


Upper Nicola Band




Chief Spitlem



Chief Skemxist



Chief nt'yxtit



Chief Siya?

2022 – 2027 STRATEGIC PLAN FINAL



STRATEGIC PLAN

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

The strategic Plan was developed February 4-5, 2022, following a 2-day strategic planning session with management

MISSION STATEMENT

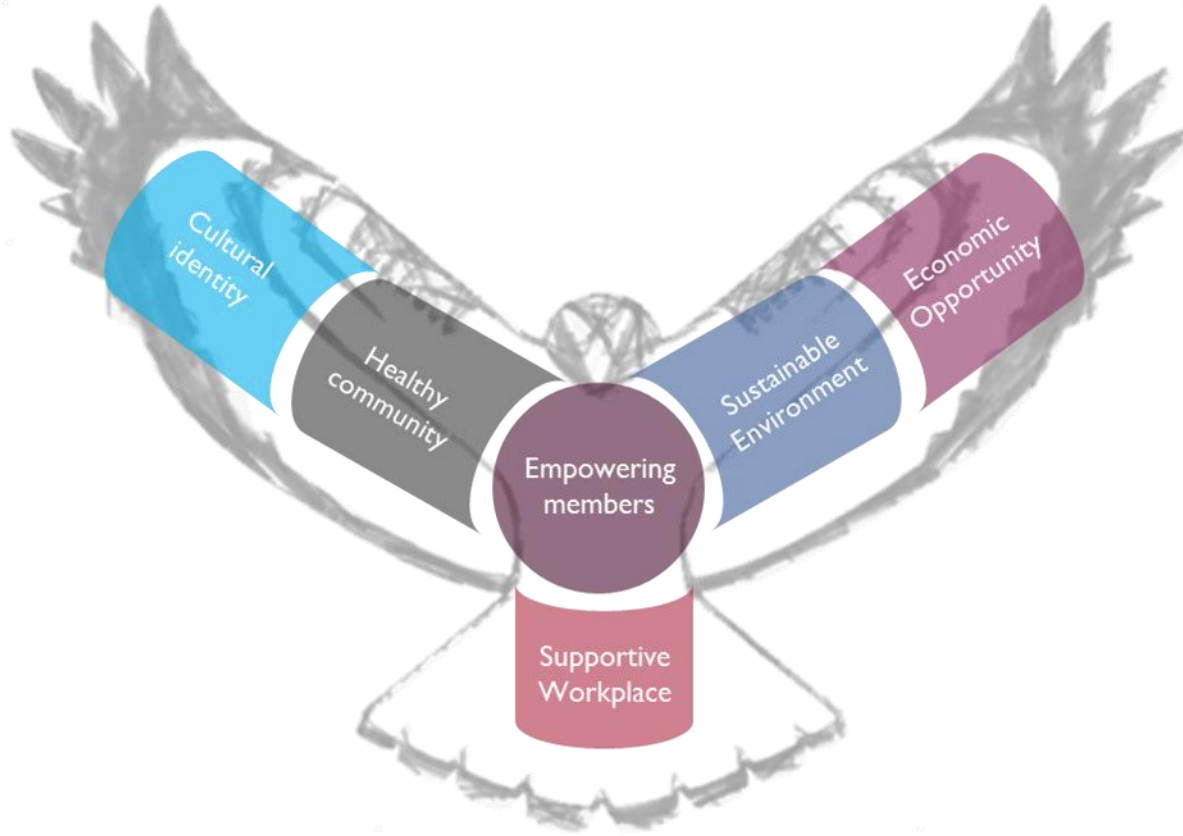
Mission

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

VISION STATEMENT

A strong, flourishing community
in harmony with our Tmix^w.

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 ISO	Number +/-	Percentage +/-	Goal for March 2023
Income Assistance Rate	Number of people 18+ living on reserve	259	Number of people living on reserve receiving Income Assistance	58	0.19	0.15
Persons with disabilities	Number of people living on reserve	259	Number of persons with disabilities living on reserve	20	0.08	0.08
Unemployment Level	Number of people 18+ living on reserve	259	Number of People 18+ unemployed living on reserve	50	0.20	18
Percentage of members working at Band Council administration	Number of People 18+	259	Number of UNB Members working for UNB	46	0.22	.30
Percentage of members working at Band owned businesses	Number of People 18+	179	Number of UNB Members working for UNB owned businesses	0.5	0.002	1
Percentage of fluent language speakers	980	987	Number of fluent speakers	12	0.01	12
Dropout rate for K-12	Number of students in school K-12	80	Number of K-12 students dropping out	0	0.00	0
Dropout rate for Post Secondary	Number of Post Secondary Students	36	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	N/A due to Covid-19		
Percentage of college/university graduates	Number of Post Secondary Students	36	Number of Graduates 2019	12	0.28	0.15

UNB - State of the Nation

Indicator	Base Fact	Number	Fact ISO	Number +/-	Percentage +/-	Goal for March 2023
Housing Shortage	Number of families known	120	Number of families in need of housing	48	0.38	0.35
Housing Rent not paid	Annual Rent UNB Housing	235,798	Rents not received	13206	0.06	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	73	0.56	100
Water Samples - Collilert Escherichia coli (E. coli)	Number of Samples 2020	446	Number of detects	0	0.000	0
Water Samples - Colilert Total Coliforms	Number of Samples 2020	449	Number of detects	2	0.004	0
Water Samples - ALS Labs Escherichia coli (E. coli)	Number of Samples 2020	90	Number of detects	0	0.000	0
Water Samples - ALS Labs Total Coliforms	Number of Samples 2020	90	Number of detects	0	0.000	0
Percentage of self-generated revenues	UNB Revenues	16,463,000	Self Generated Revenues	7,707,000	0.47	0.3
Number of businesses in the community				10		10

UNB - State of the Nation

Indicator	Base Fact	Number	Fact ISO	Number +/-	Percentage +/-	Goal for March 2023
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	6- 120		15-150
Number of people attending General Band Meetings	Number of People 18+ on reserve	179	Average number of people attending GBMs	28	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	80	Average number of youth participating in youth events organized by UNB	10	0.11	0.25

PROPOSED NEW FTEs

Position	Year	Funding Source
Youth Coordinator	2021-25	Own Source Revenue
Grant Writer (contract)	2021-25 Hired November 2025	Grant dependent
Forestry Technician	2021-25	Own Source Revenue
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
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& 2022)

Action Items	Timeline	Champions	2026 Update
Implement Human Resources Plan 2018 *include modification of job duties and locations to accommodate disabilities	Ongoing	Human Resources Manager	On going
Establish a Lands Committee Update Land Use Plan, Land Use Policy – completed, approved June 16, 2025	July 2020	Lands Manager	Complete
Develop Economic Strategy Consider on reserve business development to increase employment opportunities: community votes taken to support on reserve development for Lot 87, IR 1 – 2020 & 2025	Mar-May 2022	Administrator, Chief Financial Officer, & UN Dev Corp/UNHLP, Ntyxtix Pillar	In Progress
Develop Record Management Plan implementing plan to become paperless	August 2020	Administrator	In Progress

ONGOING STRATEGIC GOALS (Brought forward from 2019- 2022)

Action Items	Timeline	Champions	2026 Update
<p>Complete new houses on IR 3 New designs & new homes construction complete 2024 * Explore options for housing for returning children in care</p>	2024	UNB Housing Society	complete
<p>Complete housing assessments on all UNB Homes and develop Capital Renovations 124 homes assessed;73 home received renovations</p>	December 2022	Housing Manager	Complete
<p>Complete design of multi-use complex project Community meeting space(s) for up to 300 people, new Admin office Quilchena Community Centre underway, to be complete in 2026</p>	2025	Director of Community Services	In Progress
<p>Develop Referendum Policy</p>	March 2023	Chief and Council, Administrator	ongoing
<p>Host 12 Family Meetings to share information about UNB initiatives UNB has offered to host meetings</p>	March 2022	Housing Manager, CCP Worker, Lands Manager	Not Started
<p>Improve UNB Headstart Playground & Meeting Place Playground complete</p>	March 2023	Daycare Manager Director of Our Relations	Complete
<p>Develop Firewood Policy Volunteer Program i.e.. Firewood Delivery would receive honorarium Kwu Stemtima? Organized wood distribution day – 2024</p>	March 2023	Housing Manager & Health Director	ongoing

ONGOING STRATEGIC GOALS (Brought forward from 2019-2022)

Strategic Goal	Timeline	Champions	2026 Update
Research Registered Education Savings Plan for every UNB Children 0-18	2022	Administrator	On Going
Work to be Fire Smart Community- Engage UNB Members Community wildfire protection plan (Cwpp) & wildfire impact assessments on community buildings and band rental units complete	December 2022	Fire Department, Risk Management Officer & Community Services	On Going
Improve Community Roads Nicola River, Michel Road and Drainage upgrades – design complete, construction scheduled for 2026	2023	Councillor B.Holmes & Director of CS	On Going
Research Income Assistance Policy and develop plan to create a UNB Income Assistance Policy <ul style="list-style-type: none"> Empower social assistance clients, assist clients to overcome barriers & create work experience opportunities & aid with Clients to obtain Driver's License- Mar 2022 	March 2023	Health & Social Director	On Going
Develop & Implement Membership Communications Strategy Update: Website & Social Media Upper Nicola Band Public Relations & Communications Strategic Plan complete 2025	January 2023	Administrator, Communications Coord.	complete
Ensure Transportation Bus continues operation Increase amount of bus runs to band bldgs., daycare Service provided 3x week	March 2023	Director of Health	implemented
Develop UNB Child and Family Law, start with Adoption under Bill C-92 Law Development underway, with goal to be complete by 2027	2023-27	Kwu Stemtima?, Director of Our Relations, Administrator	On Going
Improve UNB Pithouse Spaxomin with natural plants, new fireplace	March 2023	Cultural Heritage Dept	Stand Still

ONGOING STRATEGIC GOALS (Brought forward from 2019-2022)

Strategic Goal	Timeline	Champions	2026 Update
Lot 87, IR 1: Negotiate Headlease, sublease 398 Acres land : Headlease 99% complete	Summer 2022	Administrator UNHLP A/CEO	On Going
UNHLP project developments: Solar Energy Projects construction projected 2026, and Carbon Recovery	2022 Fall 2023 Spring	UNHLP A/CEO Board of Directors	On Going
Complete Nsyilxcen Place Names Map	March 2023	Cultural Heritage Manager	underway
Implement Board Software to assist with budgeting and reporting	March 2022	Chief Financial Officer	Complete
Update UNB Housing Policies to accommodate future UNB Housing Society Housing development & N'kwala Teacherage Housing complete 2024/25	March 2023	Housing Manager	complete
Finalize and implement Community Safety Plan The Sqilx̓w̓cawt Community Safety Dept started in April 2025 5 year funding from Public Safety Canada secured (2025-30)	Spring 2022	Councillor B. Holmes Band Administrator	implementing
Implement Guardian Program to assist with monitoring of fish species, including perch Recruit more youth 2 Guardians hired in 2025	2022	Cultural Heritage Councillor B. Holmes	implementing
Update Post-Secondary Policy – underway, to be presented to Chief and Council March 2026	December 2022	Education Department	underway

NEW STRATEGIC GOALS 2022

<u>Goals</u>	Timeline	Champions	2026 Update
Recruit and assist UNB Members with apprenticeship program with Construction Foundation of BC / All Roads 7 members, working on 2 nd carpentry apprenticeship	2022-23	Employment Counsellor / Education Manager	underway
Provide Recreation Funds, \$300 per registered UN member Began in 2022	Yearly	Diana Boston	underway
Access culturally safe primary healthcare services for our members, by participating in the design, plan and implementation of services by participating in the Interior Rural Collaborative Services Committee (Province of BC, First Nations Health and Other First Nations) Dr @ UNB Health office 2x month	2022-23	Health Director Social Justice Pillar	underway
Complete Finance Procedures Handbook to document step by step for A/P, A/R, Payroll and Reconciliation Complete – changes ongoing, as we work to be paperless	2022-23	Finance Department	underway
Capital projects: New Fire hall in Quilchena: construction 2026 Water treatment plan IR3, construction 2026 Pure Fibre Optic IR1 work with TELUS complete 2024 Compost bins implemented 2022	<u>2022-2025</u>	Director of Community Services	Designs complete

2022 Goals Continued	<u>Timeline</u>	Champions	2026 Update
N'kwala School Assessment with First Nations Education Steering Committee	2022/2023	N'kwala Principal, Administrator, Chief and Council, Parents	
Construct bus shelters: Spaxmn & Quilchena	2022-23	Education Manager	Complete
Research the option to purchase EMH ware that will provide support to carry out case management, contact and program/service management, scheduling, case notes and reportable forms for internal and funding partner reporting	2022-23	Director of Our Relations & Managers	Complete – Kwu Stemtima? Utilizing
Nsyilxcen language: Develop language strategy to support all Nsyilxcen speakers, identify budget that can sustain a multi-year budget, provide mentorship programs: sustainable funding, 20 years, accessed for revitalization of nsyilxcen language – Four Pillars Society, strategy complete	On Going	Nsyilxcen Language Manager	Complete,
Work with UN Members on the Rebuilding Our Nation Research project to: move away from the Indian Act and towards syilx/UN governance Carry out community engagement, policy review & update and law development	2022-2027	Chief and Council Community Champions Administrator Centre for FN Governance	ongoing

COMPREHENSIVE COMMUNITY PLAN (CCP) QUICK STARTS

Action Items	Outcomes	Champions	2026 Update
Youth Leadership Program	Mentor and build skills for Youth Geared to smaller families in need Glimpse Lake Youth Camp	Education Manager, Language Manager and Cultural Heritage Technician, Kwu Xast Facilitators	started, needs further work
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 Glimpse Lake Youth Camp	Education Manager, Language Manager and Cultural Heritage Technician, Kwu Xast Facilitators	Ongoing
Growing Healthy Program	Coordinate existing community gardens Link to Healthy Eating and Cooking Learning Program yes Incorporate traditional knowledge and medicinal plants Good food bin- On hold Quilchena Health- garden Kwu xast/Youth Gatherings Food Prep	Kwu Xast, Health, CCP, Cultural Heritage Sr Technician	On Going

CCP QUICK STARTS continued

Quick Start	Action Items	Champions	2026 Update
Health Priorities Identification	Identify community health priorities and assess health programming Consider Mental Health Supports Support toward Alcohol and Drug Addictions	Health Department	underway
Regular update on activities and items	Yearly Ongoing	Diana Boston	On Going
Community Grant Program	Support Youth and Families in helping implementing activities that would support CCP Not too much involvement	CCP Planner, Administrator	On Going
Community Recycling and Compost Program	Minimize waste created, Compost could be used for community gardens N'kwala- damaged Bear Proof Bins	Community Services, Leigh	On Going
Housing Program Guide	Develop an easy-to-read guide that outlines all UNB Housing programs, House Insurance & Fire Smart	Housing	COMPLETE



Circulate draft Strategy Map to participants for feedback



Finalize Strategy Map and have it adopted by Council

Measure and report on success adjust as needed



Departments develop work plans



Integrate Priorities into budget

