



OKANAGAN INDIAN BAND COMPREHENSIVE COMMUNITY PLAN



Developed by the Inkumupulux Collective

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Approval by Band Council Resolution on February 19, 2025 to the document.

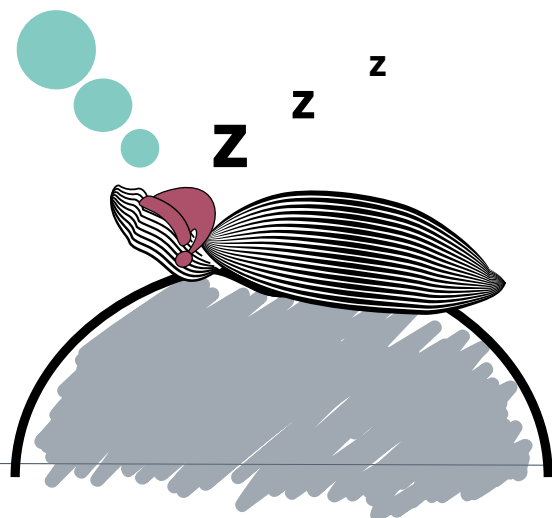
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“ The Okanagan Indian Band and its membership are committed to supporting each other to build a healthy, culturally vibrant and sustainable future.

—Community quotes”



1.0 EXECUTIVE SUMMARY

The **Okanagan Indian Band Comprehensive Community Plan (CCP)** has been ongoing for two years. The following CCP is a membership-centred guide for the future planning activities of OKIB while preserving the membership. The OKIB timeline in this report is a reminder of the ancientness of Okanagan Indian Band, explicitly the membership being from this place. The CCP's purpose is to articulate the membership's voice as a guide for the future. In the data analysis membership spoke repeatedly prioritizing relationships to language, *sqilxw* ways, with each other, this led to the inclusion of the Contact Model. The Contact Model gives voice to the Okanagan peoples experience since European contact and its effects into the present.

OKIB hired the **Inkumupulux Collective (IC)** to develop the CCP which was created through two phases. The theme of the project was **"Dreaming the Future"**. The first phase included the development of the survey and community engagement sessions to introduce the project. The second phase consisted of the IC extending the Phase 1 survey to increase the number of responses, synthesizing the data and facilitating more engagement sessions to share "What we heard" and developing the CCP.

During the data analysis, we generated emerging themes based on the survey responses. The direction of administration of the time was to create an First Nation plan that was centred on the aspirations of membership. During the data analysis of the responses, there were clear priorities that reflected the priorities identified on a weighted scale. These priorities in order are housing and houselessness, health and wellness, education, employment and economic development, support for families, crime and safety, addiction and substance abuse, childcare, food security, environment and climate change, recreation and social and community. Other emerging themes that were identified and not weighted were supporting marginalized people, language, governance, and infrastructure. More opportunities to create community unity were expressed frequently.

The data analysis with the objectives identified by the community were broken down into four themes identified as the Four Food Chiefs. Chief *siya?* "Membership" represents youth, innovation and vision of new ideas. Chief *skəmχist* "Council" represents traditions and decision-making both past and present. Chief *ntytyix* "Staff" represents the planning and represents action/ doers and planning and getting it done. Chief *spiχəm* "All responsibility" represents relationships and interconnection.

The implementation of CCP can take up to 2-5 years while the full implementation of the CCP can take up to 20 years. It is recommended to keep the CCP a living document, updating it every five years to keep the plan relevant. A Phase 3 project is required to implement the CCP. The recommended short-term objectives are relatively quick to implement time-wise as they are based on building relationships within OKIB.

2.0 OKANAGAN INDIAN BAND SIGNIFICANT EVENTS¹

Pre-contact Traditional Land Management practices occurring.

1700's FISH LAKE ACCORD

1794 Jay Treaty

1823 Battle with the Fraser River Indians

1858 American gold miners provoked an Indian reaction by an invasion of Okanagan, Secwepemc and Nlaka'pamux territory and by the massacre of unarmed Okanagans.

1864 Colonial Douglas reserve (established under colonial government)

1876 Indian Act is made law in Canada

1877 Present reserves established for the OKIB by the Joint Reserve Commission including the Commonage reserve.

1893 Secret meetings between Premier William Smithe and Prime Minister Sir John A. McDonald were held to auction off the Commonage reserve.

1902 Arrow Lake/Oatscott Reserve established

1903 First census of Oatscott Reserve occurs

1927 Federal legislation prohibits Aboriginal people from raising money to press for recognition of Aboriginal title in the courts

1930's Day school opens on OKIB reserve

1939 Prepping for flood of Arrow Lakes from the Grand Coulee Dam

1940s OKIB members may leave reserve without a permit from the Indian Agent

1946 Aboriginal awarded the right to vote in British Columbia elections

1950s Medal awarded to Chief Pierre Louis from the Royal Family

1951 The "potlatch ban" is dropped, as well as the ban on raising money to sue for recognition of Aboriginal title is lifted

1953 Annie Joseph, last Arrow Lake band member dies on October 1st

1956 The Federal Government declares the Arrow Lake band extinct

1960's Early 60s sees closure of Reserve Day School

1960 Aboriginal people across Canada are given the right to vote in Canadian elections

1960's Members lose free range access to Silver Star Mountain

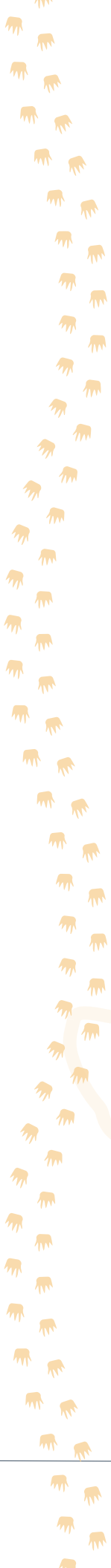
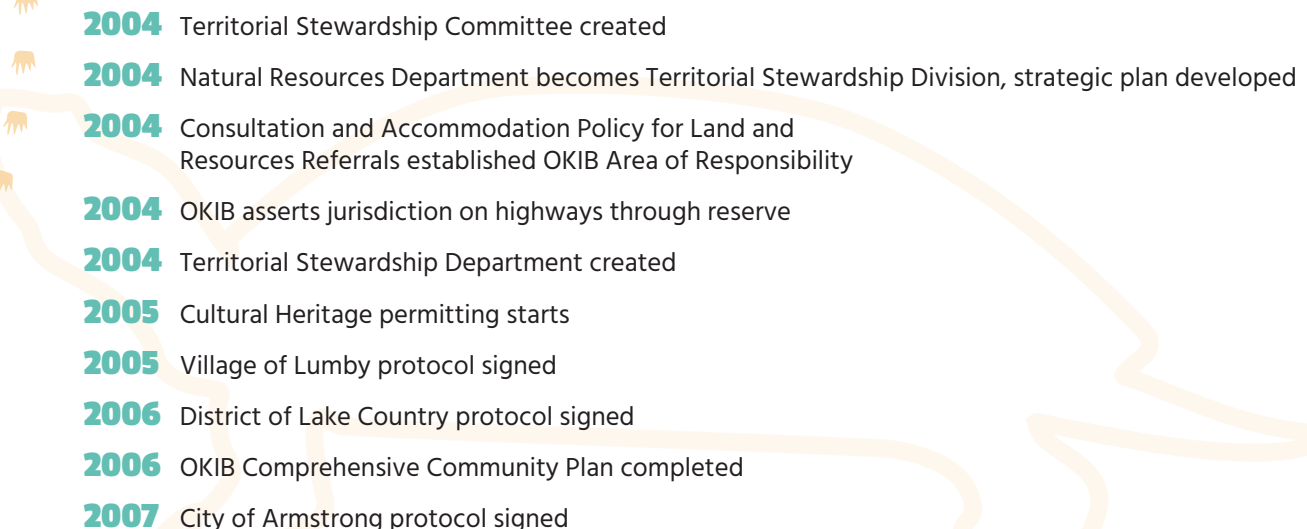
1963 Okanagan Indian Band and Westbank First Nation separate

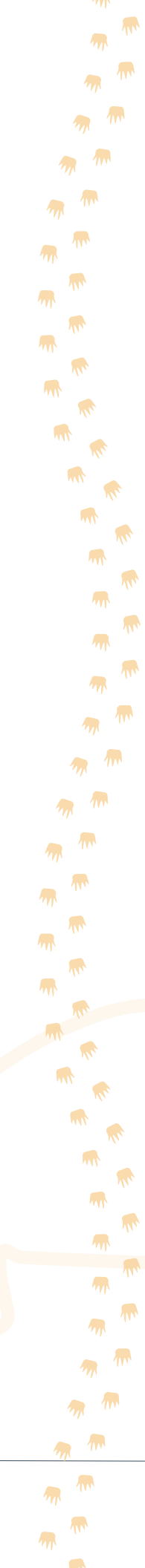
1964 Columbia River Treaty signed

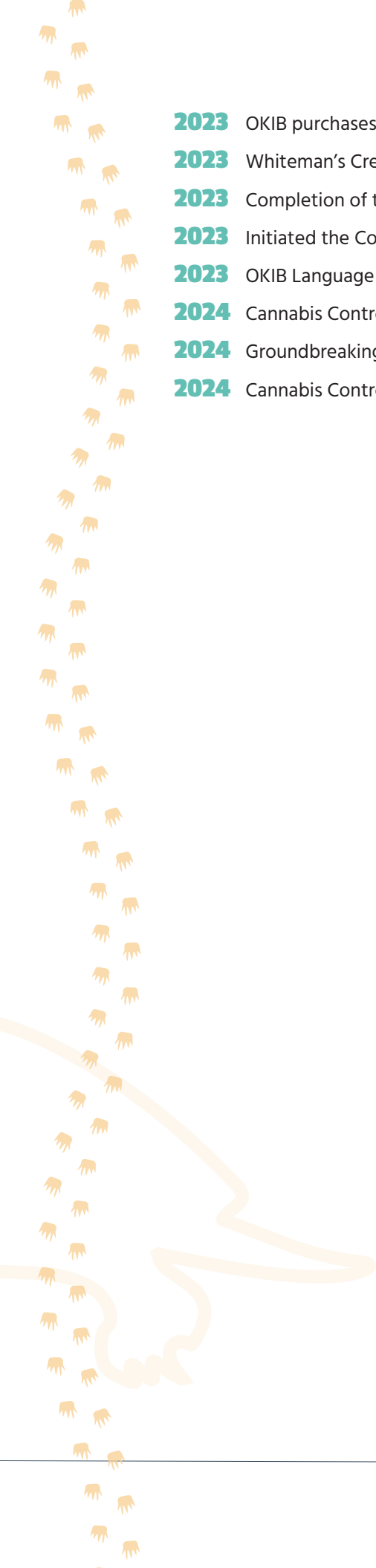
1968 OKIB Member Len Marchand elected first Status Indian to sit in the House of Commons in Ottawa, later named Cabinet Minister and appointed to the Senate.

1970's Segregation ends OKIB Issues first leases for Economic Development purposes Summer recreation camps established for a period Komasket Park established Chief Nkwala's remains reinterred at Head of the Lake cemetery

¹Adapted from Timeline in Okanagan Indian Band Strategic Plan 2015-2018 by Gwen Bridge

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- 1975** Department of Indian Affairs Office in Vernon closes
- 1977** OKIB Band Office Established
- 1977** Preschool opens
- 1980's** OKIB conducts first archaeology assessment
- 1980** Fire Hall established
- 1981** OKIB joins the Okanagan Tribal Council (which becomes the Okanagan Nation Alliance)
- 1984** OKIB settles cut off claim (which arbitrarily removed portions of the reserve without consultation)
- 1985** Bill C31 is passed which ends gender discrimination regarding who is Status Indian
- 1987** OKIB is a signatory to the Okanagan Nations Declaration
- 1980's** Commonage Reserve and Arrow Lakes claims progress
- 1988** OKIB builds arbour at Komasket Park
- 1990's** Snc'c'amala?tn (daycare) opens
- 1996** Sadie's Walk established
- 1996** Head of the Lake Hall renovation and upgrades
- 1996** Aboriginal Day declared in Canada
- 1998** Brown's Creek logging and eventual legal action initiated
- 2000** First Lake Accord reaffirmation ceremony occurs
- 2001** OKIB Natural Resources Dept opens
- 2001** Conceptual Economic Plan— Stage 1 for comprehensive community sustainability process begins
- 2002** OKIB signs protocol with City of Vernon
- 2003** Reintroduction of Salmon begins
- 2003** Gathering takes place at OKIB
- 2004** Territorial Stewardship Committee created
- 2004** Natural Resources Department becomes Territorial Stewardship Division, strategic plan developed
- 2004** Consultation and Accommodation Policy for Land and Resources Referrals established OKIB Area of Responsibility
- 2004** OKIB asserts jurisdiction on highways through reserve
- 2004** Territorial Stewardship Department created
- 2005** Cultural Heritage permitting starts
- 2005** Village of Lumby protocol signed
- 2006** District of Lake Country protocol signed
- 2006** OKIB Comprehensive Community Plan completed
- 2007** City of Armstrong protocol signed
- 2007** Township of Spallumcheen protocol signed
- 2007** Veterans Memorial Cenotaph established on reserve

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- 2007** OKIB Cultural Immersion School opens
 - 2009** Browns Creek Title and Rights
 - 2010** Okanagan Colville Unity Declaration signed
 - 2011** Language Nest established
 - 2011** Qwc'í? built
 - 2012** First Strategic Planning sessions
 - 2012** OKIB draft Strategic Work Plan completed
 - 2013** OKIB Territorial Stewardship Department Strategic Plan completed
 - 2013** 911 Services begin on IR no 1.
 - 2014** Reaffirmation of Fish Lake Accord
 - 2014** OKIB signs protocol with RCMP
 - 2014** OKIB opposes the Rail Corridor sale
 - 2015** Land Use Plan Created
 - 2015** OKIB enters into an agreement to partner on the Swan Lake Wastewater Plan
 - 2016** OKIB files civil claim against Department of National Defence for failure to remove ordinances between 1939 and 1990.
 - 2018** OKIB Group of Companies established
 - 2018** Community Health Plan ratified
 - 2019** Economic Development Committee established
 - 2019** OKIB files civil claim against the Federal Government for failing to ensure safety of the drinking water
 - 2019** Financial Administration By-law
 - 2019** Dangerous Person and Trespass Bylaw
 - 2019** Wildlife Bylaw
 - 2020** Economic Development Plan ratified
 - 2020** COVID Pandemic
 - 2020** Primary Care expanded to include doctors
 - 2020** Range and Livestock Bylaw
 - 2020** OKIB Communications Strategy developed
 - 2021** Land Use Plan was updated
 - 2021** White Rock Lake Wildfire
 - 2021** Dog Control Bylaw
 - 2022** Labour Market Information Study Analysis complete
 - 2022** Phase 2 Community Safety Strategy
 - 2022** Fire Services Bylaw
 - 2022** Rebuilt the harbour

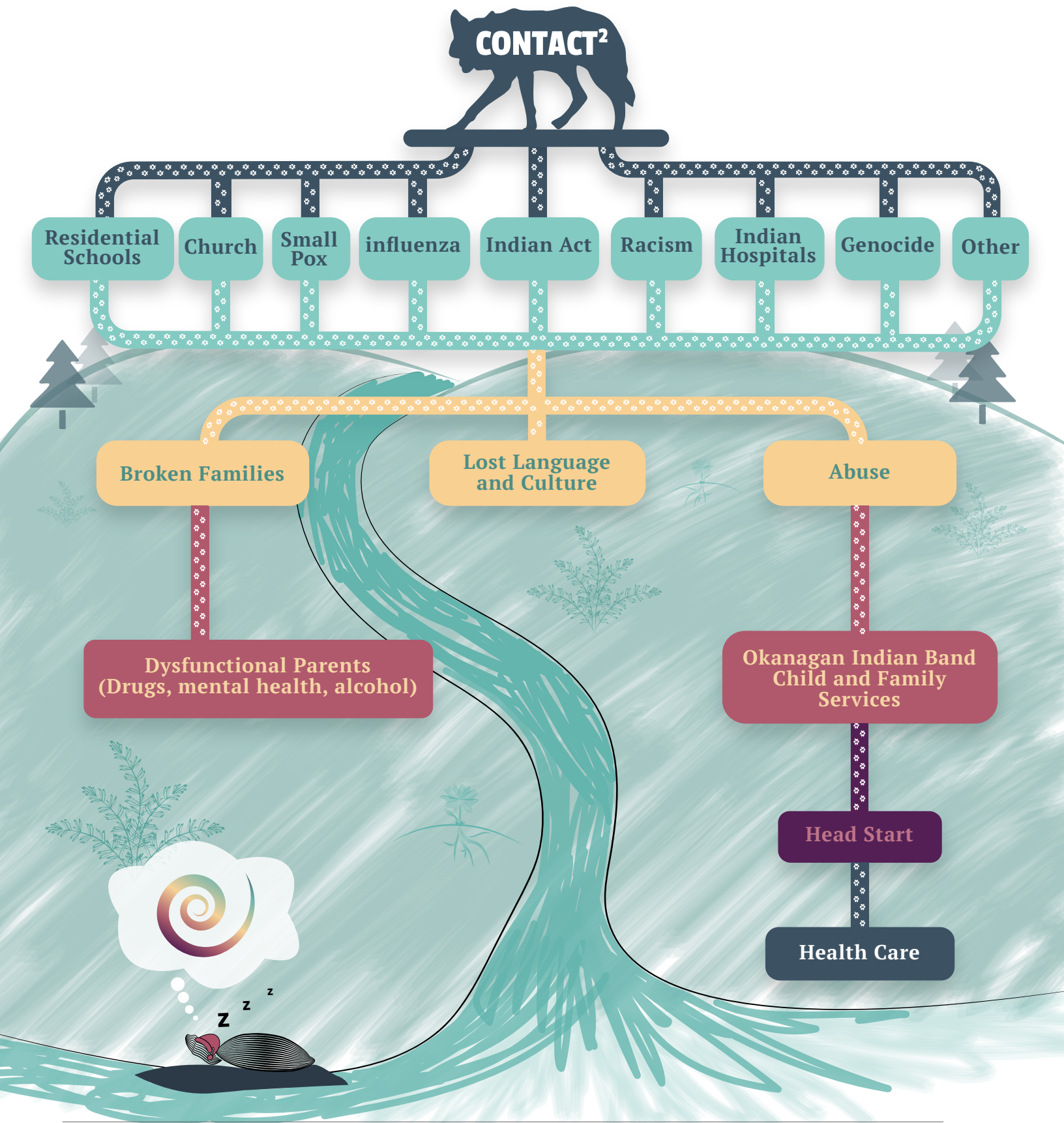
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- 2023** OKIB purchases O’Keefe Range Lands
 - 2023** Whiteman’s Creek Flood event
 - 2023** Completion of the Head of the Lake water system
 - 2023** Initiated the Comprehensive Community Planning process
 - 2023** OKIB Language Revitalization Strategy ratified
 - 2024** Cannabis Control Law - 1st iteration
 - 2024** Groundbreaking event for the construction of the cultural immersion school
 - 2024** Cannabis Control Law - amended

“ Language, culture, ceremonies, and traditions. Our identity. Our love. Our pure hearts. That sparkle in our eyes. That spirit.

—Community quotes”



3.0 INFLUENCE MODEL-HISTORICAL CONTEXT



² Adapted from Haida Influence Model Historical Context CCP, 2023 CCP Conference at Osoyoos, Spirit Ridge.

4.0 INTRODUCTION

The **Okanagan Indian Band** required an updated **Community Comprehensive Plan (CCP)** since the last CCP was drafted in 2009. This project was initiated in 2022 and developed in two phases, the first phase was to collect the data, the second phase was to analyze the data and develop the plan. The goal was to create a member-centered plan that reflects the voice of the membership from their responses. To be a member-centred CCP means envisioning what the Okanagan Indian Band future looks like with its membership still in it, based on Band memberships' guidance and decisions. The process of transitioning to Band membership centred governance requires their thoughts, guidance and decisions serve as the foundation for the Okanagan Indian Band moving into the future.

What is Comprehensive Community Planning? The CCP is created by the community and organized around a shared vision and goals for the community's future. It is created through a process and a method to incorporate First Nation ways of knowing and being into a document or visual that encompasses the community desires. In a CCP, the community sits at the forefront and the planning continues in operations.

First Nation planning differs from other types of planning as First Nation planning recognizes the community members are the experts, their life experience is valid, it is non-linear, trauma-informed, there is commitment to place, is personal to each community, is not focused on a dollar value, can include language and spirituality and traditional protocols, focuses on social well-being, and is based on oral traditions and storytelling.

The Inkumupulux Collective (IC), as consultants for this research project are also Band members, and acknowledge the need to separate ourselves from this report's data analysis through identifying ourselves as IC. Also, the term Band Membership will refer to the Okanagan Indian Band members that responded to the survey and whose words form this report. IC recognizes that OKIB is a term that at times can represent Band Membership, staff and Council, however, in this report we will use each name separately to identify their roles. In this report staff and administration will be interchangeable. OKIB will be used to represent the band as all three groups. As band members and representing IC we recognize the importance of upholding community ethics and one way to do this is through our transparency of how we engage in this work together with the community.

In the CCP development staff outlined the priorities for administration needs which had a strategic planning focus including the eight band departments. This direction was to include governance, economic development, rights and title and fee simple properties in addition to focussing on membership's dreams and aspirations for the future. The research respondents noted in their responses that the survey appeared to be venturing into strategic planning topics, and this was due to the administrative needs at the time. Interestingly, in survey responses membership identified the need for OKIB to move from a project/program centred operation to become a member-centered organization.

Writing this report required analyzing membership's responses to tease apart CCP related

responses versus strategic planning, land use planning, administration operations and economic development. We are sharing the summary of each survey question asked and address the overarching question: **“What is the dream for our future?”**. The survey questions were meant to capture the vision for the next 150 years. The CCP is meant to be a living document that will be the foundation for the next CCP engagement process.

To be effective the CCP will require an implementation plan, that would be a Phase 3 work plan. IC synthesized survey responses in a manner that will inform staff strategic plans, work plans, and other planning processes that are beneficial to the OKIB. These plans will flow as part of the implementation process to ensure the membership’s vision is realized.

Once ratified the CCP will inform OKIB planning, for example a Land and Water Use Plan will inform the infrastructure required for housing, OKIB facilities, and an OKIB economy to occur. Once feasible opportunities are developed based on best uses then a business plan will identify the requirement for infrastructure investment to proceed with development.

The implementation of this plan requires on-going commitment from membership, Council and staff to ensure the voices are heard and action is initiated, and an accountability process exists. Accountability will occur when the CCP is implemented into OKIB strategic plans, department plans, and work plans that illustrate step by step how the vision of membership will be achieved.



“ As a united community, the Okanagan Indian Band will work together to create a strong and vibrant economic environment that enhances its entrepreneurial capacity while allowing the community to grow in a way that builds upon its traditions, strong relationship with the environment and valued cultural heritage.

—Community quotes”

GRAPHICS & DESIGN BY: LAUREN MARCHAND

5.0 APPROACH

IC's approach to developing the survey questions prioritized creating a plan that was representative of membership's experience, thoughts and aspirations in a practical and usable format by staff and Council to inform planning processes. Practical and usable means that band membership agrees with the CCP, and staff can use the report to inform their work and planning documents. Council can use the plan to advocate for membership's needs and aspirations. Overall, the CCP has the ability to guide OKIB operations as it reflects the membership's vision.

IC approached the CCP through two phases, Phase 1 and Phase 2. Phase 1 included the survey development with a member-centred approach guiding the creation of the survey questions. Engagement sessions were held at: Head of Lake Hall, New Horizons, Albert Place in the City of Vernon, Duck Lake, Salmon River and Round Lake Hall, and an online Zoom option. The use of SurveyMonkey for the CCP allowed for the accessibility to more members due to the ability of younger people and off-reserve members to provide responses. The elderly band members were included through in-person visitations at the Blue Bird and New Horizons groups. With the support of the OKIB education team and the high school staff, the IC was able to engage the youth at Seaton Secondary School. Membership shared verbally their thoughts and aspirations at the Head of the Lake Hall and Salmon River Round Lake Hall community engagement sessions.

Phase 2 was kicked off with a band member staff engagement to ensure they had an opportunity to complete the survey and meet with the IC team. The need for more membership survey responses led to the Phase 1 survey being extended on Survey Monkey and required a renewed drive for membership responses through OKIB social media, the newsletter Senk'lip News and through band member staff. Phase 2 included more engagement sessions that shared "what we heard" as IC from the Phase 1 data synthesis. At these sessions the members were provided the opportunity to review the Phase 1 summary and to share more thoughts and aspirations for the CCP development.

The final CCP report will be in written form and in visual form through a 1-page infographic report. The written form is a multi page document that will be of interest to some members and will aid and inform staff and Council planning. While the visual 1-page infographic is easily portable and at a glance will represent membership's vision and recognizable as the CCP.

“Knowing the captikwł help us to learn about our land, laws, and they teach us lessons”

—Community quotes



6.0 DREAMING THE FUTURE

6.1 Data Analysis

The approach to the CCP was informed by the question **“What do we want for our future?”** and this one question was broken down into 26 questions.

Survey responses included 100 completed surveys with approximately 1000 members residing on reserve. Given the number of completed survey responses compared to the on-reserve resident members, this ratio appears to demonstrate a low turnout of responses. To ensure that the CCP reflects the membership’s viewpoint overall, this research process includes both a community review and data saturation check. The CCP will be provided to the membership for review after Council accepts the draft CCP on the members only section of the OKIB website. This review period will be 30 days and will give membership a chance to review the report to clarify or question the IC’s interpretation of survey responses. The membership had a chance to review early survey findings in the summer of 2024. Data saturation in social research is when the same themes or statements are repeated in the survey responses again and again.

In the data synthesis tables as outlined in the Four Food Chief sections, survey responses were mentioned once in the CCP but it could be repeated often or mentioned once, in survey responses, as we’re streamlining the plan to prioritize usefulness.

Membership is recognizing the importance of sqilx[™] laws and the need to revitalize these laws into our day to day governance and practices. Every decision should ensure that we are here in 150 years as the framework of decision making.

The question was asked, **“What are the most important issues that need to be addressed by the Community Plan?”** with twelve options to prioritize. The next question asked, **“Was there an important issue not identified in the ranking list above?”** to provide additional space for priorities that were not identified. It should be noted that several responses stated that it was difficult to prioritize because of the opinion that all suggested issues were important. Of the 59 responses to this question, membership identified the priority levels as follows. Membership identified priorities in some cases which are food, housing, water, and relationships with each other.

“Protect the land and culture, have a say in and benefit from activities in our territory.”

—Community quotes



PRIORITIES



OKIB Community Comprehensive Plan

"What do we want for our future?"



PRIORITY #1

Housing & Houseless

Housing was a key need, with a desire for more diverse options, land access, and infrastructure to support development for all stages of life and abilities



PRIORITY #2

Health & Wellness

Health and wellness was prioritized, focusing on holistic care, healing from trauma, addressing addictions, promoting healthier lifestyles, reconnecting to spirituality, fostering unity, and improving access to equitable health services.



PRIORITY #3

Education

Education was emphasizing lifelong learning, diverse opportunities, and alignment with future job needs.



PRIORITY #4

Employment and Economic Development

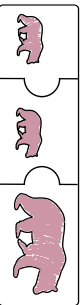
Employment and economic development, focusing on creating a prosperous community with diverse opportunities, supporting entrepreneurs, and building on-reserve infrastructure.



PRIORITY #5

Support for families

Support for families, focusing on unity, cultural teachings, mental health, recovery support, and culturally appropriate services.



PRIORITY AREAS

MARGINALIZED GROUPS

Includes youth, elderly, smaller families, 2S+LGBTQ, and those with diversabilities (mental illness, physical disabilities, FAS, neurodivergence).

Key Needs:

- **Basic needs:** safety, food, housing, wellness checks.
- **Programs:** jobs, health services, destigmatization.
- **Social connection,** communication devices.
- **Leadership,** mentorship, education, and job training.
- **Learning and teaching** sqilxw knowledge and culture.

PRIORITY #11

Social and Community

Social and community, emphasizing healing, unity, respect, and events to promote knowledge sharing, pride and togetherness.



PRIORITY #9

Food Security & Environmental and Climate Change

Food security and environmental sustainability, emphasizing access to affordable food, traditional practices, clean water, and sustainable land management.



PRIORITY #8

Childcare

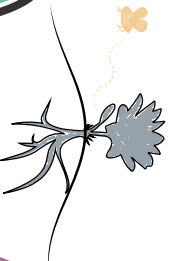
Childcare, highlighting the need for more daycare spaces and improved facilities.



PRIORITY #7

Addiction and Substance Abuse

Addiction and substance abuse, emphasizing recovery support, cultural healing, destigmatization, and creating an alcohol- and drug-free community.



PRIORITY #10

Recreation

Recreation, highlighting the need for a recreation center, more parks, and youth programs.



Follow Turtle through their dream for the people

Follow Salmon and Turtle through the PRIORITY AREAS



INFRASTRUCTURE:
Develop housing, business, and service infrastructure to support jobs and future generations.

SQILXW WAYS:
Integrate cultural values and practices into OKIB operations.

GOVERNANCE:
Prioritize equity, transparency, accountability, and addressing nepotism. Consider governance policy updates and community-focused leadership.

LANGUAGE:
Protect and promote sqilxw through expanded programs and a potential language house

COMMUNITY VALUES:
Highlight recurring values from membership priorities to guide decisions.

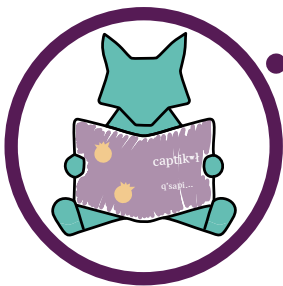
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... **Housing and Houselessness was the highest priority**, this is consistent with the number of responses to other questions that identified a need for housing, access to infrastructure and land. The need for housing was a recurring theme for all stages of life and abilities. Membership desired more options for housing that included areas other than subdivisions, the ability to access land for housing, and the need for infrastructure to support more housing development.



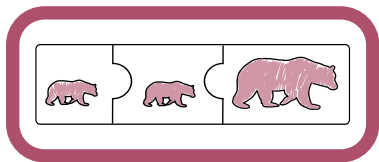
... **Health and Wellness was the 2nd priority** and that was reflected in a variety of topics to achieve a healthy community which includes physical, mental and spiritual health. This dream includes finding ways to unify the community and move past the inter-community conflicts. Also addressed was the need for healing from intergenerational trauma related to residential school abuse and trauma in general. Another need is to address addictions and ensure there is follow up care for those experiencing addictions. There is a desire to promote and support healthier lifestyles, reconnect to sqilx[™] ways and spirituality, and creating a sense of pride in our community. Additionally, membership desires more health assessments, and health care that is free of discrimination and racism. Membership identified the need for more services that would support improved health including paramedical services and transportation to access services.



... **Education was ranked 3rd on the list of priorities** with a dream to be a leader in education. The responses reflected the need to support our membership with education from their first years until they have completed post-secondary institutions. This objective is associated with the need to have access to diversified educational opportunities and to create our own educational institutions to include a high school. It was expressed that training should be in alignment with current and future job opportunities of OKIB.



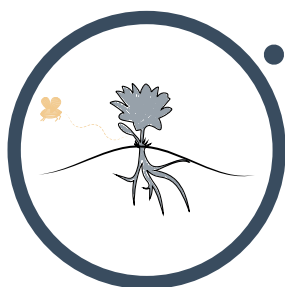
... **Employment and Economic Development was the 4th priority** with a dream to have a prosperous community with access to an economy on the reserve and diverse employment opportunities that include youth. There is a desire to see more OKIB entrepreneurs be supported to develop businesses and the need for required infrastructure to support the development of more business on the reserve. There is a demand to have more opportunities for employment on the reserve and the need to create an economic environment for our own economy. There were a significant number of ideas for businesses both on-reserve lands and on fee simple properties. It must be noted there was a limitation as some members noted they did not know where the fee simple properties were located.



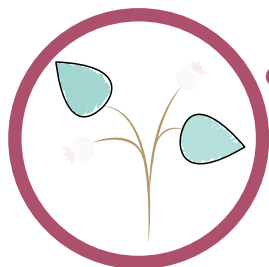
- **Support for families was the 5th priority**, the dream is that the reserve is a place where children can live and be taught the sqilx^w ways of life including the roles. Membership desires an opportunity to create a sense of unity and belonging, learning and exercising the right to hunt to provide for the family, support for healthier families, building family-based treatment and post-treatment recovery centres, support for family mental health and family grieving group sessions and to provide family housing. It was identified that training staff in sqilx^w ways to further support families in a culturally appropriate way is a need,



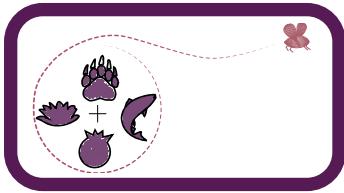
- **Crime and safety were the 6th priority** with a dream that OKIB is a leader in safety and security with numerous mentions of the word “safety” and a safe community. There is a desire to see safety checks for our most vulnerable. Safety includes ensuring that the OKIB employees are experiencing a safe work environment. The respondents identified that lateral violence needs to be addressed and respondents did not feel that they were treated with respect from staff. There was a concern with the possibility of a criminal aspect to the cannabis stores operating on the reserves. Since cannabis is legalized, the enforcement of the OKIB law is a recommendation later in the plan, Fire safety of the community is also identified as a need.



- **Addiction and substance abuse was the 7th priority** with a dream to have an alcohol and drug free community. Suggestions that were provided by the respondents include, more follow up care, creating more connection, healing and cultural activities, a detox centre, a family-based treatment and a recovery centre. The destigmatizing of addictions and mental health diagnosis was also identified as needs in the community.



- **Childcare was the 8th priority** listed with a desire for more daycare spaces, and an improved daycare, the term “daycare” was repeated often.

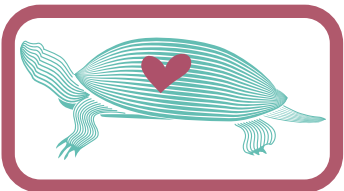


Food security was the 9th priority with a dream to have more access to affordable food, community gardens, and to have a larger grocery store on-reserve. There are concerns that the forest fire impacts the food sources. The respondents want to learn more to be able to harvest their own food and how to incorporate traditional foods into their diets.

Environment and Climate Change was the 9th priority with a dream of the band to be leaders in sustainability and environmental management. Even though the priority is rated 9th, it is important to mention that the environment and the need to protect water and land was mentioned numerous times in the responses. That the environment should be considered during land development plans and establishing a wastewater plant. It was identified that there is still a need for members to access clean drinking water.



Recreation was the 10th priority, although this topic was not rated higher, it was mentioned numerous times with a dream to have a recreation centre for all ages. In addition, more park spaces that include outdoor recreation options. The need for more recreation programs for youth was also identified.



Social and Community was rated 11th of all the priorities, although the desire for OKIB to work towards healing, connection, and community unity was identified. Respondents identified that more respect is needed in all interactions and relationships within OKIB in particular at Band meetings. There were numerous comments to the needs to have more events that provide knowledge sharing, education on sqilx[™] ways, and to build a sense of pride and togetherness.



“Protection of the important areas of the territory, but also benefits from the territory coming to the community where development does take place.”

—Community quotes

The respondents identified more **priority areas** that were not included in the ranking process, the following are the areas that were mentioned.



As OKIB members we are considered to be **marginalized people**, in our demographic we have others that experience further marginalization. These groups at OKIB include the youth, elderly, smaller families, people with diversabilities and our 2S+LGBTQ. The term diversability for the purpose of this document include our membership experiencing mental illness, physical disabilities, FAS, and neurodivergence (people who brains function differently). **A range of needs were identified for each demographic** and generally that include increasing safety, access to food, clothing, housing and home renovations, and wellness checks. There were suggestions to invest in **more programs**, increase job opportunities, access to health and mental wellness services, and an effort to support destigmatization of these demographics. Another need identified was increased **social connections**, engagement and to provide devices for communication. It was identified that there is a need to create **more leadership and mentorship programs**, supporting education, access to resources, and job experiences. The importance of creating opportunities for people to learn about share and teach **sqilx^w knowledge and cultural activities**, particularly teaching the youth roles and knowledge.

way'

Language is another priority as it was mentioned numerous times simply stated in the general statement as "language". The dream is to protect the nsylxcn language and to have the right to speak our language. Specifically, creating more opportunity for youth to access language programs, and more options for members to access language programs. A language house was suggested as well.

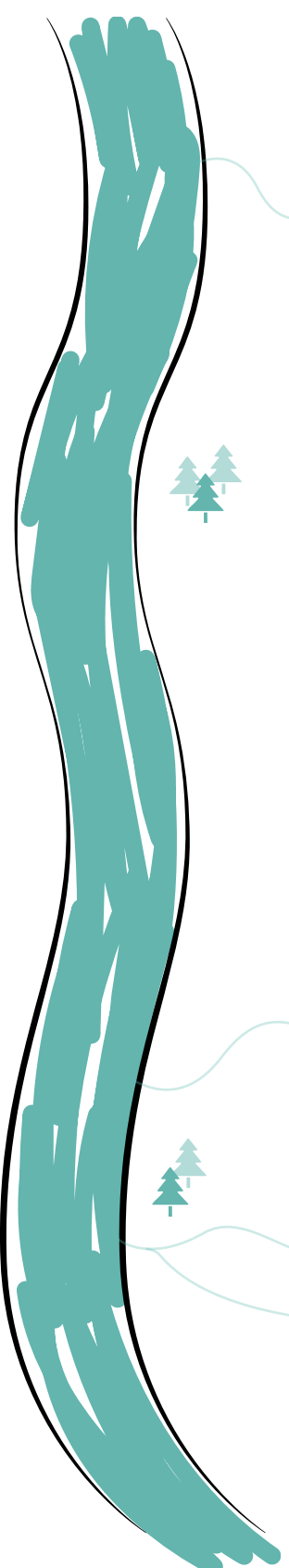
“

Make a store, so I can get snacks.

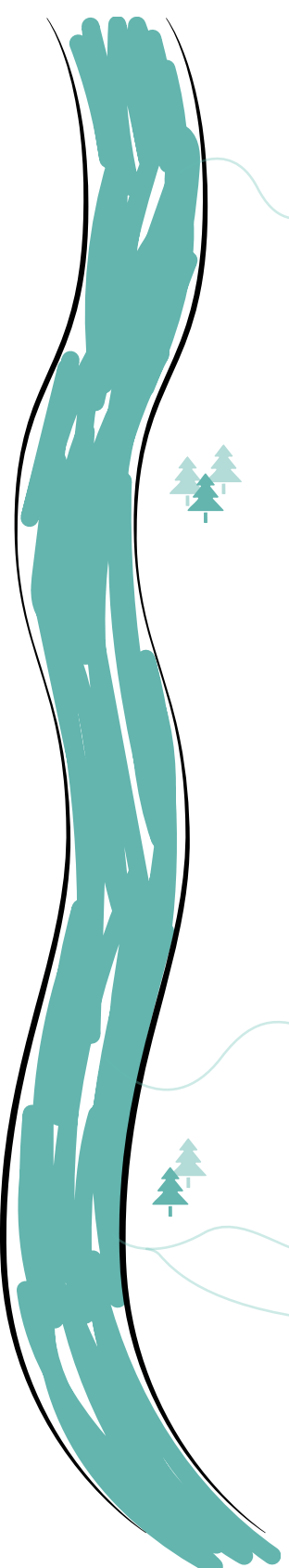
”

-Community quotes





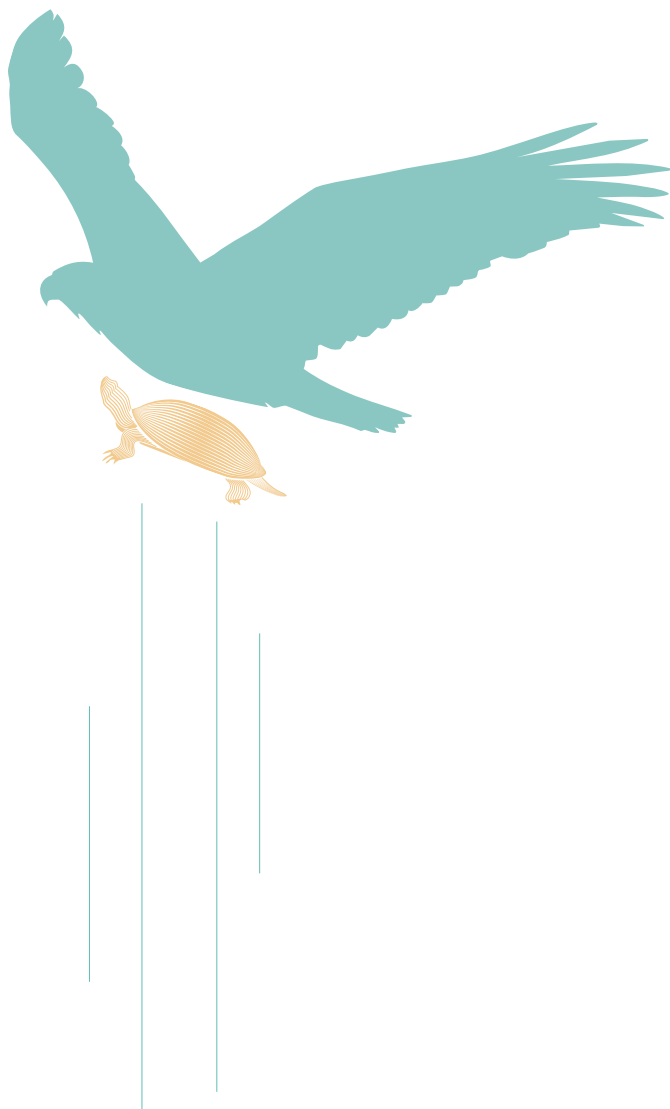
Governance was another topic that was widely discussed with a desire from membership for more equity, transparency, accountability, and to listen to membership, and to have the issue of nepotism be addressed. The community communicated an expectation that Council should be focussed on strategic priorities, protecting and exercising title and rights, and land and water use planning. Membership identified a need for a governance policy to be created and the governance structure and model to be reviewed. There were suggestions to both increase and decrease the size of the Council. When the question was posed, “What kind of governance do you think OKIB should have? (sqilx^w leadership, municipal-like, remain the same, other?)” the responses included all aspects, and some suggested a hybrid model. All responses were equal suggesting that a larger conversation is needed with membership. Some expectations of council included the following, those sitting on Council are expected to put the community needs before their own needs, include family representatives, youth and elders and to continue respecting wakes.



Infrastructure was mentioned numerous times simply as “infrastructure” or “lack of infrastructure”. Comments included the need for infrastructure to support housing, businesses and more services as well as the need for infrastructure to create jobs, for elders and future generations, In the survey responses, membership repeatedly prioritized the incorporation of sqilx^w ways into OKIB operations. There were members that asked for clarification on what **sqilx^w ways** meant. For these reasons, IC reviewed survey responses for recurring value statements and created a list of values based on membership **community priorities**.



6.2 Values



These value statements are drawn directly from the membership survey responses.

- 🦅 The language and captikwł is the foundation of OKIB.
- 🦅 As sqilxw people our relationship to the land and water is what makes us sqilxw
- 🦅 Respect
- 🦅 Equity
- 🦅 Taking responsibility
- 🦅 Compassion
- 🦅 Honesty
- 🦅 Adaptable
- 🦅 Family values
- 🦅 Bringing people together
- 🦅 Inclusion - don't making people feel different
- 🦅 Supportive and preventative service models
- 🦅 Representation - voices and opinions matter
- 🦅 Meeting basic needs - housing and clean water
- 🦅 Self-sufficient - while prioritizing our vulnerable
- 🦅 Advocacy - supporting members/parents that speak for vulnerable members
- 🦅 Support independent living
- 🦅 Engaging membership
- 🦅 Living sqilxw values
- 🦅 Wellness/safety checks to assess needs
- 🦅 Act with honour and show integrity in all actions
- 🦅 Listen - Pay attention to the concerns and aspirations of the membership.
- 🦅 Work together - collaborate as much as possible
- 🦅 Long-term commitment - Building relationships with members on and off reserve
- 🦅 People as a whole not just individuals

6.3 Chief siya? “Membership”



In this project the siya? aspect is youth, innovation and vision of new ideas. The process of grouping membership survey feedback was guided by statements of innovation and new ideas. In this instance, membership vision is an OKIB on-reserve economy, increased infrastructure on-reserve, an OKIB high school, and all land development be developed in accordance with OKIB guidelines.

Our own economy - On Reserve

LAND/WATER USE PLANNING	• Zoning • Clean and abundant water sources • Rich soil and natural resources • About the tmx^wulax^w (land) • Establishing land value/equity on reserve • Long-term plan as to where recreation and cultural structures will be. • Encouraging registered leases
GUIDELINES	• Development Guidelines for on-reserve lands • Survey dispute resolution
INFRASTRUCTURE	• Equity in accessing band water systems • Roads, sidewalks, lighting and water...move away from septic systems to band sewage treatment • Create infrastructure to support business development
CANNABIS LAW	• Storefront and production regulation
MONETIZING RESOURCES	• Develop gold mines in our territory • Stop mining in our territory
EMPLOYMENT³	• Employment Opps satisfaction • Neither Agree or Disagree (41%) • Disagree (31%) • Agree (18%) • Strongly disagree (10%) • Strongly agree (0%) • More employment options

EMPLOYMENT³

- Training, development, and employment plans and upward mobility in employment opportunities
- Prioritizing band members in recruitment strategy
- Equal wages to non-Band members
- Create band businesses and support member businesses to increase band member employment

ENTREPRENEURSHIP

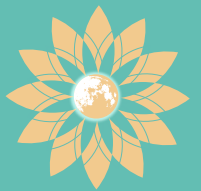
- Support Band member entrepreneurs
- Provide workshops to help entrepreneurs
- Access to facilities and multifaceted commercial business parks
- Supporting Band owned and member owned businesses
- Members market and business hub to set up microshops

COMMERCE

- Sustainable economic development supporting health and wellness.
- Diversify the economy
- Community shared livestock
- Community owned sawmill to train operators
- Create youth jobs, wood working
- Technology and telecommunications
- Creating tax credit system for filming on reserve
- Light industrial
- Biodiesel
- Create an environment for businesses to increase employment opportunities

“ Do more and listen more to the community ”

-Community quotes



“ Protection of the important areas of the territory, but also benefits from the territory coming to the community where development does take place. ”

-Community quotes



³ The percentages in table are represented in the responses to Survey Question 23 in Appendix A.

Building

ADMINISTRATION

- A three-story high building with a conference room, washrooms and a well-equipped kitchen for band meetings and other events
- Service centre with social development centre, complete health centre, administration building(s)
- All departments in one building
- Hospital with complete health center
- New OKIB complex health, hospital, dentist, naturopath, counsellors
- Build [Round Lake/Salmon River] a new hall, firehall, ESS
- Have an OKIB Courtroom court room on the reserve
- Another fire station and gas station (Nkwala)
- Library

ASSISTED LIVING

- An assisted living centre on OKIB lands (fee simple)
- Proper facilities for the aging population
- Partner with a large chain brand for an elder care facility; with stipulation for syilx wing, and to be syilx themed

RECREATION

- Have a youth/community resources and recreation centre that can be accessed for tutoring, recreation, connections, health, and counselling
- Youth facilities - gymnastics, skate rink, lacrosse, soccer, indoor track, ballfield
- Recreation centre
- Medical facilities, paramedical services
- Pool
- Gym for Youth to Elders
- A safe place for youth to congregate and where all are welcome
- Elders lodge

EDUCATION

- High school
- An education centre or a high school that teaches nsyilxcn language
- Gymnasium for the kids school
- Education centre

CULTURAL INTERPRETIVE/ MUSEUM

- Art gallery/artist shop
- Cultural tours
- Performing arts centre

COMMERCIAL

- Stores clothes, grocery and hardware store, tires, tourism stop, gift and art shops, any commercial service on-reserve
- Truck stop and restaurant
- Joint venture to create tourism business
- Ecotourism, tour guides- trails, rentals - bikes, e-bikes, paddle boards, snow shoeing, horse riding stadium and quad rentals (fee simple), bird sanctuary
- Gas station/car wash, and e-charging stations
- Restaurants, bakery, coffee shop, fast food, bank, laundromat
- Family based treatment centre
- Detox centre and recovery house
- Daycare, more daycare spaces
- Plaza
- Resort, casino, hotel and bingo hall
- Wellness, spiritual, and healing resort
- Tipi village
- Vineyards and wineries
- Stargazing emporium
- Drive-in RV park, camping with waterslide
- Arcade
- Technology - Apps and robotics
- Community building with industrial facilities (kitchen)
- Waste plant producing renewable energy
- Clean/renewable energy
- Cannabis production
- Environmental specialists
- Traffic and safety management
- Business that generate opportunities from Crown corporations
- Bottle depot

FOOD SOVEREIGNTY

- Agriculture, hydroponics, hops, hemp production and manufacturing
- Orchards and fruit stand
- Traditional land use planning, identify camping, hunting, and harvesting areas
- Secure flora and fauna
- Community organic gardens
- Livestock and bison herds

CULTURAL INTERPRETIVE/ MUSEUM

- Long house for ceremonies, a place to learn language, culture and art
- Have a cultural centre that can provide classes, events and presentation of cultural craft and artifacts.
- Museum/interpretive centre where the young people could see the history through stories, pictures, and objects of interest

Fee Simple Properties

SWAN LAKE/OLD KAMLOOPS ROAD

Housing, gas station, rent to own housing, seasonal RV sites, eco facilities - bird sanctuary, motorboat restrictions, gas stations, food and coffee shop. Small casino or bingo hall, Costco or daycare. Cultural/convention center

O'KEEFE RANGE LANDS

Housing both band members and leases, commercial, economic development, tourism, agricultural, and facilities for Band members to access commercial space. Lease to a winery with hotel/resort and land leased for casino with mandatory Okanagan syilx theme and Okanagan nation member artwork

SUN VALLEY RANCH

Rural ranching teaching youth skills, agricultural uses, food security/sovereignty, and preservation. Healing, activities, culture & tradition. Airbnb with cabins or holiday trailer spots with 50-amp power and Okanagan syilx theme

BEAU PARK

Protecting the watershed is an important goal, rebuild these areas post wildfire. Food and water protection, agriculture, tourism/ (leased) fee simple land for residential/commercial development. ranch lands. Lease to a winery with hotel/resort and land leased for casino with mandatory Okanagan syilx theme and Okanagan nation member artwork

BRAUN

Housing, ranch lands

GENERAL

Keep fee simple property for borrowing capital, conduct feasibility studies, add to Reserve status, industrial/commercial uses, classes, learning on the land, gatherings etc. We should use one for an education centre or a high school and tourism. Solar and wind farms. Ecotourism

6.4 Chief skəm̓xist “Council”

For this project the skəm̓xist aspect is Council, traditions and decision-making, both past and future. The grouping of survey responses together was determined by words related to sqilx̓w, captik̓w̓ł and governance. In this report, membership vision of tradition and decision-making is governance, sovereignty, Title and Rights, captik̓w̓ł and environmental management.

Title and Rights - Beyond the Reserves

SOVEREIGNTY

- Create footprint in the Okanagan and the world by creating a known brand
- Build relationships with other Nations and local governments
- We need to exert our rights beyond the reserve with the other Bands in the Nation
- OKIB has intergovernmental agreements to co-manage within our territory
- Initiate a strategic land back and land acquisition plan that include waterfront and other waterways
- Assert OKIB’s right to hold dedicated positions on the public school, hospital, and other significant boards in the territory

ENVIRONMENTAL AND CLIMATE ACTION ISSUES TO INFORM ON AND OFF RESERVE MANAGEMENT.⁴

- Health of Waterways (86%)
- Reducing waste, recycling, and litter (67%)
- Hunting and fishing conservation (64%)
- Regenerating natural ecosystems, medicines, and plants (58%)
- Protecting or expanding habitat (57%)
- Managing invasive species (49%)
- Reducing industrial pollution (42%)
- Post disaster monitoring of deer, elk, moose, mollusks, and fish
- Protecting waterways from invasive mussels
- Energy efficiency strategies
- Implementing controlled burns
- Access to more heat pumps

ENVIRONMENTAL MANAGEMENT

- Protection of our land, important places, resources, water, land, and air. Protection of our hunting, fishing, and traditional medicines in the territory
- Find a way to clean our lake and rejuvenate her back to health

⁴ The percentages in table are represented in the responses to Survey Question 23 in Appendix A.

ENVIRONMENTAL MANAGEMENT

- City dumping waste in our lakes
- Lakefront septic management Ethical leadership for being stewards of lands and resources
- Prescriptive land use and development guidelines to manage on-reserve lands that protect environment
- Living the balance with the natural world
- Land guardians to protect land

CAPTIKʷŁ

- Workshops to educate membership on Title and Rights and the relationship to the land (captikʷŁ)/sqilxʷ values
- OKIB rights and title flow from our use and knowledge of the land and it's stronger if we practice it and can outline the relationship in the language. The language and captikʷŁ need to be the foundation for the OKIB
- Include the captikʷŁ laws in governance
- Songs, dancing and arts represent the captikʷŁ
- Use captikʷŁ to guide our relationships with one another and the land
- The teachings in the captikʷŁ need to be foundational for OKIB

SELF SUFFICIENCY

- Generate benefits and revenue sharing agreements from development activities that take place in the territory
- Ensuring our Title and Rights are our own and not sold for profit
- Creating an OKIB based economy on the reserves
- Hold OKIB Group of Companies accountable and include them in the community
- Returning to a land based economy
- Grow our traditional food and plants
- Seasonal camps, gathering, fishing, and more hunting
- Learn to hunt programs
- Remove hunting restrictions for membership in the territory

Governance

LEGAL SYSTEMS

- Membership discussion on the future governance of OKIB: Indian Act, sqilxʷ, or municipal style system or a hybrid mix and the size of council
- Revitalizing our traditional practices with symbolic leadership positions for hereditary chiefs alongside the elected officials
- Self-governing and independent
- Taking control of the future of our membership



MEMBERSHIP CENTRED DECISION MAKING

- First Nation courtroom on reserve, criminal justice
- Aboriginal policing
- Establishing a bylaw structure and system
- Ensure cannabis stores are following regulations
- Respectful behavior at meetings, and within Band operations
- Engagement on how to incorporate syilx governance with modern governance
- Membership engagement in annual strategic planning, policies, and budgeting processes
- Engagement to include captikwł teachings in day-to-day operations through instilling the sqilxw values
- Sound financial planning and establish limits on Council spending
- Educate membership on the difference between a Legal Trust and the Ottawa Trust and membership informed process for accessing these funds
- Transparency on the use of Ottawa Trust Funds
- Transparency and communication in decision making on all levels of the organization to membership.
- Define transparency to meet membership expectations that align with privacy laws
- Educate membership that Indigenous Services Canada programs and funding are based on the membership that reside on-reserve
- Trauma informed training for membership staff particularly saying no to membership due to no programs and/or funding
- Enhance the culture of service models in delivery of programs Identify funding to effectively communicate and manage the Comprehensive Community Plan
- Equity in decision making for all members
- Band council works with membership, moving together as a unit to achieve a priority
- A formal system to include an elder and youth at the table
- Create committees with family representatives to inform governance decision making

POLICIES

- Governance policy and procedures, membership centred decision making, defining service to membership, roles and responsibilities and to include lead negotiation
- Implement a code of conduct and declaration of gifts for council that includes a commitment to act on behalf of all, and attending community and youth events
- Council orientation to train and develop knowledge and skills in governance, negotiation and obligations to create legislated safe workplaces
- A system to ensure policies are adhered to on all levels
- Implementing a layer of transparency in all policies
- Engaging membership on the protections and management of artifacts and ancestral remains to develop an on-reserve process or by-law and a territorial protocol
- Archaeological findings are preserved, and displayed with accurate syilx history and information and is a significant resource in our identity and culture
- On-going policy review in departmental work plans, and training for management and staff to implement policies
- Create a procurement policy for tendering
- Policy for safety and assurances that community youth engagement activities are managed and supervised with a solid understanding of what that means when you have our children in your care

HEALTHY WORKPLACE

- Create a process for ensuring a healthy workplace that meets the syilx values
- Create a membership advocacy/grievance (complaint) resolution policy and process with an arm length committee/independent contractors to handle conflict or complaints from Band members
- Creating a balance between management protecting their staff; while still effectively addressing reported incidents by membership
- Increase organizational credibility by properly managing reported incidents

TAXATION

- Support for taxation to build infrastructure and schools
- Opposition to implementing a tax regime

6.5 Chief ntytyix “Staff”

For this plan the ntytyix aspect is action, doers, planning and getting it done. In this plan the OKIB management and staff will be planning the steps to accomplish the outlined tasks. In this action section the grouping together of survey responses was guided by statements of overarching planning for OKIB operations. OKIB staff will develop the larger scale plans to include the smaller more detailed objectives and goals present in the skəm̓xist, siyaʔ and spiłəm sections of this report. The vision of planning and getting things done is an OKIB Land and Water Use Plan, housing goals all developed in accordance with OKIB emerging guidelines and plans.

Planning Processes

CLEAR GOALS AND TRACKING ACHIEVEMENTS

- ☛ Updating existing plans for continuity and accountability; honouring past council’s decisions
- ☛ Strategic Planning
- ☛ Land/Water Use Planning
- ☛ Economic Development Planning
- ☛ Departmental Strategic Plans
- ☛ Increase accountability through Employee Work Plans
- ☛ Ensure stability to protect future for the young

Band member Security

HOUSING

- ☛ Increase availability of housing
- ☛ Land allotment policy to increase location options
- ☛ Options for Band members to purchase band land for housing
- ☛ Housing for all stages in life
- ☛ Accessible housing for marginalized members
- ☛ Affordable housing options
- ☛ Multi-dwelling housing
- ☛ Sweat equity housing programs
- ☛ More rental housing
- ☛ Housing equity including renovations
- ☛ Tiny homes

EDUCATION

- Provides children with adequate education from kindergarten to post-graduation including financial help
- Leader in education
- Supporting the education of our children
- Have more First Nation workers in schools
- nsyilxcn programs in more high schools

TRANSPORTATION

- More transportation options
- Transportation for elders and disabled (all ages)
- Bus services was highest priority (to Fintry) (hybrid/electric)
- Increasing access to businesses and services on the reserve to reduce the need for transport was 2nd priority
- Bike trails - 3rd priority (enforce speed limits)
- Needing my own vehicle - 4th priority
- Needing a drivers licence - 5th priority
- Carpooling - 6th priority
- Snow removal on driveways
- Walking paths to building
- Ride share app
- Horseback and buggy transportation



“ A youth centre that also has the elders sharing their knowledge or spending time - whether it be reaching traditional knowledge or how to change a tire or everyday things in a safe space with no substance abuse a space safe to share and be open to ask freely . Connectedness to the community, groups - like R' Native Voice, like teen groups in town but closer in the community.

—Community quotes”

6.6 Chief spiłəm “All responsibility”

In this project the spiłəm aspect is relationships and interconnection. The grouping of survey feedback was guided by statements of building community, communications marginalized members, safety and service models. For the spiłəm section, membership vision about relationships, interconnections is supporting healthy families, safety, community unity and support for marginalized membership.

Inter-connection in Community



BUILDING COMMUNITY

- Inherent rights must be put into practice including sqilxw throughout our community
- Creating stability and trust
- OKIB membership, leadership, and staff are participating in healing to promote overall community health
- Promoting a respectful environment at meetings so that everyone can be open, engaging, and trusting
- Building equity
- Addressing nepotism in decision making and employment opportunities, favouritism based on “known families”
- Cultural training for all staff including band member employees and contractors
- Succession Planning - promote membership based on qualifications, prioritize hiring, training, and retaining Band members
- Band members are in all the management roles
- Creating a culture of valuing educated members in our community
- Future analysis to direct training and education pathways
- More visibility of membership at OKIB buildings
- Independent study to look at the quality of band member employment experience working at OKIB
- Celebrating membership successes and accomplishments of our ancestors to instill prideCommunity engagement on changing Band name
- Incorporating place names
- Right to speak our language



BUILDING COMMUNITY

- Members can use nsyilxcn in conversations
- Bringing people home
- Supporting healthy families Deconstructing the normalization of trauma
- Review use and management of on-reserve churches



COMMUNICATION

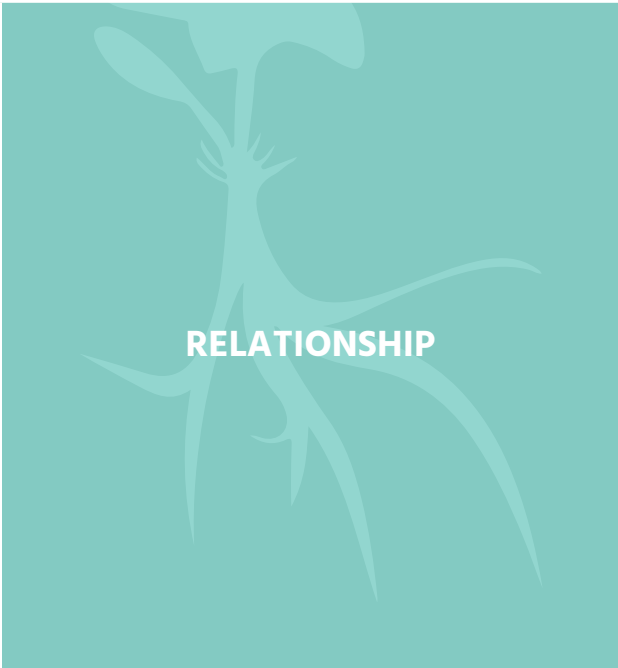
- Equity in communication - accommodating members without technology
- Update members on service facing employee contact information
- More opportunities for members to interact with staff, get information, and ask questions.
- Hosting workshops and classes on weekends for accessibility

Community Unity - Captik^{wł}



SAFETY

- Addressing on-reserve violence
- Community watch - members want to feel a standard of safety
- Creating a stigma free standard of care
- A safe community for children to grow and play
- Safety



RELATIONSHIP

- We act as a community that supports one another, living, and teaching sqilx^{wł} values to all members and our children
- Annual ceremony to welcome new members and include history and what's current
- More cultural events and resources
- Somewhere our children and their children can come home to live and practice our way of life and to raise their families in a culturally safe environment.
- Seasonal non-transactional events to celebrate coming together and belonging
- Continue Four Food Chiefs feasts as a ceremony of thanks to land, animals, plants and minerals
- Supporting inclusivity at all Band events and operations
- Host more syilx nation events to get to know one another
- Create an annual on-reserve graveyard clean up plan

SERVICE ORIENTED MODELS

- Friendly and well staffed
- Responsive & knowledgeable
- Respectful and fair
- Relationship building
- Maintains confidentiality
- Efficient
- Listening and empathetic
- Caring and dedicated
- Hardworking
- Creating community activities
- Accessible meetings, workshops and programs
- Following policies and procedures

WELLNESS

- Healing intergenerational trauma and support the grieving process
- Supporting mental, spiritual and emotional health, promote emotional intelligence
- Community pride
- Membership are leaders in health and activity
- Increased access to health assessments
- Create an addiction recovery strategy
- Access to addiction supports and follow up care
- Destigmatizing mental illness, gender diversity, and addiction
- Access to healthy food
- Access to racism-free medical care
- Partner for wellness services, ie massage school
- Get people out on the land = Land Based Therapy
- Addiction issues

SUPPORTING MARGINALIZED MEMBERS (YOUTH, ELDERLY, DIVERSABILITY, AND 2S+LGBTQ)

- Job responsive programming and training.
- Investing in programs and support
- Support to hear their voice and opinions
- Mandatory engagement sessions
- Compassion
- Supporting access to mental health services
- Advocacy to access supports and resources
- Infrastructure to support services
- Intersectionality, inclusion and representation

SUPPORTING MARGINALIZED MEMBERS (YOUTH, ELDERLY, DIVERSABILITY, AND 2S+LGBTQ)

- Broad based services that are supportive and preventive
- Access to food, clothing and shelter
- Meals on wheels program
- Routine health care/wellness and safety check
- Improve roads
- Supporting small families
- Dedicated culture, harvesting, incorporating them into a diet classes
- Legal assistance
- Honorarium work and/or programs to provide supports
- Supports that nourish self reliance and independence
- Lobby to increase income assistance rates to equal off reserve rates
- Laptops, heating supplements, snow shovelling

ELDERLY

- More supportive care
- Include all fluent language speakers in opportunities
- Elder appreciation events
- Repairing older homes for safety
- Ensuring elders are not isolated
- Increase care aid services
- Increase home support to increase ability to live at home
- Provide lifeline/fall alert devices
- Use Bluebird for intended use, assisted living
- Assessment of elderly services
- Maintain elders home for comfort and safety
- Support trips to ONA, Elder gatherings, and conferences
- Assist with wood, food, and health when needed

YOUTH

- Prioritize kids
- Create a role model program
- Create opportunities and programs for involvement and connection
- Equity for youth
- After school program for teens
- Motivation and engagement
- Build youth capacity and include leadership workshops
- Ensuring there are language programs from birth to elders
- Create a younger youth council/group

YOUTH

- Create youth jobs and employment experience
- Include youth in more traditional culture activities and teach trading
- Nurturing and support
- Community to encourage socializing
- Treat them like people
- Children in foster care, implement workable plans for children to visit family, plans for reuniting families
- Train staff in sqilx[™] ways to implement into workable plans for all children and family
- Maintain all programs available and evaluate for improvements
- Trips for youth to ONA functions
- Coming of age ceremonies and sweats
- Non-judgemental youth checks, make sure their basic needs are taken care of
- More trees at the parks and playgrounds to protect children

DIVERSABILITY

- Supporting all ages with mobility challenges
- Support access to services and events
- Repairing older homes for safety
- Ensuring disabled are not isolated
- Invest money
- Diagnose and support for those with FASD and mental health issues
- Prepare the workplace to include a neurodiverse work force

2S+LGBTQ

- Create a diversity committee
- Destigmatizing
- Strive to become leaders in diversity
- Gender neutral bathrooms
- Quarterly dinner/events to celebrate 2S+LGBTQ

“

By setting the example and doing the work to make us a community/ as one again like a team, not that family against that family. Unity.

”

-Community quotes



7.0 IMPLEMENTATION

When implementing a plan, making the link with local services shows the community that they have been listened to and that the plan is addressing the items they have highlighted as important. It can take 2-5 years for a new service to be enacted in planning. The more membership connection and staff alignment we have in these plans, the quicker we are able to grow as a people and a community.

While the responses may appear to delve into OKIB operations; membership is voicing their dream of their path into the future and how they want to live. The implementation of this plan into OKIB planning documents is how the staff are going to accomplish the membership's vision. The step by step processes outlined in work plans is how the staff will be accountable to Council and how Council will be accountable to its membership. A good working relationship between membership, staff and Council is needed to implement the CCP.

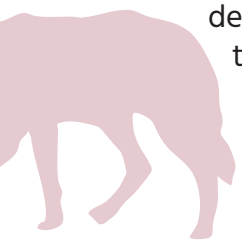
As mentioned, the timeline for implementation will take 2-5 years, although there are opportunities to achieve some goals and IC has outlined some short-term objectives. Overall the implementation of the CCP could take up to 20 years for some long-term objectives. These objectives may have multiple steps or phases, require long-term planning and significant funds to make happen.

Due to the length of time to implement the CCP it is recommended that it be a living document that is updated every 5 years. To implement the CCP, OKIB will need to identify resources and staff to achieve the objectives. The development of the CCP is scheduled under three phases, the third is planned to be the implementation phase. If there is capacity in the staff the implementation can be done internally, or if additional capacity is required, OKIB can opt to recruit assistance.



8.0 LESSONS LEARNED

There is a need to create appropriate ways to engage youth/develop youth questions for any research-based project. A respondent mentioned that a process to engage youth needs to be developed to ensure their safety during research projects. The importance of incorporating the old people, small families, diversability, and 2S+LGBTQ is important to ensure that all voices are heard. Some of these demographics may require an accommodation of the survey questions or to create a survey that is usable to each demographic. To ensure that each life stage is addressed in the survey collection phases.



9.0 SHORT TERM OBJECTIVES

The future of OKIB is dependent on Band member knowledge and creating an organization where the values, culture and vision are clearly communicated to new hires. The membership expressed in many responses experiencing a lack of respect from staff.

Creating a process to support membership so they are heard, and their complaints are addressed in a timely fashion will support the Council's ability to operate strategically. Each item identified in the Four Food Chief sections are identified objectives or goals. The following are recommended short-term objectives.

OBJECTIVE #	MEMBER CENTERED ACTION
1	Fee simple land tours
2	Workshops to educate membership about Title and Rights and the relationship to the land (captikwł /sqilxw values)
3	Discussion about monetizing Title and Rights
4	Assess communication channels
5	Staff orientation process to OKIB
6	Sama is not a racist term - it creates an understanding of the term
7	Policies include membership input
8	Development of complaint framework and process
9	Development of Respectful Relationship Protocol for meetings by membership, Council and staff. This protocol should address intercommunications response timeliness, address lateral violence, in both emails and direct interaction. Implement the protocol in tandem with updates to the Employee Code of Conduct
10	Host a relationship/reconciliation ceremony with Council, staff and membership with the outcome being the Respectful Relationship Protocol
11	Recognize that many staff are members, they are allowed to attend band community meetings and voice their thoughts, in alignment with their employment agreement
12	Address the cost to communicate and implement this CPP
13	Develop a process to safely engage the membership and community youth directly, in accordance with mainstream research ethics (Tri-council policy statement: ethical conduct for research involving humans)

OBJECTIVE #	MEMBER CENTERED ACTION
14	Develop a strategy to build community unity
15	Workshop with membership Privacy Act and PIPEDA (Personal information protection and electronic documents Act), OKIB transparency and Indigenous Services Canada being residency on reserve base so they know information sharing according to federal guidelines, to better understand Band communications
16	Develop a strategy to communicate with members that do not use or have access to the internet and smartphones
17	Revisit and update Whistleblower Policy, rethink the title of the policy with a less triggering name. Create an orientation process that is based on a cultural safety model that is included in council and staff orientation packages
18	Develop a succession planning strategy that prioritizes retaining membership
19	Trauma informed training for staff and including Band members
23	Ensure band member- centred approach includes marginalized membership
27	Nepotism/family relationships need a process and policy for band administration that addresses direct reporting
	Educate the membership on a the differences between a Legal Trust and the Ottawa Trust and membership informed process for accessing these funds
29	Establish band member committees to handle conflict/complaints/discipline issues etc. Leave council out of these scenarios
30	Independent study to look at the quality of band member employment experience working at OKIB
31	Monthly open house sessions for members to interact with staff, get information and ask questions
32	Code of Conduct for Band Council



“ syilx values - the foundation for any community are its values...it speaks to who we are and how we treat each other, how we treat the land and resources etc.

—Community quotes”



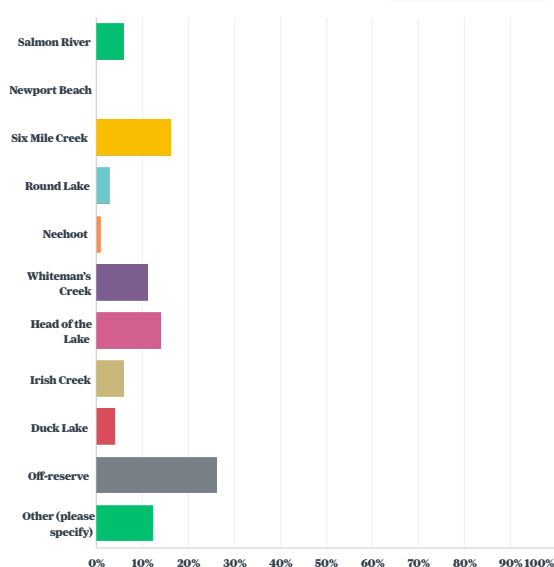
Appendix A - Summary of Responses from 26 Survey Questions



Question 1: Where do you reside/live?

Answered: 99 Skipped: 2

Participants had nine options to identify which area they reside on-reserve, whether they resided off-reserve, and final option identified as “other”. There were eleven other areas on-reserve identified. Of the respondents, 27% identified as living off-reserve and the remaining 73% identified as living on-reserve.



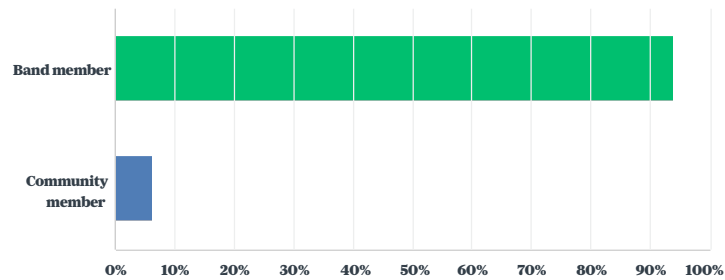
Question 2: If you reside/live off reserve, why have you chosen to live off-reserve?

The question was why have you chosen to live off-reserve but some of the responses shared why they live off reserve. Fifty-nine skipped this question, and it is assumed they are on-reserve residents. Of the forty-two responses to this question, two responses identified they were living on the reserve. The data was organized into a Table 1, see below, that includes infrastructure, house lots, employment, available housing, safety and wellness, and other; two additional categories were created: reasons for living off reserve and a parking lot.

The top three categories for Band members living off reserve are infrastructure, safety and wellness, lack of available housing and next two top categories, housing lots and employment, were tied. Infrastructure in general is a barrier in addition to Band members identifying safety as an issue where drugs and violence, and inter-Band member conflicts exist. There is a lack of diverse housing stock that will serve band members regardless of stage in life or family status. The next identified barriers were the availability of house lots and employment. A theme within many of the responses to question two identify the effects of colonialism that is a barrier to returning to the reserve.

Question 3: Are you a band member or community member?

Answered: 97 Skipped: 4

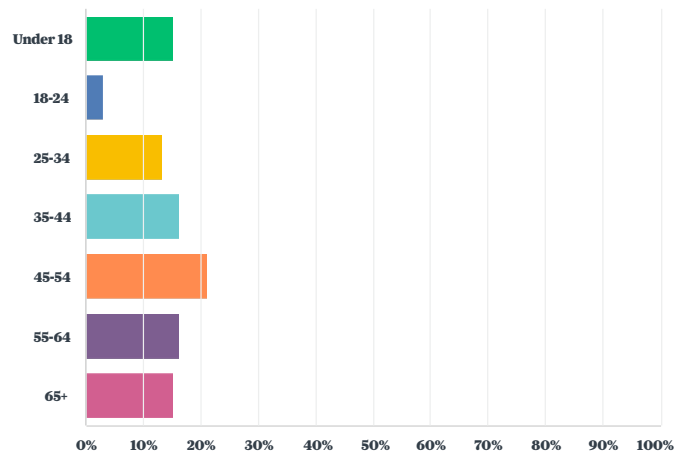


Band member	93.81%	91
Community member	6.19%	6
TOTAL		97

Question 4: What age range are you?

Answered: 99 Skipped: 2

The representation was evenly distributed amongst the range of age groups. 52% of the respondents were over 45 years of age. But a shortcoming was that the 18–24-year-olds were only 3 percent of the respondents.

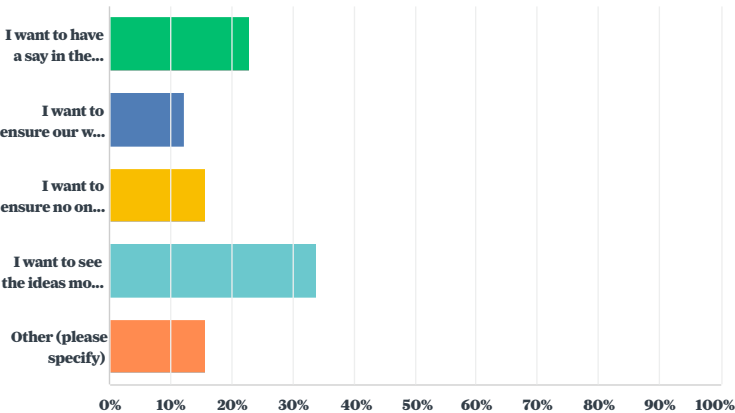


Under 18 - 15.15%
18- 24 - 3.03%
25-34 - 13.13%
35-44 - 16.16%
45-54 - 21.21%
55-64 - 16.16%
65 + - 15.15%
2 people withheld their age

Question 5: Please select what best fits your perspective and/or your motivations for participating in this survey:

Answered: 83 Skipped: 18

- 1. I want to see the ideas move from ideas to action OR real action and implementation of building the future (33.73%)
- 2. I want to have a say in the future of OKIB (22.89%)
- 3. I want to ensure no one gets left behind or left out (15.66%)
- 4. Other (please specify (15.66%)
- 5. I want to ensure our way of living are prioritized and not forgotten (12.05%)



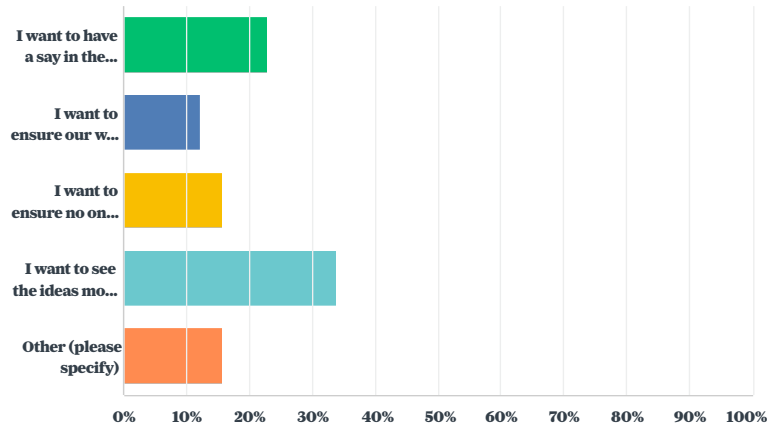
ANSWER CHOICES	RESPONSES	
I want to have a say in the future of OKIB	22.89%	19
I want to ensure our way of living are prioritized and not forgotten	12.05%	10
I want to ensure no one gets left behind or left out	15.66%	13
I want to see the ideas move from ideas to action OR real action and implementation of building the future	33.73%	28
Other (please specify)	15.66%	13
TOTAL		83

Question 6: What kind of community do we want to become and what kind of living environment do we want to leave for our future generations?

Answered: 84 Skipped: 17

Survey responses to the question about community Healthy-supportive, healed generation, living resources, healthy, inter-band member conflicts, alcohol and drug free without cannabis shops, pride, healthy and connected community, healthy sustainable and vibrant cultural community now and future, The responses of this open-ended question were grouped together by their key word/topic. For instance, Youth/ Old People and Stewardship of the Land are priorities however, their The majority of responses identified: Safety, Governance and Economy and Culture. They were closely followed by Health and Healing, and Inclusivity. Inherently, we are all important regarding priorities in Band actions and our future. While there appears to be a low number of responses for Youth and Old People, it’s important to note there are references through many of the other sections, so there are crossover topics in many sections.

In our data analysis we recognize that each band member through their stage of life has a role within the community. The youth and old people/elder are learning and teaching respectively and adult members are managing and making decisions. Admittedly this is a simplistic overview of Band dynamics but it is meant to serve as acknowledgement that each stage of life is significant for the future.



ANSWER CHOICES	RESPONSES	
I want to have a say in the future of OKIB	22.89%	19
I want to ensure our way of living are prioritized and not forgotten	12.05%	10
I want to ensure no one gets left behind or left out	15.66%	13
I want to see the ideas move from ideas to action OR real action and implementation of building the future	33.73%	28
Other (please specify)	15.66%	13
TOTAL		83

Question 8: Select one or two statements from the previous question and please expand further upon them.

In question 7 the three most chosen points related to Band has management capacity, entrepreneurial capacity and Band membership can enjoy a high quality of life. While question eight asked membership to elaborate on two points, and membership focused mainly on: *captikwł*, Language and Colonialism/Decolonization. *captikwł*, Language and Laws are identified as needing a place and prioritize living it in the present. Colonialism and decolonization was a common thread identifying the need to build better band member relationships to achieve prosperity.

Access to housing and clean water are a basic need that membership are asking to be met. Inherent to housing and water needs is the ability to have access to a land lot, or have affordable housing for each stage of life. Membership identified a desire to have more planning through a success plan so that future generations will be hired in band staff roles now and in the future. There is a desire to have more businesses on the reserves that are band operated as well as owned by membership to create more of an economy.

The membership has identified the need to support our young people to return home and raise their families on-reserve. To achieve this the Band will need diverse housing to accommodate membership; which will require access to infrastructure and a thriving economy.

Question 9: What are your title and rights priorities?

There is a spectrum of understanding about Title and Rights among the respondents to the survey. Some Band members have a strong understanding of Title and Rights, while there were several “I don’t know” responses and requests for workshops to gain an understanding. Of the 101 responses, only 59 answered this question.

The majority of responses are related to protecting and asserting our title and rights. More specifically, the responses prioritize land, language, hunting, fishing and gathering. More than a few Band members stated a need for more education and discussion on our collective Rights and Title and what that means so that all members can articulate their vision. There will be differing opinions on how to manage within our territory, and whether or not our Title and Rights should be sold for profit.

Question 11: What are your expectations of the Chief & Council?

The purpose of this question was to clarify the expectations of the membership identified in past reports. In the earlier reports there were varied expectations of the Band council about their roles and responsibilities in the community. Through looking at the responses to the question, it is realized that the question could have been asked differently; asking respondents to identify their understanding of Band Council’s roles and responsibilities. The benefit of this question is that there are actionable survey responses.

This is an opportunity for membership to voice their opinion on the expectations of Band Council positions. To our knowledge the membership has not had the opportunity to share their thoughts on what Band Council roles and responsibilities are to date. We included a *sqilxw* section to capture thoughts that are inclusive of all membership and focussing on Band centered decision making as

leaders. The “What We Heard” section is our understanding of the survey responses based on our understanding of the survey responses based on our lived experience as Band members.

While certain statements in what we heard may only appear once in a row, that does not mean it wasn't mentioned multiple times within that row. There is no priority based on the times a survey response/ action item is mentioned. Communication was mentioned most often and that included listening to membership. Based on the responses and on our knowledge of the organization structure, it was assumed that responses were identifying a need for a governance policy to establish accountability.

The theme of respectful communication and interaction were addressed on each level of OKIB including membership, Band council, and employees. There is a demand for mechanisms to ensure that respectful communication is employed at every level which could include a code of conduct for membership at meetings, Band Council, and employees.

Question 12: How should the four fee simple properties be utilized?

The Band administration directly asked that this question be included in the survey to address uses of the Band owned fee simple properties. Numerous responses call and action to complete a Land Use Planning exercise with the membership and identify the best uses for the land. It is assumed when Swan Lake is mentioned that referring to the reserve lands and the two statuses need to be considered when planning for development.

Once the Land Use Planning exercise is complete with membership input, it will inform the infrastructure required and it will also inform the Economic Development Plan. Once feasible opportunities are developed based on best uses then a business plan will identify the requirement for infrastructure investment to proceed with development.

The engagement of membership is essential to ensure that development is supported. The two common responses are housing/membership use for land and business development for economic prosperity. There is a wide spectrum of expectation between retaining the land for band member use to economic development.

Question 13: How can the Okanagan Indian Band restore and (re)build trust with you?

Colonialism is a theme in this question's responses. This question was intended to address the relationships between the membership, Band council and staff. All survey answers that address the interactions between two or more of the listed groups are relevant. The demand for transparency was consistent with the responses in other survey questions which include not only information but clarification on roles of staff and how to contact them.

It sounds like, from the survey responses that for the relationships to improve that formal conversation about creating a meeting protocol based on sqilx[™] values is needed. Also, mentioned by survey responses is the familial relationships and the need for better relations to foster community connections. These values can be developed between membership, staff and Band Council. The membership needs to feel respected and have inclusion in the planning process.

Survey responses identified community values as adequate representation in Band administration,

building capacity in membership to/for a succession planning to increase Band member staff and directors and equity in accessing Band resources.

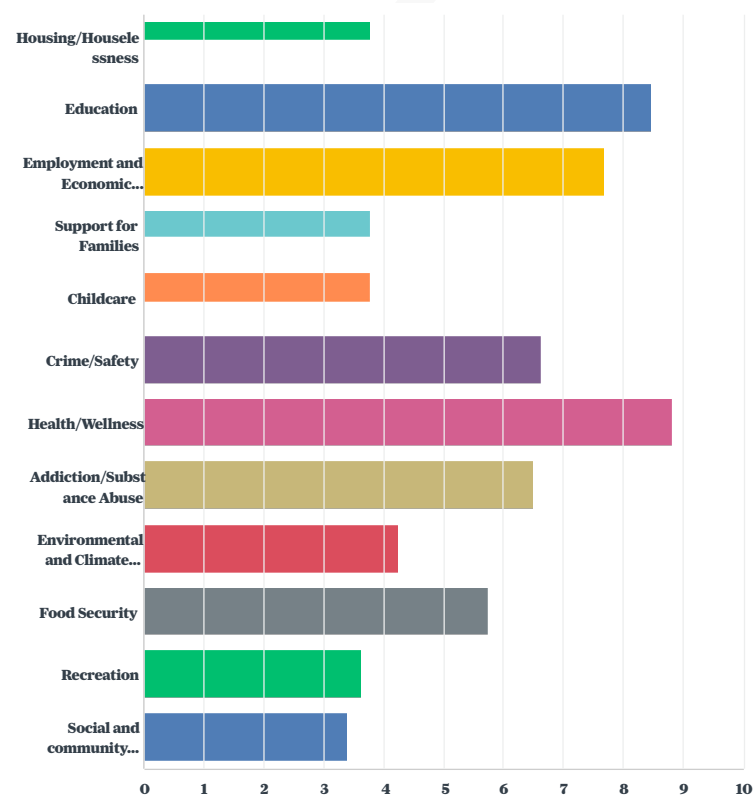
Question 14: Which OKIB department or sub-department have you had a positive interaction with, please describe how it was positive?

Question 15: Which OKIB department or sub-department have you had a negative interaction with, please describe how it was negative?

Due to employee safety, we are acknowledging survey responses to this question in a different way. Membership will still be heard through a review of responses.

Question 16: What are the most important issues that need to be addressed by the Community Plan? Please prioritize by numbering 1-12

This question identified the important issues for the membership. Some people had challenges prioritizing because they felt they were all equally important. Respondents identified elders/old people and children, youth as gaps in the survey. The longer lines represents the highest graded priority based on responses.



Question 17: Was there an important issue not identified in the ranking list above

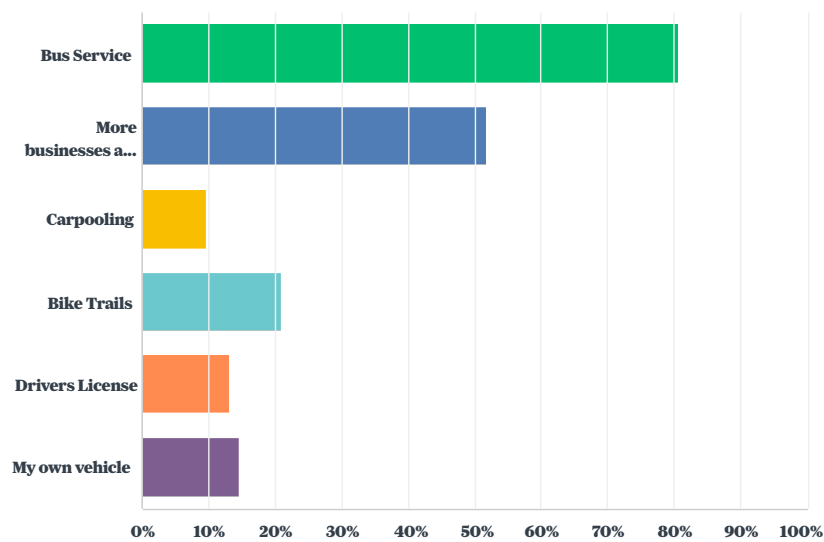
Question 18: What is needed to ensure quality of life for our most marginalized members living both on reserve and off reserve?

Many of the respondents identified housing as a priority for Band membership elders, youth, people with disabilities, gender-diverse, 2SLGBTQ+, neurodiverse, houselessness, etc. Elders, youth, and mental health were identified explicitly as needing more support. The support that was identified as needed for the elders to live at home, support for mental health. Youth were identified as an omission or focus missing from the survey. One survey response, identified the need for checking on each elder/old person and youth to ask them about their needs. A recreation and gym were identified as needs for the Band membership. Intersectionality, inclusion and representation are paramount for people.

Feeling of support, compassion, don't make them feel different, safety check on everyone, support that their voice and opinion matter, equal access to programs and services, feeling of belonging, mandatory engagement sessions.

Question 19: What would make it easier for you or others to get around?

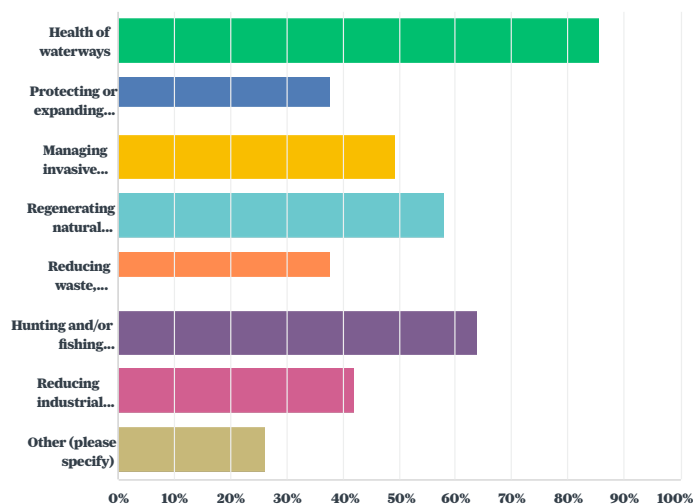
Answered: 62 Skipped: 39



Question 20: The most urgent local environmental/climate action issues to address are?

Answered: 69 Skipped: 32

The responses reflect the desire to prioritize protecting and having healthy waterways. It appears from responses that water health and planning needs to be discussed with membership.



Question 21: One sqilx[™] teaching that could improve the community's ability to relate to the land would be:

It is important to note that over half of the survey responses did not address this question. Some of the respondents that answered this question shared a desire to learn more about sqilx[™] teachings and to share knowledge and the history.

The responses reflected the understanding of our relationship to the land; when the relationship to the land is mentioned, we inherently know that includes the water. The development standards should consider the sqilx[™] relationship to the land, which will require community discussions on the principles.

Question 22: In the Community Economic Development plan, OKIB membership identified three preferred business sectors for both on-reserve and territory-wide development and are: renewable/clean energy, recreation and tourism, technology, and telecommunications.

What type of businesses should OKIB pursue that would benefit members the most within the above listed sectors and/or can you identify further business opportunities?

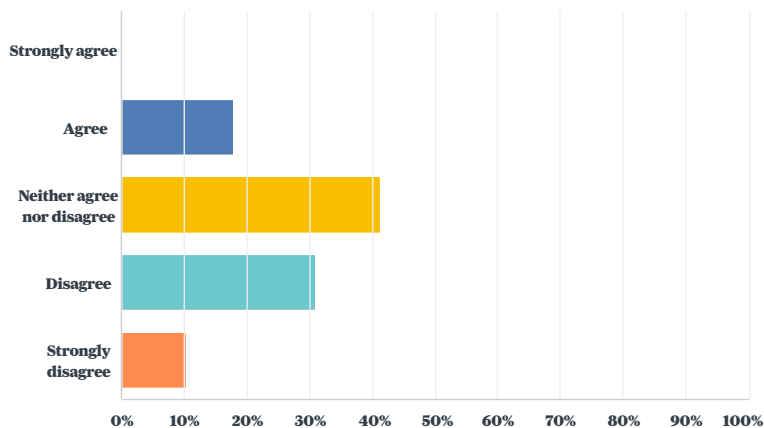
Band members identified business opportunities that the Band should pursue, and in some cases membership were specific to Reserves or areas within a Reserve. Membership did not identify if they were referring if the opinion was for the general public or to support membership so it was assumed that it was for the public. What we heard from numerous responses is that membership is dreaming about having their own economy on the reserve that supplies products, services and employment.

Question 23: Please rate the following statement: I am satisfied with the job opportunities on OKIB reserve.

Answered: 68 Skipped: 33

The membership highlighted the need for more diverse employment opportunities on the reserve for membership. Survey responses pointed out that Band administration is the main employer on the Reserve and that there needs to be more businesses or business opportunities for membership to generate jobs. Succession planning, training for jobs, and providing youth employment opportunities were mentioned in the responses.

There is the opinion that Band members are not being treated fairly in the hiring practices and during their employment. Additionally, the membership perceive that nepotism is an issue and desire equity in the recruitment process.



ANSWER CHOICES	RESPONSES	
Strongly agree	0.00%	0
Agree	17.65%	12
Neither agree nor disagree	41.18% 28	
Disagree	30.88% 21	
Strongly disagree	10.29%	7
TOTAL		68

Question 24: Please expand your answer further:

Question 25:. What does OKIB need to protect so that it is still here in 150 years?

Survey responses to this question prioritized Okanagan language and values, land and water protection, and membership to ensure the Okanagan Indian Band is here in 150 years. The membership-centred column to group member statements that identified issues such as, safety, health, houses, wages, access to land, education, relationship with municipalities, financial planning and the economy.

Question 26: Please outline any important issues not addressed in the questionnaire.

The purpose of this question was to provide membership space to share any ideas or comments that they did not get to address in the survey. We separated the responses into sections that reflect what we heard. The governance section are responses that reflect items that would be addressed through Title and Rights, laws, policies or other governance actions that could address the issues. Under the administration section, the responses that would fit within the responsibilities of current departments. The member input has ideas or expectations for buildings, parks, cemeteries; or potential for business development.



1. What kind of community do we want to become and what kind of living environment do we want to leave for our future generations?⁵

- a. The Okanagan membership knows, respects and practices Okanagan laws founded in captikwł
- b. Most of our members are sufficiently fluent in the language to carry on a casual conversation
- c. The archaeological resources of the Okanagan people within the Okanagan area of responsibility are being preserved and protected for all time
- d. The individual members know each other well, respect each other and have strong feelings of kinship
- e. The individual members and community are well known and respected within the Nation and among other Nations/communities and the surrounding non-First Nation community
- f. The band has the management capacity within its own membership required to achieve the community comprehensive plan vision and keep its plans on track and moving forward
- g. The band has the entrepreneurial capacity within its own membership required to take advantage of the economic opportunities created within the community
- h. The reserve is a place where the membership can enjoy a high quality of life – our reserve is a place where its members prefer to work and live, and where they can build wealth for their families and the community.

⁵ Question extracted from the draft Comprehensive Comprehensive Plan drafted by Lyle Brewer



The following ten planning principles were developed as part of the Phase 1 OKIB Land Use Plan:

1. The OKIB will manage our land in a way that will ensure a viable mix of environmental, economic and cultural uses for future generations.
2. The OKIB will lead by example by demonstrating effective management of natural resources on reserve lands, including the incorporation of best management practices for water, watersheds, agricultural land, rangeland, mining, forestry, fishing, and hunting and gathering grounds.traditional
3. The OKIB will protect Band land for communal interests. We will ensure that all people in the community are included and accommodated in decision making processes.
4. The Land Use Plan will be continuously reviewed to identify future growth and development areas; and to ensure the timely construction of sustainable community infrastructure, including water, transportation and energy infrastructure.
5. The OKIB will ensure adequate access to education, housing and health care for all Band members.
6. The OKIB will continue to build strong community relationships today that will leave a legacy of trust and respect.
7. The OKIB will protect natural features and systems including ground and surface water resources, airsheds, areas of high ecological value, fish and wildlife habitats, and movement corridors.
8. The OKIB will protect our heritage, culture and places of ceremony on and off-reserve. Our traditional uses, language and values allow us to connect our past, present and future.
9. The OKIB land use plan shall promote coordinated, accountable leadership towards the fulfillment of our community goals and vision.
10. The OKIB land use plan will help create conditions that will foster greater economic development and revenue generating opportunities for our community.



Planning Tools of Governance			
CCP	Strategic Plan	Land Use Plan	Economic Development Plan
What is the Purpose of the Plan			
Comprehensive Community Planning (CCP) is a holistic process that involves the entire community in imagining a better future and creating a plan for how to get there.	Strategic plan is a short-term plan usually up to 5 years and it is a tool for governments to ensure that there are resources for actions that are identified to be completed within a set timeline that are reflective of the values and priorities of the CCP. When the CCP is actioned in the strategic plan it will then be reflected in staff work plans to achieve the goals.	Land Use Plans establish a vision, objectives and strategic direction for future land use, allocation, management and protection.	Community Economic Development Plans increase economic well-being and quality of life for a community and its members, in a way that reflects the community's social, cultural and environmental needs and values. Community economic development focuses on community ownership, control and benefit.
What the Plan Achieves			
Looking at all aspects of the community including the environment, the economy, the land and people, programs, housing, etc.	Setting overall goals for your organization and developing a plan to achieve them.	Providing an opportunity for all community members to get involved in shaping the future use of our lands.	Creating jobs and opportunities for community members. Supporting member-owned businesses
Focusing on actions, as they recommend priority actions for making things better for everyone.	Determining the direction of your organization.	Identifying areas for potential development and protection.	Investing in and managing community-owned businesses.

CCPs are inclusive, and build relationships. They are created by the entire community and often help to repair relationships, build community, and rebuild trust	Focusing the efforts and ensuring that everyone in the organization is working towards a common goal.	Providing greater clarity to the community about where various land uses should go or where to build schools, community centers, fire halls, cultural centers etc.	Bringing financial returns to the community to be used to benefit all community members
Much of the effort of creating a CCP goes into encouraging all members to get involved and work together.	Monitoring and tracking progress of the community goals using benchmarks.	Addressing important community development initiatives including the development of community services, infrastructure, housing, transportation systems and desired economic enterprises.	Using community-driven approaches to improve quality of life.
Outcomes of a CCP is a vision and community action plan.	Allowing for changes to adapt the plan as needed as challenges arise	Setting goals for how the community should develop and change as it grows in population.	Supporting projects that meet the community's unique needs, traditions, culture and vision.
Strengthening community relationships; improving trust between members and Council.	Guiding department plans and staff work plans	Providing a simple development review process to guide staff and leadership in the review of new projects to make sure they align to Land Use Plan guidelines.	Entering partnerships with other communities or industry to access new economic opportunities
Increasing capacity to work together to get things done; and a better understanding of community values and priorities.			Community-owned businesses generate profits that are used to benefit the community and create jobs for community members.



Phase 1 - Collecting the Data

Vanessa Mitchell, MA

Vanessa received her master's degree at UBC Okanagan where her graduate research at UBCO focused on locating cultural safety to place through a syilx analytical framework. Currently, she is pursuing her doctoral degree in Health Sciences at UNBC to question how leadership practices consider and foster wellness for Indigenous peoples who must navigate colonial systems and systemic racism while leading transformative anti-colonial and anti-racism work within the realm of healthcare.

Throughout her career, Vanessa has worked with Elders, youth, and leadership in both urban, rural and on-reserve communities to engage in conversations of community wellness that is rooted in traditional ways of knowing and being to guide programs, services, and strategic plans. Recently, she led the development of an accredited cultural safety and humility program, including the creation of both an Indigenous community advisory committee and a physician advisory committee within a regional health authority.

Dallas Good Water, MA

Dallas Good Water, Okanagan syilx was born and raised with her mother's people from the inkumupulux and currently lives at Laneehoot, and also lived with and learned from her father's family at St'at'imc/Ts'kw'aylax.

She received a Bachelor of Arts (B.A.) degree, with a major in Anthropology and minor in First Nations Studies from Simon Fraser University Secwepemc Campus, her Master of Arts (M.A.) degree, Indigenous Studies from the University of British Columbia (Okanagan). Her thesis research looked at historical documents related to salmon distribution or sharing through a syilx Okanagan lens for the ability to inform present day salmon distribution practices.

Dallas's research interests are Indigenous knowledge systems transforming early historical research for present day uses. Her previous research supports and understands that a comprehensive community plan can be built by examining historical land use and present-day membership ideals to plan for the future of Okanagan Indian Band.

Jenelle Brewer, BBA, MCPM

Jenelle Brewer is a syilx woman, raised on the Okanagan Indian Band (OKIB) reserve. She received her Bachelor of Business Administration from the Okanagan College. She was an elected member of band council for two terms and has worked in OKIB in various capacities serving the community as the acting executive director, economic development officer, operations manager, and policy analyst.

Jenelle's experience includes 5 years of project management, and she is currently enrolled in the master's certificate for Project Management. In her roles she has led engagement initiatives that include on-line surveys, in-person surveys, and community information forums.

Phase 2 - Developing the Plan

Dallas Good Water, MA

Dallas Good Water, Okanagan syilx was born and raised with her mother's people from the inkumupulux and currently lives at Laneehoot, and also lived with and learned from her father's family at St'at'imc/Ts'kw'aylax.

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