environmental Profile Completed; Corrective Actions Identified; Communication Plan Completed; 5% increase in funding to Lands

13	**Beginning in 2023, work with Council and the community to develop an illegal dumping bylaw and zero-waste management strategic plan.**	Funding secured; work plan developed; illegal waste bylaw drafted and presented to Council; funding secured to develop a zero-waste strategy; member engagement on bylaws/strategies to address waste on reserve lands; strategy drafted
14	**Beginning in 2023, develop a compliance framework for the management of the regulatory and legal requirements and compliance activities (e.g., promotion, monitoring, enforcement, and remedial actions).**	In-depth analysis on how the First Nation intends to manage their lands and natural resources conducted; Success factors outlined; Promotion and monitoring activities outlined; Tools (systems, records, templates, equipment, etc.) and their use outlined; Standards developed; Policies and procedures developed; Report completed and submitted to ISC; 5% increase in funding to Lands
15	**Beginning in 2023, re-engage in the process to develop a Land Code, as identified in the Community Comprehensive Plan, and move through to a community ratification process.**	Funding secured; work plan approved; coordinator hired; committee formed; land code committee TOR; member engagement; land code drafted



	INFRASTRUCTURE AND UTILITIES
Strategic Priority	***SPEETLUM (SPEET-LUM)* - BITTER-ROOT** **LAND & RESOURCES: THROUGH THE STRENGTH GAINED FROM THE *TIMIX*^{W} AND THE *CAPTIK*^{W}*L*, WE WILL BE COMMITTED TO THE PROTECTION OF OUR LANDS AND RESOURCES.**
Department Name	**INFRASTRUCTURE and UTILITIES**
Manager / Team Leader	**Loretta Ghostkeeper**
5 Years Ending	**2022-2027**

5 YEAR GOALS

Goal 1	Establish O & M Plan for Skaha and PIB Water Systems
Goal 2	Hire Level I & II, Operator-In-Training (member opportunity)
Goal 3	Complete Integrated Master Plans for Water, Sewer, Storm & Transportation

	5 YEAR PLAN ACTIVITY	MEASUREMENT
1	**ISC FNIIP Plan**	Update FNIIP Plan and present to Council then submit to ISC
2	**5 Year Multi Year Capital Plan**	• Draft 5 Multi-year Capital Plan including measurements of risk for Council & Community Approval. • Create a prioritized rating and have projects approved annually.
3	**Integrated Masterplan Sewer, Water, and Storm water management**	Complete the plan working with Lands and ISC for all IR#1
4	**Asset Management Plan**	Develop Phase II Implementation of Asset Mgt Plan
5	**Build a cohesive Water O&M Plan for all PIB system**	Water O&M Plan completed

	PUBLIC WORKS
Strategic Priority	***SPEETLUM (SPEET-LUM*) - BITTER-ROOT** **LAND & RESOURCES: THROUGH THE STRENGTH GAINED FROM THE *TIMIX*^{W} AND THE *CAPTIK*^{W}*L*, WE WILL BE COMMITTED TO THE PROTECTION OF OUR LANDS AND RESOURCES.**
Department Name	**PUBLIC WORKS**
Manager / Team Leader	**ERIC PIERRE (MANAGER) LORETTA GHOSTKEEPER (TEAM LEADER)**
5 Years Ending	**2022-2027**

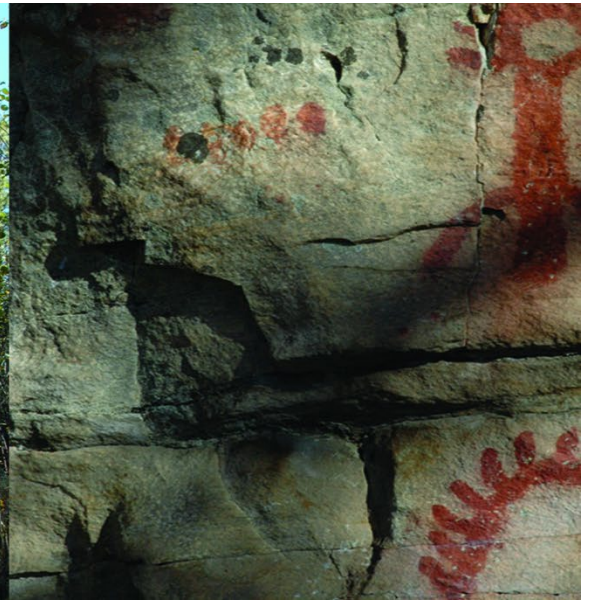
5 YEAR GOALS

Goal 1	In consultation with the Director of Infrastructure, Public Works will annually assess and develop a maintenance plan for PIB Infrastructure to include buildings, roads, parks, playgrounds, cemetery to improve and beautify existing infrastructure in the Penticton Indian Band Community for the next 5 years commencing April 1, 2022 to March 31, 2027
Goal 2	Public Works will build capacity by providing staff training; consulting with Director of Infrastructure to hire adequate staffing; identifying and purchasing equipment; and maintaining existing equipment to improve the work and services provided by the public works department for the next 5 years commencing April 1, 2022, to March 31, 2027.
Goal 3	Public Works will develop policies, procedures, work order process and maintenance schedules to plan, identify, prioritize and implement the municipal work requirements at all levels to beautify and improve community infrastructure and services delivered for the next 5 years commencing April 1, 2022, to March 31, 2027.
Goal 4	Public Works will develop policies to provide specific services such as firewood, snow removal, Fire Suppression supports and Spring/Fall clean up to the membership and community to support elders, community events, funerals and families requiring support for the next 5 years commencing April 1, 2022 to March 31, 2027.

	5 YEAR PLAN ACTIVITY	MEASUREMENT
1	**Assess the condition of parks, playgrounds and cemetery and develop a plan for renovations and maintenance.**	By June 30, 2022, Public Works Supervisor will complete an assessment of parks, playgrounds and the cemetery and develop a plan for improves to begin by July 1, 2022, until work is completed.
2	**Establish infrastructure maintenance schedules for parks, playgrounds, cemetery, buildings and roads.**	By May 30, 2022, Public Works Supervisor will develop grounds maintenance schedule for mowing, watering, fertilizing of existing parks and playgrounds. By February 28, 2023, Public Works Supervisor will develop a maintenance plan and schedule for band buildings, cemetery, and roads to be implemented and continued by April 1, 2023.

		By September 30, 2023, Public works Supervisor will develop a plan to map cemeteries using GPS.
3	**Develop and implement a capital purchase plan and budget to purchase equipment to support the work.**	By November 30, 2022, Public Works Supervisor will meet with the Director of Infrastructure to commence the development of a capital equipment purchase plan.
4	**Develop staff training opportunities to promote safety and increase knowledge of equipment, processes, procedures, and maintenance.** **Develop and implement staff recruiting, retention and hiring plans to support expanding workload.**	By June 1, 2022, Public Works Supervisor will plan three staff training sessions to include first aid, equipment maintenance and Traffic Control.
5	**Develop schedules, a communication plan, policies, and procedures to manage annual and seasonal workload and tasks.**	By March 31, 2023, Public Works Supervisor will develop and implement a strategy for recruiting and hiring new staff to support the expanding workload to support future budget requests.
6	**Provide ongoing community services to support elders, funerals, community events, PIB membership and community. Work with other departments and entities to identify and support community needs.**	By April 30, 2022, Public works supervisor will develop work schedules for yard maintenance, minor road maintenance, fire suppression, Spring cleanup, after hour and emergency contacts. By March 31, 2025, Public works supervisor will complete policies and procedures for wood program, snow removal program, fire suppression program.





	NATURAL RESOURCES
Strategic Priority	***SPEETLUM (SPEET-LUM)* - BITTER-ROOT** **LAND & RESOURCES: THROUGH THE STRENGTH GAINED FROM THE *TIMIX*^{W} AND THE *CAPTIK*^{W}*L*, WE WILL BE COMMITTED TO THE PROTECTION OF OUR LANDS AND RESOURCES.**
Department Name	**NATURAL RESOURCES**
Manager / Team Leader	**JAMES PEPPER**
5 Years Ending	**2022-2027**

5 YEAR GOALS

Goal 1	Sustained, effective and regular engagement with syilx Elders, Knowledge Keepers, youth and community members.
Goal 2	Protect, advance and implement PIB/syilx Title and Rights. PIB will be adequately and meaningfully consulted and if appropriate, accommodated, with respect to any Activity that may adversely impact Aboriginal Rights and Title in PIB's Area of Responsibility
Goal 3	Identify and protect PIB cultural interests within syilx Territory and the PIB Area of Responsibility. Through the strength gained from tmix^{w} and captikwł, we will protect our knowledge and cultural foundations
Goal 4	Reduce or eliminate capacity bottlenecks and improve long-term financial sustainability.
Goal 5	Undertake cultural and environmental restoration and enhancement work.
Goal 6	Increase PIB land and resource security

GOAL 1: COMMUNICATIONS AND OUTREACH		**MEASUREMENT**
1	**Improve communication with PIB community members**	PIBNR representative attends all band meetings.
2		PIBNR posts to Facebook pages at least 3 times per week.
3		PIBNR submits to PIB Newsletter at least 1 time per month
4		PIBNR hosts engagement and update sessions 1 time per month (online)
5	**Establish PIB Elders Council**	Council description; Terms of Reference; Council budget; Council members, Council work plan; policies; procedures.

GOAL 2: IDENTIFY AND PROTECT PIB CULTURAL INTERESTS		**MEASUREMENT**
6	**Through the strength gained from tmix^{w} and captikwł, we will increase our knowledge and cultural foundations by revitalizing language and cultural teachings.**	• Conduct Use and Occupancy Mapping Surveys (UOMS) with Elders and Knowledge Keepers. Record a minimum of 5,000 points/lines/polygons annually.

		• Tech-to-TEKK program will be implemented annually to train staff and community members (e.g. language, protocols, caretakership, cultural principles, features and practices) • PIB NR utilizes community information, directing and knowledge improve the health and wellbeing of tmixw, siwɬkʷ and tmxwulaxw. • Cultural research is a core component of the referral response process
7	**Conduct Cultural Heritage Resource Assessments (CHRA) for proposed land and resource use activities within syilx Territory and the PIB AOR to identify and protect PIB interests.**	• CHRA's are conducted for all referrals • PIB interests are identified • PIB interests are protected and/or impacts mitigated using the PIBNR 4 pillar process (social, cultural, environmental, economic).
8	**Develop and implement National syilx forest standards that will be applicable across syilx Territory.**	• PIB interim standards will be advanced via the Chiefs Executive Council (CEC) Natural Resource Committee (NRC) Forestry Working Group (2022). • CEC approves standards via Tribal Council Resolution (2022) • Engagement with Forestry proponents, external government and Crown corporations (2023) • Standards are implemented within syilx Territory with support from PIB (2023-2027).
9	**Develop further community-based standards to protect PIB interests with respect to land, water, environment and culture**	• Funding will be acquired to develop standards (2022). • Community/Council will be engaged to discuss standard components. (2022-2023) • Standards will be developed following community input with a focus on lands, waters, environment and culture. (2023-2024). • Standards will be brought before PIB Chief and Council for ratification (2024). • Interim standards will be implemented by PIB following Council ratification (2024). • Standards will be presented to the syilx Natural Resource Council for further development, multi-community engagement and recommendation to the Chiefs Executive Council (2024). • Standards approved by Chiefs Executive Council via Tribal Council Resolution (2025). • Standards implemented across syilx Territory (2026-27).
GOAL 3: REDUCE OR ELIMINATE CAPACITY BOTTLENECKS AND IMPROVE LONG-TERM FINANCIAL SUSTAINABILITY.		**MEASUREMENT**
10	**Create new FTE positions with a focus on report writing, proposal writing, accounting and Title and Rights**	• Program description; Org chart; job descriptions; program budget; program work plan; policies; procedures. • Title and Rights Director (2022) • PIBNR Accounting (2023)

		• PIBNR Major Projects Lead (2024)
GOAL 4: UNDERTAKE ENVIRONMENTAL RESTORATION AND ENHANCEMENT WORK		**MEASUREMENT**
11	**Secure 5year funding agreement to undertake on-reserve environmental restoration and enhancement work.**	5-year funding agreement secured (2022)
12	**Engage with PIB community and Chief and Council to determine restoration and enhancement priorities**	• Community engagement (2022) • Council approval (2022)
13	**Secure and train staff to undertake restoration and enhancement projects. Secure necessary equipment and contracts to undertake community driven activities.**	• A minimum of 5 staff are secured (2022) • Professional development is ongoing (2022-2027) • Funding is secured for necessary equipment purchase annually. • Contracts are developed as necessary on an annual basis.
14	**Complete community driven restoration and enhancement projects.**	Staff complete targeted restoration and enhancement projects on reserve annually.
GOAL 5: PROTECT AND ADVANCE SYILX TITLE AND RIGHTS ACTIVITY		**MEASUREMENT**
15	**We will increase the effectiveness of our governance structure to achieve self-determination within syilx Nation Territory and the PIB Area of Responsibility.**	• Proponents and external governments seeking to conduct activities on the land are engaged. • Any proposed activities are reviewed in accordance with the PIB referral response policy. • Proponents acknowledge syilx Title and Rights, • Proponents abide by syilx/PIB direction with respect to any and all proposed land developments. • Beneficial relationships (including specific commitments) are developed with government and proponents. • PIB Referral Policy is implemented. • PIB Decision making process is implemented. • Work with appropriate departments where applicable.
16	**PIB will benefit from the extraction of unceded resources, and the use of unceded lands and waters.**	• Relationship Agreements will be developed with proponents and government and approved by PIB Community and Chief and Council • Mutual Benefit Agreements (MBA) will developed and implemented with respect to PIB approved land and resource uses within syilx Territory and the PIB AOR.

SIYA (see-ya) (SASKATOON BERRY)
Community Services
Through the strength gained from the timixw and captikwl, we will increase the community services of Snpink'tn through the development of diverse programs and services that are balanced, barrier free and inclusive to all.
Departments: • Language & Culture • Social Development • Health • Housing • Education • Little Paws • Footprints • Finance & IT • OTDC • Communications • Public Works • Footprints • Emergency Management

STRATEGIC 5 YEAR ACTIVITIES PLAN

SIYA

(See-ya)

COMMUNITY SERVICES

Through the strength gained from timix^{w} and captik^{w}l, we will increase the community services of Snpink'tn through development of diverse programs and services that are balanced, barrier free and inclusive to all

COMMUNICATIONS

Strategic Priority	***SIYA (SEE-YA) - SASKATOON BERRY*** **COMMUNITY SERVICES: THROUGH THE STRENGTH GAINED FROM *TIMIX^{W}* AND *CAPTIK^{W}L*, WE WILL INCREASE THE COMMUNITY SERVICES OF SNPINKTN THROUGH THE DEVELOPMENT OF DIVERSE PROGRAMS AND SERVICES THAT ARE BALANCED, BARRIER FREE AND INCLUSIVE TO ALL**
Department Name	**COMMUNICATIONS**
Manager / Team Leader	**LESLEY GABRIEL**
5 Years Ending	**2022-2027**

5 YEAR GOALS

Goal 1	Improve Internal Communications
Goal 2	Support and encourage membership to participate in the community engagement process and recognize its role in addressing issues and contributing to PIB Policy and solutions
Goal 3	Establish and build on mutually beneficial, trustworthy relationships with PIB Community, Departments and Leadership
Goal 4	Build a stronger awareness of PIB's initiatives within the community, externally among surrounding municipalities, and in the media

	5 YEAR PLAN ACTIVITY	MEASUREMENT
1	**Create, Consolidate, promote and leverage existing informational databases or platforms of general inquiries/frequently asked questions for staff to find consistent answers to questions**	• # of staff participation • # of member participation • # of engagement sessions with staff • # of engagement sessions with members • #of inquiries and faqs from staff and members
2	**Identify Gaps in Communication and Community Engagement**	• # of engagement sessions with staff to identify gaps • # of engagement sessions with members to identify gaps
3	**Expand and formalize an Issues Management Protocol to effectively identify monitor and respond to issues (with the involvement of Leadership, CAO and Department Managers)**	• # of staff participation • # of member participation • # of engagement sessions with staff • # of engagement sessions with members • # of issues identified per department • # of issue identified from members • Results of meetings
4	**Increase participation through staff and community consultation and dialogue**	• # of staff participation • # of member participation • # of engagement sessions with staff • # of engagement sessions with members
5	**Enhance PIB's Media Relations Strategy**	• improvement on media priorities • results of meetings with stakeholders and media outlets • implementation of media templates

FINANCE

Strategic Priority	***SIYA (SEE-YA) - SASKATOON BERRY*** **COMMUNITY SERVICES: THROUGH THE STRENGTH GAINED FROM *TIMIX*^{W} AND *CAPTIK*^{W}*L*, WE WILL INCREASE THE COMMUNITY SERVICES OF SNPINKTN THROUGH THE DEVELOPMENT OF DIVERSE PROGRAMS AND SERVICES THAT ARE BALANCED, BARRIER FREE AND INCLUSIVE TO ALL**
Department Name	**FINANCE**
Manager / Team Leader	**BRIAN CONNER**
5 Years Ending	**2022-2027**

5 YEAR GOALS

Goal 1	Penticton Indian Band continues to meet its financial and reporting obligations and is saving money for the future and ensures financial sustainability.
Goal 2	Penticton Indian Band is charting the path forward, making independent decisions, is prepared, takes proactive initiatives, and has the capacity to continue business operations amidst all challenges that may come, and risks are monitored annually and mitigated.
Goal 3	Penticton Indian Band Finance Department is a leader within the organization and provides support to managers and staff in all areas of financial management of the Band and will increase its reliability and capacity to continue delivering on this.

	5 YEAR PLAN ACTIVITY	MEASUREMENT
1	**Integrate TAS System in Utilities and Property Tax in Xyntax**	They are integrated, one entry between systems, Tax Administrative System (TAS) and Xyntax or TAS and Utilities, reports match. Less time reconciling between systems.
2	**Increase Finance Staff Capacity**	Finance staff are working independently and completing all tasks within their area of responsibility. Finance staff have created their individual education plan and budget needs for ongoing learning. Finance staff have increased their knowledge and capacity by successfully achieved their learning outcomes. CFO is able to rely on finance staff to provide support to departments and staff, can easily delegate work to staff and know it will be completed timely or staff are taking initiative without prompting and the CFO is spending majority of the time monitoring, overseeing the work and mentoring staff.
3	**Improve Finance performance, accuracy and effectiveness within the organization and impact positive changed**	Departments are reaching out to Finance for support, finance staff are aware of the needs of the organization and is taking a proactive and innovative approach in how to best support them. Finance has the capacity to support the departments to meet obligations and reporting needs in a timely manner.

4	**Xyntax App**	Xyntax App is launched; however, Asset Module and HR Module need to be functioning to use the Xyntax App.
5	**Continue to reach out to managers to offer support and training to improve financial management skills and improve their service delivery within their budgets**	Managers are surveyed about how Finance can best serve them. Scheduled training sessions, Managers are functioning at a higher level of planning and executing their plans.
6	**Planning and Policy Development**	Own Source Revenue Policy development and approval Financial Admin Law update



	HEALTH
Strategic Priority	***SIYA (SEE-YA) - SASKATOON BERRY*** **COMMUNITY SERVICES: THROUGH THE STRENGTH GAINED FROM *TIMIX*^{W} AND *CAPTIK*^{W}*L*, WE WILL INCREASE THE COMMUNITY SERVICES OF SNPINKTN THROUGH THE DEVELOPMENT OF DIVERSE PROGRAMS AND SERVICES THAT ARE BALANCED, BARRIER FREE AND INCLUSIVE TO ALL**
Department Name	**HEALTH**
Manager / Team Leader	**JACKI MCPHERSON**
5 Years Ending	**2022-2027**

5 YEAR GOALS

Goal 1	To Provide the highest quality of health services and programs to PIB Community
Goal 2	To improve the health and well-being of mothers and children within the Penticton Indian Band Community
Goal 3	To assess community needs in relation to mental health issues, program needs and service delivery. Including organic mental health issues, head injury and drug/alcohol induced psychosis.
Goal 4	To develop and enhance the community knowledge about solvent abuse and the impact on all aspects of the community; and to develop a comprehensive program to support all age groups in the area of prevention and treatment of solvent abuse issues.
Goal 5	To provide a holistic and culturally health promotion and illness prevention program that is community based and includes cultural activities, traditional dietary knowledge and Okanagan values within all program aspects and targets all age-groups.
Goal 6	To provide a holistic and culturally health promotion and illness prevention program that is community based and incorporates cultural activities, traditional dietary knowledge and Okanagan values within all program aspects and targets all age- groups.
Goal 7	To decrease the number of PIB community members with addiction related issues; and to increase the number of community members accessing addiction support, prevention and awareness activities and information.
Goal 8	to provide a comprehensive and collaborative diabetes program that will incorporate an integrated approach to decrease the incidence and enhance treatment options for Diabetes.
Goal 9	To increase the level of health related activities and choices for Penticton Indian Band community members in order to promote health and wellness; and to educate and create awareness to reduce injury for community members.
Goal 10	To enhance and increase the level of health for PIB community members through the efficient and comprehensive provision of a Community Health Nurse and Nurse Practitioner.
Goal 11	To increase the knowledge and awareness of the Penticton Indian Band about sexual health through a culturally relevant and comprehensive education and awareness program for all age groups.

Goal 12	To meet or exceed the water quality standards set by the Guidelines for Canadian Drinking Water by implementing a system of regular water sampling and testing. And to eliminate community impacts of environmental contaminants by identifying, monitoring, developing and implementing mitigation strategies.
Goal 13	To improve the health and well-being of aging and/or chronically ill community members and their families through the provision of high quality, cost effective and culturally relevant home care service provision using a holistic and comprehensive continuum of health care.
Goal 14	To enhance and increase the level of health for PIB community members through the efficient provision of Medical transportation and access to Non-Insured Health Program.
Goal 15	To enhance and improve the health and well-being of PIB Elders through providing programs and services that incorporate cultural values and holistic approaches to physical, emotional, spiritual and social health programming. The Elders will be fully engaged and empowered to identify their priorities and structure of programs available.
Goal 16	To enhance and improve the health and well-being of PIB Youth through providing programs and services that incorporate cultural values and holistic approaches to physical, emotional, spiritual and social health programming. The Youth will be fully engaged and empowered to identify their priorities and structure of programs available.
Goal 17	To enhance and improve the health and well-being of PIB community through providing programs and services that provide nutritional food and educational opportunities to all age-groups and families. As well as provide food preparation and distribution to community and gatherings.
Goal 18	The proposed Penticton Indian Band Health Advisory committee is a committee that will guide the community priorities for health and will assist in the identification of gaps in services that will result in the development of health programs.

	5 YEAR PLAN ACTIVITY	MEASUREMENT
GOAL: HEALTH SERVICES		
1	• **Review and list of existing programs** • **Identify gaps in programming** • **Identify resources required**	• List of programs and services • Report on gaps of services • List of proposed programs and resources required
2	• **Negotiate funding agreement with FNHA** • **Identify alternate funding sources** • **Prepare and submit proposals as needed**	• PIB/FNHA funding agreement • List of potential sponsors for programs • List of potential and complete funding proposals
3	• **Review existing clinical services** • **Identify gaps in services, resources and physical space requirements** • **Identify specialized clinicians that may want to partner** • **Negotiate supplier medical number**	Proposed clinical services plan
4	• **Assess PIB health programs and services policies, procedures and standards**	Proposed Accreditation process

	• **Negotiate potential Accreditation funding from FNHA**	
5	• **Review all relevant plans, policies and agreements** • **Identify next steps and reporting requirements** • **Revise as needed**	• Completed pandemic plan • Completed emergency preparedness plan
6	• **Develop organization chart** • **Review job descriptions, work plans, program charters** • **Annual staff evaluations**	• Complete health organization chart • Complete job descriptions • Complete work plans • Annual staff evaluations • Recruitment process • Staff retention program
7	• **Review existing budget, reporting and approval processes** • **C&C ratification of annual budget**	Ratified budget
GOAL: MOTHERS and CHILDREN		
8	• **Offer parenting workshops** • **Provide resource materials for parents** • **Identification of number of expectant parents**	• Number and schedule of sessions • Number of participants • Participant survey
9	• **Provide child health and immunization clinics in collaboration v and CDC**	• Number of up to date immunizations • Number of families attending clinics Communication and promotional materials
10	• **Provide breast pumps** • **Provide individual sessions to support new moms** • **Provide increased awareness of the benefits for breast feeding**	• Number of breast pumps provided • Number of babies' breast fed • Number of mothers participating
11	• **Offer cooking classes** • **Provide a healthy harvest box**	• Number of families attending class. • Number of harvest boxes • Inventory of Harvest Box • Financial management reporting
12	• **Update list of specialized health professionals** • **Maintain patient medical files** • **Follow up with patient**	• Number of service providers • Number of annual updates • Number of people referred
13	• **Outreach sessions for children ages 0 – 6 yrs** • **Patient report of findings** • **Development of Case Plan** • **Referrals as required**	• Number of up to date assessments • Number of children • Number of completed case plans
14	• **Provide a structured safe environment for physical activity** • **including a walking and exercise class.**	• Number of sessions • Number of participants

		• Physical and endurance data • Collected (BMI, wt, etc)
GOAL: MENTAL HEALTH CRISIS MANAGEMENT		
15	**Develop and implement agreement between Interior Health, PIB and ONA to create a comprehensive mental health program.**	• Annual Agreement for revisions • Number of meetings • Participant list, agendas, meeting minutes, etc. • Inventory of MH programs
16	• **Update and evaluate the existing MH program** • **Develop a referral and case management process**	• Completed program plan • Completed referral process • Completed case management plan
17	**Compile a list of acceptable counselors, psychiatric services and professionals**	• Number of service providers • List of service providers • Number of active referrals
18	• **Complete 2 educational sessions** • **per year for staff and community to build awareness of mental health issues for all ages and genders**	• Number of community participants • Number of staff participants • Topic and agenda • Participant feedback
19	• **Prepare care plans for individual clients dealing with mental health and head injury issues in consultation with Interior Health**	• Number of clients • Number of completed care plan Number of annual client file reviews
20	• **Interior Health to identify a mental health specialist that will work closely with the community**	• Mental Health specialist sessions • Number of clients and case files opened
21	• **Work with knowledge keepers in community** • **Develop cultural protocols to support mental health programs**	• Number of protocols • Number of knowledge keepers participating
GOAL: SOLVENT ABUSE PROGRAM		
22	• **Implement the LOU between Interior Health and Okanagan Nation to create a collaborative program to prevent and treat solvent abuse incidents.**	• Review implementation annually
23	• **Research and develop a community based prevention strategy for youth**	• Prevention program plan complete • Implementation of plan
24	• **Compile a list of acceptable counselors dealing with Solvent Abuse Create a process for referrals**	• Current list of counselors in area • Written procedure for referrals, including confidentiality protocols
25	• **Educational and awareness sessions for staff and community**	• Number of community who understand solvent abuse impacts • Number of participants Qualitative and quantitative data

26	• **Collaborative care plans for individual clients in partnership with Interior Health and treatment facility staff**	• Number of comprehensive individual care plan that encompasses the needs and limitations of client and family
27	• **Develop individual youth treatment plans in collaboration with Interior Health and other support programs**	• Completed treatment plans • Number of case conferences with Interior Health • Number of at-risk youth
28	• **Work with knowledge keepers in community for cultural protocols**	• Ensure culturally sensitive protocols developed for program that fits within the community and service delivery plans
GOAL: BRIGHTER FUTURES		
29	**Mental Health** **Promote, provide access, and develop community based services for all age groups**	• Revise program plan as needed Number of clients • Number of referrals
30	**Child Development** **Toy and book lending services**	• Annual donation drive • Seek new partners annually Number of participants
31	• **Infant stimulation – including brain gym, ages and stages**	• Number of participants • Number of sessions
32	• **Behavioral and developmental screening at different intervals for children**	Number of assessments Number of sessions
33	**Injury Prevention** **Reduce the amount of injuries in community through workshops and aware- ness programs**	Number of injury and age groups Number of workshops
35	**Coordinate and organize a designated week of activities to education parents and children about injury prevention**	Number of children, age groups Number of parents
36	**Healthy Babies** **Improve the health of babies being born in the community through individual and group sessions**	Number and type of sessions Number of participants
37	**Parenting Skills** **Assist to improve the parenting skills of parents and grandparents in community through individual and group educational, promotion and awareness sessions.**	• Number of sessions Number of participants • Pre– and Post– session data
38	**Outreach for Mothers** **Have consistent parenting gatherings that cover all aspects of parenting and family development.** - **parenting class** - **community kitchens** - **various workshops**	• Number of sessions • Number of participants • Number of expectant parents • Number of servings for community kitchen • Number of high risk mothers and babies
39	**Reproductive Health**	• Number of pregnant women • Number of individual and group sessions

	Provide workshops and one on one sessions for pregnant or pre pregnant community members	
40	**Family & Prenatal Screening & Assessment** • **Develop a screening and assessment tool** • **Have health staff to visit or phone Moms at least 1x every 2 weeks** • **Phone and home visits**	• Number of pregnant women Number of births • Number of contacts • Number of active care plans
41	**Case Management** **Meet weekly for meetings with appropriate staff**	• Number of meeting • Staff participation minutes
42	**Integrate Culture into programs** **Include Elders in all activities and document and incorporate traditional knowledge**	• Number of sessions • Number of Elders
43	**Health Promotion** **Promote healthy life styles through using a traditional Okanagan approaches**	Number of programs incorporating Okanagan health pro- grams
44	**Referrals for Maternal Health Services** **Provide referrals as needed**	Number of referrals
45	**Increase knowledge about Maternal & Infant nutritional Health** • **Proved cooking and nutrition classes** • **Provide a healthy harvest box**	• Number of families attending class. • Number of parents accessing harvest boxes.
GOAL: ADDICTION SERVICES, SUPPORT, PREVENTION and AWARENESS		
46	• **Maintain an active client database** • **Case conferencing with clients and families to develop plan of care**	• Develop and maintain client files and care plans • Resource materials to support pre and post treatment
47	• **Update steps for accessing treatment facilities** • **Identify and update band and partner support list for referrals and transportation for clients** • **Update and maintain current list of treatment facilities funded NIHB Update and maintain client information package for referrals**	• Current info and registration info on all funded centers in BC • Support resource list of partners • Client fact sheet for access to treatment facilities Client information packet
48	**Build awareness and understanding of addictions free lifestyles by planning and implementing activities**	• Activity list • Number participants • Participant evaluation
49	**Develop PIB prevention strategy in collaboration with health, social and community feedback**	• Develop project charter that identifies process • Completed prevention strategy

50	**Identify, list and establish relationships with area addiction service providers and resources**	Current list of addiction service providers and outreach workers in area
51	**Contact and work with cultural knowledge keepers in community to incorporate the cultural knowledge onto program.**	• List of cultural knowledge keepers • Staff fact sheet for cultural inclusion strategies
52	• **Provide 2 educational sessions for various age groups** • **Present at parenting programs, home visits and community workshops**	• Educational and resource materials Number of clients, referrals and participants
53	**Provide 2 sessions and community supports and education for solvent abuse.**	• Individual client needs assessment Participant evaluation.
GOAL: ABORIGINAL DIABETES INITIATIVE (ABI)		
54	**Workshops and Informational sessions**	• Number of workshops Number of participants
55	• **Provide resources and information that is culturally relevant** • **Individual and group sessions**	• Number of resources • Number of TK Keepers involved Number of sessions and participants
56	• **Provide workshops and educational sessions**	• Number of sessions Number of participants • Qualitative and quantitative data
57	• **Implement the LOI between Interior Health and the Okanagan Nation Alliance** • **Promotion of IH diabetes programs**	Completed protocol agreement Number of participants
58	**Update database of health professionals Update process for tracking and maintaining referrals**	• Compile an updated list in office • Number of people referred with follow up visit.
59	**Provide opportunity as well as outreach for this assessment**	Number of children screened Number of cases confirmed
60	• **Assess and revise existing diabetes re- source materials** • **Incorporate culturally specific information to enhance the knowledge transfer**	• Number of resources reviewed Final document review • Number of resources provided to clients
61	• **Provide support and referrals for pregnant woman for the screening, diagnosis and treatment of gestational diabetes** • **Provide prevention education**	• Number of pregnant women Number of women screened Number of referrals • Number of educational sessions. •
GOAL: HEALTH PROMOTION and INJURY/ILLNESS PREVENTION		
62	• **Offer workshops** • **Provide individual and group sessions**	• Number of workshops Number of participants
63	**Individual and group sessions**	• Number of resources • Number of TK Keepers involved Number of sessions and participants
64	**Individual and group sessions and Workshops**	• Number of sessions Number of participants

		• Qualitative and quantitative data
65	**Group workshops and Individual sessions**	Completed protocol agreement Number of participants
66	• **Compile updated list of referrals for child health and social support as needed** • **Referrals as needed**	• Compile an updated list in office • Number of people referred with follow up visit.
67	• **Access a nurse practitioner from Interior Health** • **Incorporate wellness clinics**	Number of children screened Number of cases confirmed
68	• **Ages and stages program** • **Injury prevention program** • **Active outreach**	• Number of resources reviewed Final document review • Number of resources provided to clients
69	• **Provide support as well as teaching on how to support their children in the area of injury prevention**	• Number of pregnant women Number of women screened Number of referrals • Number of educational sessions.
70	• **Offer workshops** • **Provide individual and group sessions**	• Number of participants • Participant surveys • Agendas, minutes, promotional materials, etc.
71	**Individual and group sessions**	• Number of participants • Participant surveys • Agendas, minutes, promotional materials, etc.
72	**Individual and group sessions and Workshops**	• Number of parent participants • Number of high risk target group participants
73	**Group workshops and Individual sessions**	• Number of participants • Participant surveys • Agendas, minutes, promotional materials, etc.
74	• **Compile updated list of referrals for child health and social support as needed** • **Referrals as needed**	• Updated list of allied services for referrals • Number of people referred with follow up visit
75	• **Access a nurse practitioner from Interior Health** • **Incorporate wellness clinics**	• Number of days for nurse practitioner Number of wellness clinics • Number of clients
76	• **Ages and stages program** • **Injury prevention program** • **Active outreach**	• Monitor needs and rate of child's learning • Develop case plan for each child

77	**Provide support as well as teaching on how to support their children in the area of injury prevention**	• Number of participants • Participant surveys • Agendas, minutes, promotional materials, etc.
GOAL: COMMUNITY HEALTH NURSING		
78	• **Community workshops and meetings about communicable disease.** • **Home visits and individual client appointments**	• Number of sessions Number of participants • Number of client files
79	**Community information dissemination Community workshops and educational sessions**	Informational resources Number of sessions
80	• **Information dissemination** • **Target group workshops and educational sessions Individual and family sessions**	Number of sessions Number of participations Type of information
81	• **Community workshops on lifestyle, life cycle and prevention of transmission of communicable disease, diabetic counselling and monitoring, injury prevention, and 1-1 counselling** • **Information and resource dissemination Individual and group counselling**	• Number of sessions. Number of participants • Number of referrals • Participant feedback surveys
82	• **Update list of service providers** • **Series of meetings with service providers Referral process for support services**	Number of service providers Number of referrals Number of case files
83	• **Wellness education workshops** • **Referral services for clients to Home Care Nursing program**	Number of sessions Number of referrals
84	• **Provide flu clinics and vaccines** • **Provide briefing notes and updates to community** • **Review and revise pandemic plan**	• Number of participants Number of vaccines • Update pandemic plan
85	• **Individual client assessments** • **Referrals to allied health service providers** • **Case conferencing with client physicians and CHN**	Completed policy
GOAL: SEXUAL HEALTH PROGRAM		
86	• **Provide community workshops and meetings about AIDS/HIV** • **Provide informational material for newsletter and social media**	• Number of sessions • Number of participants • Agenda and minutes

87	• **Provide educational workshops** • **Provide community educational material for newsletter and social media**	• Number of participants • Number of sessions • Materials provided
88	• **Develop a promotional strategy that targets various age groups, this includes LGBTQ.**	Completed promotional strategy
89	• **Negotiate community protocol agreement with Interior Health to facilitate access and confidentiality for community members who request testing**	Completed and ratified protocol agreement
90	• **Update list of service providers** • **Promote IH services within the community**	• Number of service providers Number of referrals • Number of case files
91	**Review existing resource materials for cultural appropriateness**	• Number of resources • Number of revised documents
92	**Update list of Aboriginal service and educational providers to integrate into a comprehensive sexual health program**	• Number of service providers Number of reviews
93	**Review existing policies and incorporate appropriate changes**	Completed policy
GOAL: ENVIRONMENTAL HEALTH DRINKING WATER SAFETY PROGRAM		
94	**Collect, catalogue and test water samples from community reservoir.**	• Monthly report • Data collection and analysis
95	**Educational presentations and workshops for all age groups.**	• Educational presentation and re- source development • Qualitative/quantitative evaluation
96	**Collect, catalogue and inspect community and band owned residences by request from individual homeowners or housing coordinator.**	Number of housing inspections Annual summary report
97	**Educational presentations and workshops for all age groups.**	• Educational presentation and resource development • Qualitative/quantitative evaluation
98	• **Update a monthly reporting template in collaboration with federal EHO.** • **Maintain monthly reporting**	• Monthly report submission • Data collection and analysis utilized for planning
99	• **Network with band community, housing and business staff re: environmental and water quality issues**	• Quarterly meetings with staff Monthly newsletter submissions
GOAL: HOME and COMMUNITY CARE		
100	• **Provide a high quality and accountable home care program**	• Annual review of objectives and goals • Financial review and report

101	• **Complete client assessments** • **Ensure appropriate partnerships with Interior Health and other health programs**	• Number of client assessments • Number of active partnerships
102	**Assess and identify equipment needs Housing inspections for equipment**	• Database of PIB equipment • List of client equipment needs • Numbers of houses inspected
103	• **Develop and maintain a system of hiring, managing and training home support staff** • **Identify clients special needs**	• Establish and review policy • Review staffing levels • Level of training of each staff
104	• **Provide support to families to assist with the transportation of clients** • **Audit this program annually**	• Number of clients • Number and type of trips • Audit financial reports
105	• **Provide educational and professional development sessions and workshops for clients and staff**	• Number of sessions • Number of participants
106	• **Provide a series of awareness and educational workshops in partnership with local and regional service providers** • **Provide community updates and briefs**	• Number of sessions • Number of participants • Participant surveys
107	**Support family involvement through individual and group sessions to identify barriers and support to assist families to take part in the care of clients**	Number of sessions Number of participants
GOAL: MEDICAL TRANSPORTATION and NON-INSURED HEALTH BENEFITS (NIHB) PROGRAM		
108	• **Provide awareness presentations on benefits and access to benefits.** • **Quarterly newsletter articles**	• Material/resource information Community presentations • Participant evaluation
109	• **Community workshops** • **Program materials disseminated Develop client database**	• Number and type of materials • Number of community sessions • Fact sheet development Number of client files
110	• **Program criteria and information dissemination** • **Track client and usage data**	• Number of clients Usage data analysis
111	• **Staff in-service workshops Track client referrals** • **Community and individual educational sessions**	• Number of staff participants Number of referrals Participant evaluation
112	• **Monitor and track client satisfaction through evaluative survey** • **Seek client feedback**	• Client satisfaction survey • Data collection and analysis of client feedback

113	**Monthly financial assessment**	Financial report analysis
114	• **Collection and assessment of NIHB requests including outcome** • **Liaise with local pharmacists**	• NIHB usage and outcome summary sheet • Pharmacist feedback survey
115	**Provide secure records storage Client information disclosure forms**	Client records audit
GOAL: ELDERS PROGRAM		
116	**Regular meetings and gatherings for Elders to discuss health programming needs**	• Number of meetings • Agendas/minutes for meetings • Promotional materials • Number of participants
117	• **Support Elders to attend gathering though providing financial and chaperone support.** • **Coordinate all travel for Elders and support chaperones.** • **Provide health care for Elders with chronic illness or disability (meds, equipment, etc.)** • **Provide emergency contact as needed**	• Number of Elders registered • Care plan for each Elders • Travel plan and contacts for Elders and chaperones • Identify health care personnel that will attend from PIB
118	• **Support Elders to attend gathering though providing financial and chaperone support.** • **Coordinate all travel for Elders and support chaperones.** • **Provide health care for Elders with chronic illness or disability (meds, equipment, etc.)** • **Provide emergency contact as needed**	• Number of Elders registered • Care plan for each Elders • Travel plan and contacts for Elders and chaperones • Identify health care personnel that will attend from PIB
119	• **Provide age and ability appropriate exercise classes or activity** • **Ensure physician permission for participation** • **Provide clinical support to limit injury or illness as needed** • **Provide appropriate equipment and safety protocols for Elders** • **Track fitness activities for each Elders**	• Pre/Post exercise program screening to identify health status and goals • Number of participants • Types of activities
120	• **Promote community involvement through providing information on PIB programs and services**	• Number of PIB departments engaged • Minutes to meetings

	• **Provide engagement sessions to identify priorities and feedback to leadership** • **Develop and implement a monthly newsletter and social medial update about Elders activities.**	
121	• **Develop a database of Elders and their area of TK expertise** • **Identify Elders that want to share their knowledge and develop a plan for each**	Database developed and utilized
123	**Develop and promote an Elder/Youth gathering to enhance relationship building, and create opportunities to share traditional knowledge.**	• Number of meetings • Agendas/minutes for mtg • Promotional materials • Number of participants
GOAL: CHILD and YOUTH PROGRAMS		
124	**Regular meetings and gatherings for Youth to discuss health programming needs**	• Number of meetings • Agendas/minutes for meetings • Promotional materials • Number of participants
125	**Plan, coordinate provide activities**	• Number of youth participating
126	• **Provide age and ability appropriate exercise classes or activity** • **Ensure parent permission for participation** • **Provide appropriate equipment and safety protocols** • **Track fitness activities for each Youth**	• Number of participants • Types of activities
127	• **Promote community involvement through providing information on PIB programs and services** • **Provide engagement sessions to identify priorities and feedback to leadership** • **Develop and implement a monthly newsletter and social medial update about Youth activities**	• Number of PIB departments engaged • Minutes to meetings
128	**Develop and promote an Elder/Youth gathering to enhance relationship building, and create opportunities to share traditional knowledge.**	• Number of meetings • Agendas/minutes for mtg • Promotional materials

		• Number of participants
GOAL: FOOD and NUTRITIONAL PROGRAMS		
129	• **Increase recruitment for participants through promotional materials (newsletter, social media, etc.)** • **Implement engagement sessions with participants to get feedback and identify priorities**	• Number of meetings • Agendas/minutes for meetings • Promotional materials • Number of participants
130	• **Acquire nutritional food items for boxes** • **Preparation of Harvest Boxes** • **Distribution of Healthy Harvest Boxes** • **Track number of families/boxes**	• Number of HH Boxes • Inventory of each box
131	• **Acquire nutritional food and information for each session** • **Promotion of S&S sessions** • **Track number of participants** • **Menu development and recording for each session**	• Number of participants • Menu records • Promotional items
132	• **Implement Community Kitchens sessions** • **Identify specialized diets** • **Increase participation by promoting sessions**	• Number of PIB departments engaged • Minutes to meetings
133	**Provide support as needed for special events and gatherings as needed**	• Number of events • Number of participants • Type of activities



SOCIAL DEVELOPMENT

Strategic Priority	***SIYA (SEE-YA) - SASKATOON BERRY*** **COMMUNITY SERVICES: THROUGH THE STRENGTH GAINED FROM *TIMIX*^{W} AND *CAPTIK*^{W}*L*, WE WILL INCREASE THE COMMUNITY SERVICES OF SNPINKTN THROUGH THE DEVELOPMENT OF DIVERSE PROGRAMS AND SERVICES THAT ARE BALANCED, BARRIER FREE AND INCLUSIVE TO ALL**
Department Name	**SOCIAL DEVELOPMENT**
Manager / Team Leader	**CRICKET TESTAWICH**
5 Years Ending	**2022-2027**

5 YEAR GOALS

Goal 1	Social Development staff will deepen their commitment and understanding of community needs and will develop and strengthen capacity and expertise within the department to respond to needs of the most vulnerable people in our community in a way that meets their basic needs (food, shelter, health and well-being).
Goal 2	Penticton Indian Band children placed in care are not removed from community and Penticton Indian Band can provide safe homes for children within community or within neighboring communities.
Goal 3	Penticton Indian Band children, families and elders are free from severe physical danger and harm.

	5 Year Plan Activity	Measurement
1	**Complete a comprehensive children and family needs assessment.**	Report will be completed, 50% of families on PIB would have completed survey or have been interviewed.
2	**Conduct an operational review and capacity assessment within Social Development to determine staffing and other resources needed to address outcomes of needs assessment.**	Independent consultant to review services and report on findings and recommendations. Will accompany the operational review completed in 2022.
3	**Secure long-term office space or build a new office building so that Social Development has the space for staffing, programs and services that meet needs of community.**	Feasibility study for best option for Soc Dev
4	**Develop Social Development Policies and Procedures**	Will include safety plans and will draft policies prepared by fall of 2022

5	**Collaborate and partner with other stakeholders, such as ONA, Health, Education and MCFD, share findings of needs assessment and operational assessment to make them aware of our priorities and to communicate where they can support PIB community. Take ownership of jurisdiction.**	• Provide copy of PIB's strategic plans, outcomes from children and family needs assessment, along with internal capacity assessment provide other stakeholders with current situation and point out areas where they can assist PIB. • Working with other PIB programs that's are applicable ie: Education, Health, First Nation Policing, Housing, etc





	EDUCATION
Strategic Priority	***SIYA (SEE-YA) - SASKATOON BERRY*** **COMMUNITY SERVICES: THROUGH THE STRENGTH GAINED FROM *TIMIX*^{W} AND *CAPTIK*^{W}*L*, WE WILL INCREASE THE COMMUNITY SERVICES OF SNPINKTN THROUGH THE DEVELOPMENT OF DIVERSE PROGRAMS AND SERVICES THAT ARE BALANCED, BARRIER FREE AND INCLUSIVE TO ALL**
Department Name	**EDUCATION (GENERAL ADMINISTRATION)**
Manager / Team Leader	**DIRECTOR OF EDUCATION-KATHY PIERRE**
5 Years Ending	**2022-2027**

5 YEAR GOALS

Goal 1	The Director of Education will develop and implement opportunities to revitalize and increase n'syilxcen acquisition; learn the captikwl; learn about syilx cultural ceremonies and protocols for PIB staff and community for the 5-year period commencing April 2, 2022, to March 31, 2027.
Goal 2	The Director of Education and the Penticton Indian Band Education Principal will develop and implement continuing learning opportunities in partnership with local colleges and the En'owkin Centre to provide general interest workshops, short courses, and training opportunities for Penticton Indian Band community at all levels for the 5-year period commencing April 1, 2022, to March 31, 2027.
Goal 3	The Director of Education will build capacity by mentoring the Education Management team to develop strong managerial competencies focused on financial management, accountability, and leadership to improve educational outcomes, services and programs offered to the PIB community and membership for the 5-year period commencing April 1, 2022, to March 31, 2027.

Goal 4	For the 5-year period commencing April 1, 2022, to March 31, 2027, The Director of Education will work with the PIB Education management staff to include band school principals, Little Paws Child Centre Manager, and Post Secondary Education Coordinator to review, revise and develop general education policies and procedures at all levels to improve administration processes; human resources; financial management and accountability; and succession planning for all levels in Education Administration.
Goal 5	The Director of Education will develop and implement strategies to improve modes of communication with the other department managers, Chief and Council, outside organizations, PIB Community and membership for the 5-year period commencing April 1, 2022, to March 31, 2027.

	5 YEAR PLAN ACTIVITY	MEASUREMENT
1	**Establish courses and opportunities for staff and PIB community for learning n'syilxcen.**	• commencing April 1, 2022, contract En'owkin Centre to deliver 2 language courses per year for 10 PIB staff to obtain a language certificate by or before March 31, 2027 • En'owkin Centre will deliver an ongoing general language program for the 10 PIB Community membership to participate annually between September and May commencing Sept 2022. • 10 PIB Education and Little Paws staff will meet weekly to work through Paul Creek Curriculum book 1 commencing May 2022.
2	**Offer cultural workshops for community members, elders, youth, and staff to increase cultural knowledge**	• PIB Education Centre will offer 2 cultural workshops per year for 10 PIB Community members to participate. • 10 PIB Admin staff will participate in quarterly workshops to learn stories from the captikwl. • By Nov 30, 2022, PIB Education will conduct a survey to determine cultural workshops of interest for the PIB community.
3	**Offer diverse short courses, workshops, and training opportunities to support lifelong learning and increase employability for community membership.**	• Annually commencing Sept 2022, 15 PIB members will participate in a training opportunity to increase employability and employment.
4	**Establishing strategies to develop managerial competencies, knowledge, and capacity.**	• Commencing September 2022, PIB Admin team will meet monthly to review financial statements and goals/objectives to support the implementation of PIB Strategic Plan.
5	**Review, update and develop policies and succession planning strategies as required.**	• By March 31, 2023, the PIB Admin team will review and revise existing education policies • By May 31, 2023, the PIB Admin team will review and revise the PIB Education Committee Terms of Reference for presentation to the PIB Chief and Council for ratification.

		• By October 31, 2023, the PIB Admin Team will recruit and re-establish the Penticton Indian Band Education Committee to meet quarterly. • By May 30, 2024, all education policies and terms of reference will be posted on the PIB website for community access.
6	**Utilize technology, social media, newsletter, and other platforms to improve communication.**	• By September 30, (annually) PIB Director of Education will establish and post on the website an annual calendar of events and meetings for the school year. • By March 31, 2023, PIB Education will establish bimonthly newsletters to provide pertinent information and to showcase student successes and school events. • Ongoing throughout the 2022-2027 strategic plan commencing on or before Dec 15, 2022, PIB Education designate will work with IT to update and revise information posted to the PIB website on a quarterly basis.
7	**Focus efforts to complete capital projects required to improve education services.**	• by April 15, 2022, PIB Education update the Director of Infrastructure regarding current education capital projects to include the new Daycare, OSCS expansion, winter house project. • establish process for Education Capital Projects team. • present capital funding request for OSCS expansion project to C&C by April 30, 2022. • complete winter house project by June 30, 2022. • work with Iredale Architect to complete DAR phase of OSCS project for submission by or before July 2022 • Complete and Submit PAR phase of OSCS expansion project by Nov 2022.

Department Name	**PENTICTON INDIAN BAND EDUCATION CENTRE**
Manager / Team Leader	**RHEA DUPUIS (PRINCIPAL)/ KATHY PIERRE (TEAM LEAD)**
5 Years Ending	**2022-2027**

5 YEAR GOALS

Goal 1	Develop and implement strategies to improve communication with parents, staff, PIB interdepartmental administrator, outside organizations, and PIB community regarding the Penticton Indian Band Education Centre commencing April 1, 2022, to March 31, 2023.

Goal 2	Develop strategies to promote and increase education services and programs at all levels at Penticton Indian Band Education Centre commencing April 1, 2022, to March 31, 2027, to support lifelong learning for students and the broader Penticton community.
Goal 3	Develop and implement a recruitment, retention, succession planning, and professional development plans to improve staffing and student enrolment at the Penticton Indian Band Education Centre commencing April 1, 2022, to March 31, 2023, to build capacity at all levels.
Goal 4	Review, revise and develop policies to update and complete the Penticton Indian Band Policy and Procedures Manual to improve the administration of education programs, staffing, operational and financial management and accountability commencing April 1, 2022, to March 31, 2027.
Goal 5	Develop and implement strategies to improve communication with parents, staff, PIB interdepartmental administrator, outside organizations, and PIB community regarding the Penticton Indian Band Education Centre commencing April 1, 2022, to March 31, 2023.

	5 YEAR PLAN ACTIVITY	MEASUREMENT
1	Develop and implement Language and Culture Programs in school	• Attendance and participation- • All staff and students will participate in Language and Culture Programs offered at the school. • All staff and students will use basic greetings, colors, numbers, and songs in N'syilxcen at least 75% by March 30th, 2027
2	Develop and implement language and cultural courses for all students to earn credits towards graduation.	PIB ED CENTRE will have an ongoing culture and language program running each school year Sept to June and will be granted course credits in N'syilxcen 10-12.
3	expand services and courses and implement continuing ed opportunities	PIB ED CENTRE will offer elective courses, and flexible training opportunities for youth and adults by March 2027
4	Seek out, develop, and provide staff professional development to increase knowledge of local culture and language	PIB ED Centre staff will have full access to a library of resources, attend professional development opportunities, and hire a Language and Culture Teacher by March 2027
5	Develop and implement cultural sensitivity training for all new staff hired	All new staff hired will participate and complete cultural sensitivity training annually commencing Sept 2022.

6	Review, update and develop policies as required	• By March 31, 2023, PIB ED CENTRE will review, update and revise policy, parent, and student handbook for implementation in September 2023, • Meet quarterly with education committee commencing Sept 2023 to provide updates regarding PIB Educ Centre programs.
7	PIB ED CENTRE will utilize technology, social media, newsletters, and other platforms to improve communication	By March 31, 2023, PIB ED CENTRE will increase modes of communication to families, community, administration, and leadership

Department Name	**EDUCATION – LITTLE PAWS DAYCARE**
Manager / Team Leader	**ELIZABETH BENT / KATHY PIERRE**
5 Years Ending	**2022-2027**

5 YEAR GOALS

Goal 1	Develop strategies to revitalize and increase n'sylxcen language acquisition and knowledge of syilx culture, history and protocols for students, parents and staff at Little Paws Children's Centre commencing April 1, 2022, to March 31, 2027.
Goal 2	Develop strategies to promote and increase childcare services and programs at all levels at Little Paws Children's Centre commencing April 1, 2022, to March 31, 2027, to support childcare needs for Penticton Indian Band and the broader Penticton community.
Goal 3	Work with PIB Human Resources and OTDC to develop and implement a recruitment and retention plan to improve staffing and student enrolment at Little Paws Children's Centre commencing April 1, 2022, to March 31, 2023, to build capacity at all levels.
Goal 4	Review, revise and develop policies to update and complete the Little Paws Policy and Procedures Manual to improve the administration of childcare programs, staffing, succession planning, operational and financial management and accountability commencing April 1, 2022, to March 31, 2027.
Goal 5	Develop and implement strategies to improve communication with parents, staff, and the PIB community regarding Little Paws Children's Centre commencing April 1, 2022, to March 31, 2023.

	5 YEAR PLAN ACTIVITY	MEASUREMENT
1	**Establish a Language Nest**	25 children 0-3 yrs participate in language nest by March 31, 2027
2	**Implement Centre-Wide Language Use**	All staff will use basic greetings, colors, numbers and songs in nsyilxcn 90% by March 31, 2027.
3	**Expand Early Years Programs**	By March 31, 2027, Little Paws will expand Early Years Programs and fill capacity infant toddler
4	**Expand School Age Program (After School Care)**	By March 31, 2027, Little Paws will operate at capacity in after school care program for students K-12 years old.
5	**Develop Special Supports Program**	By March 31, 2027, Little Paws will have a full-time special needs staff member to work with children 0 -6 with diverse needs (exceptionalities).
6	**Develop Recruitment, Retention and Succession Strategies**	By March 31, 2023, Little Paws will contract an individual to develop a recruitment and retention plan to present to HR and Chief and Council for ratification for implementation by April 2023.
7	**Review, update and develop policies and procedures to improve administration**	By March 31, 2023, Little Paws will review, update, and revise personnel policy, parent handbook, and communicable disease policy for ratification for implementation by April 2023.
8	**Utilize technology, social media, newsletters and other platforms to improve communication**	By March 31, 2023, Little Paws will install technology and networking capabilities to better access online digital resources to increase modes of communication to families, community, administration, and leadership.

Department Name	**OUTMA SQILX'W CULTURAL SCHOOL (OSCS)**
Manager / Team Leader	**TONI GALLICANO-GEORGE, PRINCIPAL; KATHY PIERRE, DIRECTOR OF EDUCATION**
5 Years Ending	**2022-2027**

5 YEAR GOALS

Goal 1	Develop strategies to revitalize and increase n'syilxcen language acquisition and knowledge of syilx culture, history and protocols for students, parents and staff at Outma Sqilx'w Cultural School commencing April 1, 2022, to March 31, 2027.
Goal 2	Develop strategies to promote and increase education services and programs at all levels at Outma Sqilx'w Cultural School commencing April 1, 2022, to March 31, 2027, to support student educational needs for Penticton Indian Band and the broader Penticton community.
Goal 3	Build Capacity at all levels Develop and implement a recruitment, retention, and professional development plan to improve staffing and student enrolment at Outma Sqilx'w Cultural School commencing April 1, 2022, to March 31, 2023, to build capacity at all levels.
Goal 4	Review, revise and develop policies to update and complete the Outma Sqilx'w Cultural School Policy and Procedures Manual to improve the administration of education programs, staffing, operational and financial management and accountability commencing April 1, 2022, to March 31, 2027.

Goal 5	Develop and implement strategies to improve communication with parents, staff, PIB interdepartmental administration, outside organization, and PIB community regarding Outma Sqilx'w Cultural School commencing April 1, 2022, to March 31, 2023.

	5 YEAR PLAN ACTIVITY	MEASUREMENT
1	**Develop and implement language curriculum for JK to Grade 9**	JK to Grade 9 curriculum will be developed and implemented in all classes by September 1, 2024
2	**Implement school wide language use**	All staff will use basic greetings, colors, numbers, classroom directions, and songs in n'syilxcen 90% by March 31, 2027.
3	**Advocate for Language Mentorship to be allowed during working hours with FPCC**	Language Mentorship Program will be allowed to occur during school/working hours for staff by March 2027.
4	**Catalogue all resources for OSCS**	OSCS will operate a fully functioning library and resources cataloguing system by September 21, 2027
5	**Specialized training for support staff**	By March 31, 2027, Education Assistant will have specialized training in language and special needs
6	**Review, update and develop policies as required**	By March 31, 2023, OSCS will review update and revise policy, parent handbook, and communicable disease policy for ratification and implementation by April 2023.
7	**Utilize technology, social media, newsletters, and other platforms to improve communication.**	By March 31, 2023, OSCS will increase modes of communication to families, community, administration and leadership, establish parents club

Department Name	**K-12 PROGRAM ADMINISTRATION**
Manager / Team Leader	**KATHY PIERRE**
5 Years Ending	**2022-2027**

5 YEAR GOALS

Goal 1	Commencing April 1, 2022, to March 31, 2027, the Director of Education will work collaboratively with the SD67 Indigenous Education Administrator, Holy Cross Principal and the Okanagan Cultural Advisor to support the delivery of Okanagan Culture and Language in public and private schools.
Goal 2	Commencing April 1, 2022, to March 31, 2027, the Director of Education will review, revise and develop policies to update K-12 Education Support Policies and Procedures to improve the administration of K-12 programs, services, financial management and accountability.
Goal 3	Commencing April 1, 2022, to March 31, 2027, the Director of Education will develop and implement strategies to improve communication and engagement with parents, school representatives to include public, private and band school administrators, teachers; and the PIB community.

	5 YEAR PLAN ACTIVITY	MEASUREMENT
1	**Support Public and Private Schools to build capacity for Okanagan Culture and Language Programs**	By March 31, 2023, PIB, SD67 and Holy Cross will establish a workplan to improve the delivery of Syilx content at all levels K-12, in all curriculum areas as mandated by the BC Ministry of Education.

2	**Implement strategies to Celebrate Student Success for K-12.**	• -By March 31, 2024, PIB and SD67 will establish a workplan to be revised annually in April to ensure n'syilxcen is taught in all schools PIB students attend.
		• -Annually, PIB Education will track the following data to measure success and provide a summary in the PIB Annual Report:
		  ○ Number of secondary grads
		  ○ Number of grads with regular dogwoods, adult dogwoods.
		  ○ Number of community members attending event.
		  ○ Number of secondary grads transitioning to higher learning after graduation.
		  ○ Number of PIB students attending public, private and Band schools.

3	**Review, revise and implement education Policies to include Student School Supplies and Education Committee Terms of Reference.**	Complete and post revised Student Supply cheque Policy and Education Committee Terms of Reference to PIB website by March 31, 2023.
4	**Implement Local Education Agreement**	• By October 30 (annually) SD67, Holy Cross and PIB Education will establish a schedule and plan to deliver all goals and objectives outlined in the Local Education Agreement. • Annually in June, PIB Director of Education will track student data provided by schools regarding reporting expectations outlined in Local Education Agreement. • Include statistics and information regarding Local Education Agreement Data outcomes in Annual Report for the AGM. • By November 30, 2026, SD67, Holy Cross, PIB Director Education and PIB Chief and Council will renegotiate and sign off on a renewed 5-year Local Education Agreement.
4	**Utilize technology, social media, newsletters, virtual platforms, and ongoing meetings to improve communication.**	• By September 30, (annually) SD67, Holy Cross School and PIB Director of Education will establish an annual calendar of events and meetings for the school year. • By March 31, 2023, PIB Education will establish bimonthly newsletters to provide pertinent information and to showcase student successes and school events. • Ongoing throughout the 2022-2027 strategic plan commencing on or before Dec 15, 2022, PIB Education designate will work with IT to update and revise information posted to the PIB website on a quarterly basis.

OKANAGAN TRAINING & DEVELOPMENT COUNCIL

Strategic Priority	***SIYA (SEE-YA) - SASKATOON BERRY*** **COMMUNITY SERVICES: THROUGH THE STRENGTH GAINED FROM *TIMIX^{W}* AND *CAPTIK^{W}L*, WE WILL INCREASE THE COMMUNITY SERVICES OF SNPINKTN THROUGH THE DEVELOPMENT OF DIVERSE PROGRAMS AND SERVICES THAT ARE BALANCED, BARRIER FREE AND INCLUSIVE TO ALL**
Department Name	**OKANAGAN TRAINING & DEVELOPMENT COUNCIL (OTDC)**
Manager / Team Leader	**CHERYL DEKOCK**
5 Years Ending	**2022-2027**

5 YEAR GOALS

Goal 1	Improve client communication and partnerships offering employment readiness by offering support to membership with every training or job opportunities available to them.
Goal 2	Support and build partnerships with other internal PIB departments as well as external businesses and then encourage client membership to participate in any training programs that come available for them.
Goal 3	Work more closely with HR Human Resources to be able to provide better job opportunities available to clientele on and off reserve as well as keep an accurate count of all the training clients have taken to give them the best opportunity for job success.
Goal 4	Improve youth outreach and youth capacity within the community to be able to help them get the best training and job supports available to them as they are the future.

	5 YEAR PLAN ACTIVITY	MEASUREMENT
1	**Create, Consolidate, promote an inventory of all trained graduates of post secondary schooling or trades red seal and offer jobs to band membership living on and off reserve to we can recruit members once graduated from post secondary.**	# of member and client participation # of engagement sessions with staff # of engagement sessions with members #of inquiries and FAQs from staff and clientele members
2	**Identify gaps in all training and employment opportunities**	# of engagement sessions with staff to identify gaps # of engagement sessions with members to identify gaps
3	**Expand and formalize any issues with Management Protocol to effectively identify monitor and respond to issues (with the involvement of Leadership, CAO, and Department Managers)**	# of staff participation # of client member participation # of engagement sessions with client members # of issue identified from client members on reserve Results of meetings

4	**Increase client capacity building through staff and community client consultation and dialogue**	# of staff participation # of client member participation # of engagement sessions with client members
5	**Enhance PIB's capacity strategy to employ and train as many band membership clientele as possible.**	results of meetings with clientele are giving the best opportunity of job prospects from training received from OTDC



HOUSING

Strategic Priority	***SIYA (SEE-YA) - SASKATOON BERRY*** **COMMUNITY SERVICES: THROUGH THE STRENGTH GAINED FROM *TIMIX^{W}* AND *CAPTIK^{W}L*, WE WILL INCREASE THE COMMUNITY SERVICES OF SNPINKTN THROUGH THE DEVELOPMENT OF DIVERSE PROGRAMS AND SERVICES THAT ARE BALANCED, BARRIER FREE AND INCLUSIVE TO ALL**
Department Name	**HOUSING DEPARTMENT**
Manager / Team Leader	**TABITHA ENEAS**
5 Years Ending	**2022-2027**

5 YEAR GOALS

Goal 1	Phase 1 of Operational Strategy – Development of a Housing Committee that will assist with making independent decisions at an individual, community and governance level, involving direction and input from the membership community
Goal 2	Development of a PIB specific Green Building Code that will benefit the timixw, membership and longevity of assets.
Goal 3	Improve Tenant Relations through improved communication, information sessions, and workshops to assist with a more refined understanding of Housing on Reserve
Goal 4	Increase the supply of secure, affordable and sustainable housing for all demographics on reserve

	5 YEAR PLAN ACTIVITY	MEASUREMENT
1	**Development of Housing Committee**	Plan is completed and shared with community and Chief and Council and is implemented for effective decision making.
2	**Green Building Code**	Code is developed with internal and external expertise that support Syilx cultural practices and is supported by Community and Chief and Council
3	**Improve Tenant Relations**	PIB Members, Staff and Chief and Council have an improved understanding of Housing On Reserve Programs
4	**Increase Housing**	PIB is expanding assets through 5 units a year
5	**Culture and Language Training**	Staff commit to culture and language training as offered

EMERGENCY MANAGEMENT

Strategic Priority	***SIYA (SEE-YA) - SASKATOON BERRY*** **COMMUNITY SERVICES: THROUGH THE STRENGTH GAINED FROM *TIMIX^{W}* AND *CAPTIK^{W}L*, WE WILL INCREASE THE COMMUNITY SERVICES OF SNPINKTN THROUGH THE DEVELOPMENT OF DIVERSE PROGRAMS AND SERVICES THAT ARE BALANCED, BARRIER FREE AND INCLUSIVE TO ALL**
Department Name	**EMERGENCY OPERATIONS CENTRE (EOC)**
Manager / Team Leader	**TABITHA ENEAS**
5 Years Ending	**2022-2027**

5 YEAR GOALS

Goal 1	Improve the Emergency Management Decision making processes through the development of an Emergency Plan that will assist with making independent decisions at an individual, community and governance level, involving input from the membership community.
Goal 2	Fire Smart Plan
Goal 3	Information sessions, training with Community and external partners.
Goal 4	Internal training with staff on Emergency Management Roles and Responsibilities.

	5 YEAR PLAN ACTIVITY	MEASUREMENT
1	**Implement Emergency Management Plan**	Plan is completed and shared with community& C&C Council and is implemented for effective decision making.
2	**Work with Community on individual Fire Smart practices to improve Community Safety and protect the land**	Community members are engaged in sessions and cleaning up property
3	**Emergency Management Communication Plan**	)Regular sessions are implemented and attended
4	**Internal staff training on Emergency Management Roles and responsibilities**	Staff participation and buy in
5	**Culture and Language training.**	Staff commit to culture and language training as offered.

FOOTPRINTS

Strategic Priority	***SIYA (SEE-YA) - SASKATOON BERRY*** **COMMUNITY SERVICES: THROUGH THE STRENGTH GAINED FROM *TIMIX^{W}* AND *CAPTIK^{W}L*, WE WILL INCREASE THE COMMUNITY SERVICES OF SNPINKTN THROUGH THE DEVELOPMENT OF DIVERSE PROGRAMS AND SERVICES THAT ARE BALANCED, BARRIER FREE AND INCLUSIVE TO ALL**
Department Name	**FOOTPRINTS**
Manager / Team Leader	**TERRY TERBASKET and MINDY ROLLINS**
5 Years Ending	**2022-2027**

5 YEAR GOALS

Goal 1	Collaboration and support, promote inclusion with departments
Goal 2	Include people with disabilities, host gatherings specific to supporting them
Goal 3	Increase engagement and connection with people who have disabilities
Goal 4	Employment services for persons with disabilities

	5 YEAR PLAN ACTIVITY	MEASUREMENT
1	**Maintain program**	• Follow Band Health Department and PHO directive for return to the office, submit and update safety plans as required. • Maintain funding by meeting contract requirements. Meet contract requirements for employment services and administration of contract. Monthly reports. Spend allocated funds on wage subsidy and provide employment services to approximately 25 people with disabilities. Intakes completed by June 30,2022, wage subsidies completed by July 31, 2022. • Respond to any relevant grant and funding proposals. • Assess and respond to pandemic impacts on services. • Update certification for BCCDA – annually (25 hours professional activity) May 2022 for Mindy and June 2022 for Terry • Attend career or employer events approximately 3 per year as available ie career fair or business networking events • Update the MOU for 2022/23
2	**Assess staff resources/allocation to garden.**	• Meet with Joe and relevant health or social development staff – March 2022 • Create budget and plan for garden

3	**Project with OTDC**	• Meeting with manager and OTDC to determine project, April 2022 • Rolling Schedule of trained members and gaps • Work with Team Leaders to fill gaps
4	**Engage/Support Members with Disabilities:**	• Research and allocate resources to update the gift of self esteem program (Wellness Wednesday program) • Run Chronic conditions programs – Thriving and Surviving Cancer (annually) and receive updated training in Chronic Pain April 2022 run Chronic Pain program after certification is updated annually. • Hold one open house event (as per PHO / Covid safety plan) • Work with Outma to create an event for Indigenous Disabilities Awareness Month in November • Respond to requests for services, ie connect to disability services, help with forms/faxing, computer lab, computer online access, • Provide check in calls; approximately 20 per month until time when we can provide drop in services • Art/ Poster event to celebrate people with disabilities, annually connect to September Employment month for persons with disabilities or IDAM or International Day for Persons with Disabilities • Support /promote hiring of youth with disabilities via the Neil Squire WTEE program to June 2022 • Meet with A and D/health staff to determine how to engage those in recovery
5	**Work with Social Development department at Nation Level to create opportunities for People with Disabilities to Gather**	• Research needs and types of gathering ie add theme or section to Annual Health Gathering • Research funding sources to support these activities • Coordinate with BCANDS and /or ONA to discuss possibilities • Hire summer student to assist with the project – budget for top up wages to allow hire of college student • Nation level event for people with disabilities this or next year

	COMMUNITY GARDEN
Strategic Priority	***SIYA (SEE-YA) - SASKATOON BERRY*** **COMMUNITY SERVICES: THROUGH THE STRENGTH GAINED FROM *TIMIX^{W}* AND *CAPTIK^{W}L*, WE WILL INCREASE THE COMMUNITY SERVICES OF SNPINKTN THROUGH THE DEVELOPMENT OF DIVERSE PROGRAMS AND SERVICES THAT ARE BALANCED, BARRIER FREE AND INCLUSIVE TO ALL**
Department Name	**COMMUNITY GARDEN**
Manager / Team Leader	**CHARLIE KRUGER and TERRY TERBASKET and MINDY ROLLINS**
5 Years Ending	**2022-2027**

5 YEAR GOALS

Goal 1	Increase Self Reliance
Goal 2	Healthy Eating Promotions and Mental Health and Wellness, bringing community together to also promote inclusion
Goal 3	Promote Self Sustainability

	5 YEAR PLAN ACTIVITY	MEASUREMENT
1	**Maintain program**	• Follow Band Health Department and PHO directive for return to the garden, submit and update safety plans as required. • Maintain & improve existing garden location, repair & improve sheds & out building. • First Nations Well Being Fund – Utilize funding by meeting contract requirements & reports. Purchase equipment as per contract. (End date: July 2023) • Respond to any relevant grant and funding proposals. • Assess and respond to pandemic impacts on services. • Develop Committee Development for Food Security, to plan for new garden location. • Create Bench marks for Food Security: Garden – record pounds of food going out. Hunters: record pounds of deer meat coming in. Record pounds of fish being received & frozen. • Measure Food preservation: number of jars used for canning vegetables & record number of packaged frozen vegetables. • Program participation & Involvement: OTDC training dollars, Social Development planning & participant (clients) involvement. • Include Little Paws & Outma on garden planting & tour. • Work with OTDC & Social Development on training and cultural presentations at garden. • Create an area for togetherness, historical stories, introducing the younger generation to the history of gardening and food preparation/preservation.

2	**Community Engagement**	• Follow Band Health Department and PHO directive for return to the garden, submit and update safety plans as required. • Maintain & improve existing garden location, repair & improve sheds & out building. • Respond to any relevant grant and funding proposals. • Assess and respond to pandemic impacts on services. • Community Garden Committee • Community Participation & Community Engagement • Increase outreach by hosting/participating in food distribution events – 1 per month for 3 months. • Promote inclusion with Team Leaders, Social Development, OTDC, & Health Department. • Provide tours of garden. • Plant additional seedlings for band member distribution • Wish list: review budget for garden additions & upgrade of supplies & equipment yearly. Improvements. • Year end garden review: Accomplishments, what went well, what didn't go well, what can we do differently next year.





NITYTK
(n-tee-teak)
(SALMON)

Prosperity

Through the strength of our people and community, we will increase prosperity by creating a strong local economy

Departments:

- Economic Development
- Businesses
- Investments
- Taxation

STRATEGIC 5 YEAR ACTIVITIES PLAN

NITYTK
(n-tee-teak)
PROSPERITY

THROUGH THE STRENGTH OF OUR PEOPLE AND COMMUNITY, WE WILL INCREASE PROSPERITY BY CREATING A STRONG LOCAL ECONOMY

	TAXATION
	NITYTK (n-tee-teak) SALMON
Strategic Priority	**PROSPERITY: THROUGH THE STRENGTH OF OUR PEOPLE AND COMMUNITY, WE WILL INCREASE PROSPERITY BY CREATING A STRONG LOCAL ECONOMY**
Department Name	**PROPERTY TAXATION**
Manager / Team Leader	**Carlene George Tax Administrator & Carmen George Tax Clerk**
5 Years Ending	**2022-2027**

5 YEAR GOALS

Goal 1	Communicate the sales and the land transfers on taxable properties to maximize tax revenue
Goal 2	Improve relationship between lands, economic development and taxation departments
Goal 3	Implement the taxpayer representation law, taxpayers will have a voice on the budgets and services provided.

	5 YEAR PLAN ACTIVITY	MEASUREMENT
1	**Sales packages**	• Receiving sales package info from lands, tax and BC assessment included in the email. • BC Assessment adds new folios to tax roll based on sales package information.
2	**Started monthly meetings with the lands and tax departments, this will help us compare tax roll to the Indian land registry systems reports.**	• Comparing tax roll and ILRS reports to ensure that we have all the taxable properties are up to date. • Meetings with economic development will ensure we have all non band member businesses and occupiers on the tax roll.
3	**Implement meetings to ensure taxation is up to date with any new development**	The TRTC Law is intended to build and maintain strong taxpayer relationships. It establishes process and procedure and opportunities for taxpayer and PIB communication so that taxpayers and PIB can communicate their comments and concerns in an effective manner. Preventing disputes and supports positive resolution processes.
4	**Enact a Taxpayer Representation to Council Law (TRTC) under the First Nations Fiscal Management Act (FMA**	Discuss service agreements that are near the end of the term and what renegotiating needs to happen.
5	**Updating service agreements**	

ECONOMIC DEVELOPMENT - TBD

BUSINESSES - TBD

INVESTMENTS – TBD

