



Strategic Planning Report

15 and 17 June 2016

Prepared by:



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Creating opportunities in community and economic development

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INTRODUCTION

In March 2015, Skeetchestn Indian Band developed a new strategic plan outlining Leadership and Management's priorities for the next few years. Later that year, in June 2015, the whole community contributed to the development of a Comprehensive Community Plan defining a Vision for the community, charting directions and identifying principles that will guide future planning and implementation.

Plans need to be reviewed and updated in order to reflect successes, changing contexts and changes in direction. This report provides the results of two days of intensive work by Leadership and senior Managers in reviewing the 2015 Strategic Plan, identifying success and confirming direction and priorities.

A Governance and Leadership Retreat was held on 19 and 20 February 2015 at the South Thompson Inn and Conference Centre. The first day was specific to Chief and Council, allowing the newly re-elected team to plan their priorities for their three year term. The second day included department managers as well as Chief and Council to broaden the plan by including departmental priorities.

This strategic plan builds on the format of the plan from June 2015. Successes have been added to recognise and celebrate achievement and progress towards the community's goals. Where objectives have been achieved and strategies realised they have been retained in the text and struck out. New objectives and strategies have been added as necessary. Numbering of objectives has been changed as needed.

My thanks to Skeetchestn Indian Band for your confidence in allowing me to work with you.

Leslie Lax
STRATEGIC Management Consulting

VISION.

Skeetchestn tems qés qwewqwewt re stétchemkt wul le7 sumec-kt ren elye ren tmicw tsunemctł't es xyemstwewckt! ell excwiyt re secwepemculecw te kweseltktenkt tsunemctł't es tekwenipl'ė7 tek le7 ren tmicw, sellkew, ell cxwiyt stem kúlt ren tmicw teculecwtł't te tmicw xexwiyt re sqéltus t7iweltk sqelq'wéltulecw es tskwenstem re tmicw ell es le7s tsucminstem.

Skeetchestn is a strong, prosperous and sustainable community of the Secwépemc Nation that respects all people, our culture, our land, water and all living things.

Strong because we are healthy, active, well-educated and supportive people.

Prosperous because we have a diversified economy, well-run businesses, hard-working people and control over our land and resources, founded on our aboriginal title and rights.

Sustainable because we honour and steward our people and the land to provide a good life for current and future generations.

Secwépemc because of who we are. We respect, protect and practice our culture, language and responsibilities to the land, water and all living things

GOALS, OBJECTIVES, STRATEGIES AND SUCCESSES.

This strategic plan (that is, goals objectives and strategies) represents the combined direction for Chief and Council and Administration. The plan is an amalgamation of the goals, objectives and strategies developed by Chief and Council including the priorities identified and presented by department managers.

CULTURE, LANGUAGE AND TRADITIONS		
<p>Goal 1. <i>Keep Skeetchestn Scwepemstin alive.</i></p> <p>Our language is our power and our strength to regain control over our lives and ownership and jurisdiction of our lands.</p>	<p>Objective 1a Maintain at least the same number of speakers that exist today (currently 15) <i>in four years' time.</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Duplicate success stories and build on other models. • Set up a language nest for pre-school children. • Fund 2 individuals in a language mentoring program for 1 year. • Host a summer youth immersion language camp once a year, starting in 2015. • Introduce more cultural days and cultural foods throughout the school. • Have more elders involved/ interaction. • Make the language more present in the school. • Introduce a full time language teacher and new criteria / curriculum. • Explore creating podcasts and videos. <p>Successes:</p> <ul style="list-style-type: none"> • Ongoing elders language group • Have submitted a language nest proposal to FNEESC. • Hosted youth/elder language immersion camp.

CULTURE, LANGUAGE AND TRADITIONS		
<p>Goal 1 (cont.) Keep Skeetchestn Scwepemstin alive.</p>	<p>Objective 1a (cont.) Maintain at least the same number of speakers that exist today (currently 15) in four years' time.</p>	<p>Successes (cont.)</p> <ul style="list-style-type: none"> ● Big Sky has t-shirts with Scwepemstin words on them (Wolf, Eagle, etc.) ● Have recruited a new, full-time language teacher at the school. ● Summer language learning program. ● Public Works workers are teaching the language to others in the department and trying to use it every day. (e.g. gloves.) ● Pit house language lessons
<p>Goal 2. Keep Skeetchestn's Customs and Traditions alive.</p>	<p>Objective 2a 25% of the community is actively involved in learning and practicing Secwepemc culture and tradition in 4 years' time.</p>	<p>Strategies:</p> <ul style="list-style-type: none"> ● Publish stories in the community newsletter in English and Scwepemstin. ● Introduce stories in the classroom. ● Host community story telling sessions. ● Facilitate workshops on traditional practice covering burial, hunting, gathering, basket making, naming, etc. ● Create a digital Library ● Build a pit house for elders and youth gatherings and activities. ● Involve Elders and Baby Elders in passing on the knowledge and sharing the teachings. ● Explore and utilize the various venues on the traditional territory. ● Assist Elders in putting a teaching kit together. ● See how Information Management System could be used to manage cultural information.

CULTURE, LANGUAGE AND TRADITIONS

Goal 2 (cont.)

Keep Skeetchestn's Customs and Traditions alive.

Objective 2a (cont.)

25% of the community is actively involved in learning and practicing Secwepemc culture and tradition.

Strategies (cont.):

- Explore potential funding from organizations supporting heritage conservation
- Host feasts.

Successes:

- Hosted workshops on beading, moccasin making and dream-catchers.
- Ongoing elders and youth field days.
- Hosted root and berry (hosham) picking field days with elders and children.
- Cultural days at SCS.
- NRC Staff are recording and transcribing elders' interviews. Stories are to be published this year.
- Staff are active on and collecting resources from all parts of the traditional territory.
- Teaching traditional knowledge along with western science to all NRC staff in winter.
- SCS staff workshop and professional development at Hat Creek Ranch Secwepemc site.
- Student trips to Balancing Rock.
- Students participated in construction of sweat lodge.
- Elder in school.
- Youth participated in language immersion and ate traditional foods with elders.

CULTURE, LANGUAGE AND TRADITIONS

<p>Goal 2 (cont.) Keep Skeetchestn’s Customs and Traditions alive.</p>	<p>Objective 2a (cont.) 25% of the community is actively involved in learning and practicing Secwepemc culture and tradition.</p>	<p>Successes (cont.):</p> <ul style="list-style-type: none"> • Hunting camps • SIB is hosting the Shuswap Gathering this year. • Public Works staff share knowledge of how we used to do things traditionally. Staff consider how they perform their functions while being respectful to community and traditions. • Hosted a family camp at Bonaparte Lake. • Ongoing practice of Baby Ceremony. • Youth involvement in the construction of a pit-house. • Youth canoe paddle lessons. • One student completed a year-long Master / Apprentice program with an elder. • Documenting Secwepemc laws in RFA process. • Youth involved with making smoked deer meat.
<p>Goal 3. Keep Skeetchestn family history alive.</p>	<p>Objective 3a Create a community Genealogy within 18 months.</p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Host a community genealogy reunion. • Meet with Elders to get as much local knowledge and information as possible. • Some families have family charts / trees. Get them together to share as part of a larger community tree. • Meet with other FN Bands in the region and use existing contacts to build the tree. • Share family trees at funerals.

CULTURE, LANGUAGE AND TRADITIONS

<p>Goal 3 (cont.). Keep Skeetchestn family history alive.</p>	<p>Objective 3a (cont.) Create a Genealogy Network <i>within 2 years.</i></p>	<p>Strategies (cont.):</p> <ul style="list-style-type: none"> • Purchase a Genealogy software and create a family tree. • Involve the youth with a creative piece complementing the tree. • Host community events so people really get to know their extended families. • Complement the current Youth Worker's part-time job with Genealogy Roots Worker part-time for 1 year. • Explore the tie-in with Bill C-3 for membership. • Determine feasibility of hiring someone to document customs, traditions, language and genealogy. <p>Successes:</p> <ul style="list-style-type: none"> • GPS'd the graveyard and asked elders about family history to have the graves named. This contributed to birth / death dates for genealogy work.
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RIGHTS AND TITLE, NEGOTIATIONS AND LITIGATION

<p>Goal 4. Attain recognition of ownership and jurisdiction over our own land.</p>	<p>Objective 4a Secure agreement with C.N Railway on compensation for violating the right of way <i>within 6 months.</i></p>	<p>Strategy:</p> <ul style="list-style-type: none"> • Develop evidence based compensation requirements and access to economic participation in projects.
	<p>Objective 4b Negotiate agreement with BC Hydro on compensation of violation of right of way confirmed by Ottawa <i>within 2 years.</i></p>	<p>Strategy:</p> <ul style="list-style-type: none"> • Launch a specific claim for land alienation with INAC.

RIGHTS AND TITLE, NEGOTIATIONS AND LITIGATION

<p>Goal 4 (cont.). Attain recognition of ownership and jurisdiction over our own land.</p>	Objective 4b (cont.)	<p>Successes:</p> <ul style="list-style-type: none"> • Negotiations complete.
	<p>Objective 4b Secure agreement with MOTI on straightening and maintaining the road into the reserve along with the land-swap compensation within one year.</p>	<p>Strategy:</p> <ul style="list-style-type: none"> • Finalise agreement. <p>Successes:</p> <ul style="list-style-type: none"> • MOTI has come to the table and the agreement will be finalised within a year.
	<p>Objective 4c Complete Ron Craig Ranch addition to reserve within two years.</p>	<p>Strategy:</p> <ul style="list-style-type: none"> • Draft new permits and amendments in order to finalize agreement. <p>Successes:</p> <ul style="list-style-type: none"> • Most of the mortgage has been paid off.
	<p>Objective 4d Complete additions to reserve of the pipeline right of way in Savona and the pie-shaped section of land (60 acres) at the Savona bridge within two years.</p>	<p>Strategy:</p> <ul style="list-style-type: none"> • Bring this back as a priority in order to finalize agreement. • Develop project plan to accomplish this objective.
	<p>Objective 4e Renegotiate with Spectra, Pembina and Fortis for community emergency response plan, implementation capacity and a MoU on employment within one year.</p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Complete agreement with Fortis. • Work on levers to get Spectra to the table. <p>Successes:</p> <ul style="list-style-type: none"> • An agreement has been reached with Pembina

RIGHTS AND TITLE, NEGOTIATIONS AND LITIGATION

Goal 4 (cont.).
Attain recognition of ownership and jurisdiction over our own land.

Objective 4f
Continue to exercise Rights and Title in the Traditional Territory through Natural Resource Corporation activities. **(ongoing)**

Strategies:

- Continue to negotiate impact benefit agreements.
- Fully implement the cultural heritage assessment process.
- Continue land use planning (for example, the Moose watershed project).
- Continue field days and workshops.
- Continue commercial fishery.
- Develop joint ventures.
- Develop a territorial patrol.

Strategies (cont.):

- Develop a wildlife protocol.
- Maintaining feet on the ground throughout the territory.

Successes:

- Impact Benefit Agreements are ongoing.
- Cultural Heritage Assessment has been implemented
- Land use planning for the moose watershed has been completed.
- Currently negotiating a Territorial Patrol with the Provincial government.
- Commercial fishery is ongoing.
- Host / participate in First Nations review panel for Ajax proposal through SSN.

RIGHTS AND TITLE, NEGOTIATIONS AND LITIGATION

<p>Goal 4 (cont.). <i>Attain recognition of ownership and jurisdiction over our own land.</i></p>	<p>Objective 4g Skeetchestn Chief and Council and Administration have a clear policy on status and membership rights including rights of future generations within 12 months.</p>	<p>Strategies:</p> <ul style="list-style-type: none">• Chief and Council and Administration will review and if necessary amend the current policy on Band membership rights, including inter-generational rights.• Administration will assist community members who wish to regain their rightful names that may have been taken away during church and government registration processes.
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EDUCATION

<p>Goal 5. <i>Skeetchestn children are well placed to learn and grow.</i></p>	<p>Objective 5a 75% of age 8 students attending the Skeetchestn Community School are able to read at a grade 3 level within 2 years.</p>	<p>Strategies:</p> <ul style="list-style-type: none">• Introduce literacy programs for the younger (kindergarten) children.• Encourage families to read with children in the evenings.• Hire another Teaching Assistant. <p>Successes:</p> <ul style="list-style-type: none">• A new teaching assistant has been hired.• A literacy workshop for parents will be delivered by Madeline Price on 29 September.• A free books program has been implemented.
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EDUCATION		
<p>Goal 5 (cont.) <i>Skeetchestn children are well placed to learn and grow.</i></p>	<p>Objective 5a (cont.) 75% of age 8 students attending the Skeetchestn Community School are able to read at a grade 3 level</p>	<p>Successes (cont.):</p> <ul style="list-style-type: none"> ● Started a kindergarten orientation program that includes books and flash cards. ● CALP funds have been received for an adult literacy program. ● Assessments at SCS are above public school averages. ● Hired an excellent new school principal.
<p>Goal 6. <i>Skeetchestn has the facilities to provide the best education possible.</i></p>	<p>Objective 6a Skeetchestn Community School has additional space for counselling, sickbay and classroom teaching <i>within 2 years.</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> ● Develop a conceptual plan and budget <i>within one year.</i> ● Plan for additional space added to the building ● Secure funding for the project. ● Build the addition. <p>Successes:</p> <ul style="list-style-type: none"> ● BC Construction Association has some funds for Skeetchestn Community School. ● The Public Works shop has been renovated and equipped and is now being offered for school trades programs. ● A Greenhouse has been installed at SCS.

EDUCATION		
<p>Goal 6 (cont.) <i>Skeetchestn has the facilities to provide the best education possible.</i></p>	<p>Objective 6b There is sufficient and appropriate dedicated space for Adult Basic Education and other educational initiatives (ongoing)</p>	<p>Strategies:</p> <ul style="list-style-type: none"> ● Explore the basement in SIB Health Building as an option for space. ● Develop quotes for renovation, equipment and signage. ● Explore longer-term options and funding opportunities. <p>Successes:</p> <ul style="list-style-type: none"> ● QHS basement has been renovated and is being used as ABE space. ● 2 adults graduated with Dogwoods from the program in 2016
<p>Goal 7. <i>SIB members have access to appropriate educational opportunities that meet their needs.</i></p>	<p>Objective 7a Curriculum for ongoing education and training at various levels of programming including ABE, trades, administration and computing are identified and available <i>within one year.</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> ● Identify needs and wants from the community. ● Work in collaboration with other post-secondary institutions to develop offerings. ● Identify and secure funding. ● Working with SSN Job Coach to assess employment needs. <p>Successes:</p> <ul style="list-style-type: none"> ● NRC worked with NVIT to develop and deliver natural resources courses to staff over the winter. Courses include custom made course for Cultural Heritage Assessments. ● A survey currently underway to determine community wants and needs should be complete by August 2016.

EDUCATION		
<p>Goal 7 (cont.) <i>SIB members have access to appropriate educational opportunities that meet their needs.</i></p>	<p>Objective 7b Amend local education agreement with School District 73 by September 2016.</p>	<p>Strategy:</p> <ul style="list-style-type: none"> Review needs and renegotiate the Skeetchestn specific LEA. <p>Successes:</p> <ul style="list-style-type: none"> School District 73 has agreed to a specific LEA with Skeetshestn. Negotiations are underway.

HEALTHY COMMUNITY		
<p>Goal 8. <i>Skeetchestn residents are mentally and physically active and healthy.</i></p>	<p>Objective 8a 50% of the community participates in healthy activities within two years.</p>	<p>Strategies:</p> <ul style="list-style-type: none"> Encourage participation in community events. Build capacity in coaches and activity leaders in the community. Find out where Elders would like to have trails and then build walking trails in the community Start a Wellbriety or AA program on reserve. Offer ongoing Physical activities; Taichi, yoga, zumba, karate, fitbit, fitness, etc., tailored to all different age groups (Children/Youth/Adults/Elders). Offer ongoing Wellness activities/programs; Healthy relationships, anger management, etc. Increase funding to broaden health and wellness offerings.

HEALTHY COMMUNITY

Goal 8 (cont.)

Skeetchestn residents are mentally and physically active and healthy.

Objective 8a (cont.)

50% of the community participates in healthy activities.

Successes:

- Successfully held the Sun Run and the Ratlin Ramble.
- SCS has secured FNSA funds for activities and equipment
- Two active adult softball teams.
- Provided guitar lessons for youth and adults.
- Secured \$70,000 for a one year wellness program.
- Hosted wellbriety meetings.
- Offered a range of activity programs for youth and adults.
- Hosted an adult Ball Hockey tournament over 2.5 days.
- Built two horse shoe pits at the harbour.
- Purchased a 14 man canoe.
- Recreation area constructed in the sub-division.

SIB GOVERNMENT INFRASTRUCTURE AND SERVICES

Goal 9.

SIB has the infrastructure to support efficient service delivery.

Objective 9a

Build a new band office to house KDC, NRC and Band administration ***within three years.***

Strategies:

- Develop a building plan and cost estimates **within one year.**
- Identify funding for building.

Successes:

- Financial planning group has identified planning funds for 5 years

SIB GOVERNMENT INFRASTRUCTURE AND SERVICES

<p>Goal 9 (cont.) SIB has the infrastructure to support efficient service delivery.</p>	<p>Objective 9a (cont.) Build a new band office to house KDC, NRC and Band administration</p>	<p>Successes (cont.):</p> <ul style="list-style-type: none"> • Various funding sources have been applied to for additional planning resources. • Completed survey of ideas for location, style and amenities.
	<p>Objective 9b Bring the maintenance shop up to code by the end of March 2015.</p>	<p>Strategy:</p> <ul style="list-style-type: none"> • Install safety lighting and exit signs in maintenance shop. <p>Successes:</p> <ul style="list-style-type: none"> • Work has been successfully completed.
<p>Goal 10. Community physical infrastructure such as roads, water and sewer are maintained to high standards.</p>	<p>Objective 10a The Public Works Department has access to a maintenance management program to facilitate effective and timely maintenance by March 2017.</p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Public Works Department will develop a one year plan to be more proactive and organized. • Review software applications to assist with planning and maintenance scheduling. <p>Successes:</p> <ul style="list-style-type: none"> • SIB has been approved by AANDC to participate in a pilot project. Working with TRUE consulting the completed project will give SIB an asset and maintenance management plan.
	<p>Objective 10b Identified maintenance and upgrade projects are implemented (ongoing - in a timely manner).</p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Repair emergency access to exit the reserve. (Taylor Road to Back Valley Road) within three years.

SIB GOVERNMENT INFRASTRUCTURE AND SERVICES

<p>Goal 10 (cont.) Community physical infrastructure such as roads, water and sewer are maintained to high standards.</p>	<p>Objective 10b (cont.) Identified maintenance and upgrade projects are implemented</p>	<p>Strategies (cont.):</p> <ul style="list-style-type: none"> • Repair and maintain roads within the community (ongoing). • Complete rehabilitation and maintenance on maintenance on the main village bridge approach. • Upgrade the water system for bench land subdivision, adding a second reservoir to double capacity and upgrade the main pipe system within 2 years. <p>Successes:</p> <ul style="list-style-type: none"> • Control panels for all three sites will be installed by the end of July 2016.
<p>Goal 11. SIB has the equipment to support efficient service delivery.</p>	<p>Objective 11a Identify and implement needed equipment purchases (<i>ongoing</i>).</p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Identify equipment needs. • Identify replacement equipment needs • Purchase a snow plow / sanding truck by September 2015. <p>Successes:</p> <ul style="list-style-type: none"> • A brand new (2015) sanding / snow plow / dump truck has been purchased. • Another 2015 dump truck has been purchased and is being leased to KDC. • A 2015 F350 pick-up has been purchased to replace an ageing Ford Ranger pick-up truck.

SIB GOVERNMENT INFRASTRUCTURE AND SERVICES

Goal 12.
Skeetchestn members have quality safe, sound and environmentally friendly housing.

Objective 12a
 Build 6 more homes *in the next 3 years*

- Strategies:**
- Confirm funding and implement building projects.
 - Review opportunities for multi-unit housing and different designs (such as slab on ground foundation.)

- Successes:**
- Three homes have been completed.
 - Housing has been working on quotes for different housing options (modular, contractor built, etc.) for SIB.
 - NRC has designed and built a slab on grade demonstration housing unit.
 - Have applied to INAC for funding to build new multi-unit housing.

~~**Objective 12b**~~
 Finalize transfer of phases 3, 4 & 5 to individual ownership ~~*within one year.*~~

- ~~**Strategy:**~~
- ~~• Complete necessary work to finalise the transfers.~~

- Successes:**
- Transfer completed.
 - Renovations completed.

Objective 12b
 Members have the information they need to maintain their homes and properties ***(ongoing).***

- Strategies:**
- Review and revise policies with respect to the responsibilities of home owners and the responsibilities of SIB.

SIB GOVERNMENT INFRASTRUCTURE AND SERVICES

<p>Goal 12 (cont.) <i>Skeetchestn members have quality safe, sound and environmentally friendly housing.</i></p>	<p>Objective 12b (cont.) Members have the information they need to maintain their homes and properties.</p>	<ul style="list-style-type: none"> ● Confirm whether home owners have to pay for garbage, snow removal and water. ● Host education sessions so homeowners know what their responsibilities are. ● Host workshops to train home owners in home maintenance. <p>Successes:</p> <ul style="list-style-type: none"> ● Notices published in the Little Owl seasonally for basic home maintenance tips and steps. ● Housing hosted a home maintenance workshop through CMHC. (Attendance was disappointing.)
<p>Goal 13. <i>Skeetchestn Indian Band employees provide quality service to the community within a safe, respectful and enabling environment.</i></p>	<p>Objective 13a Re-align employee pay and benefits to reflect current norms in similar organisations <i>(ongoing)</i>.</p>	<p>Strategies:</p> <ul style="list-style-type: none"> ● Implement the newly approved wage scale for existing positions within the organisation. ● Work with the financial planning working group, the budget committee, the Operations Manager and Department Managers to implement within each department. ● Plan for and where appropriate access non-restricted or related restricted funds to facilitate successful implementation and sustainability.

SIB GOVERNMENT INFRASTRUCTURE AND SERVICES

Goal 13 (cont.)
Skeetchestn Indian Band employees provide quality service to the community within a safe, respectful and enabling environment.

Objective 13a (cont.)
 Re-align employee pay and benefits to reflect current norms in similar organisations

- ~~Develop new Performance Appraisal Review forms and processes to assist Department Managers with the implementation.~~
- Continue to assist Department Managers with implementation of the new performance review process.
- Review and update Job Descriptions with Department Managers as required.

Successes:

- A new performance appraisal review process is in place with 98% compliance.
- The new wage grid has been implemented and a 1% annual increase budgeted for.
- Big Sky has reviewed its wage structure and adjusted or capped hourly rates as necessary.

Objective 13b
 SIB has sufficient skilled workers and capacity to maintain Band properties, community assets and deliver services. *(ongoing)*

Strategies:

- Fund and indenture training for 3 additional carpentry journeyman starting in 2015.
- Develop a succession plan for each department.
- Continue winter education programs.
- Continue mentoring programs.
- Continue NRC's summer Social Assistance program.

Strategies (cont.):

SIB GOVERNMENT INFRASTRUCTURE AND SERVICES

Goal 13 (cont.)
Skeetchestn Indian Band employees provide quality service to the community within a safe, respectful and enabling environment.

Objective 13b (cont.)
 SIB has sufficient skilled workers and capacity to maintain Band properties, community assets and deliver services.

- Continue to find good consultants to work with.
- Successes:**
- Employees were supported in various job related courses and programs including:
 - Digital Accounting
 - Aboriginal Business Law
 - Natural Resource certification
 - Heavy equipment operator
 - Provincial Dogwood certificate.
 - Continued winter education program in NRC.
 - Screened and employed good consultants in Archaeology and Forestry.
 - Mentor carpentry employees through NRC value-added program.

Objective 13c
 Develop a positive and sustainable workplace culture recognizing SIB's collective values.
(ongoing)

- Strategies:**
- Define SIB's Collective Values
 - Utilize the Market Housing Fund to provide training and education to employees for professional growth and development.
 - Evaluate management practices & provide further management skills training.
- Strategies (cont.):**
- Complete annual performance reviews and mid-year reviews when necessary.

SIB GOVERNMENT INFRASTRUCTURE AND SERVICES

<p>Goal 13 (cont.) <i>Skeetchestn Indian Band employees provide quality service to the community within a safe, respectful and enabling environment.</i></p>	<p>Objective 13c Develop a positive and sustainable workplace culture recognizing SIB's collective values.</p>	<ul style="list-style-type: none"> • Encourage employees to take personal ownership and be responsible and accountable for their role in their organisation. • Involve employees in the planning and implementation processes. • Commit to sustain fair wages and continuous recognition for work well done through creative ideas. <p>Successes:</p> <ul style="list-style-type: none"> • The FNMHF has been accessed to fund: <ul style="list-style-type: none"> - New cheque reconciliation program - Staff professional development - S100 training • Annual performance reviews completed. • Regular weekly department meetings introduced. • Enforcing zero tolerance of violence and intimidation in the workplace.
<p>Goal 14. <i>SIB has appropriate policies and procedures in place for effective administration and service delivery.</i></p>	<p>Objective 14a Establish updated financial management policies (ongoing).</p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Confirm policy update working with existing first draft. • Work with Cedar Law to finalize starting April 2015. <p>Successes:</p> <ul style="list-style-type: none"> • 30 FAL policies have almost been finalised and adopted.

SIB GOVERNMENT INFRASTRUCTURE AND SERVICES

<p>Goal 14 (cont.) <i>SIB has appropriate policies and procedures in place for effective administration and service delivery.</i></p>	<p>Objective 14a (cont.) Establish updated financial management policies</p>	<p>Successes (cont.):</p> <ul style="list-style-type: none"> • SCS has started updating policies to comply. This work is expected to be complete by 2017.
	<p>Objective 14b All SIB department managers are aware and proficient in financial procedures (<i>ongoing</i>).</p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Discuss with the departments how finance can help them get the correct information into the system. (input = output) • Review training needs with respect to financial processes. • Develop and implement training sessions for departments. <p>Successes:</p> <ul style="list-style-type: none"> • Finance has met with all Department Managers. • Communication with Department managers regarding financial processes has been improved. • There is a growing awareness among “non-financial” Managers of financial procedures.
	<p>Objective 14c Finance department has effective and efficient filing and payment systems <i>by December 2016.</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Review filing system needs. • Setup better filing system for long term information including contracts, loans, leases, etc. • Take inventory, clean out file drawers and set up revised system. • Review systems needs and costs for electronic banking system.

SIB GOVERNMENT INFRASTRUCTURE AND SERVICES

Goal 14 (cont.)
SIB has appropriate policies and procedures in place for effective administration and service delivery.

Objective 14c (cont.)
 Finance department has effective and efficient filing and payment systems

- ~~Implement upgrade of banking accounts and systems so we can get paid directly from the bank, and be able to deposit directly through electronic transfers.~~

Successes:

- Four employees participated in an Information Management Workshop.
- File drawers have been cleaned.
- Research resulted in understanding that implementation of electronic banking was not feasible for SIB.

~~**Objective 14d**~~
~~Sub policies have been cross-referenced and integrated into the new HR Personnel Policy by September 2015.~~

~~**Strategies:**~~

- ~~Review older sub-policies and ensure they are integrated into the new HR Personnel Policy if still applicable.~~
- ~~Present ratified comprehensive HR Personnel Policy to all staff.~~

~~**Successes:**~~

- ~~Comprehensive HR Personnel Policy shared with all staff.~~

Objective 14d
 Housing Department to establish systems to ensure effective control over tenants' files ***within one year.***

Strategies:

- Review and develop database to track historical information on tenant history and spending.
- Implement database solution.
- Ensure staff are trained to use the database tool effectively.

SIB GOVERNMENT INFRASTRUCTURE AND SERVICES

<p>Goal 14 (cont.) <i>SIB has appropriate policies and procedures in place for effective administration and service delivery.</i></p>	<p>Objective 14d (cont.) Housing Department to establish systems to ensure effective control over tenants' files</p>	<p>Successes:</p> <ul style="list-style-type: none"> ● Applied to INAC for a housing software program that will hold all needed information for each house.
	<p>Objective 14e Effective budgeting processes are in place to reflect departmental needs and resourcing (ongoing).</p>	<p>Strategies:</p> <ul style="list-style-type: none"> ● Understand and identify activities and costs related to negotiations and inter-departmental support. ● Continue working with the new Financial Planning Work Group to identify and understand access to funds. ● Identify annual incoming revenues from sources such as restricted funds, settlements and future negotiations to guarantee sustainable and efficient services to the community and successful negotiations. <p>Successes:</p> <ul style="list-style-type: none"> ● The Financial Planning Work Group identified access to funds, prepared budget scenarios and will resume in June 2016.
<p>Goal 15. <i>SIB has effective bylaws to ensure good governance.</i></p>	<p>Objective 15a Update the SIB bylaws pertaining to livestock, trespass, fishing and land use within 2 years.</p>	<p>Strategies:</p> <ul style="list-style-type: none"> ● Clarify issues to be resolved. ● Prepare a Funding request to the FN Market Housing to retain the services of a professional bylaw consultant to work with the Band, Chief and Council and the community and

SIB GOVERNMENT INFRASTRUCTURE AND SERVICES

Goal 15 (cont.)
SIB has effective bylaws to ensure good governance

Objective 15a (cont.)
 Update the SIB bylaws pertaining to livestock, trespass, fishing and land use.

~~update all necessary bylaws for prosperous reserve governance.~~

- Assign an in-house liaison taking the lead to work with the consultant. (For example, Lands Department & Fisheries.)
- Implement at the community and departments level.
- Enforce bylaws as appropriate.

Successes:

- There have been some improvements in the way livestock have been managed.

Objective 15b
 Complete current bylaw and regulation updates **by October 2017.**
*(Membership code completed **within 18 months**).*

Strategies:

- Incorporate the Financial Policies into the Financial Administration Law.
- Complete minor additions and changes to the Custom Election Regulations.
- Prepare a funding request to the FN Market Housing Fund to retain the services of Cedar Law to pursue the updating process to its completion and ratification of the Membership Code.
- Plan for a Vote on the proposed new Membership code.
- Chief and Council need to set time aside to work on this area.

SIB GOVERNMENT INFRASTRUCTURE AND SERVICES

<p>Goal 15 (cont.) <i>SIB has effective bylaws to ensure good governance</i></p>	<p>Objective 15b (cont.) Complete current bylaw and regulation updates.</p>	<p>Successes:</p> <ul style="list-style-type: none"> • Election code has been approved. • Have begun reviewing and incorporating financial policies from the FAL.
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ECONOMIC DEVELOPMENT

<p>Goal 16. <i>Create wealth, revenue and employment for greater community self-reliance.</i></p>	<p>Objective 16a Create business and development opportunities within designated lands <i>within three years.</i></p>	<p>Strategies:</p> <ul style="list-style-type: none"> • Continue to work on a land use plan (LUP) for the economic development designated lands. • Work with Developers to create a development plan for the economic development designated lands. • Install utilities (water, sewer, gas, electricity, roads) in the economic development designated lands using a phased approach. • Explore feasibility of investment in a 1MW solar power project. <p>Successes:</p> <ul style="list-style-type: none"> • Phase 1 of land use plan in final approval process. • Proposal submitted for infrastructure planning as Phase 2 of Land use plan. • Working with BC Hydro on solar net-metering project.
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ECONOMIC DEVELOPMENT

Goal 16 (cont).
Create wealth, revenue and employment for greater community self-reliance.

Objective 16a (cont.)
 Create business and development opportunities within designated lands

- Successes (cont.):**
- Have a show home for round house construction
 - Completed a Solar Assessment on designated lands for potential solar power farm / training project.
 - Development of hybrid poplar farm.

Objective 16b
 Create a highly competitive and profitable company for Knucwentwecw Development Corporation and the Skeetchestn Community **(ongoing)**.

- Strategy:**
- ~~Restructure Painted Rock Aggregates.~~
 - Refine business model to ensure financial viability and continued cash flow.
- Successes:**
- PRA successfully restructured.
 - Successful supply of 45,000 tonnes of tailing filter sand to New Afton project.
 - Activated wash-plant for New Afton shotcrete.
 - Restructured PRA provides high quality employment at market wages.
 - Net revenues generated for SIB including \$217,000 in royalties to Ottawa Trust Fund and \$8,000 in debt retirement.
 - PRA nominated for Aboriginal Business award.

Objective 16c
 Maintain high quality employment opportunities **(ongoing)**.

- Strategy**
- ~~Lock in financing for Class 1 driver training.~~
 - Leverage relationship with New Gold and other projects.

ECONOMIC DEVELOPMENT

Goal 16 (cont).
Create wealth, revenue and employment for greater community self-reliance.

Objective 16c (cont.)
 Maintain high quality employment opportunities

Successes:

- Good, well-paying jobs created through KDC.

Objective 16d
 Utilise Big Sky to its best potential for the benefit of the community **(ongoing)**.

Strategies:

- Focus on team spirit and customer service.
- Review use of kitchen what can it best be used for.
- Consider developing an event menu.
- Review cost structure.
- Review menu.
- Translate menu into Scwepemcstin.
- Evaluate feasibility of expanding site and services.
- Ongoing customer service coaching and Super Host training.
- Apply for funding for student work program.

Successes:

- Kitchen is a work in progress. Moving towards more items cooked from fresh and reducing packaged foods.
- Team is working well together and customer service has improved.
- Three community youth have been hired which gives an opportunity for gaining experience and skills to enter the work force.

ECONOMIC DEVELOPMENT

Goal 16 (cont).
Create wealth, revenue and employment for greater community self-reliance.

Objective 16d (cont.)
 Utilise Big Sky to its best potential for the benefit of the community

Successes (cont.):

- Big Sky has provided community members the opportunity for employees to learn cash handling, stocking, customer service, kitchen and team work.

Objective 16e
 Maintain our present level of self-sufficiency in employment through Natural Resource Corporation activities **(ongoing)**.

Strategies:

- Continue to provide support and funds for rights and title
- Maintain our ongoing activities in cultural heritage assessments (CHA), archaeological overview assessments (AOA), environmental monitoring, fisheries, building joint ventures, and continue to keep feet on the ground within our territory.
- Continue value added activities (sign posts, docks, etc.).
- Develop a value added business (Commercially produce round houses).
- Start a greenhouse program.

Successes:

- Managing and reviewing Impact Benefit Agreements.
- Ongoing support to Ajax mine review, Reconciliation Framework Agreement, Highland Valley Copper, Highways, National Energy Board, Oil and Gas Commission, Spectra Energy and BC Hydro negotiations.

ECONOMIC DEVELOPMENT

***Goal 16 (cont).
Create wealth, revenue and
employment for greater community
self-reliance.***

Objective 16e (cont.)
Maintain our present level of self-sufficiency
in employment through Natural Resource
Corporation activities

- Successes (cont.):**
- Cultural Heritage Overviews on all forestry development in SIB territory.
 - Created a successful joint venture company (CUS) for pipeline maintenance.
 - Ranches are beginning to show good returns.
 - Creek rehabilitation project.
 - Contributed to community through value-added wood products (posts, signs, benches, stairways, doors, etc.) as well as construction / renovation of concession and change rooms at arbour.
 - Collected cost data on Round House construction and developed step-by-step assembly procedures.
 - Developed specifications on production line equipment for post and beam production.

APPENDICES

Participants

Expectations

PARTICIPANTS

Andrew Boehringer	GIS, Land and Tax Coordinator
Andrew Dunlop	Executive Director KDC
Darrel Draney	Councillor
Diane Nadeau	Finance Manager
Dionte Jelks	Skeetchestn Community School Principal
France Lamontagne	Assistant Director of Operations and Social Development Manager
Gabe Jules	Councillor
Julie Simon	Education Coordinator
Linda Wilson	Executive Assistant to Chief and Council
Marshall Gonzales	Councillor
Mike Anderson	CEO SNR Corp
Rochelle Porter,	Public Works Administrator
Ron Ignace	Chief
Ruth Edwards	Big Sky Station Manager
Tara Gonzales	Housing and Construction Technician
Terry Deneault	Councillor
Vivian Simon	Director of Operations

Leslie Lax: Facilitator

EXPECTATIONS FOR PLANNING SESSION.

- Reboot and re-focus
- All shoot arrows at the same target. We are currently not all in harmony
- This is good timing to get everyone pulling together again
- Success comes at a price. Money changes values. We need to keep customs and traditions strong and do away with old grievances.
- Look at what we set up as priorities and see if they need to be changed around – changing context.
- Bring social harmony back to the community.
- We need an economic plan to break dependency on government programs.
- Get back to the land that supports us.
- Understand goals of other departments and how we can work together.
- See us all on the same page and know where everyone else is.
- See where departments are and see where negotiations fit into those goals.
- See where we have come as an organisation, identify gaps and see where we need to change.
- See how I fit into the plan.
- It is important to have a good plan that will guide future leadership.
- How do we stay focussed? Do we have too many goals? The plan seems to fall to the wayside.
- Refresh on original Strategic plan.
- See if goals still matter.
- Know what we have achieved and refresh on goals.
- What have we achieved, what still needs to be done, what needs to change?
- Review goals, review successes and see if we need new strategies.
- Revisit the plan – talk about opportunities and challenges.
- Reboot, refocus and aim at the same target.
- How can we make this a living document?
- Want to feel reassured that we refocus on getting to the goals. Are the strategies realistic? Do colleagues and leadership understand the plan?
- See some specific actions documented that lead to the strategic goals.
- Prioritising! Want departments to make the plan visible.