

5 YEAR
STRATEGIC PLAN

MAY 2026

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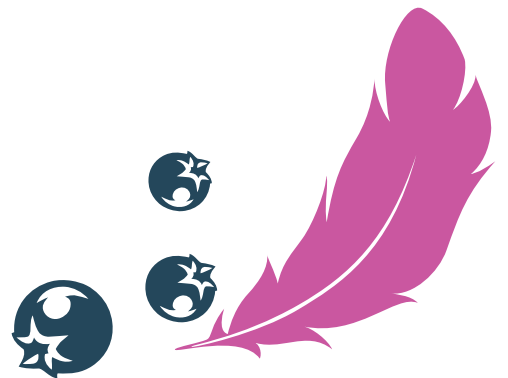
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EXECUTIVE SUMMARY

The Okanagan Indian Band (OKIB) 5-Year Strategic Plan provides a clear and coordinated roadmap to guide leadership and administration over the next five years. Grounded in the community's vision and values, the Plan translates long-term aspirations into practical, actionable priorities that support strong governance, community well-being, and sustainable growth.

This Strategic Plan was designed based on the Comprehensive Community Plan (CCP), ensuring continuity between what was heard from membership and how it will be implemented. It reflects input from Chief and Council, administration, and Elders, bringing together leadership direction, operational realities, and cultural teachings into a single, aligned framework.

EXECUTIVE SUMMARY

The 5 strategic goals that encompass the community priorities include:

GOAL 1 BUILDING COMMUNITY



Resilient and future-ready infrastructure that supports safe housing, local food systems, and active living, enabling economic growth, service delivery, and education, while strengthening community culture, connection, and self-sufficiency.

GOAL 3 SUSTAINABLE OPPORTUNITY



Strategic land planning, acquisition, and cultural stewardship that create the foundation for sustainable economic opportunities, supporting member employment, enterprise development, and land-based activities that contribute to prosperity and responsible land use.

GOAL 5 EDUCATIONAL EXCELLENCE



Learning grounded in language and culture that builds knowledge and skills, strengthens identity, and prepares learners of all ages for leadership and future pathways.

GOAL 2 CARING FOR OUR PEOPLE



Culturally rooted systems and community-led approaches to justice, safety, and care for individuals and families that promote healing and accountability through crisis, treatment, and recovery.

GOAL 4 ACCOUNTABLE GOVERNANCE



Accountable and transparent leadership administration, and well-defined policies and systems guide decision-making and support effective Band management, service delivery, financial oversight, and clear communication internally, with members, and with partners.

The Strategic Plan – implementation plan is a living document that evolves as needs change and new opportunities emerge but will remain aligned to delivering on the five strategic goals. Its success will depend on strong leadership, collaboration across departments, and a shared commitment to accountability.

Together, this Plan provides a practical and culturally grounded path forward, supporting OKIB in strengthening community, advancing self-sufficiency, and ensuring a strong future for its members.





INTRODUCTION



The Okanagan Indian Band (OKIB) 5-Year Strategic Plan sets a clear and coordinated path forward for leadership and administration. It reflects a shared commitment to strengthening community well-being, advancing self-sufficiency, and ensuring that decisions made today support future generations.

This Plan is grounded in OKIB's vision of ensuring the future through cultural, social, and economic development, and in its mission to support strong individuals, families, and communities through balanced, sustainable growth. It recognizes the responsibility of Chief and Council to maintain oversight and lead with integrity, and the role of administration to demonstrate accountability in the implement and reporting of this Plan.

At its core, **this Strategic Plan is about alignment, bringing leadership direction, administrative capacity, and community priorities together into a single, actionable framework. It provides clarity on where OKIB is going, how it will get there, and how progress will be measured along the way.**

BUILDING ON THE COMPREHENSIVE COMMUNITY PLAN

This Strategic Plan is rooted in the Okanagan Indian Band's Comprehensive Community Plan (CCP), which reflects the membership's collective vision, values, and priorities. The CCP is community-driven and grounded in syilx ways of knowing and being. It captures the long-term vision (the "north star") identified by members through engagement and shared experiences. As a foundational document, it ensures that planning remains centred on community voice, cultural values, and long-term aspirations.

The Strategic Plan represents the next step in this process.

Where the CCP defines what the community wants for the future, the Strategic Plan defines how that vision will be achieved. It translates high-level priorities into actionable goals, objectives, and initiatives that leadership and administration can implement.

This connection ensures continuity between community vision and day-to-day operations. It also reinforces a member-centred approach, where actions taken by OKIB directly reflect what has been heard from the community.

WHAT IS A STRATEGIC PLAN?

A Strategic Plan is a roadmap that translates your Community Comprehensive Plan into action. It outlines the priorities, goals, and objectives that guide decision-making and ensure that resources are directed toward what matters most.

For OKIB, this Strategic Plan serves several key purposes:

- Defines priorities that reflect community needs and leadership direction
- Aligns Chief and Council and administration around shared goals
- Guides decision-making and resource allocation across departments

- Establishes accountability through clear actions and success measures
- Supports reporting and transparency to members

Unlike high-level planning documents, a Strategic Plan is focused on implementation. It moves beyond vision to identify specific, measurable, and achievable actions that can be carried out over time. This includes defining timelines, responsibilities, and success indicators to ensure progress can be tracked and communicated.



METHODOLOGY

The Strategic Plan was informed by reviewing and incorporating other documents to ensure a comprehensive and aligned approach. Key inputs included:

- The Comprehensive Community Plan (CCP)
- Previous strategic plans and planning initiatives
- Departmental workplans and operational priorities
- Insights from annual reporting and program delivery

ENGAGEMENT WITH LEADERSHIP AND ADMINISTRATION

The development of this Strategic Plan underwent collaborative engagement with both Chief and Council and OKIB administration. Through a series of working sessions and workshops, leadership and staff provided input on key priorities, current initiatives, and future opportunities. These discussions helped validate priorities emerging from the Comprehensive Community Plan and existing work, while also identifying areas of alignment, capacity considerations, and implementation needs.

ELDER INPUT

Engagement with Elders was conducted through a dedicated session that created space for open dialogue, reflection, and knowledge sharing. Elders provided valuable perspectives on community priorities, values, and long-term vision, reinforcing the importance of grounding the Strategic Plan in syilx knowledge, culture, and intergenerational responsibility. Their input helped ensure that the Plan reflects not only current needs but also the teachings and principles that guide the community forward.

GUIDING STATEMENTS

TITLE AND RIGHTS

The protection and advancement of OKIB's Title and Rights are foundational responsibilities that guide this Strategic Plan and inform how the Band governs, plans, and makes decisions. Upholding Title and Rights is not the responsibility of one department alone; it is a shared commitment that must be reflected across all areas of governance, operations, services, and development.

OKIB's Title and Rights are inherent. They arise from the syilx people's longstanding relationship to the land, waters, laws, culture, and governance systems that have existed since time immemorial. These rights are not granted by external governments; they are grounded in the Band's own authority, responsibilities, teachings, and connection to territory. This includes the right to govern, steward lands and resources, preserve culture and language, protect ways of life, and make decisions that shape the Band's future.

Title and Rights provide both a legal and cultural foundation for how OKIB approaches land stewardship, resource management, community wellbeing, economic development, partnerships, and intergovernmental relations. They reinforce OKIB's responsibility to protect the environment, honour cultural practices and knowledge systems, and ensure decisions align with the Band's long-term priorities and responsibilities to future generations.

Embedding Title and Rights throughout this Strategic Plan requires an intentional and coordinated approach across the organization. All departments and leadership roles have a responsibility to understand how their work contributes to upholding these commitments through policies, programs, planning, service delivery, engagement, and economic initiatives.

By applying this lens throughout the Strategic Plan, OKIB reinforces its identity, protects its interests, and advances sustainable growth aligned with syilx values, laws, and responsibilities.



VISION

To ensure the Okanagan Indian Band (OKIB) membership will endure and prosper, we will develop strong individual, family and community self-sufficiency by balancing economic activities with cultural values and progressive social and community enhancement.

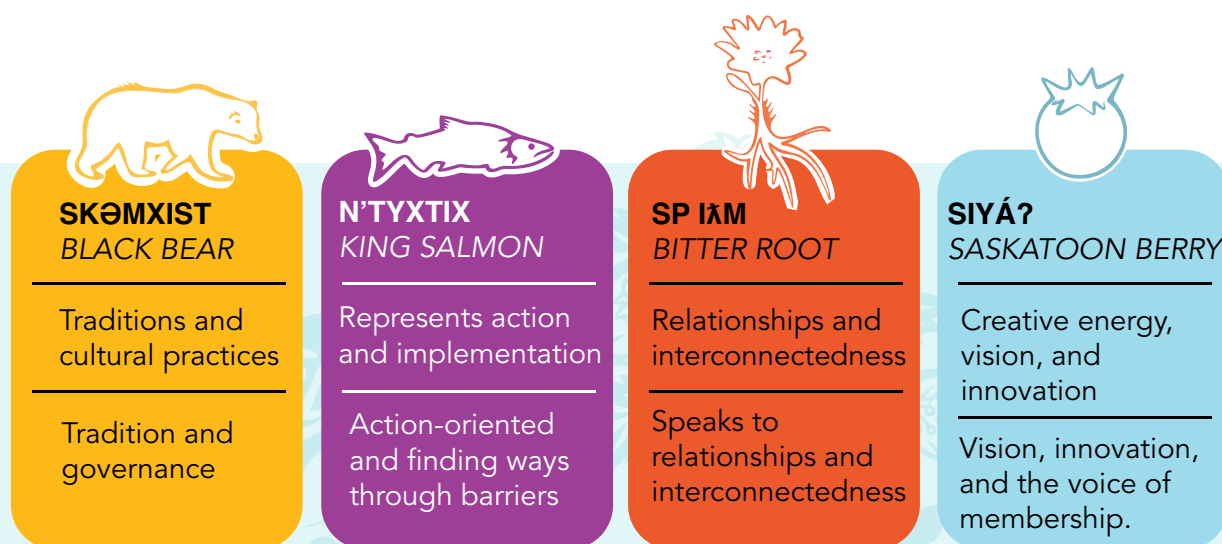
MISSION

Ensuring the future through cultural, social and economic development.



FOUR FOOD CHIEFS

The Four Food Chiefs are foundational to syilx governance, representing the natural laws, roles, and responsibilities that sustain the community. Each Chief embodies a distinct perspective:



In this Strategic Plan, the Four Food Chiefs were used as a guiding framework to ensure the strategy is grounded in syilx values and ways of knowing. This approach reinforces that planning is not linear or siloed but interconnected, with leadership, administration, and membership, each playing a role in shaping and carrying out the Band's priorities.

The Four Food Chiefs also provides clarity in how responsibilities are understood across OKIB. Membership (Siyá?) informs the vision and future direction, Chief and Council (Skəmxist) provide governance and decision-making, administration (N'tyxtix) leads implementation, and the broader community (Spitlen) reinforces the relationships and shared responsibility required for success.



GOALS AND OBJECTIVES



BUILDING COMMUNITY



Goal: Resilient and future-ready infrastructure that supports safe housing, local food systems, and active living, enabling economic growth, service delivery, and education, while strengthening community culture, connection, and self-sufficiency.

Objective A: Invest in infrastructure and capital projects

Objective B: Create and enhance living spaces for Members

Objective C: Develop an agriculture and food production plan

Objective D: Integrate recreational activities into planning

SUCCESS MEASURES

- ✓ Increased awareness and participation in social community events by 20%.
- ✓ Expanded and diverse housing options for all members.
- ✓ Acquired or identified funding for 2 or more capital projects.
- ✓ Implemented agricultural projects that provide our community with healthy food.

CARING FOR OUR PEOPLE



Goal: Culturally rooted systems and community-led approaches to justice, safety, and care for individuals and families that promote healing and accountability through crisis, treatment, and recovery.

Objective A: Prioritize community safety

Objective B: Support mental health and addiction challenges for Members

Objective C: Strengthen and provide resources for families and children

SUCCESS MEASURES

- ✓ Prevention programs are delivered regularly in the community.
- ✓ Youth led crime and prevention programs are conducted at a minimum of 4X each year.
- ✓ Traditional cultural teachings and medicines are incorporated within our health programs.
- ✓ Crisis team are in the community to address urgent needs.

SUSTAINABLE OPPORTUNITY



Goal: Strategic land planning, acquisition, and cultural stewardship that create the foundation for sustainable economic opportunities, supporting member employment, enterprise development, and land-based activities that contribute to prosperity and responsible land use.

Objective A: Advance integrated land planning

Objective B: Generate additional employment

Objective C: Diversify and grow new ventures

SUCCESS MEASURES

- ✓ 20 new ventures created, increasing revenue by \$10 Million.
- ✓ Active tourism project implemented and bringing visitors to the community.
- ✓ Implemented land use plans for OKIB reserve and OKIB-owned lands.
- ✓ Member employment through Band Office and Band-owned businesses increased by 10% or more.

ACCOUNTABLE GOVERNANCE



Goal: Accountable and transparent leadership administration, and well-defined policies and systems guide decision-making and support effective Band management, service delivery, financial oversight, and clear communication internally, with members, and with partners.

Objective A: Invest in leadership training

Objective B: Create and update policies and procedures

Objective C: Improve Band communications

Objective D: Manage financial stability

SUCCESS MEASURES

- ✓ Effective governance practices and ongoing scheduled training.
- ✓ Increased retention of all staff by 25%.
- ✓ Accessible and reliable communication tools.
- ✓ Annual planning budgets approved with monthly financial statements, and audits completed in a timely manner.

EDUCATIONAL EXCELLENCE



Goal: Learning grounded in language and culture that builds knowledge and skills, strengthens identity, and prepares learners of all ages for leadership and future pathways.

Objective A: Preserve and teach culture and language

Objective B: Expand learning and grow new skills

Objective C: Improve pathways for Members into the education system

SUCCESS MEASURES

- ✓ Dedicated budget allocated to educational and entrepreneurial pursuits.
- ✓ Increased OKIB representatives actively engaged in curriculum development and participation in District 22.
- ✓ Established school and youth cultural programs.
- ✓ Land-based teachings, awareness, and participation increased in the community by 20%. Educated membership and staff on Title and Rights.





IMPLEMENTATION



GOVERNANCE AND OVERSIGHT

Chief and Council are responsible for providing overall direction, oversight, risk management, and accountability for the Strategic Plan. Their role is to ensure that decisions align with the priorities outlined in the Plan and reflect the needs and interests of membership.

The Executive Director is responsible for providing regular progress reports to Chief and Council and coordinating implementation across the administration. This includes ensuring alignment between departments, monitoring progress, and supporting Directors in delivering on their assigned actions.

Directors are accountable for implementing actions within their respective departments. This includes integrating strategic priorities into departmental workplans, working collaboratively with other departments, managing resources, and reporting on progress to the Executive Director.

IMPLEMENTATION APPROACH

The Strategic Plan will be implemented through departmental work plans and

operational activities. Each department will incorporate specific actions, timelines, and responsibilities for the defined goals and objectives that reflect their role in delivery.

To coordinate implementation across OKIB, a Master RACI Plan will be used to support this. This tool will map all strategic actions and clearly define roles and responsibilities across Chief and Council, administration, and departments. It will serve as a central reference point to ensure clarity, reduce duplication, and ensure accountability across the organization.

An RACI model is a widely used project management tool that defines four key roles for each action or deliverable:

- **Responsible (R):** The individual or department responsible for completing the work
- **Accountable (A):** The person ultimately accountable for the outcome and decision-making (typically one role)
- **Consulted (C):** Individuals or departments who provide input or expertise
- **Informed (I):** Those who are kept updated on progress or outcomes

MONITORING AND REPORTING

Regular monitoring and reporting are critical to maintaining momentum and ensuring accountability to Chief, Council, and members. OKIB will adopt a structured reporting process:

QUARTERLY DEPARTMENT REPORTS

Directors will report on progress against assigned actions, including status updates, challenges, and next steps. These reports are sent to the Executive Director.

EXECUTIVE SUMMARY REPORTING

The Executive Director will compile departmental updates into a consolidated report for Chief and Council.

QUARTERLY REVIEW MEETINGS

Reports will be presented to Chief and Council by Executive Director, with Directors present to provide updates and respond to questions, as needed.

ANNUAL REPORTING TO MEMBERSHIP

Progress on the Strategic Plan will be communicated to membership through the Annual Report and other communication channels.



REVIEW AND ADAPTATION

This Strategic Plan is a “living document. This means it is reviewed regularly (suggested - monthly) to ensure it remains relevant and responsive to changing priorities, capacity, and external factors.

MONTHLY REVIEW

Departments may adjust timelines, updating tasks, deliverables, or approaches as needed, while maintaining alignment and working towards achieving the priorities within each goal.

ANNUAL REVIEWS

A formal review will be conducted at the end of each year to assess progress, identify gaps, challenges, new opportunities, funding, etc. and if required, refine and update priorities and processes.

FINAL EVALUATION

At the conclusion of the five-year period, a comprehensive evaluation will assess outcomes, inform a final report, assess lessons learned, and serve as the foundation for future planning.





Okanagan
Indian Band



THIS REPORT
WAS CREATED
BY

