



Lower Nicola Indian Band

Strategic Plan 2023 - 2028



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About the Lower Nicola Indian Band Strategic Plan

A Strategic Plan is meant to answer the question: where are we going and how will we get there?

It is an overarching umbrella strategy grounded in the ambitions shared by our members, staff, and leadership. The LNIB Strategic Plan is a living document meant to prioritize key activities and resources over the next 5 years.

In this plan, we have lifted up our vision and updated the mission statement to guide our collective efforts. A vision statement provides direction and a sense of purpose. A mission statement represents who we are and how we want to describe ourselves.

We then established key organizational values which will be used as a standard to guide the work of LNIB and be shared with all staff throughout our organization. By having strong values in place, we are striving to create a culture of trust by setting out the appropriate behaviours needed for success.

Within the scope of this Strategic Plan, we have identified 10 priorities that, given our current and expected resources, we believe we can make significant progress on within the next 5 years. The priorities are broken down into mandates with specific actions that we will support and prioritize over the coming years. The details in how these priorities will be implemented are to be fleshed out in annual operating plans developed by LNIB staff and presented with budgets to Council for approval.

It is our expectation that the Strategic Plan will be implemented by all levels of our organization and reported out on regularly. This is meant to be a living document and our priorities may change as circumstances evolve.

Vision and Mission Statements

Vision

We are the Scw'exmx, the people of the creeks, of the Nłeʔkepmx Nation. We provide for our community's needs and promote wellness, connectedness, and unity amongst our members and with our neighbours and exercise our inherent rights and responsibilities as the recognized titleholders for the lands and its resources within our traditional territory.

Mission

LNIB will work to improve the quality of life for future generations by leading with a strong voice, ensuring membership can enjoy the benefits of our territory, advancing the community and develop self-sufficiency.

Values

Listed Alphabetically

The following organizational values are listed alphabetically. We will hold ourselves and each other accountable to values listed below by ensuring our actions and behaviours align with what we believe is most important.

- | | |
|---------------------|---|
| Authenticity | We embrace what is unique about us as a people and practice our culture, traditions and language to live by our own ways. |
| Generosity | We support a positive community spirit by looking out for one another and not leaving anyone behind. We give what we can. |
| Honesty | We look at ourselves and others wholly and completely to ensure we are behaving openly, truthfully and transparently. |
| Inclusivity | We maintain open minds, embrace new ideas and seek alignment in differing worldviews to grow and better ourselves. |
| Reliability | We do what we say we are going to do by delivering the services expected of us and do so in a way that we would expect for ourselves. |
| Trust | We foster welcoming environments that promote listening, understanding, safety and support. |

Strategic Priorities

The following are the high-level priorities of the LNIB that, when pursued within the next 5 years, will have us that much closer to realizing the future state depicted in our Vision.

1
Administration,
Human
Resources, and
Finance

2
Emergency
Management
and Community
Services

3
Education and
Training

4
Communication
and
Engagement

5
Economic
Participation

6
Governance
and External
Relations

7
Health and
Wellness

8
Infrastructure
and Capital
Projects

9
Lands

10
Housing

Strategic Priority

1 2 3 4 5 6 7 8 9 10

Administration, HR, & Finance

Emergency Management & Community Services

Education & Training

Communication & Engagement

Economic Participation

Governance & External Relations

Health & Wellness

Infrastructure & Capital Projects

Lands

Housing

Priority 1: Administration, Human Resources, and Finance

Mandate: Improve organizational culture to ensure current staff feel valued and respected while also developing recruitment and retention strategies to attract others to want to work with us.

Some of the ways we will act on this priority include, but is not limited to:

1

OSR and Investments

Develop a plan for Own-Source Revenue expenditures and implement an Investment Strategy for LNIB's financial assets.

2

New Building

Investigate options and feasibility for obtaining/ constructing a new multi-purpose building for LNIB that will bring all of our sectors together into one building.

3

Recruitment and Retention

Create sector-specific plans for recruitment of new employees to fill needed positions and retention of existing staff to remain in positions and advance within the organization.

4

Membership Database

Maintain our current database for membership data and have all departments utilize it to ensure information is kept up to date which will support LNIB planning efforts to best provide programs and services.

5

Annual Budgets

Ensure annual budgets are developed by each sector, which are tied to specific deliverables and workplans.

6

Organizational Culture

Assess the current organizational culture and identify ways to improve it through initiatives that create a healthy and safe work environment.

Strategic Priority

1 2 3 4 5 6 7 8 9 10

Administration, HR, & Finance

Emergency Management & Community Services

Education & Training

Communication & Engagement

Economic Participation

Governance & External Relations

Health & Wellness

Infrastructure & Capital Projects

Lands

Housing

Priority 2: Emergency Management and Community Services

Mandate: Identify and acquire the services needed to keep the community safe from harm and improve quality of life by providing a balance of proactive and reactive services to address impacts such as natural disasters, social crises, and unexpected events.

Some of the ways we will act on this priority include, but is not limited to:

1

Fire Department

Assess the current levels of services provided by the Fire Department, identify the areas where enhancements are needed, and secure training opportunities for paid and volunteer staff.

2

Security Services

Clarify the role of our security services and recruit more personnel who can patrol and protect the community while also implementing bylaws where necessary and appropriate.

3

Law Enforcement Services

Create a system for developing and enforcing laws and bylaws that serve to maintain harmony as well as keep our members and community safe.

4

Emergency Plan

Review, update, and implement LNIB's Emergency Management Plan and ensure membership understands the plan and who is responsible for executing its various components.

Strategic Priority

1 2 **3** 4 5 6 7 8 9 10

Administration, HR, & Finance

Emergency Management & Community Services

Education & Training

Communication & Engagement

Economic Participation

Governance & External Relations

Health & Wellness

Infrastructure & Capital Projects

Lands

Housing

Priority 3: Education and Training

Mandate: Ensure the needs of all learners are met, that they meet and exceed standardized benchmarks, and that they possess the skillsets to secure a culturally wholistic self and prosperous future.

Some of the ways we will act on this priority include, but is not limited to:

1

Head Start

Enhance the Head Start program to ensure it is maximizing the opportunities it can offer.

2

Literacy and Numeracy

Support students' literacy and numeracy abilities to ensure they meet and exceed provincial benchmarks.

3

Education Plan

Develop an Education Plan that considers how an immersion approach to the school could be utilized that moves us towards offering secondary courses to earn Provincial Grade 12 Graduation Dogwood Certification.

4

Curriculum

Create our own curriculum that is aligned with current curriculum but includes knowledge keepers and on-the-land delivery.

5

Policy

Review and update all Education Policies.

6

Training

Offer life skills, personal growth, and employment training opportunities to all members on an ongoing and regularized basis.

Strategic Priority

1 2 3 **4** 5 6 7 8 9 10

Administration, HR, & Finance

Emergency Management & Community Services

Education & Training

Communication & Engagement

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Health & Wellness

Infrastructure & Capital Projects

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Priority 4: Communication and Engagement

Mandate: All members of LNIB and those who work within our organization are informed and engaged about the matters that affect them by receiving relevant information in a timely manner and are able to provide feedback that is appropriate and meaningful.

Some of the ways we will act on this priority include, but is not limited to:

1

Communication Strategy

Develop and implement an internal and external communications strategy that identifies our objectives, key messages, targeted audiences, preferred tactics, and resources.

2

Member Engagement Plan

Create a feedback loop for membership to be engaged in the work of LNIB and offer their insight into current and future opportunities and initiatives.

3

Member and Staff Development

Invest in the training of our members and staff to ensure that we provide opportunities for ongoing growth and development.

Strategic Priority

1 2 3 4 **5** 6 7 8 9 10

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Priority 5: Economic Participation

Mandate: Build a sustainable economy that benefits all members through the realization of opportunities that generate wealth for our community, creates jobs for members, and increases LNIB's own source revenues in keeping with our stewardship responsibilities and the advancement of our Title and Rights.

Some of the ways we will act on this priority include, but is not limited to:

- 1 Sector/Corporation Relationship**
Create a collaborative relationship between the Economic Development Sector and the LNIB Development Corporation.
- 2 New Business Development**
Improve economic prospects for new and existing businesses and work to attract new, clean industries that provides high-paying jobs and procurement opportunities to members.
- 3 Member Businesses**
Assist members to develop business plans, financial forecasts, and support securing funding requirements.
- 4 Employment and Training**
Work with partners to provide employment and training for members.
- 5 Referrals**
Engage with various governments and industries to assert and protect (to the extent we have control) LNIB's Title and Rights within the Nlaka'pamux Traditional Territory.

Strategic Priority

1 2 3 4 5 **6** 7 8 9 10

Administration, HR, & Finance

Emergency Management & Community Services

Education & Training

Communication & Engagement

Economic Participation

Governance & External Relations

Health & Wellness

Infrastructure & Capital Projects

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Priority 6: Governance and External Relations

Mandate: Employ good governance practices, align with strategic allies, and negotiate/enter into agreements that enable us to advance and strengthen the recognition and assertion of our Title and Rights.

Some of the ways we will act on this priority include, but is not limited to:



Level of Service Standards

Establish levels of standards of service for key areas of the operation.



Partners

Strengthen the relationship with the City of Merritt through a formalized protocol/agreement.



Policy and Protocol Development

Strengthen current policies and protocols to address any gaps that are impacting operations including updating the Chief and Council Policy and the Custom Election Code.



Committee Mandates

Improve the linkages between Committees and Council to ensure mandates are being fulfilled and communicated.



Title and Rights

Strengthen assertion, negotiation, and legal processes to advance our Title and Rights including our Specific Claims projects.

Strategic Priority

1 2 3 4 5 6 **7** 8 9 10

Administration, HR, & Finance

Emergency Management & Community Services

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Priority 7: Health and Wellness

Mandate: Support all members through the provision of health services that arise for people during different stages of their lives and equipping individuals with tools to advance and improve their own health and wellness.

Some of the ways we will act on this priority include, but is not limited to:

1

Health and Wellness Plan

Develop a Health & Wellness Plan that is considerate to all members, reflects our Nlaka'pamux values, the needs of our members, and develop the support services and programs based on this plan.

2

Benefits

Develop a policy that details the circumstances when financial support for medical and dental expenses are needed when not covered by other insurance/service providers.

3

Land-Based Healing

Offer land-based healing opportunities to support the personal wellness of our members.

4

Strategic Partnerships

Strengthen relationships with Nlaka'pamux Health, Interior Health, and First Nations Healthy Authority.

Strategic Priority

1 2 3 4 5 6 7 **8** 9 10

Administration, HR, & Finance

Emergency Management & Community Services

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Health & Wellness

Infrastructure & Capital Projects

Lands

Housing

Priority 8: Infrastructure and Capital Projects

Mandate: Maintain and upgrade the community's infrastructure assets with a motivated and trained team and identify opportunities to procure design and construction services for new capital projects.

Some of the ways we will act on this priority include, but is not limited to:

1

Maintenance Management Plan

Develop and implement Maintenance Management Planning for facilities, public works, and the arena which includes asset replacement considerations.

2

Standard Operating Procedures

Develop standard operating procedures for the facilities, Public Works, and the arena.

3

Training

Offer on-going and regularized training to crews to enhance their skills and certifications.

4

Capital Projects

Plan, procure, design, and construction services for all capital projects including the investigation and feasibility for an expansion to the school and a new multi-purpose building.

Strategic Priority

1 2 3 4 5 6 7 8 **9** 10

Administration, HR, & Finance

Emergency Management & Community Services

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Governance & External Relations

Health & Wellness

Infrastructure & Capital Projects

Lands

Housing

Priority 9: Lands

Mandate: Be self-governing over our lands, natural resources, and the environment by implementing the Land Code through ratified laws, policies, and plans that also address long-standing lands and environmental issues.

Some of the ways we will act on this priority include, but is not limited to:

- 1 Land Ownership (Certificate of Possession)**
Create a procedurally fair and transparent process for land ownership on reserve including family lands.
- 2 Community Land Use Planning**
Improve land use planning and the land development approval processes.
- 3 Environmental Stewardship**
Protect the land, community members and ecosystems from environmental harm.
- 4 Economic Development**
Create an economic development friendly environment for developers that is consistent with outside jurisdictions.
- 5 Additional Lands**
Plan for the transfer of fee simple lands or other lands readily available for addition to the reserve land base through the addition to reserve process.

Strategic Priority

1 2 3 4 5 6 7 8 9 **10**

Administration, HR, & Finance

Emergency Management & Community Services

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Housing

Priority 10: Housing

Mandate: Ensure that LNIB Housing Programs are successful and sustainable by enhancing our property management capacity, investing in new housing and in the maintenance of our housing assets, and working towards safe and healthy homes.

Some of the ways we will act on this priority include, but is not limited to:

1

Policy Development

Identify policy gaps and implement home ownership support programs that are in the best interests of both LNIB and the members.

2

Invest in Housing

Construct new housing that meets the BC Building Code, meets the demand identified in the Housing Needs Assessment and the Subdivision Feasibility Study.

3

Sustainability

Create a property management sustainability plan that ensures that the social housing program does not operate in a deficit.

4

Housing Maintenance Management Plan

Develop and implement a maintenance plan that addresses any needs or capacity development required for maintaining the current housing assets so that we provide safe and healthy homes.

5

Arrears

Keep reducing the total rental arrears.

Looking Forward

The Lower Nicola Indian Band's Strategic Plan is a collaborative effort between the Chief and Council, staff, and membership. The goal of the plan is to guide our community's ambitions and to be guided by the Vision, Mission, and Strategic Priorities expressed within it. The plan aims to support and lead the community's work towards thriving lands, culture, and members.

It is important to remember that a Strategic Plan is a living document that can be adjusted as needed to best suit our community's changing needs and circumstances. Regular evaluation of progress is critical to remaining accountable to the goals and work set out in the plan. By 2028, LNIB should have a clear understanding of what has been accomplished and what work still lies ahead to continue growing and progressing towards the expressed vision.


The successful implementation of the plan will require the collective efforts and combined work of the Council, administration, and membership. By working together, the Lower Nicola Indian Band will achieve our goals and desired future for our people. It is important to remain committed to the plan's Vision, Mission, and Strategic Priorities to ensure that the LNIB's ambitions are met and that our lands, culture, and members thrive.






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