

Upper Nicola Band



2020 – 2025 STRATEGIC PLAN

Approved March 16, 2020



STRATEGIC PLAN

The strategic Plan was developed February 2020 following a 1-day strategic planning session with leadership and management

Use the strategic Plan:

- As a tool to communicate in a concise way the key strategic initiative and measures of the strategic planning session
- To communicate the key elements of the Upper Nicola Band's strategy with leadership, staff and community members
- To keep on task on achieving strategic objectives
- To revise measures as needed

VISION STATEMENT

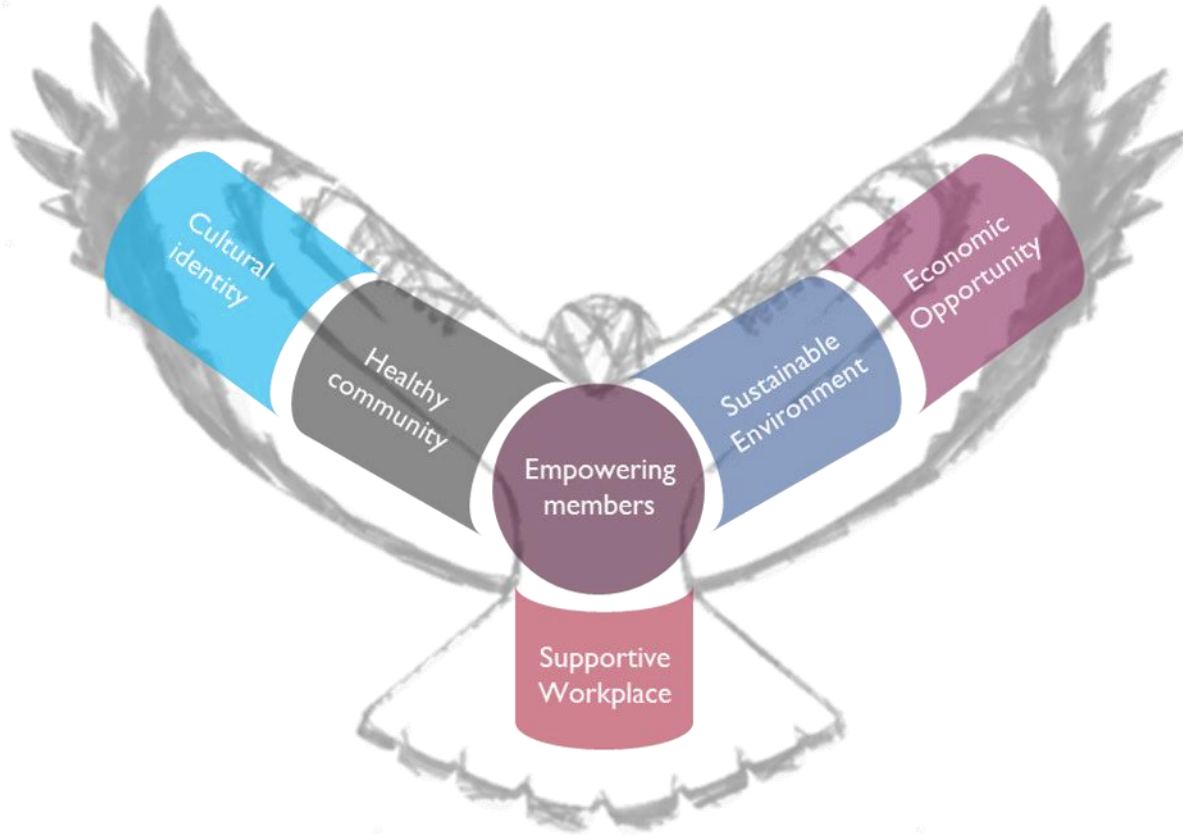
A strong, flourishing community
in harmony with our Tmíxʷ.

MISSION STATEMENT

Mission

Upper Nicola is a proud,
inclusive Syilx community
working together to promote
SuxwtxtEm, teach our Captikʷ
and committed to building
foundations through
En'owkin'wixʷ.

Strategic Priorities



Our priorities are set out within the red-tailed hawk that represents our community. It's heart and mind is our overriding priority – empowering members.

The wings represent, on one side, our land and the economic opportunities that it can provide, on the other side our culture and the health of our members.

The tail, without which the red-tailed hawk cannot fly, represents our organization and our need to be a supportive employer to the people who strive every day to provide the services our members need.

Upper Nicola Band and its people are therefore committed to pursuing the following six priorities:

1. Empowering members
2. Cultural identity
3. Healthy community
4. Sustainable environment
5. Economic opportunity
6. Supportive workplace

UNB - State of the Nation

UNB Population 980, On Reserve 350, Off Reserve: 630						
Indicator	Base Fact	Number	Fact in Search of	Number +/-	Percentage +/-	Goal for March 2021
Income Assistance Rate	Number of people 18+ living on reserve	255	Number of people living on reserve receiving Income Assistance	65	0.25	23
Persons with disabilities	Number of people living on reserve	255	Number of persons with disabilities living on reserve	21	0.08	
Unemployment Level	Number of people 18+ living on reserve	255	Number of People 18+ unemployed living on reserve	50	0.20	18
Percentage of members working at Band Council administration	Number of People 18+	255	Number of UNB Members working for UNB	67	0.26	26
Percentage of members working at Band owned businesses	Number of People 18+	255	Number of UNB Members working for UNB owned businesses	0.5	0.002	1
Percentage of fluent language speakers	980	980	Number of fluent speakers	12	0.01	12
Dropout rate for K-12	Number of students in school K-12	81	Number of K-12 students dropping out	0	0.00	0
Dropout rate for Post Secondary	Number of Post Secondary Students	35	Number of Post Secondary Students dropping out	0	0.00	0
Attendance rate for elementary school	Number of school days for UNB students	6116	Number of student absences that are unauthorized	571	0.09	0.07
Percentage of college/university graduates	Number of Post Secondary Students	35	Number of Graduates 2019	6	0.17	0.17

UNB - State of the Nation continued

Indicator	Base Fact	Number	Fact in Search of	Number +/-	Percentage +/-	Goal for March 2021
Housing Shortage	Number of families known	120	Number of families in need of housing	46	0.38	0.35
Housing Rent not paid	Annual Rent UNB Housing	247000	Rents not received	3100	0.01	0
Infrastructure needs (Roads, water, sanitation, buildings)	<ol style="list-style-type: none"> 1. Water treatment, IR 3 Spaxomin 2. New Administration Office/Community Building IR 1 3. Firehall, IR 1 & firetruck 					<ol style="list-style-type: none"> 1) Design complete 2) Design commenced 3) construction in progress
Percentage of homes with a computer/internet	Number of Homes on reserve	130	Number of homes with computer/internet service	50	0.38	100
Water Samples - Collilert Escherichia coli (E. coli)	Number of Samples 2019	446	Number of detects	0	0.000	0
Water Samples - Colilert Total Coliforms	Number of Samples 2019	449	Number of detects	2	0.004	0
Water Samples - ALS Labs Escherichia coli (E. coli)	Number of Samples 2019	90	Number of detects	0	0.000	0
Water Samples - ALS Labs Total Coliforms	Number of Samples 2019	90	Number of detects	0	0.000	0
Percentage of self-generated revenues	UNB Revenues	11,344,850	Self Generated Revenues	4,837,790	0.43	0.3
Number of businesses in the community				10		10

UNB - State of the Nation continued

Indicator	Base Fact	Number	Fact in Search of	Number +/-	Percentage +/-	Goal for March 2021
Participation rates in cultural events organized by UNB	Number of People 18+ on reserve	350	Average number of UNB members participating in cultural events organized by UNB	8 - 50		15-75
Number of people attending General Band Meetings	Number of People 18+ on reserve	255	Average number of people attending GBMs	12	0.05	0.1
Number of unsettled estates	Number of estates that UNB are assisting Members to settle		Number of estates that have been settled		23 estates	20
Number of youth participating in youth events organized by UNB	Number of youth on reserve 0 - 18	95	Average number of youth participating in youth events organized by UNB	10	0.11	0.25

PROPOSED NEW FTEs

Position	Year	Funding Source
Office Manager/Assistant to Administrator	2020	Own Source Revenue
Curriculum Writer (contract)	2021-25	Own Source Revenue
Youth Coordinator	2021-25	Own Source Revenue
Grant Writer (contract)	2021-25	Grant dependent
Forestry Technician	2021-25	Own Source Revenue
Employment Counsellor	2021-25	ODTC funding
Fire Department Support staff	2022 – 24 on completion of Quilchena Fire Hall	Own Source Revenue
Records Management Clerk	On completion of records management system implementation	Own Source Revenue
Property Tax Administrator	On completion of Tax Code implementation	Own Source Revenue
Range Manager	On completion of Land Management Strategy	Own Source Revenue
Diabetic Coach	2021-25	Own Source Revenue

ONGOING STRATEGIC GOALS (Brought forward from 2019)

<u>Action Items</u>	<u>Timeline</u>	<u>Champions</u>
Update UNB Cultural Heritage policy	March 31, 2020	Cultural Heritage Department
Implement Human Resources Plan 2018 *include modification of job duties and locations to accommodate disabilities	Ongoing	Human Resources Manager
Develop Governance strategy	March 2021	Chief & Council
Develop Education Strategy 1.Establish N'kwala School Board of Directors	June 2020	Administrator, N'kwala Principal & Education Manager
Develop Sylix language strategy -Support for fluent teachers - Continued funding for the Nsyilxcen program Apps/Books/Word of the Day	June 2020	Nsyilxcen Language Manager
Establish a Lands Committee	July 2020	Lands Manager
Develop Economic Strategy Consider on reserve business development to increase employment opportunities	July 2020	Administrator, Chief Financial Officer, & UN Dev Corp/UN Limited Holdings Partnership
Develop Record Management Plan	August 2020	Administrator

ONGOING STRATEGIC GOALS (Brought forward from 2019)

Action Items	Timeline	Champions
Complete new houses on IR 3 New designs & new homes * Explore options for housing for returning children in care	2022	UNB Housing Society
Complete housing assessments on all UNB Homes and develop Capital Renovations	Completed by 2021	Housing Manager
Complete design of multi-use complex project Community meeting space(s) for up to 300 people, new Admin office	Mar 2021	Director of Community Services

NEW STRATEGIC GOALS (Introduced in 2020)

<u>Strategic Goal</u>	<u>Timeline</u>	<u>Champions</u>
Develop Referendum Policy	March 2021	Chief and Council, Administrator
Provide free internet to Community Members	June 2020	Director of Community Services
Host 12 Family Meetings to share information about UNB initiatives	March 2021	Housing Manager, CCP Worker, Lands Mger, Kwu Xast Facilitator
Host Train the Trainer training	March 2021	Human Resources Manager
Organize Privacy Security Training for UNB Staff, Chief and Council	March 20201	Human Resources & Health Managers
Diagnosis of disabilities for both on and off reserve	Ongoing	Education/Administration
Implement K-12 students' incentives for attendance/honor roll	June 2020	Education Manager
Improve UNB Headstart Playground	March 2021	Daycare Manager
Develop Firewood PolicyVolunteer Program ie. Firewood Delivery would receive honorarium	July 2020	Housing Manager & Director of Health

NEW STRATEGIC GOALS (Introduced in 2020)

<u>Strategic Goal</u>	<u>Timeline</u>	<u>Champions</u>
Research Registered Education Savings Plan for every UNB Children 0-18	January 2021	Administrator
Work to be FireSmart Community	January 2021	Fire Department, Risk Management Officer
Improve Community Roads	2023	Councillor B.Holmes & Director of Community Services
Develop new UNB Income Assistance Policy <ul style="list-style-type: none"> • Empower social assistance clients, assist clients to overcome barriers & create work experience opportunities & provide assistance for Clients' to obtain Driver's License 	March 2021	Director of Health & Social Services
Develop & Implement Membership Communications Strategy	January 2021	Administrator
Ensure Transportation Bus continues operation Increase amount of bus runs to band bldgs., daycare bus	March 2020	Director of Health
Develop UNB Child and Family Law, start with Adoption under Bill C-92	March - ongoing	Collette, UNB, Grandmothers Group
Improve UNB Pithouse Spaxomin with natural plants, new fire place	March 2021	Cultural Heritage Dept

COMPREHENSIVE COMMUNITY PLAN (CCP) QUICK STARTS

Action Items	Outcomes	Champions
Youth Leadership Program	Mentor and build skills for Youth Geared to smaller families in need	Education Manager, Language Manager and Cultural Heritage Technician, Kwu Xast Facilitators
Youth – Elders Program	Bring together youth and elders for storytelling and gatherings Share culture and traditional knowledge with youth Link to existing programs i.e. Kwu Xast/Language Support for Elders	Education Manager, Language Manager and Cultural Heritage Technician, Kwu Xast Facilitators
Growing Healthy Program	Coordinate existing community gardens Link to Healthy Eating and Cooking Learning Program Incorporate traditional knowledge and medicinal plants	Kwu Xast, Health, CCP, Cultural Heritage Sr Technician

CCP QUICK STARTS continued

Quick Start	Action Items	Champions
Health Priorities Identification	Identify community health priorities and assess health programming Consider Mental Health Supports Support toward Alcohol and Drug Addictions	Health Department
Regular update on activities and items	Ongoing	Diana Boston
Community Grant Program	Support Youth and Families in helping implementing activities that would support CCP	CCP Planner, Administrator
Community Recycling and Compost Program	Minimize waste created, Compost could be used for community gardens	Community Services, Leigh
Housing Program Guide	Develop an easy-to-read guide that outlines all UNB Housing programs, House Insurance & FireSmart	Housing

NEXT STEPS

**Integrate
Priorities
into
budget**



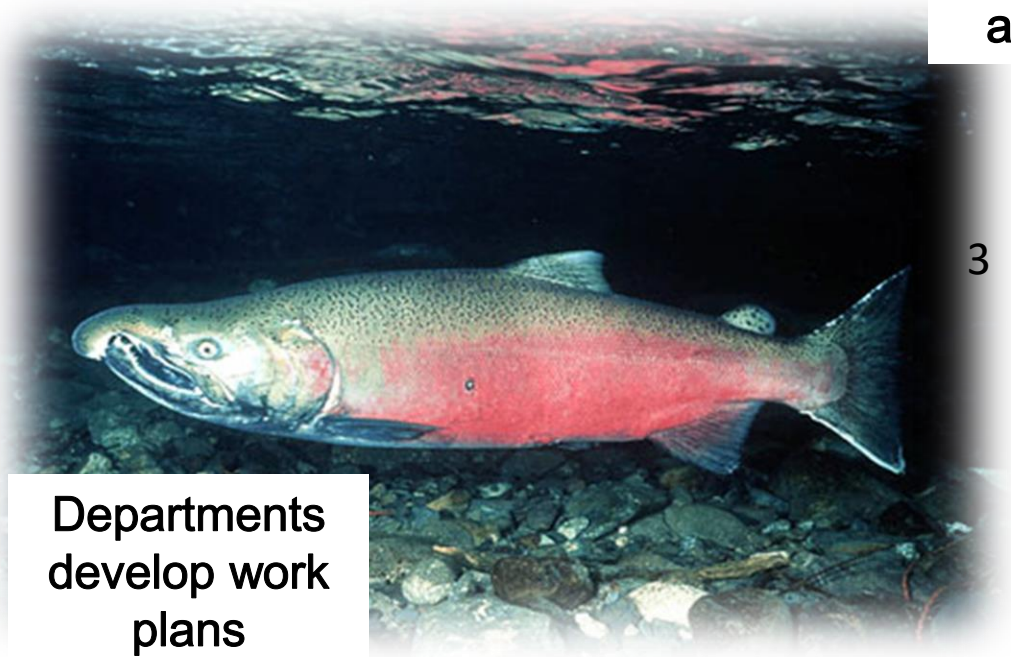
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1

**Measure and Report
on Success and
adjust as needed**



**Circulate
draft
Strategy Map
to
participants
for feedback**



3

**Departments
develop work
plans**

2



**Finalize Strategy
Map and have it
adopted by Council**

