



PENTICTON INDIAN BAND
COMPREHENSIVE
COMMUNITY PLAN





axá? i? k^wu syilx i? sq^wa?q^w?altət k'əl t'ə sx^wuys
The Okanagan Declaration

*axá? i? k^wu syilx axá? i? sq^wa?q^w?altət k'əl t'esx^wuys řapná? sřálřsált k'əl i? kscmiscúts
yřat i? səncuwiptət, ul k'əl k^wasic*

We the Okanagan Nation make this declaration today as a sign for every generation to come.

řal itli? ki? təlx^wusntm axá? řapna?

Therefore, we hereby declare that:

lut swit k^wu t'ə kswillqntəm axá? i? k^wu t'əlla?xwilx i? təl təm^wula?x^w, i? ř'əřł'řaptət

We are the unconquered aboriginal peoples of this land, our mother

təl k^wəlncutən sx^wic'c'xtət axá? i? təmxula?x^w, i? ř'əřł'řaptət

The Creator has given us our Mother

mnimłtət i? k^wu a cxa?a?xłit i? k^wu cuwilx alá? i? l təmx^wula?x^w, i? ř'əřł'řaptət ul way'

k^wu sřala?x təl tspnici? ul way' atá? k^wu xi?wilx

We, the first inhabitants, have lived with our mother from time immemorial;

*axá? i? k^wu syilx i? ksc'əř^wřipla?tət i? kstr'ipla?ř, řal yřat kscnřəřtmists yřat řtim' i? təl
təm^w ula?x^w, i? ř'əřł'řaptət*

Our Okanagan Governments have allowed us to share equally in the resources of our mother;

lut pnkin' t'ə łunikstmntəm i? řtəłtəłtət i? k'əl təm^w ula?x^w, i? ř'əřł'řaptət kem' yřat

a cnřəřtmistəm i? təl təm^w ula?x^w, i? ř'əřł'řaptət, kəm' i? řc'əř^wřipla?tət, kəm' i?

nunx^wina?řntət

*We have never given up on our rights to our mother, our mother's resources, our gov-
ernments, and our religion.*

cəm' niřip k^wu ksřalá?a?x, məł t'əsx^wuys kctk^wənk^winpla?řtəm i? řkc'əř^wřipla?ř i?

təm^wula?x^w, i? ř'əřł'řaptət ul ca?k^w ma? a nx^wəłx^wəłtantət klnřəřstantət k'əl t'əsx^wuys

*We will survive and continue to govern our mother and her resources for the good of all
for all time.*

The Penticton Indian Band (PIB) Comprehensive Community Plan (CCP) Working Group; Joan Phillip, Elaine Alec, Anona Kampe, Travis Kruger and Jonathan Kruger would like to extend our appreciation to the many people and organizations who made this journey possible...



Thank you to...

Meagen Pierre, PIB Elders, PIB Youth, PIB Women and PIB Men, PIB Chief & Council, PIB Administration and Staff, Jeannette Armstrong and The En'owkin Centre Faculty and Staff, Richard Armstrong and TEK, PIB CCP Planning Team; Suzanne Johnson, Wynona Paul, Victoria Baptiste, Jennifer Houde, Elliott Tonasket, Justin B. George, Jeremiah Kruger and Chad Eneas. Gillian Jaye Luke, Marena Brinkhurst and Simon Fraser University, Darryl Jean Paxton, Outma Sqilx^w Cultural School Faculty and Staff, Westhills Aggregates, Peter Ord and Penticton Museum, Wesley Shennan, Bronwen Geddes, Colette Anderson, Tove Fenger, Al Price and Aboriginal Affairs and Northern Development Canada, Canadian Wildlife Services, New Relationship Trust, Grand Chief Stewart Phillip, Okanagan Nation Alliance, Union of BC Indian Chiefs, Jessie Hemphill (Gwa'sala-'Nakwaxda'xw Nation), Chris Derickson (Westbank First Nation), Larrissa Grant and Diane Sparrow (Musqueam Nation), Luke Thomas (Tsleil-Waututh Nation), Chief Shane Gottfriedson, Ed Jensen and Tk'emlups Indian Band, Fred Ritchie and the Penticton Right Relations Group, Sherwood Trophies, Shirley Couture and Corporate Gifts Inc., Tracey Bonneau and CHBC, Evelyn Alec Graphic Design, Sandrah Jade Designs, Carrie Terbasket, Janet Terbasket and First Nations Policing, Kim Montgomery, Jeanie Lanine, Gillian Saxby, Make-Up Artistry by Nicole Sweezey, Nathan Paul, and Warren Hooley.

way' xast sxəlxalt,

This plan was built for the people, by the people and would mean nothing if we didn't have so much community involvement. On behalf of the Penticton Indian Band Chief and Council, I would like to thank everyone involved in bringing our Comprehensive Community Plan (CCP) to life. I am proud of our community for stepping up and letting their voice be heard. Everyone from our elders to our toddlers played a part in making this plan a reality. This is what you said, they are your words and we are committed to following your wishes. A community plan is not something new to our people. It might be new to some of us and back in the day, our leaders did not make decisions without first speaking with the people. This way of planning is how we used to do things and we are happy to bring that way of decision making back. Many people were involved in bringing this book and DVD to you as a tool to openly communicate our plan and we are grateful to them for their hard work. This CCP book would not have been possible without you, our people, so I thank you all as well.

k^wusqilx^w, k^wusyilx^w, k^wusuknaʔqínx, k^wut'lsnpintktn
lim ləmt / k^wuk^wukstx^w

Chief Jonathan Kruger
March 2013



Table of Contents

Chapter 1: Introduction and Guiding Principles	09-18
Community Vision	09
What Can A Comprehensive Community Plan Do?	10
Community Planning Background.....	11
Enowkinwix ^w Process.....	12
q'wc'i?-Pithouse.....	13
Story of The Penticton Indian Band Logo.....	14
Penticton Indian Band Vision Statement	15
Comprehensive Community Plan (CCP) Team.....	16
Map of Penticton Indian Band.....	18
Chapter 2: Culture and Language	21-26
Culture Context	21
Culture Goals.....	22-24
Chapter 3: Governance	29-40
Syilx Laws.....	29
Governance Context.....	30
Chief and Council.....	31
Penticton Indian Band Administration.....	31
Okanagan Nation Alliance (ONA)	31
Penticton Indian Band Current Organizational Structure.....	32
Governance Vision.....	33
Okanagan Nation Declaration	33
Action Plans.....	34
Governance Goals	34-40
Chapter 4: Lands and Resources	43-54
Lands and Resources	43
Land History.....	44
Forestry and Range	45

Lands Department Strategic Plan	45
Lands and Resources Goals	46-51
Chapter 5: Community Services	57-82
Community Health Goals	58
Penticton Indian Band Multi-Year Work Plan and Goals.....	59-61
Syilx Evolution Through Life.....	62
Community Education Goals	63-65
Community Youth Goals	66-70
Community Elder Goals	70-72
Community Social Development Goals	73-75
Addictions and Counseling Goals	76-77
Community Safety Goals	77-80
Chapter 6: Administration and Finance	85-96
Administration and Administrative Goals.....	85-86
Finance and Finance Goals	87
Taxation and Taxation Goals.....	88-89
Capital Works and Infrastructure and Goals	89-91
Fire Department and Goals	91
Infrastructure Wish List.....	92
Housing and Housing Goals	93-94
Chapter 7: Economic Development	99-103
Economic Development Context.....	99
PIBDC Mission Statement.....	99
PIBDC Vision Statement	99
Economic Development Goals.....	100-103

Chapter 1:

Introduction & Guiding Principles

Naqsmist

“Many coming together as one.”



Chapter 1 • Table of Contents

Introduction & Guiding Principles

Community Vision.....	09
What Can A Comprehensive Community Plan Do?.....	10
Community Planning Background	11
Enowkinwix™ Process	12
q'wc'i?-Pithouse	13
Story of The Penticton Indian Band Logo	14
Penticton Indian Band Vision Statement	15
Comprehensive Community Plan (CCP) Team	16
Map of Penticton Indian Band	18



Community Vision

i? k'wu_syilx i? tk'wæck'wactantət tl tmix'wtət uł ecyi'akstmstəm yʃat i? tli? i? k'lnxəstantet. k'l t'asx'wuyʃ kæk'ul'amstm ansyilxcəntət uł anc'x'wiltns i? cəcaptik'wtət uł əcnha'ʃilsəmłtm yʃat swit i? tkak'ustans uł i? k'łpa'ismistəns tac i? k'l ks_nagsəmscut_tət

“We are Syilx who receive our strength from timix” and encompass what is good for our livelihood. We are committed to our language and the teachings of our captik'wł and respect that everyone has value and purpose to come together as one.”

- » commitment
- » persistence
- » consistency
- » integrity
- » principles
- » beliefs
- » declaration
- » honesty
- » accountability
- » courage
- » land
- » collective good
- » vision
- » balance
- » creative knowledge
- » goals
- » innovation
- » justice
- » humility
- » identity
- » passion
- » future
- » traditions
- » family
- » holistic
- » prayer
- » respect
- » fairness
- » transparency
- » open-minded
- » water
- » elders
- » youth

What kind of place will the Penticton Indian Band be in 20 years?

- Drug, alcohol and addiction free reserve
- Traditional family and community structure
- Fostering our own children
- Fluent language speakers
- Strong, self-reliant, self sufficient, sustainable green economy
- Meeting housing needs



What Can a Comprehensive Community Plan Do?

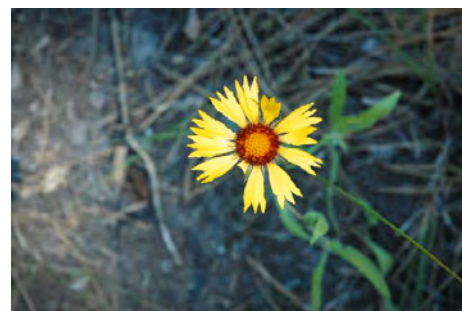
This plan is the first stepping-stone to articulate our community's vision to lead us forward, united as Sqilx^w people. It gives us a voice, and guides our leadership in making the best decisions for our community. By gathering the visions and aspirations of our community, it will now lead us steadily towards planning for our land.

The Comprehensive Community Plan will be updated and revised and is based on the collective vision for the Penticton Indian Band.

The principle functions of this Comprehensive Community Plan are to:

1. Establish goals, directions and broad development strategies to guide the future growth of the Penticton Indian Band
2. Provide policy guidance for development, programs, budgets, actions and services
3. Provide a basis for coordinating general land use decisions.
4. Provide a degree of certainty for Penticton Indian Band community members and the surrounding municipalities and governments

“The expression of the community’s collective heart, that needs to be put into action.”
-Ken Lezard



Community Planning Background

The Penticton Indian Band Comprehensive Community Plan (CCP) Process began in January 2009.

Understanding the importance of everyone's voice and without an official work plan, the Penticton Indian Band put out a call for a CCP Planning Committee. The CCP team was directed to speak with as many community members as possible, while understanding the importance of including the voices of everyone.

The first meeting CCP hosted was with children, from Kindergarten to grade 12, followed by meetings with our Elders, Youth, Men and Women of the community. The team sought information from the Band Administration through the Band Directors and Staff.

The CCP team went on to gather information from our community and began taking notes and surveys through meetings, focus groups, conferences, workshops, and home visits.

The main priorities of the community were language, culture and healing. The CCP team began to understand the meaning of “ȳayat stim”¹ -all things in the world are right, a reminder to be aware of and to be protective of the sensitivity and the relationship between all beings and things including us.” The community acknowledges and understands the restoration of culture, language and identity as part of the healing that still needs to take place.

¹Jeannette Armstrong, The Native Creative Process.



Enowkinwix^w Process

The enowkinwix^w is a traditional way of making decisions for the syilx people. It is a process that allows us to ensure all voices are heard and represented when making strategic communal plans.

The first step to the enowkinwix^w process is to establish an agreement with each other and find a common ground. In this case, our entire community agreed that it was time for us to come together and plan for ourselves.

Recognizing we all had common goals (language, culture and healing). The second step was recognizing the diversity of our people.

There are four kinds of people (or ways of thinking) each represented by one of our Four Food Chiefs:

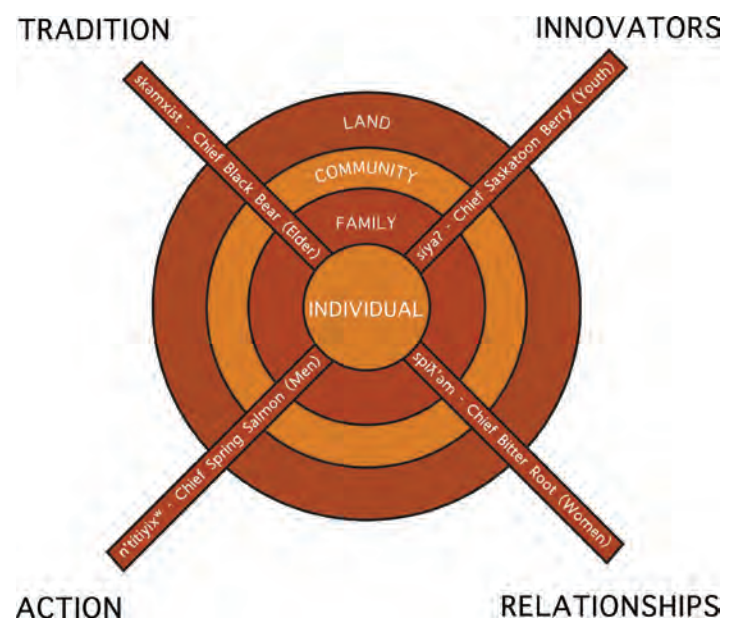
- Skəmxist ~ Elder group: holds the traditions of and traditional way of thinking for our people
- Siya? ~ Youth group: innovative, creative people and/or ways of thinking that leads change
- Spił'am ~ Female group: keeps our relationships strong and ensures our connections to individuals, family, community and land are intact
- N'titiyix^w ~ Male group: identifies the necessary actions needed to implement plans

Once we understand the importance of diversity, it is easier for us to move forward when making important decisions. The process eliminates the need for arguments and emotional outbursts, while creating the understanding of how winning and losing is not part of the discussion.

The enowkinwix^w process is a great tool for self-reflection, understanding our own behaviors and world view. It teaches us that people become emotionally attached to their views, in which enables the “good or bad and right or wrong” judgments.

Once we identify that we have an emotional attachment, we realize it stops us from moving forward. If we remove our emotional attachments it makes it easier to listen to other opinions and ways of viewing the world.

When we understand each person has a different point of view and all views are important to putting the puzzle together, it makes it easier for us to build strong relationships with others and become productive contributors to our community, thus allowing us to make all-inclusive decisions.





q'wc'i?-Pithouse'

The q'wc'i? (pithouse) was used as the model to build our plan around. (Page 12)

The 4 poles represent our 4 food chiefs, sk̄mxist - Chief Black Bear (Elder), siya? - Chief Saskatoon Berry (Youth), spił'am - Chief Bitter Root (Women), and n'titiyix^w - Chief Spring Salmon (Men). The four also reflect four perspectives - Traditions, Innovators, Relationships, and Action.

The q'wc'i? represents the importance of keeping the balance between the four groups and helps us strategically lay out how we will accomplish all of the goals that our people set out for themselves. When planning this way, we need to ensure we plan for individuals, families, the community, and the land equally.

We find a common ground and make sure everyone's ideas and thoughts are accounted for. If we are going to invest in something for one group of people we need to invest equally in the other groups of people to remove the feeling of inequity within our community. This helps contribute to our healing so that everyone feels they have equal treatment, equal opportunities, and all are equally heard.

ali k^wu swiwi numta?x
Because we are Beautiful

ali k^wu sukna?qinx
Because we are Okanagan

ali axa? i? tmx^wula?x^w
Because of this Land



Story of The Penticton Band Logo

The Penticton Indian Band Logo was created in 1978 by Jeannette Armstrong. Jeannette asked her dad and Uncle Charlie what the Penticton Indian Band was known for, and they said, “Snpinktn is known for Coyote, he has his markers all around us, and we are the centre of the Okanagan Nation. It’s important to have the idea of Coyote to represent our community.”



The reason for two Coyotes with mirror images of each other is to represent the two sides of coyote; the good side of Coyote, “Sm’yawt”, and the mischievous side, “Snk’lip”. Snk’lip is used in oral teachings to reflect what is expected of a person. Snk’lip always gets punished, looks foolish or dies because of his mischievous ways. The stories of Snk’lip are to show the people what not to do.



The Sm’yawt side of Coyote passes positive teachings of being brave, creative and great. The Creator gave coyote the power to transform the problem one faces, into something manageable for the affected individual. Taking the fear of one’s problem away, giving that person the ability to conquer any issue.





Penticton Indian Band Vision Statement

*i? k^wu_syilx i?
 tk^wæck^wactantət tl tmix^wtət
 uł ecyiſakstmstəm yſat
 i? tli? i? kłnǰəstantet. k'l
 t'əsx^wuys kæk'ul'amstm
 ansyilxcəntət uł ancǰ^wiltns
 i? cəcaptik^włtət uł
 əcnhaɔilsəmłtm yſat
 swit i? tkakɔustans uł i?
 k'łpaɔsmistəns tac i? k'l
 ks_nagsəmscut_tət*

*“We are Syilx who receive
 our strength from timix^w
 and encompass what is
 good for our livelihood. We
 are committed to our lan-
 guage and the teachings
 of our captik^wł and respect
 that everyone has value
 and purpose to come to-
 gether as one.”*

It took the CCP over two years to come up with a Vision Statement that represented our entire community.

We hosted an enowkinwix^w vision statement process and created a draft and broke it down with help from one of our language speakers, Richard Armstrong. The CCP Planning Team asked him to translate the Vision Statement into nsyilxcən. If there was a word we were unable to translate from English into our language, it was removed.

It represents the community as a whole. We talk about “encompass - what is good for our livelihood” because our community used words such as “self sufficient, economically sound, and successful”. However, we understood as a group that our people have different views on what success and wealth means.

We ended up having this part translated into k'ł ǰast i? ks_cx^wəlx^waltət which means “What is good for us” – whether it’s to be economically sound with what we have and self-sufficient in a way that means we aren’t relying on outside help. It’s having a good way of living for our people whatever that looks like for us...living the good life.”

The Penticton Indian Band has a CCP Planning Team consisting of eight members; male, female, and youth representatives, with a rotating elder.



“Vision is the art of seeing things invisible.”

Comprehensive Community Planning (CCP) Team

The Role of the CCP Team was:

- To be the community voice, committed and open to our community’s needs and desires for the present and the future
- To document the communities dreams and aspirations
- To be an unbiased ear to the communities thoughts, ideas and feelings as to the future of our community.
- To help implement an action plan to realize the communities vision
- To encourage the community’s involvement in the development of the Penticton Indian Band’s CCP
- Help coordinate community involvement, engagement and communication of the CCP Process

The Planning Team’s Oath to one another and the community includes the following:

- To actively listen
- To create an accepting atmosphere where everyone feels safe to share
- To review and learn from past experiences to move forward towards a common vision
- To apply the following principles: pride, love, honor, transparency, and trust
- To work with each community member without judgment
- To love and respect our community and support each other as team members

The Penticton Indian Band (PIB) has the largest reserve land base in B.C. Indian Reserves #1, 2, and 3A is 46, 205 acres for its 1, 000 (approx.) band members.

PIB and its residents are considered one of the most politically active bands (people) in Canada. PIB is consistently involved in political stands and actions regarding the continuous fight for our traditional territory, our natural resources, and our Aboriginal rights.

This Comprehensive Community Plan (CCP) will address the entire territory with topics including Governance, Lands and Resources, Community Services, Economic Development and Syilx Culture.





Penticton Indian Reserve I.R. No. 1 and I.R. No. 3A

Please note that I.R. No. 2
is not included in this image

Chapter 2:

Culture and Language

Naqsmist

“Many coming together as one.”



Chapter 2 • Table of Contents Culture and Language

Culture Context21

Culture Goals22-24

*“Knowledge
means nothing if
you don’t share it
with someone.”*

*-Richard
Armstrong*



*“We do not inherit
the earth from our
ancestors, we borrow
it from our children.”*

Culture Context

Penticton Indian Band members have stated that culture and language is a priority for the community. Maintaining, preserving and restoring our Syilx language, culture, traditional territory and caring for the well being of its members and community.

“We are the original people of the Okanagan and are known as the Syilx speaking people and have been here since the beginning of people on this land and were wished here by the Creator. Our history has been passed down to us through songs and stories and they are the truths and knowledge of the natural laws made active through history.”¹

In order to know where we are going, we have to know where we have come from. We recognize that our culture is important to who we are. We have many programs in place that support culture and language including language programs through the educational institutions that we have on reserve. In order to restore and promote fluency of our language our culture must be visible and used every day and seen everywhere through signage on our roads and in our buildings and homes.



Support needs to be given to our individuals, our families, our communities and lessons will need to be taken out onto the land. We have great resources in our community that will also need support.

Our community members recognize some of the challenges have been a direct result of colonization and residential school impacts. These issues still need to be addressed in order for our plans to become deeply rooted in long lasting change. We recognize that healing comes about with culture and language.

¹ Okanagan First Peoples Website
<http://www.okanaganfirstpeoples.ca>





Culture Goals:

1. Incorporate Syilx Culture into Daily Lives
2. Language Revitalization
3. Have More Cultural Programs and Events
4. Bring Back the Use of Traditional Medicines
5. Have Cultural Teaching and Story Telling

Goal 1: Incorporate Syilx Culture Into Daily Lives

A sense of identity equals a sense of belonging. A sense of identity is important for healthy development.

Responsibility	Action
Community	<input type="checkbox"/> Practice simple words at home with flashcards <input type="checkbox"/> Post cultural words around home <input type="checkbox"/> Have a cultural “word of the day”

Goal 2: Language Revitalization

A number of programs are already happening through educational institutions on and off reserve. The En’owkin Centre offers a number of language programs throughout the year and language is taught at the day care, preschool and Outma Sxilx^w Cultural School.

Responsibility	Action
Community	<input type="checkbox"/> Language translation at every computer <input type="checkbox"/> Cultural comic book, video games and apps <input type="checkbox"/> Okanagan dictionary and encyclopedia, hard copies and digital copies



Goal 3: Have More Cultural Programs and Events

There are a number of cultural programs and events already taking place in the community. Currently, community members are looking for activities that they can attend in the evening and bring their children.

Responsibility	Action
Community	<input type="checkbox"/> Families doing cultural activities invite community members <input type="checkbox"/> Have a weekly community outing

Goal 4: Bring Back Use of Traditional Medicines

There are elders and knowledge keepers in the community who know the use of traditional medicines and are willing to teach community members who approach them and ask. An organized evening for community members to come and meet with elders and knowledge keepers will help kick start relationships and connect our community members in a place where they feel safe.

Responsibility	Action
Community	<input type="checkbox"/> Teach traditional knowledge of plants and berries

Goal 5: Have Cultural Teaching and Story Telling

There are many community members and programs within the community that are currently set in place. However, community members have expressed a desire to have evening dinners, story telling and potluck dinners. We also have community members and organizations that host celebrations, winter dances and participate in hunting treks. Community members would like more education about these events beforehand to better prepare them for their participation.

Responsibility	Action
Community	<ul style="list-style-type: none"><input type="checkbox"/> Build a place to tell stories and meet (pithouse)<input type="checkbox"/> Teach traditional practices, singing, dancing, art<input type="checkbox"/> Harvesting of plants<input type="checkbox"/> Host winter and summer solstice celebrations<input type="checkbox"/> Winter dances<input type="checkbox"/> Hunting treks



Community Action

Include our elders in our planning and begin working with each other to bring about healing, culture and language.

We have to address and understand our challenges that have held us back so that we can move forward together as a community. Our community is still deeply affected by the negative effects of our history.

The Residential School syndrome still impacts our families, the loss of our children, the breakdown of families has led to many issues in our community today such as drugs and alcohol, child welfare issues, and loss of language. The loss of our identity as individuals caused a ripple effect throughout our community and has changed the way we are in our family and community systems and how we live on the land. It is through the revitalization of our language and culture that we will assist in the strengthening of our community as a whole.

Culture Implementation

- Create draft work plans and budgets or find volunteers to host evening events
- Collaboration between all community members
- Set dates and secure a place to learn

Monitoring and Evaluation

- Have we arrived?
- Have we made a difference?
- What can we do better?





Chapter 3:

Governance

Naqsmist

“Many coming together as one.”



Chapter 3 • Table of Contents Governance

Syilx Laws.....	29
Governance Context.....	30
Chief and Council	31
Penticton Indian Band Administration	31
Okanagan Nation Alliance (ONA).....	31
Penticton Indian Band Current Organizational Structure	32
Governance Vision.....	33
Okanagan Nation Declaration	33
Action Plans	34
Governance Goals.....	34-40

“Our people are working within a system that does not work for us. We need to reintroduce our Coyote Laws back to our people and create a system that will strengthen our community and bring us back together. We have always had a governance system in place, we spoke as one, all elders were consulted. We would like to see more special assemblies more often. Do these gatherings more often and be more lenient with time, and invite more elders to speak.”

-speaker at the
“Syilx Territory and Research Strategy
Assembly”



Syilx Laws

The highest form of good government is one in which all members are healthy, housed, and protected. In such a society, there is no need for enforcement laws because people don't steal from each other. There was no such thing as an orphan because the whole family, not only the direct parents, was responsible to teach, love, and provide for the children.

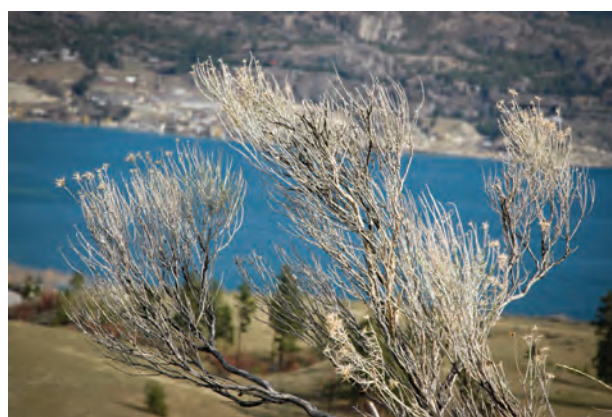
- Live and work in harmony with everyone and share with everyone in the community
- Everyone shares equally in the work and its benefits
- Each person has the right, even the unborn, to family, to teachings, to security, and to love. No one can be left out.

Good governance means that we carry the laws inside us. It means we know how to act and live right without having someone force us to. No person ever went hungry while they were part of a village.¹

The right of being Syilx is a responsibility. First, to know and follow the natural laws to make sure of healthy generations to come, and second, to follow the laws of community for the same reason. More particularly, we had a responsibility to look after the land, the people, and the culture which includes language and our spirituality.

The Syilx people had good governance through the chieftainship system. The chief represented the will of the people in carrying out the rights of being Syilx.

The protection of the land and natural resources means the protection of the coming generations.²



¹ Okanagan First Peoples Website

² We Get Our Living Like Milk from the Land

Governance Context

The Penticton Indian Band is a member of the Okanagan Nation, and retains and enjoys Aboriginal rights within our traditional territory which was recognized and confirmed by the December 11, 1997 Delgamuuk's decision of the Supreme Court of Canada and the Constitution Act, 1982.

The Penticton Indian Band, as a member of the Okanagan Nation Alliance (ONA) has fully accepted our responsibility bestowed upon us by the Creator, to serve as protectors of the lands, waters and resources of the Okanagan Nation territory.

In 2008, the Chiefs received a mandate to discuss Recognition and Reconciliation legislation in order that our Aboriginal Title and Rights and our "undeniable economic interest in the land" (Delgamuukw, 1997) be recognized. The Chiefs mandated the Leadership Council (the Union of BC Indian Chiefs, First Nations Summit and the BC Assembly of First Nations) to develop a strategy to develop a discussion paper.

The intent of the Leadership Council was to develop the principles of an Act that would recognize our Title and Rights interests and

to implement and enforce our Indigenous Title and Rights as called for by the United Nations Declaration on the Rights of Indigenous Peoples. The Leadership Council presented the paper for discussion to the Chiefs.

The Chiefs in assembly were committed to having our Aboriginal Title and Rights interests recognized by the Province of BC. However, the position paper and the process to develop Recognition and Reconciliation legislation was rejected on August 28, 2009. The Penticton Indian Band as part of the Okanagan Nation do not have a treaty and the recognition of our Aboriginal Title and Rights interests are not currently recognized by the Province of BC and Canada, as would have been contemplated in the proposed Recognition and Reconciliation legislation.

However, the PIB fully exercises our right to self-determination, by virtue of that right we freely determine our political status and freely pursue our economic, social and cultural development. (Article 3 – United Nations Declaration on the Rights of Indigenous People)



Chief and Council

The Penticton Indian Band Chief and Council is an elected political body that consists of one chief and eight council members based on the custom electoral system.

Penticton Indian Band's Chief and Council provide full support of the CCP process since first starting in January 2009. They were able to help provide the CCP Team direction and feedback in which we were able to reflect into the CCP document.



*PIB Chief & Council
2008-2012 Term*

PIB Administration

The Penticton Indian Band Administrator is responsible for overseeing the management of 20 band programs and services. The Band Administrator also coordinates and supervises more than 50 professional and auxiliary workers.

The Penticton Indian Band Administration is divided into various departments including: Governance, Land and Natural Resources, Comprehensive Community Planning, Health and Wellness, Housing, Social Development, Education, Employment, Finance and Taxation.

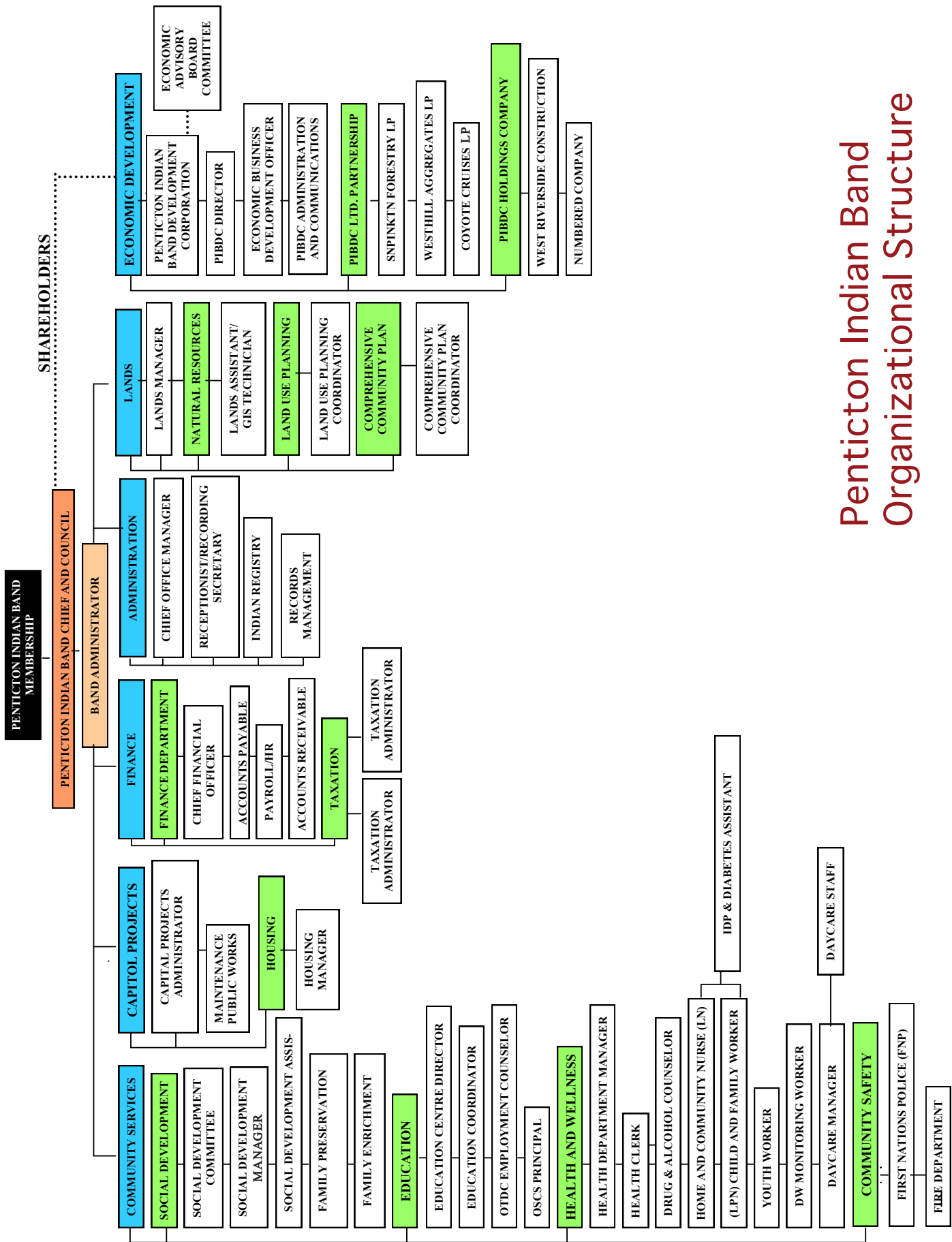


Okanagan Nation Alliance (ONA)

The Penticton Indian Band represents one of the eight communities of the Okanagan Nation. The other seven communities are comprised of: Upper Similkameen Indian Band, Lower Similkameen Indian Band, Osoyoos Indian Band, Westbank First Nation, Okanagan Indian Band, Upper Nicola Indian Band and Colville Nation Tribe.

Although the ONA has been on these lands since time immemorial, the ONA was formed in 1981 and covers approximately 69,000 square kilometers of land. The ONA was recreated to protect our Title and Rights over the whole Okanagan Nation Territory.





Penticton Indian Band Organizational Structure

Governance Vision

The Penticton Indian Band community's vision for good governance is ensuring that our governing system implements our culture, traditions and values and to make sure that our community members are actively involved in decisions and solutions and to make sure there is always a balance between economic development and social issues.

It is very important that we create a balance between where we come from and where we need to go. Our language, culture and traditions must be intergrated into all planning and we do what we can to ensure our aboriginal rights and title are protected by the UN Declaration on the Rights of Indigenous People, we must create our own policies that will allow us to be who we are and that those policies and processes are decided by our own people.

Penticton Indian Band membership must have the opportunity to participate in the decision-making process at the outset. Furthermore, there must be meaningful information sharing and meaningful engagement between all levels of the community.

Meaningful information sharing occurs frequently, openly and in all directions even if this means repeating the information.

Meaningful engagement occurs when all barriers that prevent a person from participating is removed. This requires leaving the conventional office atmosphere to meet community members in a place where they feel safe, as open door

policies do not work for a majority of our membership for various reasons. In order to maintain good governance it is important to be inclusive to all of our community members.



Okanagan Nation Declaration

We, the Okanagan Nation, make this declaration today as a sign for every generation to come. Therefore, we hereby declare that:

We are the unconquered aboriginal peoples of this land our mother; The creator has given us our mother, to enjoy, to manage and to protect; We the first inhabitants, have lived with our mother from time immemorial; Our Okanagan Governments have allowed us to share equally in the resources of our mother; We have never given up our rights to our mother, our mother's resources, our governments, our religion; We will survive and continue to govern our mother and her resources for the good of all for all time.

Action Plans

The Penticton Indian Band has identified 7 goals and actions through community meetings, workshops and home visits. Some of these items have already been completed, some are just beginning and some have not even been started yet.

*“One generation plants the trees,
another gets the shade.”*

Governance Goals:

1. Improve Communication
2. Make the Comprehensive Community Plan a Priority
3. Improve Animal Management
4. Create a Transparent Process for Decision Making
5. Strengthen Organizational Structure and Human Resources
6. Develop Constitution and Protocols
7. Create an Animal/Range Management Committee



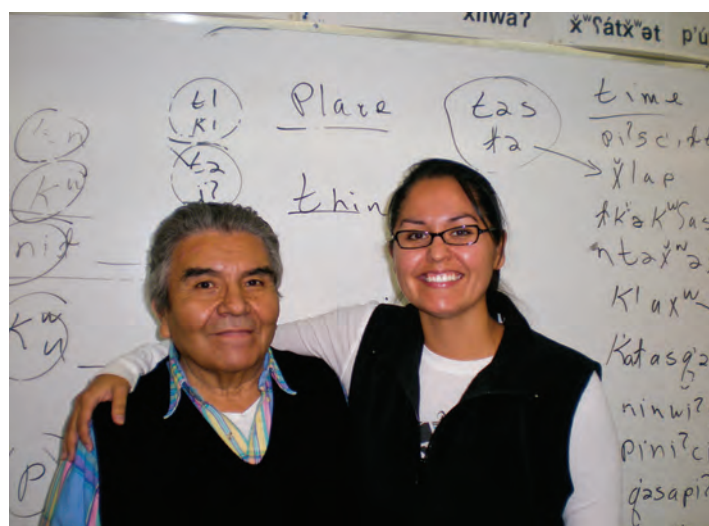


Goal 1: Improve Communications

The Penticton Indian Band membership has expressed the need to improve communication between the Penticton Indian Band Chief and Council and Band Administration and PIB Membership to create a better understanding of services and roles. Steps over the past 4 years have been taken to improve communication through the improvement of the Penticton Indian Band website, PIB Newsletters available in PDF form online, Social Media Groups and Pages on Facebook and language classes for staff during lunch hours in the PIB Boardroom. Also, various departments have taken on the task of organizing land tours for members.

Chief and Council will be expected to go through an orientation at every election and engage in strategic planning sessions and appoint portfolio holders for members of council. There are

current budget issues that will need to be addressed in order to move forward with some of the following actions. Boards have been established and a consultant has been hired to complete an Organizational Restructure. Funds have also been secured to develop a Records Management system.



Responsibility	Action
Chief and Council	<ul style="list-style-type: none"> <input type="checkbox"/> Chief and Council to hold meetings at the PIB Band Hall (until Pithouse is built) open to membership unless it is a confidential matter. <input type="checkbox"/> Develop a transition period between new Chief and Council and old Chief and Council <input type="checkbox"/> Commit to an orientation for newly and re-elected Chief and Council to understand past and present issues/ politics <input type="checkbox"/> Commit to learn the history of our land, by consulting the elders/knowledge keepers <input type="checkbox"/> Commit to learning the language <input type="checkbox"/> Commit to monthly meetings with departments related to each respected portfolio <input type="checkbox"/> Each portfolio to have assigned community members as a committee for transparency <input type="checkbox"/> Create and support an Elders Senate committee as paid positions with authority <input type="checkbox"/> Host bi-monthly band meetings; include elders <input type="checkbox"/> Record elected representatives accomplishments <input type="checkbox"/> Chief and Council to lobby Provincial and Federal Governments
Community	<ul style="list-style-type: none"> <input type="checkbox"/> Clearly identify and establish roles and responsibilities of each elected representative
Band Administrator	<ul style="list-style-type: none"> <input type="checkbox"/> Organize annual training and team building retreat for elected officials and staff to support unified approaches <input type="checkbox"/> Inform the community more consistently about the funding we receive at band meetings or posting in the PIB newsletter <input type="checkbox"/> Consider hiring a full time communications director <input type="checkbox"/> Promote language and land tours for staff and elected representatives

Goal 2: Make The Comprehensive Community Plan (CCP) A Priority

The Comprehensive Community Plan is community based and member driven and included traditional decision making processes to come up with a common vision, community goals and actions. In order to continue to move forward, the following actions need to be implemented:

Responsibility	Action
Lands Manager	<input type="checkbox"/> Host strategic planning workshops to discuss implementation plans and assign tasks to relevant person(s) <input type="checkbox"/> Review CCP yearly at the AGM with the community

Goal 3: Improve Animal Management

The Penticton Indian Band has struggled with animal control over the years. Community members have discussed their concern over the safety of our membership and children because of roaming dogs and horses. Community will need to come together with leadership and administration to create a plan that will ensure safety for our families as well as honoring the lives and connection our people have to all living things. Critter Aid has put forward a proposal to assist in sterilization and management of the horses on the Penticton Indian Band Reserve. This has been identified as a priority.

Responsibility	Action
Bands Administrator	<input type="checkbox"/> Assist in an “annual SPAY/NEUTER your pet” days for PIB band members
Lands Manager	<input type="checkbox"/> Develop Range Management By-Laws <input type="checkbox"/> Develop Domestic Animal By-Laws
OTDC/Employment Director	<input type="checkbox"/> Train and hire community members to sterilize horses
Community	<input type="checkbox"/> Fundraise for help with our animal issues (fences, sterilization, etc.)

Goal 4: Create a Transparent Process for Decision Making

Transparency for Penticton Indian Band members means more than an “open door policy”. Elders would like to see leadership take the initiative to make house visits and talk about issues that concern the community. Leadership should consider opening up communication with all our people; elders, youth, male and female community members. Our community has acknowledged that this method will take considerably more time but is necessary to building open and trusting relationships.

Responsibility	Action
Chief and Council	<input type="checkbox"/> Recommend Sylix/Sqilx [™] culture, tradition, and values in “governmental” decision making processes <input type="checkbox"/> Involve community members in decisions and solutions (i.e. the Enowkinwix [™] process)

Goal 5: Strengthen Organizational Structure and Human Resources

The Penticton Indian Band Administration has hired a consultant to do an Organizational Restructure. There has been discussion over the past few years to establish a fair monetary honorarium for elected officials however, there are budget constraints that will need to be addressed.

Responsibility	Action
Chief and Council	<input type="checkbox"/> Hire someone to specifically find funding for PIB
Human Resources	<input type="checkbox"/> Create organizational chart for all PIB Administrative staff and employees and review yearly to clarify roles and responsibilities <input type="checkbox"/> Conduct a yearly wage review for all PIB administrative staff and employees to be equal to the national average <input type="checkbox"/> Put a call out for a Finance Committee
<ul style="list-style-type: none"> • Community • Chief Financial Officer 	<input type="checkbox"/> Establish a fair monetary honorarium for elected officials decided by the elders, youth, men, and women

Goal 6: Develop Constitution and Protocols

It has been identified that a constitution is needed to guide our community to develop and enact laws. A constitution will be developed with community consultation and input. A constitution will clearly define the duties and responsibilities of Chief and Council, and set out conflict of interest rules and will require full reporting and disclosure of financial matters. It will also set protocols in place needed to hold employees and elected officials liable and accountable. First steps in creating a constitution will include research on other First Nation constitutions, creating a plan to involve community members and identify the fundamental components of a constitution.

Responsibility	Action
Chief and Council	<ul style="list-style-type: none"> <input type="checkbox"/> Re-introduce traditional Syilx laws <input type="checkbox"/> Host meetings with elders and knowledge keepers <input type="checkbox"/> Enforce our current laws and by-laws <input type="checkbox"/> Put a call out for a working group to create a constitution and present to community <input type="checkbox"/> Enforce speeding issues through the development of a traffic by-law <input type="checkbox"/> Host a traditional governance system workshop for chief and council <input type="checkbox"/> Host an Okanagan Nation Elders Gathering to address Nation issues <input type="checkbox"/> Develop a Nation Constitution that states complete responsibility for us within a unified Nation to maintain our protocols and tradition <input type="checkbox"/> Develop protocols with the Colville Tribes <input type="checkbox"/> Address Nation Issues (Okanagan Nation Map)
Band Administrator	<ul style="list-style-type: none"> <input type="checkbox"/> Officially change Penticton Indian Band to “Snpintktn” <input type="checkbox"/> Update our Election Code

“We came here for a good reason. We didn’t come here to argue! We can have a meeting in a good way and discuss important topics. We can set aside our own personal things about money, politics and our own needs. We must think of the entire community. The creator knows why we are here together today. I ask for good things to be brought forward to the future. This is about our community and I support long term community planning!”

-Joey Pierre Sr.

Goal 7: Create an Animal/Range Management Committee

The importance of an Animal/Range Management Committee has been repeatedly mentioned throughout the Comprehensive Community Planning process as a way to proactively address the many animals and animal owner issues that our community is dealing with.

Responsibility	Action
Community	<ul style="list-style-type: none"> <input type="checkbox"/> Assist in an “Annual SPAY/NEUTER Your Pet” days for PIB band members <input type="checkbox"/> Build a dog/cat pound <input type="checkbox"/> Build a community corral <input type="checkbox"/> Consult horse owners to develop a solution <input type="checkbox"/> Develop educational material for community on horse safety issues and programs

Community Action

In order for the Comprehensive Community Plan to be successful, continual community input is needed to keep moving our plan forward. Consistent communication needs to happen between elected leadership, staff, and the community. Regular reporting needs to take place directly to community members so that community members can become actively involved in the implementation of these actions. Work Plans will have to be developed from the Comprehensive Community Plan actions and associated budgets will need to be developed in order for leadership and community members to make informed decisions.

Governance Implementation

- Create draft work plans and budgets based on community and staff input
- Collaboration between all departments to cooperate and cost share
- Community committee review
- Band manager review
- Council review



Monitoring and Evaluation

- Have we arrived?
- Have we made a difference?
- What can we do better?

Chapter 4:

Lands and Resources

Naqsmist

“Many coming together as one.”



Chapter 4 • Table of Contents Lands and Resources

Lands and Resources.....	43
Land History.....	44
Forestry and Range	45
Lands Department Strategic Plan.....	45
Lands and Resources Goals.....	46-51



The Penticton Indian Band will focus on goals, objectives and policies to target the protection of the natural laws and environment.

“Let’s think as one people. At the end of the day we love each other, and we love our land. It’s understandable when we come together at first we’ll hear the hurt, pain, and anger and it will come to the point where we’ll be able to go back to our old institutions and ways of doing things.”

Lands and Resources

Tmx^wula?x^w –“tmix^w” is the spirit; “tm” is the absence of a thing; “mi” is the concrete knowledge; the truth and knowing that even though there is an absence of that thing, we have concrete knowledge of the spirit; “mix^w” is all things coming from one source (life); “tmix^w” is the paradox between the concrete knowledge and the mystery; “ul” is to spin around to make fire.

- Tmx^wula?x^w is more to us than just the land.
- The Penticton Indian Band’s land base is approximately 46, 205 acres.
- Our land –Protection, preservation, and development is important to our community; we use our land wisely, and will be very respectful of our land.
- Our water: Water is the essence of life.
- Our resources: We must protect our foods and medicines. We also have the resources to grow and create jobs for our people.
- Continue to claim our territory and take care of the watersheds
- Continue to host land tours to promote language and culture



Land History

The Penticton Indian Band has three reserves located in the South Okanagan in South Central British Columbia. The Penticton Indian Band reserves are located in the center of the Okanagan territory, one hour north of the Canadian/United States border, one hour south of Kelowna and two hours east of Princeton and three hours west of Revelstoke.

The Syilx people have proper title and rights to the whole of the Okanagan territory and have collective rights and responsibility to protect and manage our land, our people, our culture, language, and spirituality.

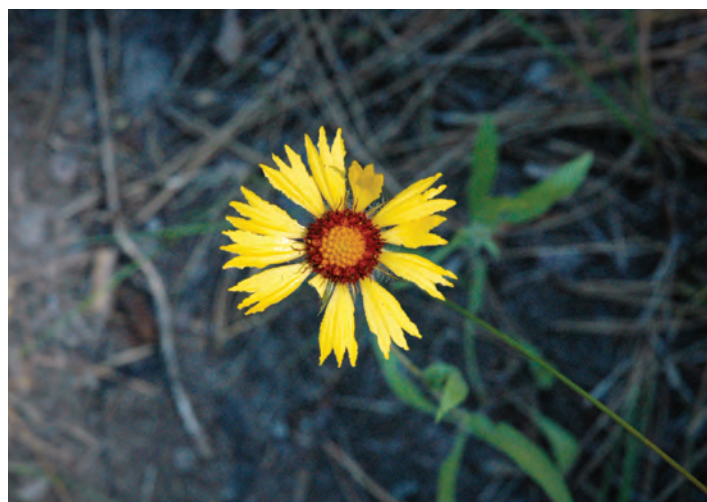
The Penticton Indian Band has recently assumed jurisdiction over taxation pursuant to Section 89 of the Indian Act.

In 2008, the Penticton Indian Band negotiated a sewage service agreement with the City of Penticton that will impact the lower reserve along the river channel and is important for any development within those lands. This sewage agreement will provide sewage services to both the lower village as well as Locatee lands (Certificate of Possession – CP land owners) that are interested in developing their land for economic or commercial purposes. More recently, we have negotiated a servicing agreement for IR#2, which will facilitate an Economic Development project on 32 acres of land in the industrial area in Penticton.

Penticton Indian Band membership has expressed a strong interest in being an active participant in the Land Use Planning process to ensure that

land, animal, and plant areas are protected or re-started, and to identify culturally protected areas as part of the land use planning process.

Identifying a “Community Heart” so that development is concentrated in a certain area for services is also important to band members so that the land is not overdeveloped and that development that does happen be sustainable, eco-friendly and environmentally sound. Traditional methods of land preservation also need to be discussed as part of the Penticton Indian Band Land Use Planning process.

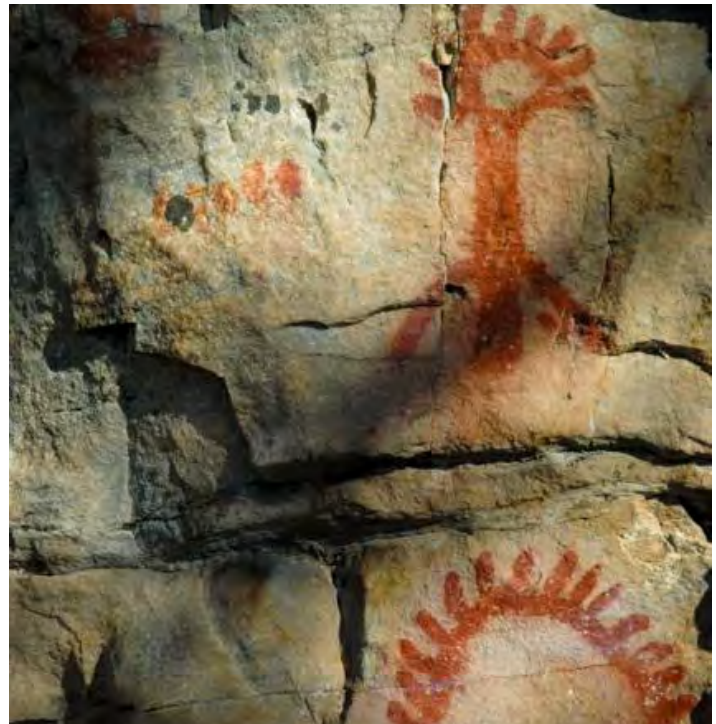


Forestry & Range

A sustainable forest and range sector which provides a healthy ecosystem and employment for a segment of the community.

The community would like to see money set aside for forestry and water to slash and improve the forest, and have a forestry department that utilizes the Forestry Program and Range Management Program.

There is a rich forestry culture within the Penticton Indian Band. However, there is a lack of forestry inventory data of the reserve and a lack of access to our natural resources.



Lands Department Strategic Plan

The Lands, Taxation and Economic Development Departments have taken part in planning sessions to develop a strategic plan. The following actions were identified. Some actions have already been accomplished or are underway, while some have not begun or will become a part of a more detailed land use planning process.

Lands Actions:

1. Get a service agreement for IR #2 and omitted IR#1 lands - Accomplished
2. Complete the lands designations through a Land Use Plan (LUP)
3. Go huge on infrastructure planning and installations - through the LUP
4. Designate the land and access of development pool —through the LUP

Other Actions:

1. Have a referendum vote on land designations
2. Look at on-reserve developed approvals, building and business licensing
3. Support Band taking more responsibility for land management
4. Invest in top notch infrastructure
5. Affirm land use plans
6. Approval and permit process including standards, zoning, regulations
7. A business license entity for on-reserve businesses that generate money
8. Research purchasing off reserve lands
9. DL 2887 west of Summerland
10. Rose Garden
11. Put utility pipes and service in ground
12. Land and building leases
13. Event facilitation
14. Design guidelines and building principles
15. Land management and use plans

Lands and Resources Goals

1. Develop By-laws, Laws, and Land Codes
2. Create a Land Use Plan —In process
3. Build Capacity in Penticton Indian Band Lands Department
4. Recognize Economic Opportunities for the Penticton Indian Band
5. Protect Cultural Sites
6. Beautify and Clean Up the Penticton Indian Band Reserve
7. Protect Wildlife and Cultural Wildlife Resources
8. Increase Capacity for PIB Membership in Forestry
9. Increase Licensing and Renewable Forest License
10. Assume Greater Control Over Water Resources



Goal 1: Develop By-Laws, Laws, and Land Codes

Some of this work has already been taken on by the Lands Department and will continue to work towards a land code that will give the Penticton Indian Band the authority to make laws in relation to reserve lands, and final approval will be made by the band referendum process. There are some budget issues that will have to be addressed to hire staff for enforcement of by-laws.

Responsibility	Action
<ul style="list-style-type: none"> • Band Administrator • Chief and Council <p>Lands Manager</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Identify clear roles and responsibilities of enforcement of laws and implementation of policies <input type="checkbox"/> Incorporate culture and language into policies and laws <input type="checkbox"/> Incorporate traditional methods of land preservation <input type="checkbox"/> Create Land Use Committee to develop policies and by-laws <input type="checkbox"/> Create a Locatee Land Holders Association or Committee <input type="checkbox"/> Develop and update Animal By-law and Enforcement Plan <input type="checkbox"/> Develop Noise By-laws <input type="checkbox"/> Develop a Burning By-law e.g. garbage, metal, etc. <input type="checkbox"/> Develop Range Management By-law <input type="checkbox"/> Develop a process and hire staff for the enforcement of by-laws <input type="checkbox"/> AANDC (Aboriginal Affairs and Northern Development Canada) to conduct a by-law development workshop

Goal 2: Create a Land Use Plan (LUP)

The Penticton Indian Band has hired a Land Use Planning Coordinator that will work with the community towards a Land Use Plan that is community driven. We currently have a Physical Development Plan. Mapping that has been done by the community which gives direction to what land needs to be protected and preserved, and what lands are available and is okay to develop. Maps were given to different families to work on together. Individuals, youth, elders, women, men, and knowledge keepers were to identify which land was a “no-go” and which land was a “go”.

In November, 2011 the Comprehensive Community Planning Team hosted the first Locatee Land Holders Meeting to discuss development, protection and preservation, and how to best support each others’ goals and visions. 34 community members and locatee land holders attended the first meeting with a majority of the land holders interested in learning about development while protecting the land.

Land will also be set aside for future planning in 20-50 years. It was noted that the future environment and conditions is something we cannot predict and as such, land should be set aside for our grandchildren and great-grandchildren to plan for.

Responsibility	Action
Lands Manager	<ul style="list-style-type: none"> <input type="checkbox"/> Incorporate climate change, traditional territory, cultural gatherings, hunting purposes into LUP <input type="checkbox"/> Ensure environment and protection is a priority <input type="checkbox"/> Form Land Use Planning Committee —In place <input type="checkbox"/> Form a Locatee Land Use Planning Association/Committee <input type="checkbox"/> Create Land Use Plan —In process <input type="checkbox"/> Identify “A Place To Heal”, “A Place To Live”, “A Place to Play”, “A Place to Work” <input type="checkbox"/> Set aside land that we will not make decisions for <input type="checkbox"/> Ensure community engagement throughout Land Use Plan process —In process <input type="checkbox"/> Hire Land Use Plan consultant to follow direction from LUP Coordinator and community <input type="checkbox"/> Create action plan from Land Use Plan —In process <input type="checkbox"/> Solidify jurisdiction over water systems

Goal 3: Build Capacity in Penticton Indian Band Lands Department

Capacity building has been an ongoing issue for the Penticton Indian Band Lands Department. The lands department can now take a proactive approach to apply for grants, funding, and creating partnerships with other organizations and institutions as a first step. The Lands Administrator and the Natural Resource Technician completed the Indigenous People’s Resource Management Program through the University of Saskatchewan and the National Land Managers Association.

Responsibility	Action
Band Administrator	<input type="checkbox"/> Assess capacity of current staffing
Lands Manager	<input type="checkbox"/> Set training goals <input type="checkbox"/> Identify budgets for hardware and software updates and purchases <input type="checkbox"/> Identify funding needs for monitoring and enforcement
Human Resources	<input type="checkbox"/> Hire and train a water systems technician <input type="checkbox"/> Develop a plan to fill gaps through targeted training and hiring

Goal 4: Recognize Economic Opportunities for the Penticton Indian Band

The Penticton Indian Band Economic Development Corporation has been well on their way to recognizing economic opportunities for the band and has been establishing separation of business and politics. Further community involvement will be required to make future opportunities a success. A strong partnership and open communications between the lands, taxation, and economic development departments is essential.

Responsibility	Action
Lands Manager	<input type="checkbox"/> Link with Economic Development and Taxation Departments and hold regular meetings <input type="checkbox"/> Review previous work for next steps <input type="checkbox"/> Identify current and future business opportunities —large and small scale <input type="checkbox"/> Identify reserve land for potential economic development in consultation with the community through the LUP

Goal 5: Protect Cultural Sites

Our people have a responsibility to protect our cultural sites and markers. These markers tell us who we are and how we should govern ourselves, involvement of traditional ecological knowledge, and elders is expected to ensure the protection of these sites.

Responsibility	Action
Lands Manager	<ul style="list-style-type: none"> <input type="checkbox"/> Ensure Traditional Ecological Knowledge (TEK) is linked with scientific knowledge in managing PIB lands <input type="checkbox"/> Ensure TEK assessments are done to coincide with each appraisal and equal financial compensation

Goal 6: Beautify and Clean Up the Penticton Indian Band Reserve

The Penticton Indian Band community has come together on two occasions since the Comprehensive Community Planning process to have a Community Clean Up and BBQ for community members. This was one of our community's "Quick Start Projects" that took very little money and was done through the many volunteers of our community. On-going awareness, community involvement, and commitment is needed to ensure the continued success of these goals.

Responsibility	Action
Lands Manager	<ul style="list-style-type: none"> <input type="checkbox"/> Hire Junk Removal Crew for remaining large items <input type="checkbox"/> Hire or pay honorarium for security to patrol reserve for dumping and illegal activities (by-law officers) <input type="checkbox"/> Fence areas of concern and remove access (tea picking, root digging, etc.) <input type="checkbox"/> Make clear signs for trespassers <input type="checkbox"/> Hire an enforcement officer <input type="checkbox"/> Repair driveways with potholes or uneven gravel <input type="checkbox"/> Work with land owners to clean up property/properties <input type="checkbox"/> Develop a dumping by-law and fine (appropriate penalties) <input type="checkbox"/> Develop educational materials for community about the damages of littering and garbage, environmental impacts <input type="checkbox"/> Host a Community Clean Up Day twice a year

Goal 7: Protect Wildlife and Cultural Wildlife Resources

Our community members depend on the resources that come from the land. We must create partnerships to restore and protect our resources.

Responsibility	Action
Lands Manager	<ul style="list-style-type: none"> <input type="checkbox"/> Hire or pay honorarium for security to patrol reserve for dumping and illegal activities (by-law officers) <input type="checkbox"/> Fence areas of concern and remove access (tea picking, root digging, etc) <input type="checkbox"/> Make clear signs for trespassers <input type="checkbox"/> Hire an enforcement officer <input type="checkbox"/> Restore habitats and protect water <input type="checkbox"/> Manage by-law compliance/enforcement

Goal 8: Increase Capacity for PIB Membership in Forestry

Sn'pink'tn Forestry LP recently became a band owned business and manages two Non-Replaceable Forest Licenses (NRFL) within the Okanagan Nation traditional territory. They are actively harvesting beetle infested pine and spruce. They also have a working partnership with Gorman Brothers Lumber Ltd. and other forestry companies, developing cutting permits and assisting with timber cruising.

Responsibility	Action
Forestry	<ul style="list-style-type: none"> <input type="checkbox"/> Maintain licenses and offer jobs within community for experience training <input type="checkbox"/> Contract work to require hiring PIB members, host recruitment and information sessions <input type="checkbox"/> Host forestry workshops <input type="checkbox"/> Create promotional materials around what a career in Forestry entails and different types of careers within forestry <input type="checkbox"/> Create mentorship opportunities for youth <input type="checkbox"/> Build community consultation into planning

Goal 9: Increase Licensing and Renewable Forest License

Work is currently being done by the Sn'pink'tn Forestry Company to implement the following items into action. The forestry company was established and has a board of directors that is responsible for working in the best interest of the company:

Responsibility	Action
Forestry	<input type="checkbox"/> Increase capacity through OTDC, Education, Taxation, Timber Licenses and access to Stumpage fees <input type="checkbox"/> Obtain own processing facility

Goal 10: Assume Greater Control Over Water Resources

The Lands Department has been working towards assuming greater control over our surface water resources by negotiating an agreement with INAC (Indian and Northern Affairs Canada), now known as AANDC (Aboriginal Affairs and Northern Development Canada). We are assuming the ownership of Brent Lake Dam, Farleigh Lake Dam and Aeneas (Charlies) Lake Dam. We have signed the agreement without prejudice to our prior rights to all our water requirements on all lakes, streams and and creeks touching or flowing through the reserves.

The agreement features the rehabilitation and rebuilding of all the dams and the diversion structures and a license for 250 acre feet of water from Aeneas Lake. The PIB already has licenses for water on Brent and Farleigh Lakes.

By having the ownership and control over water we can better manage and monitor other users on the systems. This will require a trained small dam operator to monitor and ensure that all the dams are regularly inspected and maintained.

Responsibility	Action
Lands Department	<input type="checkbox"/> Assume greater control over water resources; Brent Lake Dam, Farleigh Lake Dam, and Aeneas (Charlies) Lake Dam <input type="checkbox"/> Hire and train a small dam operator

Community Action

Community involvement is required to move these plans forward. The encouragement of increased attendance at community meetings will have to occur. It will take continued volunteerism and action from community members to ensure the protection and preservation of our lands and resources. Share our Coyote stories with each other to validate our responsibilities to the land.

Lands & Resources Implementation

- Create draft work plans and budgets based on community and staff input
- Collaboration between all departments to cooperate and cost share
- Community committee review
- Band manager review
- Council review

Monitoring and Evaluation

- Have we arrived?
- Have we made a difference?
- What can we do better?







Chapter 5:

Community Services

Naqsmist

“Many coming together as one.”



Chapter 5 • Table of Contents Community Services

Vision for Community Health and Wellness.....	58
Penticton Indian Band Multi-Year Work Plan and Goals	59-61
Sylx Evolution Through Life	62
Community Education Goals.....	63-65
Community Youth Goals	66-70
Community Elder Goals.....	70-72
Community Social Development Goals.....	73-75
Addictions and Counseling Goals	76-77
Community Safety Goals.....	77-80

“We must plan for the individual, the family, the community and the land. We must include the voices of our elders, our youth, our women, and our men. We must listen to our Coyote stories if we want our people to heal.”





LANGUAGE AND CULTURE

HEALING FOUNDATION

The Penticton Indian Band is working on a foundation of healing for band members and the Okanagan Nation as a whole; health, wellness, sobriety from drugs and alcohol, gambling and general healing.

It is doing this through counseling, treatment centers, self development programs (i.e. Choices Seminars), and cultural healing through ceremony, traditional processes and activities (i.e. canoe journeys). Each of these resources has helped our community become more unified.

In order to move forward, healing has become apparent in the work we do in our community planning. Our people are starting to understand that systematic abuse has created the conditions in our communities today including the loss of language and culture. It is through the use of our language and culture that we can begin to heal and come together as one.

Vision For Community Health and Wellness

- That every community member has the physical, mental, emotional, social and spiritual strength to support the health and wellness of the individual, family, community, and Nation; and...
- That every family unit within the community is empowered with the knowledge and resources to make healthy choices in their journey through the continuum of health and wellness; and...
- That our community is rich in its capacity to support; spiritual, cultural, educational, employment, and recreational opportunities that promote active, healthy lifestyles.



Penticton Indian Band Health Department Multi-Year Work Plan

The Penticton Indian Band Health Department has worked extensively to complete their 5 year health plan. The 5 year health plan lays out community health priorities, reporting structures, organizational chart, roles and responsibilities and has the following in its Community Health Work Plan Appendix:

- Financial By-law
- Human Resource Policy
- Emergency Plan
- Pandemic Plan
- Health Department Job Descriptions
- Integrated Health Network
- Health Proposed “Cluster based” Budgets
- MOU Transfer Nursing

“Through meetings with Chief & Council, Health/Social Development/Education, community engagement (World Care Settings, one departmental and one health oriented), online surveys and community event gatherings we have been able to identify key Health concerns for our community:

- *Addictions and Mental Health*
- *Diabetes/Chronic Disease Management*
- *Youth Programs/Intervention and Prevention*
- *Parenting/Child Development and Assessments*
- *Life Skills/Employment Retention”*

-PIB Multi Year Work Plan, May 12, 2011

Some of the goals identified in the Comprehensive Community Plan tie in directly with the current PIB Health Multi-Year Work Plan and work towards achieving those goals and some are already underway.



Health Goals

1. Create Support for Special Needs
2. Create Support for Mental Health
3. Find Resources for Single Adults
4. Find Resources for Dental and Health Care
5. Hire and Train More Certified Counselors
6. Create a Healthy and Active Community



Goal 1: Create Support for Special Needs

Responsibility	Action
Health Director, Social Development Director, Footprints Program	<input type="checkbox"/> Hold workshops to educate community on special needs <input type="checkbox"/> Find and implement special need programs

Goal 2: Create Support for Mental Health

Responsibility	Action
Health Director	<input type="checkbox"/> Hire more counselors <input type="checkbox"/> Find more funding to offer more mental health programs

Goal 3: Find Resources for Single Adults

Responsibility	Action
Health Director	<input type="checkbox"/> Offer more programs that promote healthy lifestyles <input type="checkbox"/> Offer help with child minding at any programs offered <input type="checkbox"/> Create a single parent support group

Goal 4: Find Resources for Dental and Health Care

Responsibility	Action
Health Director	<input type="checkbox"/> Develop partnerships with Health Care Canada and local dentists to find deals or provide information sessions <input type="checkbox"/> Research companies that other bands are using to see how their program runs

Goal 5: Hire and Train More Certified Counselors

Responsibility	Action
Health Director, Social Development Director, Footprints Program	<input type="checkbox"/> Offer information sessions for students who may be interested in this field <input type="checkbox"/> Find funding programs that can help with the community training for counselors

Goal 6: Create a Healthy and Active Community

Responsibility	Action
Health Director	<input type="checkbox"/> Build a community freezer <input type="checkbox"/> Create a health advisory committee <input type="checkbox"/> Promote running clinics and activities for the community for all ages



Syilx Evolution Through Life

Children are the heart of our community. They have always been taught the necessary skills, and the Syilx laws they needed to learn in order to survive. They are taught skills such as: fishing, hunting, tanning hides and making baskets, songs, stories, dances and prayers. They are taught that every living thing has a right to be a part of our lives and our community—even if its role isn't easily understood. They are taught to respect life and all of creation and that disrespect would lead to certain consequences.

Children are not forcibly taught or punished for not understanding. They are taught with patience and only what the teacher thought they needed to learn or were ready for. Harshness was not a method used in teaching children. Learning has always been made to be very easy at first and gradually becoming harder, and only as much as the child could understand. Therefore, when the children became ready to do the harder things they did so without fear or anxiety.

In Syilx history, our people knew when their time in a role was drawing to an end. Chiefs and healers would name their successors, young men would step forward as leaders and warriors and young women would step forward to become leaders or teachers. Everyone had a role and every role had someone.

<http://www.okanaganfirstpeoples.ca/howeare.cfm>



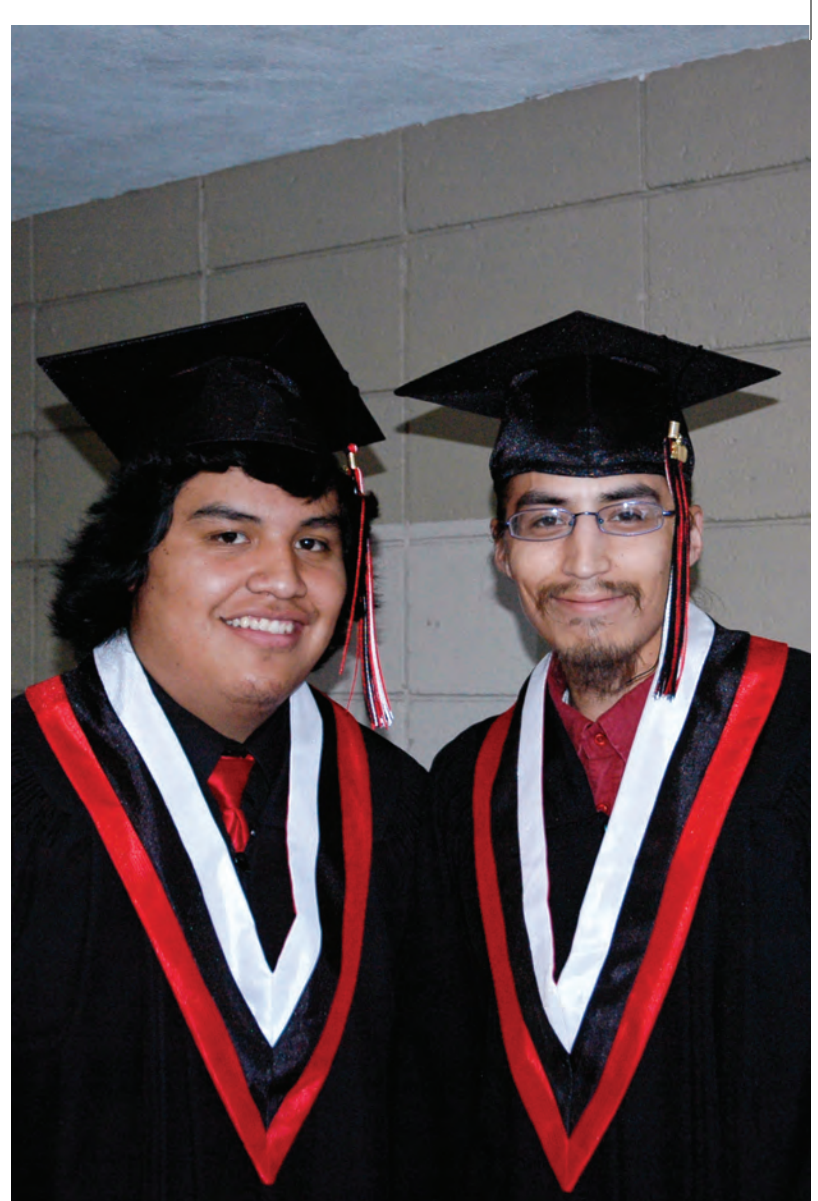
Community Education

The Penticton Education Department has been working to create a strategic plan to improve education programming from pre-school to post-secondary and adult education to support our community members holistically.

Our graduation was at 0 in the 1990's and the Penticton Indian Band developed a band alternate school that evolved into Outma Sqilx^w Cultural School (OSCS). Over the past 9 years the Penticton Indian Band has built a relationship with the school district to create awareness and support for aboriginal programming in the public school. Through this, the school district has made an agreement with the band to develop courses and curriculum that contain cultural awareness and language for those students attending the public school system.

Education Goals

1. Create Terms of Reference for Penticton Indian Band's Education Committee
2. Revise Post Secondary Policy to Reflect Needs of the Community
3. Education Department Restructure to Include Three Managers
4. Create a 5 Year Work Plan for OSCS and the PIB Education Centre
5. Renew Agreements with SD No. 67 to Reflect Our Voice
6. Develop Schooling Opportunities for Cultural, Health, Wellness and General Interests



Aside from these goals, the community would also like to support the following:

- Archival Department
- Middle School and High School
- Expansion of the En'owkin
- Nsyilxcən Immersion School
- Education Authority
- Museum
- Wireless Internet Available Throughout Reserve

Goal 1: Create Terms of Reference for Penticton Indian Band Education Committee

Responsibility	Action
Education Committee	<input type="checkbox"/> Research options of templates of policies to formalize terms of reference <input type="checkbox"/> Hold a meeting with Education committee for input <input type="checkbox"/> Implement traditional practices and culture into terms of reference

Goal 2: Revise the Post Secondary Policy to Reflect Needs of the Community

Responsibility	Action
Education Committee	<input type="checkbox"/> Hold community meeting(s) to get input <input type="checkbox"/> Outline employment opportunities within the band and businesses and change policy accordingly <input type="checkbox"/> Host annual career fair that coincide with our community's needs (i.e. counselors, small dam operators, forestry, etc.)

Goal 3: Education Department to Restructure to Include Three Managers

Responsibility	Action
Education Committee	<input type="checkbox"/> Find funding that will allow more staff to be paid appropriately (currently dependant on nominal role) <input type="checkbox"/> Review the capacity of the education staff

Goal 4: Create A 5-Year Work Plan For Outma Sqilx^w Cultural School (OSCS) And PIB Education Centre

Responsibility	Action
Education Committee	<input type="checkbox"/> Identify yearly budget and suspected cutbacks <input type="checkbox"/> Create a Parent Advisory Committee (PAC) to help guide planning <input type="checkbox"/> Research successes of other aboriginal schools and implement plans by attending FNEESC Workshops

Goal 5: Renew Agreements with School District (SD) No. 67 to Reflect Our Voice

Responsibility	Action
Education Committee	<input type="checkbox"/> Hold regular meetings with SD No. 67 <input type="checkbox"/> Involve SD No. 67 in more community functions involving the schools <input type="checkbox"/> Have the education committee to help create relations with SD No. 67

Goal 6: Develop Schooling Opportunities for Cultural, Health, Wellness and General Interests

Responsibility	Action
Health Director	<input type="checkbox"/> Develop Cooking (Nutrition) Classes, Food Safe Training
Education Director	<input type="checkbox"/> Create a Language Revitalization Program (budget issues) <input type="checkbox"/> Develop Elders Education Program (find funding)

Community Youth Goals

1. Increase participation in the Youth Center Programs
2. Purchase a Bus to Provide Transportation
3. Build a New Youth Centre with a Cultural Gathering Space, Full Kitchen and Recreation Hall
4. Develop a Weekly Afterschool Program for Ages 7-13
5. Implement Bi-Weekly Fundraising Activities to Support Youth Programs
6. Develop and Find Support for a Once a Week Tutoring Program
7. Have Monthly Meetings with Elders

Penticton Indian Band youth age 11-19 were asked the following questions and these were the top answers.

“What is the biggest problem you see in our community?”

1. Drugs and Alcohol
2. Littering and Pollution
3. Violence

“What is the best thing about our community?”

1. We all look out for each other and help each other
2. Everyone knows each other

“If you had one wish for your community, what would it be?”

1. No drugs or alcohol in our community
2. Stop littering



Goal 1: Increase Participation in the Youth Center Programs

The Penticton Indian Band has a youth program and youth building located on the Lower Reserve. Different programs are being developed to attract the participation of more youth outside of the Leadership and Canoe Groups that are currently offered. One of the suggestions for the youth program is to make a sandwich board to announce events happening at the youth building and to better utilize the Youth Facebook Page.

Responsibility	Action
Youth Worker	<input type="checkbox"/> Provide more sports, outdoor recreation, and cultural activities that will appeal to a larger audience <input type="checkbox"/> Provide better communication for the youth activities that are happening <input type="checkbox"/> Have a youth call out list to phone youth when programs are being offered

Goal 2: Purchase a Bus to Provide Transportation

One of the barriers that the youth face on and off reserve is transportation to events and programs and back home. A bus is one of the long-term goals for the youth programs but has not been set as a priority. The youth are occasionally contacted to do odd jobs on reserve and child-minding to fundraise for youth programs, but those dollars are currently tagged for other opportunities, such as travel to conferences and other youth events.

Responsibility	Action
Youth Worker	<input type="checkbox"/> Hold different fundraisers to pay for bus <input type="checkbox"/> Apply for youth grants <input type="checkbox"/> Start a youth business (landscaping, painting, babysitting)





Goal 3: Build A New Youth Centre With A Cultural Gathering Space, Full Kitchen, And Recreation Hall

This is an on-going goal for the youth program. The Penticton Indian Band youth programs currently have space on the Lower Reserve. Due to capacity and budget constraints, further planning is needed to achieve this infrastructure goal.

Responsibility	Action
Youth Worker	<ul style="list-style-type: none"> <input type="checkbox"/> Have meetings with Chief and Council and request extra funding to help build <input type="checkbox"/> Approach local businesses and newspapers to spread the word about fundraising <input type="checkbox"/> Gather any free material that industrial or home renovators can donate

Goal 4: Develop A Weekly After School Program For Ages 7-13

A majority of the programs currently offered cater to the older age groups. This is an on-going goal that will require collaboration between all of the Penticton Indian Band departments, and will require volunteers or an additional youth worker position.

Responsibility	Action
Youth Worker	<ul style="list-style-type: none"> <input type="checkbox"/> Organize free activities such as hikes, slip and slide, ball games, and basketball. <input type="checkbox"/> Create a partnership with OSCS and Little Paws to help with resources <input type="checkbox"/> Have the older youth volunteer to help take care of the young children

Goal 5: Implement Bi-Weekly Fundraising Activities To Support Youth Programs

Fundraising is an on-going theme throughout the Comprehensive Community Plan and collaboration with a fundraising committee will help ensure the success of all programs throughout the Penticton Indian Band community.

Responsibility	Action
Youth Worker	<input type="checkbox"/> Be sure to openly communicate fundraising events through PIB Facebook Page and Newsletter <input type="checkbox"/> Rotate the youth efforts so there's no burn out <input type="checkbox"/> Collaborate with fundraising committee <input type="checkbox"/> Host fundraising workshop



Goal 6: Develop And Find Support For A Once A Week Tutoring Program

This goal has been identified by youth, youth support, education, social development and health, and has been on-going.

Responsibility	Action
<ul style="list-style-type: none"> • Youth Worker • Education • Health • Social Development • Youth 	<input type="checkbox"/> Put a call out to community for volunteers <input type="checkbox"/> Make an agreement with SD No. 67 to help provide tutors for aboriginal children (current capacity issue)

Goal 7: Have Monthly Meetings With Elders

Elders and youth have both expressed their desire to work together and have set this as a high priority goal. The Penticton Indian Band youth leadership and elder groups have met on occasion and a commitment will be needed by the youth to take on this responsibility.

Responsibility	Action
<ul style="list-style-type: none"> • Youth Worker • Youth 	<ul style="list-style-type: none"> <input type="checkbox"/> Offer help with chores and errands, create a chore list and timeline <input type="checkbox"/> Attend elders meetings to identify elders who require help <input type="checkbox"/> Youth to host story telling events and invite elders

Community Elder Goals

1. Build an Elders Centre/Building
2. Build an Elders Care Facility
3. Purchase an Elders Bus
4. Receive Home Visits
5. Speak in Nsyilxən to Normalize Our Language

Elders of families took roles and responsibilities to choose for the best interest of all, as the basis to delegate work. It was a system designed to help one another to share, not for power. Elders offered counseling and provided guidance to the people. Elders in the family disciplined the children, not the parents. Grandfathers passed on the history in family clans, ensuring essential teaching hours after midnight into before dawn. The oldest woman in the family clans were the main boss of the family and had the final say. She ultimately was the law in living form.



Goal 1: Build an Elders Centre/Building

The elders in the community and overall community membership have identified the elders needs as a priority and will require further planning, volunteers and additional positions to support this work. It will also require additional financial resources.

Responsibility	Action
Chief Financial Officer	<input type="checkbox"/> Research Funding ie: Residential School Payouts
Elders Program	<input type="checkbox"/> Apply for elders grants <input type="checkbox"/> Fundraising <input type="checkbox"/> Attach a healing proposal to the actual building and apply for funding



Goal 2: Build an Elder Care Facility

The Penticton Indian Band does not have an elder care facility. The closest facility is located in Westbank and has a waiting list.

Responsibility	Action
Chief Financial Officer	<input type="checkbox"/> Research elders care facility and find steps and costs associated
Elders Program	<input type="checkbox"/> Arrange meeting with Chief and Council to see if there are any capital funds available <input type="checkbox"/> Research a business that can charge off reserve patients to subsidize the costs of PIB Elders in the event that costs are over and above the Elders' monthly pension/allowance

Goal 3: Purchase an Elders Bus

Transportation is often a constraint for Penticton Indian Band membership.

Responsibility	Action
Elders Program	<input type="checkbox"/> Create a partnership with Outma, Footprints and PIB to share a bus and costs associated <input type="checkbox"/> Research prices of new and used busses <input type="checkbox"/> Look into bus rentals for events and a local elder transit program <input type="checkbox"/> Seek funding for an Elders' bus

Goal 4: Receive Home Visits

Elders have expressed a strong desire to receive home visits from Chief and Council and Youth.

Responsibility	Action
<ul style="list-style-type: none"> • Elders Program • Chief and Council • Youth 	<input type="checkbox"/> Put together a list of elders who would like to receive home visits and who they would like to have visit them and when. <input type="checkbox"/> Meet with Youth Group and develop a schedule

Goal 5: Speak In Nsyilxcən And Normalize Our Language

Responsibility	Action
Elders Program	<input type="checkbox"/> Ask Elders to speak in the language and have an interpreter attend all meetings <input type="checkbox"/> Open all meetings in the language (i.e. prayer)

Community Social Development Goals

1. Draw Our Attention to the Drug Dealers and Drug Houses in Our community
2. Invest in More Programs for Youth to Keep Them Busy Doing Positive Activities
3. Recognize the People Who Live Healthy and Sober Lifestyles
4. Develop a Youth Mentorship Program
5. Host More Positive Events



Goal 1: Draw Our Attention To The Drug Dealers And Drug Houses In Our Community

Drug dealing and drug houses has affected the Penticton Indian Band as a whole throughout the years and committees have been set up to address the issue. There has been some success when the community has come together in the past. A referral process needs to be put into place in order to move forward. We must make it easy for people to change/recover and difficult for them to stay in that negative lifestyle.

Responsibility	Action
<p>Community</p> <ul style="list-style-type: none"> • Health Director • Chief and Council • Family Heads • Elders 	<ul style="list-style-type: none"> <input type="checkbox"/> Identify drug dealers and drug houses <input type="checkbox"/> Host workshops in the community about drugs, the affects and multi-generational trauma <input type="checkbox"/> Reach out to known drug dealers and provide an option “out” <input type="checkbox"/> Ensure ongoing funding for Choices and other programs that promote healthy lifestyles





Goal 2: Invest In More Programs For Youth To Keep Them Busy Doing Positive Activities

There has been one proposal submitted for a safe house for youth for the Penticton Indian Band however there are budget constraints.

Responsibility	Action
Community	<input type="checkbox"/> Host more community cultural events <input type="checkbox"/> Build a safe house for youth <input type="checkbox"/> Host stick games, sweats, relay and sports events <input type="checkbox"/> Participate in International and National travel programs

Goal 3: Recognize The People Who Live Healthy, Sober Lifestyles

Positive billboards were erected throughout the community to promote healthy role models and messages in our community. Billboards should be rotated and new role models should be chosen each year to keep the momentum building.

Responsibility	Action
Chief and Council	<input type="checkbox"/> Have an open nominee process to select one role model a month and post in the PIB Newsletter
Health Director	<input type="checkbox"/> Have more healthy sober people speak at schools
Youth Director	<input type="checkbox"/> Have healthy living people mentor troubled youth

Goal 4: Develop a Youth Mentorship Program(s)

Currently, the Penticton Indian Band doesn't have any mentorship programs in place for youth. There are summer programs put in place to create summer student employment on reserve but there are no formal partnerships to employ our youth outside of the community. OTDC has cultivated contacts within the City of Penticton to facilitate more formal partnerships.

Responsibility	Action
OTDC/Employment Director	<input type="checkbox"/> Have each employee of the band take on one student for a week each summer to provide mentorship <input type="checkbox"/> Lobby local businesses off reserve and promote an agreement to allow our youth work with them during the summer



Goal 5: Host More Positive Community Events

The Penticton Indian Band has already hosted numerous events in the community to promote healthy living, including a “quick start” project inspired by the Comprehensive Community Planning process called “Gathering for a Purpose”. This event was successful and is something that the community would like to see more of.

Responsibility	Action
Chief and Council	<input type="checkbox"/> Create events in a positive manner adding cultural and health aspects
Band Administrator	<input type="checkbox"/> Suggest PIB Department managers budget for one positive community event bi-monthly

Addictions and Counseling Goals

1. Make the Penticton Indian Band a Dry Reserve, drug and alcohol free
2. Provide funding for our people to heal in a way that makes sense to them



Goal 1: Make The Penticton Indian Band A Dry Reserve, Drug And Alcohol Free

One of the biggest community concerns for the Penticton Indian Band is the effect that drugs and alcohol has on our community. This has been identified as a priority.

Responsibility	Action
<ul style="list-style-type: none"> • Health Director • Chief and Council • Elders • Youth • Community 	<ul style="list-style-type: none"> <input type="checkbox"/> Host drug awareness marches and information sessions <input type="checkbox"/> Host sober BBQs and sober Block Parties <input type="checkbox"/> Create a good relationship with First Nations Policing to help solve drug issues <input type="checkbox"/> Create more outreach programs for helping community members with their sobriety <input type="checkbox"/> Host Round Ups and Sobriety Events, bring in special speakers <input type="checkbox"/> Have more positive police presence on reserve



Goal 2: Provide Funding For Our People To Heal In A Way That Makes Sense To Them

Community members would like to see more funding and support available to them with each healing plan receiving financial and administrative support from the Penticton Indian Band Administration and its Elected Officials.

Responsibility	Action
<ul style="list-style-type: none"> • Chief and Council • Health Director • Social Development • Education 	<ul style="list-style-type: none"> □ Support all band members healing initiatives (Choices, A&D Treatment programs, Traditional and Cultural Retreats)

Community Safety Goals

1. Improve Effectiveness of First Nations Policing
2. Reduce Drug Activity on Reserve
3. Build a Community Corral
4. Reduce Trespassing and Illegal Activity
5. Reduce Speeding and Traffic Issues
6. Reduce Violence (elder, spousal, child, physical and sexual abuse, and bullying)





Goal 1: Improve Effectiveness of First Nations Policing

The Penticton Indian Band has an agreement with First Nations Policing through the Royal Canadian Mounted Police. The agreement is reviewed and updated annually through the Community Consultative Group Process. It identifies top community priorities for community safety and lays out the roles and expectations of First Nations Policing.

Responsibility	Action
Chief and Council	<input type="checkbox"/> Improve relationships between community, Chief and Council, police, and Band Administration <input type="checkbox"/> Provide a Satellite Police Detachment on reserve <input type="checkbox"/> Use our Restorative Justice Programs for offenders in a more effective manner

Goal 2: Reduce Drug Activity on Reserve

There are on-going discussions happening on various levels throughout the community to address drug activity on reserve.

Responsibility	Action
<ul style="list-style-type: none"> • Chief and Council • Health Director 	<input type="checkbox"/> Support First Nations Policing to enforce <input type="checkbox"/> Host workshops and learning opportunities <input type="checkbox"/> Follow up on Enough is Enough Drug strategy <input type="checkbox"/> Address Drug Dealing through phases <input type="checkbox"/> Support programs for individuals, families, and community

Goal 3: Build a Community Corral

This has been identified as a priority by the community.

Responsibility	Action
<ul style="list-style-type: none"> • Chief and Council • Band Administrator • Horse Owners 	<ul style="list-style-type: none"> <input type="checkbox"/> Hire community members and elders (or pay honorariums) to mentor youth and school children about respecting and caring for horses <input type="checkbox"/> Seek funding to fence and to build corrals within the community <input type="checkbox"/> Teach people how to ride and care for horses <input type="checkbox"/> Host a community rodeo <input type="checkbox"/> Develop a registration process for animals with small fee through enforcing our animal by-laws <input type="checkbox"/> Enforce/impose fines for at-large and loose animals <input type="checkbox"/> Build a dog/cat pound <input type="checkbox"/> Develop a good working relationship with SPCA and Critter Aid <input type="checkbox"/> Develop Community Animal Husbandry Program (horse management) <input type="checkbox"/> Apply for funding for program to fence, hay drops, build water/food stations <input type="checkbox"/> Train community members to supervise horse activity <input type="checkbox"/> Begin contraceptive program with help of Critter Aid <input type="checkbox"/> Develop educational material for community on horse safety issues and programs <input type="checkbox"/> Create Band Owned Businesses —riding stables, trail guided tours, horse museum (history of the horse in the Okanagan, old pictures of local cowboys) <input type="checkbox"/> Research other horse programs <input type="checkbox"/> Develop range use by-law
<p>Branding Agency</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Catalogue horses <input type="checkbox"/> Determine whether horses are feral or “owned”

Goal 4: Reduce Trespassing and Illegal Activity

Penticton Indian Band members have held their first Community Safety Group meeting to discuss these issues. This is ongoing and is being addressed at all levels of the community.

Responsibility	Action
Lands Department	<input type="checkbox"/> Eliminate theft from homes and PIB businesses <input type="checkbox"/> Raise fine limits from \$500 to \$1000 <input type="checkbox"/> Patrol water sheds <input type="checkbox"/> Erect visible “No Trespassing” signs <input type="checkbox"/> Develop a trespassing by-law

Goal 5: Reduce Speeding and Traffic Issues

This has been identified as a priority by the Community Consultative Group and is on-going.

Responsibility	Action
Bands Administrator	<input type="checkbox"/> Ensure First Nations Policing patrol the reserve and set up safety checks
Lands Department	<input type="checkbox"/> Put up more signage ie. speed limits, trespassing, illegal dumping, littering <input type="checkbox"/> Speed bumps <input type="checkbox"/> Develop and enforce traffic by-law

Goal 6: Reduce Violence (Elder, Spousal, Child, Physical, Sexual Abuse, And Bullying)

This has been identified as a priority by the Community Consultative Group and is on-going.

Responsibility	Action
Health Director	<input type="checkbox"/> Have confidential hotline for on reserve community members <input type="checkbox"/> Host more information sessions on all forms of abuse

Community Action

Include our elders in planning and begin working with each other to bring about healing, cultural practices and language fluency.

We have to address and understand the challenges that have held us back in order that we can move forward together as a community. Our community is still deeply affected by the negative impacts of our colonial history.

The Residential School syndrome still impacts our families, the loss of our children, the breakdown of families has led to many issues in our community today such as drug and alcohol abuse, child welfare issues, and the loss of the language. In addition, the loss of our identity as individuals has caused a ripple effect throughout our community and has changed the way we behave in our family and community systems, and how we live on the land. It is through the revitalization of our language and culture that we will facilitate the strengthening of our community as a whole.

Community Services Implementation

- Create draft work plans and budgets or find volunteers to host evening events
- Collaboration between all community members
- Set dates and secure a place to learn

Monitoring and Evaluation

- Have we arrived?
- Have we made a difference?
- What can we do better?



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Sage Road



Chapter 6:

Administration and Finance

Naqsmist

“Many coming together as one.”



Chapter 6 • Table of Contents Administration and Finance

Administration and Administrative Goals	85-86
Finance and Finance Goals	87
Taxation and Taxation Goals	88-89
Capital Works & Infrastructure and Goals	89-91
Fire Department and Goals.....	91
Infrastructure Wish List	92
Housing and Housing Goals	93-94



Administration

The Penticton Indian Band Administration is divided into various departments as follows: Governance (see Chapter 3), Capital Works and Infrastructure, Lands, which includes Natural Resource Management, Comprehensive Community Planning, Land Use Planning and Ground Water Management (see Chapter 4), Housing, Social Development, Health, Education, Employment and Taxation.

It is vital to manage all our financial resources to maximize services to the community.

Administrative Goals

1. Improve Communications
2. Strengthen Organizational Structure and Human Resources
3. Create Fair and Transparent Hiring Practices
4. Create Effective Membership Services

Goal 1: Improve Communications

This is an on-going goal and constantly requires revisiting and improvement by the Penticton Indian Band administration and staff.

Responsibility	Action
Band Administrator	<ul style="list-style-type: none"> <input type="checkbox"/> Pick specific dates in advance for the PIB Annual General Meeting (“AGM”) and host the meetings on or near those dates every year (i.e. August) <input type="checkbox"/> Create an annual PIB community calendar that includes pictures, inspirational quotes for healing and have it written in the language
IT Systems Manager	<ul style="list-style-type: none"> <input type="checkbox"/> Keep the PIB website current and updated once per week <input type="checkbox"/> Create a technology plan to include training employees on programs such as Base Camp, Doodle.com and programs to move large files, such as GIS files for a Land Use Planning Process <input type="checkbox"/> Provide wireless internet services for all Penticton Indian Band community members

Goal 2: Strengthen Organizational Structure and Human Resources

This is an on-going goal of the PIB to improve the organizational structure, the staff roles and responsibilities. However, there are budget constraints that need to be addressed.

Responsibility	Action
Chief and Council	<input type="checkbox"/> Clarify the roles, responsibilities, and authority of the Chief and Council, the Board of Directors, and for the PIB companies
Band Administrator	<input type="checkbox"/> Promote healing, culture and language into all aspects of work <input type="checkbox"/> Hire an assistant for the Band Administrator to support administrative work <input type="checkbox"/> Clarify the roles, responsibilities, and authority of the department managers

Goal 3: Create Fair and Transparent Hiring Practices

Responsibility	Action
Band Administrator	<input type="checkbox"/> Establish a hiring committee <input type="checkbox"/> Wages reviewed annually <input type="checkbox"/> Wages set must meet Aboriginal Financial Officers Association standards and must take into consideration education and experience

Goal 4: Create Effective Membership Services

Responsibility	Action
Indian Registry Administration	<input type="checkbox"/> Limit membership services to 3 days per week from 9:00 am–5:00 pm <input type="checkbox"/> Set a date for status card requests <input type="checkbox"/> Status cards to be issued once to twice per month <input type="checkbox"/> Implement status card processing fee (e.g. first card free, re-issuance of cards subject to a fee)



Finance

The administration of the PIB finances is a separate entity from the administration of the PIB Tax By-Law. The tax by-law has to take into consideration the paying of services for the taxpayer. There are public funds available to the PIB, however, it can only be used for “public purposes”.

Finance Goals

1. Coordinate fundraising efforts
2. Improve financial accountability

Goal 1: Coordinate Fundraising Efforts

Responsibility	Action
Band Administrator	<input type="checkbox"/> Hire on-site proposal writer <input type="checkbox"/> Coordinate fundraising efforts with departments <input type="checkbox"/> Establish process for community members requesting assistance
Chief Financial Officer	<input type="checkbox"/> Partner with business and corporate funding partners <input type="checkbox"/> Partner with charitable foundations <input type="checkbox"/> Develop relationships with philanthropists (e.g. Vital Signs) <input type="checkbox"/> Establish a fundraising committee

Goal 2: Improve Financial Accountability

Responsibility	Action
Chief and Council	<input type="checkbox"/> Develop and updated Financial Management By-Law <input type="checkbox"/> Establish a finance committee (completed) <input type="checkbox"/> Develop a strategic and transparent revenues distribution plan accrued from the revenues from PIB businesses
Chief Financial Officer	<input type="checkbox"/> Simplify financial reports through more visual and graphic aids (graph and pie charts)

Administration of Taxation By-Law

Currently, the taxation guidelines allow for honourariums for Chief and Council, however, the current tax base is not large enough to accommodate. There is no current budget for honourariums to pay members who assist the PIB unless they are on the payroll as part of the administration.

The purpose of the tax by-law is to properly administer the revenues collected as a result of non-members use and benefit of Penticton reserve lands. A portion of the taxes collected are used to pay for services to the taxpayers. The tax budget is prepared by the tax department and approved by Chief and Council. Final approval rests with the First Nation Taxation Commission then the Government of Canada.

Taxation Goals

1. Create a Taxation Team
2. Improve Communications
3. Prioritize Taxation Funding for PIB Programs



Goal 1: Create a Taxation Team

Responsibility	Action
Chief and Council	<input type="checkbox"/> Create a Taxpayers Association <input type="checkbox"/> Create a Tax Team including members from the community

Goal 2: Improve Communications

Responsibility	Action
Taxation Officer	<input type="checkbox"/> Educate members about the taxation process <input type="checkbox"/> Post budgets and allocations of funds in the PIB newsletter <input type="checkbox"/> Develop and update Taxation By-Laws and Taxation Committee (please note that the Taxation Department must prepare the budgets annually for approval by Chief and Council, the FN Taxation Commission and the Government of Canada)

Goal 3: Prioritize Taxation Funding for PIB Programs

Some of this work has already been done. Again, the taxation department prepares the budgets annually for approval by Chief and Council, the FN Taxation Commission and the Government of Canada.

Responsibility	Action
Chief and Council	<input type="checkbox"/> Develop and update the by-laws annually (completed) <input type="checkbox"/> Develop and update Taxation By-Laws and Taxation Committee <input type="checkbox"/> Have the Taxation Committee review and have input into the Taxation budget

Capital Works and Infrastructure

The Capital Works and Infrastructure Department is responsible for looking after all of PIBs public buildings, parks and the ground water system. They also assist the Fire Protection crew with respect to looking after the fire hydrants, reservoirs and the chlorination system to ensure they are in good working order.

Capital Works and Infrastructure Goals

1. Build A New Community Building/Centre/Hall
2. Build A Community Pithouse For Meetings
3. Incorporate Cultural Designs Into All Buildings
4. Maintenance and Renovations to Existing Buildings
5. Build Capacity

Goal 1: Build A New Community Building/Centre/Hall

Responsibility	Action
Band Administrator	<input type="checkbox"/> Refer to previous work <input type="checkbox"/> Identify funding sources <input type="checkbox"/> Develop business plan <input type="checkbox"/> Ensure culture is integrated in the design of the building

Goal 2: Build A Community Pithouse For Meetings

This has been identified as a priority by the community.

Responsibility	Action
Band Administrator	<input type="checkbox"/> Research other community pithouses <input type="checkbox"/> Create budget <input type="checkbox"/> Identify funding sources <input type="checkbox"/> Fundraise <input type="checkbox"/> Set up committee to volunteer

Goal 3: Incorporate Cultural Designs Into All Buildings

Responsibility	Action
Band Administrator	<input type="checkbox"/> Consult with community <input type="checkbox"/> Hire community artists

Goal 4: Maintenance and Renovations to Existing Buildings

Responsibility	Action
<ul style="list-style-type: none"> • Band Administrator • OTDC/Employment Director 	<input type="checkbox"/> Establish budget <input type="checkbox"/> Create training opportunities

Goal 5: Build Capacity

Responsibility	Action
<ul style="list-style-type: none"> • Band Administrator • OTDC/Employment Director 	<input type="checkbox"/> Establish list of all local workers <input type="checkbox"/> Training workshops for building and construction <input type="checkbox"/> Training workshops for environmentalists, planners, by-law enforcement, GIS



Ground Water Maintenance Goals

Goal 1: Build Capacity

Ground water is under the Capital Works and Infrastructure Department.

Responsibility	Action
Capital Works and Infrastructure	<input type="checkbox"/> Draft job postings <input type="checkbox"/> Offer training for future candidates <input type="checkbox"/> Link to education <input type="checkbox"/> Host workshops, and post articles in newsletter about water quality and water protection to enhance interest

Fire Department Goals

Goal 1: Enhance Fire Department

Responsibility	Action
Band Administrator	<input type="checkbox"/> Fully functioning fire department and crew <input type="checkbox"/> Training and workshops <input type="checkbox"/> Identify funding <input type="checkbox"/> Add additional services and training for paramedics

Community Priority Projects

Infrastructure Wish List

206 community members participated in a survey to identify an infrastructure wish list. 32 members worked on those lists to prioritize them based on number of mentions and put them in order of importance:

1. Community Centre (Fitness/Wellness Centre)
2. Arbor for gathering/pithouse
3. Sidewalks
4. Aboriginal Restaurant
5. Sports Complex
6. Skate Park
7. Swimming Pool/Water Slides/Water Park
8. Eco Friendly Cultural Apartment Buildings
9. Store on Westhills
10. Tim Horton's





Housing

The Penticton Indian Band Housing Department has been working avidly with the community, consultants, Aboriginal Affairs and Northern Development Canada (AANDC), First Nations Market Housing Fund, and Chief and Council to respond to concerns raised by PIB membership regarding housing and the growing debt resulting from housing arrears.

Our housing department has been working with the community to revise the housing policies and will be working on a communication strategy, obtain additional staff resources to assist with policy implementation and enforcement, establish allocations and budgets for housing programs that should include construction for new homeowners, additional rental units, renovations or repairs and funding the services for Elders programs and lastly, increase reporting on housing activities.

The housing department has also started a new housing project that will support sustainable, healthy, long-lasting homes, affordability, taking care of mother earth, educating potential home owners to reduce energy costs, and how to maintain and take care of their home.

Currently, the Penticton Indian Band has the following housing programs in place:

- Social Housing (Rent to Own)
- Band-Owned Rental
- Individual Mortgage Program (home ownership and renovations)
- Elders Housing Assistance Program (services, repairs or modifications)
- Residential Rehabilitation Assistance Program (RRAP)

Housing Goals

1. Develop Units/Apartments For Singles/Single Families
2. Re-Visit Band Owned Construction Business
3. Bring Back Community Based Building

Goal 1: Develop Units/Apartments For Singles/Single Families

Responsibility	Action
Housing Committee	<input type="checkbox"/> Review individual applications for units to determine numbers <input type="checkbox"/> Create business plan <input type="checkbox"/> Create budget <input type="checkbox"/> Identify funding <input type="checkbox"/> Collaborate with Social Development Committee

Goal 2: Re-Visit Band Owned Construction Business

Responsibility	Action
PIBDC	<input type="checkbox"/> Host workshops with construction community to address concerns <input type="checkbox"/> Draft a business plan to determine if it would be a viable business venture <input type="checkbox"/> Draft job postings <input type="checkbox"/> Offer training and mentoring <input type="checkbox"/> Link to education

Goal 3: Bring Back Community Based Building

Responsibility	Action
Band Administrator	<input type="checkbox"/> Create list of community members who would like to volunteer their services <input type="checkbox"/> Create list of community members who would like to receive community/volunteer construction services <input type="checkbox"/> Host workshops to start discussions and introduce innovative and self-sustaining, eco-friendly building ideas

Community Action

Community involvement is required to move these plans forward. Increased attendance at community meetings will have to occur. It will take continued volunteerism and action from community members to ensure the protection and preservation of our lands and resources. Share our Coyote stories with each other to validate our responsibilities to our families, our community, the land, and ourselves.



Finance and Administration Implementation

- Create draft work plans and budgets based on community and staff input
- Collaboration between all departments to cooperate and cost share
- Community committee review
- Band manager review
- Council review



Monitoring and Evaluation

- Have we arrived?
- Have we made a difference?
- What can we do better?





Chapter 7:

Economic Development

Naqsmist

“Many coming together as one.”



Chapter 7 • Table of Contents

Economic Development

Economic Development Context	99
PIBDC Mission Statement	99
PIBDC Vision Statement.....	99
Economic Development Goals.....	100-103





Economic Development Context

In partnership with other aboriginal, non-aboriginal and government agencies, the Penticton Indian Band Development Corporation (PIBDC) is committed to building on community strengths and creating employment for aboriginal people through economic development, community capacity building, attracting new businesses and investment, expanding on existing businesses, training and supporting band member entrepreneurs.

- PIBDC is the principle economic development, marketing and promotional organization for the community.
- PIBDC pursues business joint ventures and investment opportunities on behalf of Penticton Indian Band community and stakeholders that meet the established Investment Criteria developed by PIBDC.
- Acts as a central and first of contact for PIB Business Resources and referral centre.
- Attracts new businesses on-reserve.

Incorporated in 2007, the Directors of PIBDC act as the shareholders of the three business entities as follows;

- Coyote Cruises Limited Partnership
- Westhills Aggregates Limited Partnership
- Sn'pink'tn Forestry Limited Partnership

Penticton Indian Band Development Corporation Mission

Penticton Indian Band Development Corporation (PIBDC) will honour the community by creating the opportunity for responsible sustainable business decisions through its investments and economic development strategy, while maintaining commitment to community stewardship, ownership, values and engagement.

Vision

Penticton Indian Band Development Corporation (PIBDC) exists to ensure the certainty of the Penticton Indian Band's traditional values and provide a sustainable economic return.



Economic Development Goals

1. Develop Cultural Tourism and Economic Development Opportunities
2. Create Job Opportunities for Penticton Indian Band Members
3. Improve Communications with Community
4. Establish Sound and Transparent Business Practice
5. Incorporate Environmental Sustainability into All Business Practice
6. Incorporate Language, Culture, and Cultural Sensitivities into Economic Development Practice



Goal 1: Develop Cultural Tourism and Economic Development Opportunities

This has been set as a priority through the Comprehensive Community Planning process to promote and encourage cultural tourism for the Penticton Indian Band.

Responsibility	Action
<p>Chief and Council</p> <ul style="list-style-type: none"> • Economic Development • Business Officer <p>Lands Department</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Review viability studies and include Cultural Tourism as a community priority <input type="checkbox"/> Research and present cultural tourism to community <input type="checkbox"/> Identify funding sources <input type="checkbox"/> Include cultural resource people in development planning <input type="checkbox"/> Build relationships and partnerships with local businesses <input type="checkbox"/> Include cultural tourism sites in Land Use Plan

Goal 2: Create Job Opportunities for Penticton Indian Band Members

The Penticton Indian Band Economic Development Corporation is currently working on identifying big and small business opportunities to promote viable business opportunities. Partnerships will continue to be built to achieve the following goals:

Responsibility	Action
<ul style="list-style-type: none"> Economic Development Business Officer 	<ul style="list-style-type: none"> □ Identify big and small business opportunities to promote viable business opportunities for Penticton Indian Band members □ Develop partnerships to support pursuit of business opportunities for band and individual band members
Education Director	<ul style="list-style-type: none"> □ Host job/career fairs on reserve □ Host Economic Development and Job Creation Conferences
OTDC/Employment Director	<ul style="list-style-type: none"> □ Support the hiring of entry level workers to increase band member capacity □ Catalogue community capacity(i.e. yellow pages directory for community members)

Goal 3: Improve Communications with Community

PIBDC develops an annual strategic plan to improve communications within the PIB and its membership. Improving communications is an on-going goal.

Responsibility	Action
Band Administrator <ul style="list-style-type: none"> Economic Development Business Officer 	<ul style="list-style-type: none"> □ Create guidelines for the Penticton Indian Band logo for PIBDC usage on promotional material □ Update community on a bi-monthly basis about the progress of PIBDC □ Develop a Communications Plan in partnership with Economic Development and Lands □ Brand the Penticton Indian Band and all of its departments and businesses into one, strong, single brand



Goal 4: Establish Sound And Transparent Business Practice

Currently the Economic Development Business Officer is applying for funding to develop a 5-year plan and this goal is on-going and currently underway.

Responsibility	Action
<ul style="list-style-type: none"> • PIBDC • Chief Financial Officer 	<input type="checkbox"/> Revenue sharing – financial revenue sharing by-law
<ul style="list-style-type: none"> • Economic Development • Business Officer 	<input type="checkbox"/> Set standards in policy development
Human Resources	<input type="checkbox"/> Develop standard contract agreements for employees and contractor and define roles and work responsibilities <input type="checkbox"/> Keep conflict of interest away from businesses

Goal 5: Incorporate Environmental Sustainability Into All Business Practice

Environmental sustainability is important to Penticton Indian Band membership.

Responsibility	Action
<ul style="list-style-type: none"> • Economic Development • Business Officer 	<input type="checkbox"/> Work closely with Lands Department <input type="checkbox"/> Conduct standard environmental studies according to guidelines <input type="checkbox"/> Include Traditional Ecological Knowledge keepers and elders into planning

Goal 6: Incorporate Language, Culture, And Cultural Sensitivities Into Economic Development Practice

PIBDC has developed its own Vision Statement. A plan will need to be developed for PIBDC to integrate language, culture, and Okanagan art into future PIB business projects.

Responsibility	Action
<ul style="list-style-type: none"> • Economic Development • Business Officer 	<ul style="list-style-type: none"> □ Research in nsyilxən commonly used words or phrases in Economic Development and use in policies or educational material □ Participate in activities that involve story telling and history □ Take into consideration using the Penticton Indian Band Vision Statement in Economic Development materials

Community Action

Community involvement is required to move these plans forward. Increased attendance at community meetings will have to occur. It will take continued involvement and action from community members to ensure the continued protection and preservation of our lands and resources to move forward with economic development in a responsible and sustainable manner. Share our Coyote stories with each other to validate our responsibilities to the land, and use the language.

Economic Development Implementation

- Collaboration between Economic Development and Lands
- Create work plans and policies based on community and staff input
- Shareholders review and approval

Monitoring and Evaluation

- Have we arrived?
- Have we made a difference?
- What can we do better?





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