



nSaylntn (Ny-lin-tn)

PRESERVING THE PAST BY
STRENGTHENING OUR FUTURE

CORPORATE PLAN 2018-2022

OSOYOOS
INDIAN BAND
DEVELOPMENT
CORPORATION





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Message from the Chief and CEO



I think most people would be surprised when they come to Osoyoos Indian Band territory and get a taste of our way of life. Our culture is not just from a thousand years ago. We've evolved and adapted into the business culture that you see today.

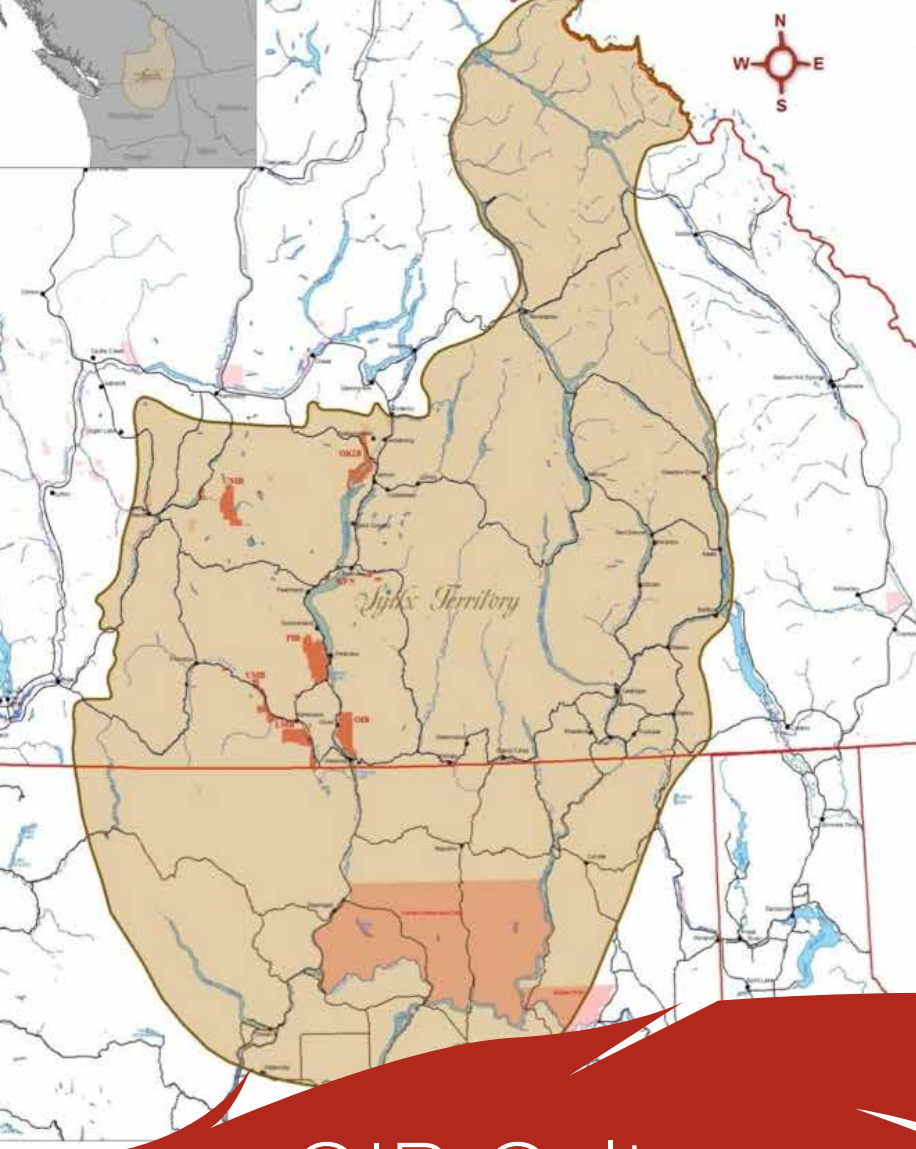
Investors and partners like working with us because of our willingness to get things done. Businesses thrive here because of our location, the richness of our land, and because we want to do business with the world.

We're probably the only band in Canada that has the number of businesses and joint ventures that we have on a per capita basis. Here, Natives and non-Natives work side-by-side and enjoy a quality of life and affordability that few other places can match.

Our community understands that business partners need certainty and the right conditions to succeed. These needs align strongly with ours in that we have to have our own source revenue, and our people have to be in jobs. It all comes down to the fact that you can't protect your heritage and culture when you're on welfare.

This is how we strengthen our future by protecting our past.

Chief Clarence Louie, CEO



OIB Culture

The Osoyoos Indian Band is a member of the Okanagan Nation, which speaks the nqilx'cn/ nsyilxcən language. Our ancestors have lived, gathered, occupied, traded, built sustainable economies and responsibly managed Okanagan Nation territory since the beginning of people on this land.

The Okanagan Nation traditional territory spanned 69,000 square kilometers stretching between present-day British Columbia and Washington State. Within this territory, the Osoyoos Indian Band's area of leadership and business responsibility extends from the South Okanagan into the Boundary and Kootenay regions.



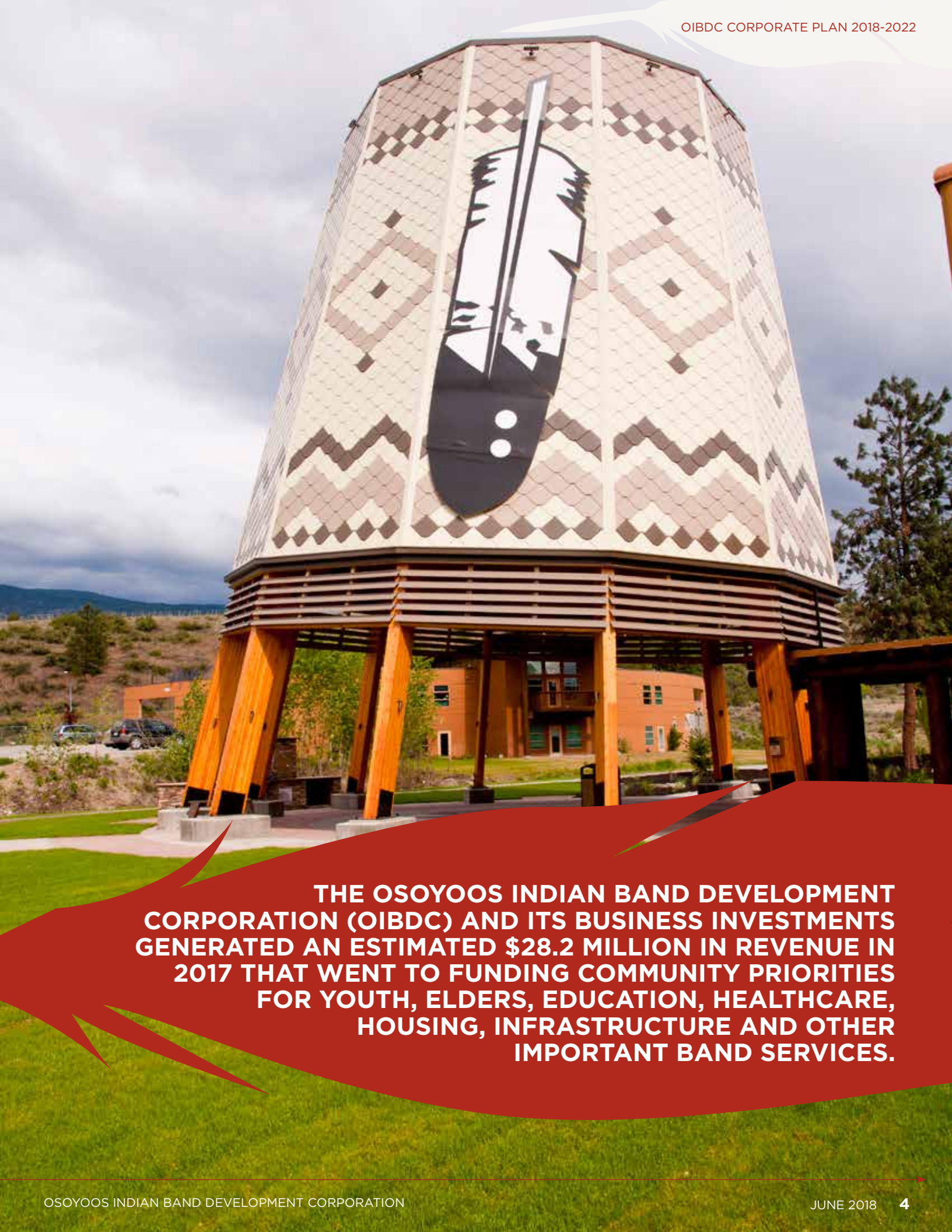
Mission and Vision

MISSION

To achieve independence through economic development and to preserve and advance our Okanagan Nation culture for future generations.

VISION

We are building a future founded on our Okanagan working culture and business heritage to achieve a healthy, hardworking and financially sustainable community that creates meaningful job opportunities and economically supports programs for our Elders and Children.

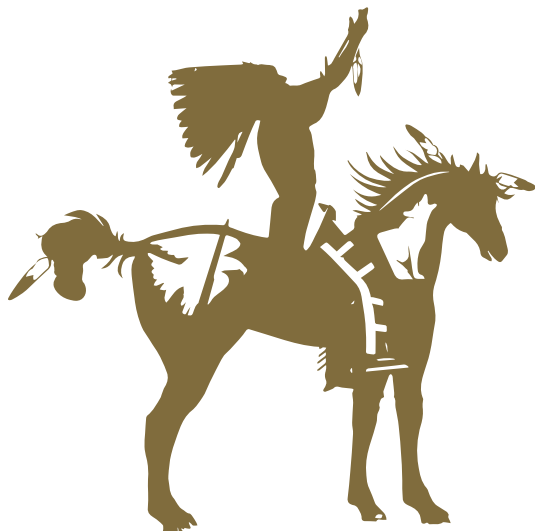
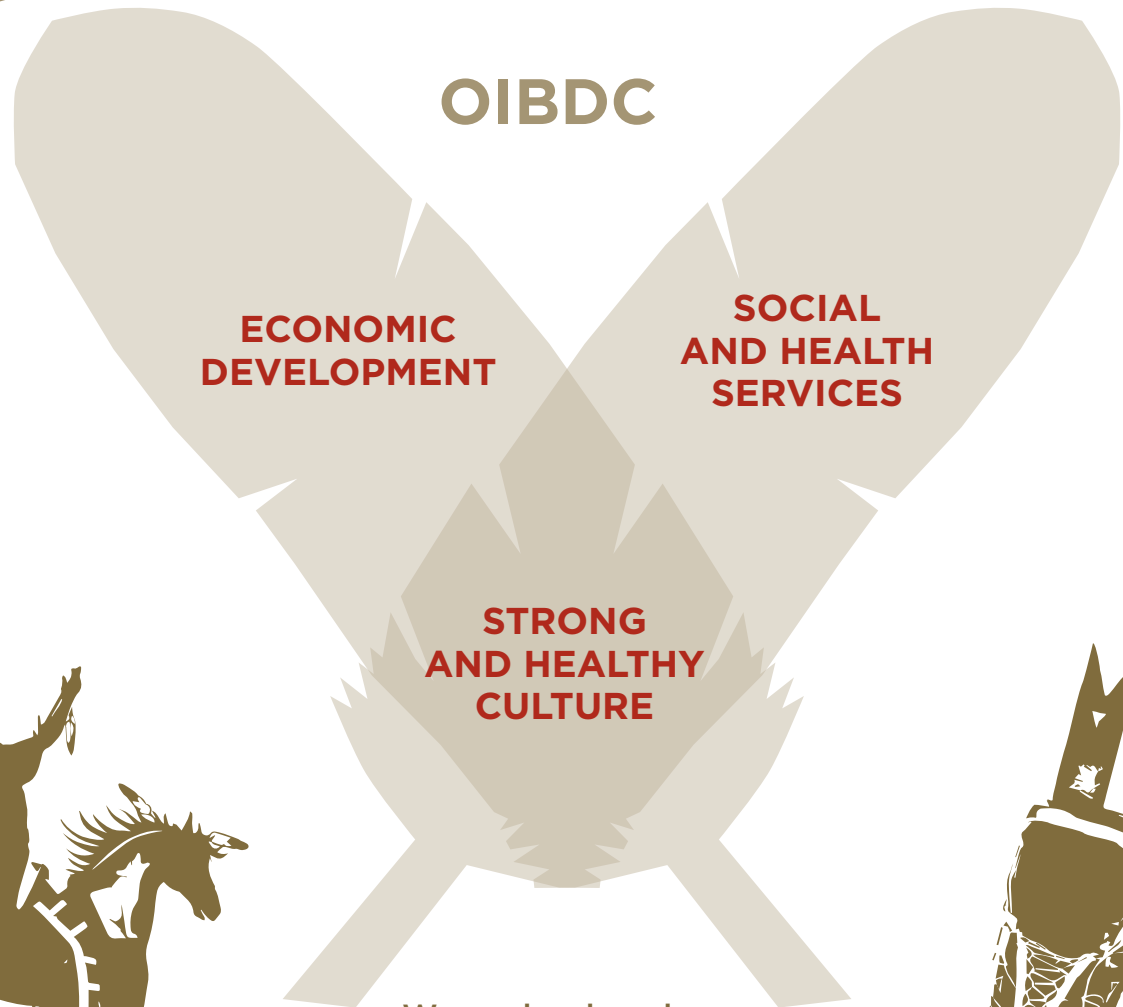


THE OSOYOOS INDIAN BAND DEVELOPMENT CORPORATION (OIBDC) AND ITS BUSINESS INVESTMENTS GENERATED AN ESTIMATED \$28.2 MILLION IN REVENUE IN 2017 THAT WENT TO FUNDING COMMUNITY PRIORITIES FOR YOUTH, ELDER, EDUCATION, HEALTHCARE, HOUSING, INFRASTRUCTURE AND OTHER IMPORTANT BAND SERVICES.

We do business in a modern First Nations context.

OIBDC exists to provide self-supporting jobs and to fund and support Osoyoos Indian Band community priorities.

Each year, we invest millions in making sure our people have access to quality programs and services. Together, our business, social and health services teams are working side-by-side to build a stronger Osoyoos Indian Band.



We are hard workers.
tali? k^wu k^wul k^wu+

We take care of each other.
tali? k^wu cxtx̣ ṭx̣tnwix^w





Past Results

Over the last 5 years, OIB has generated a total sum of nearly \$120.1M in revenues because of our collective efforts and hard work with business partners. The Osoyoos Indian Band currently has 540 members. Because of their work ethic and our diversified investments, unemployment on the reserve is not only less than 3%, but 20% of these band members are in senior positions.

Other success highlights in recent years include:

- Opening of new iconic band office
- Establishment of Senkulmen Business Park
- Expansion of Nk'Mip Campground & RV Park
- Spirit Ridge added to Hyatt Unbound Hotel Collection (first in Canada)
- InterVin named Nk'Mip *Cellars 2016 Canadian Winery of the Year*
- Taking over management of the culturally significant s'wi'ws (formerly Haynes Point) and s'x'wə'x'wnitk'w (formerly Okanagan Falls) provincial parks
- New *Tim Hortons* retail operation
- Area 27 officially opened

OIBDC PERFORMANCE 2013-2017

	2013	2014	2015	2016	2017
Revenue	\$17.8M	\$22.8M	\$25.3M	\$26.5M	\$28.2M

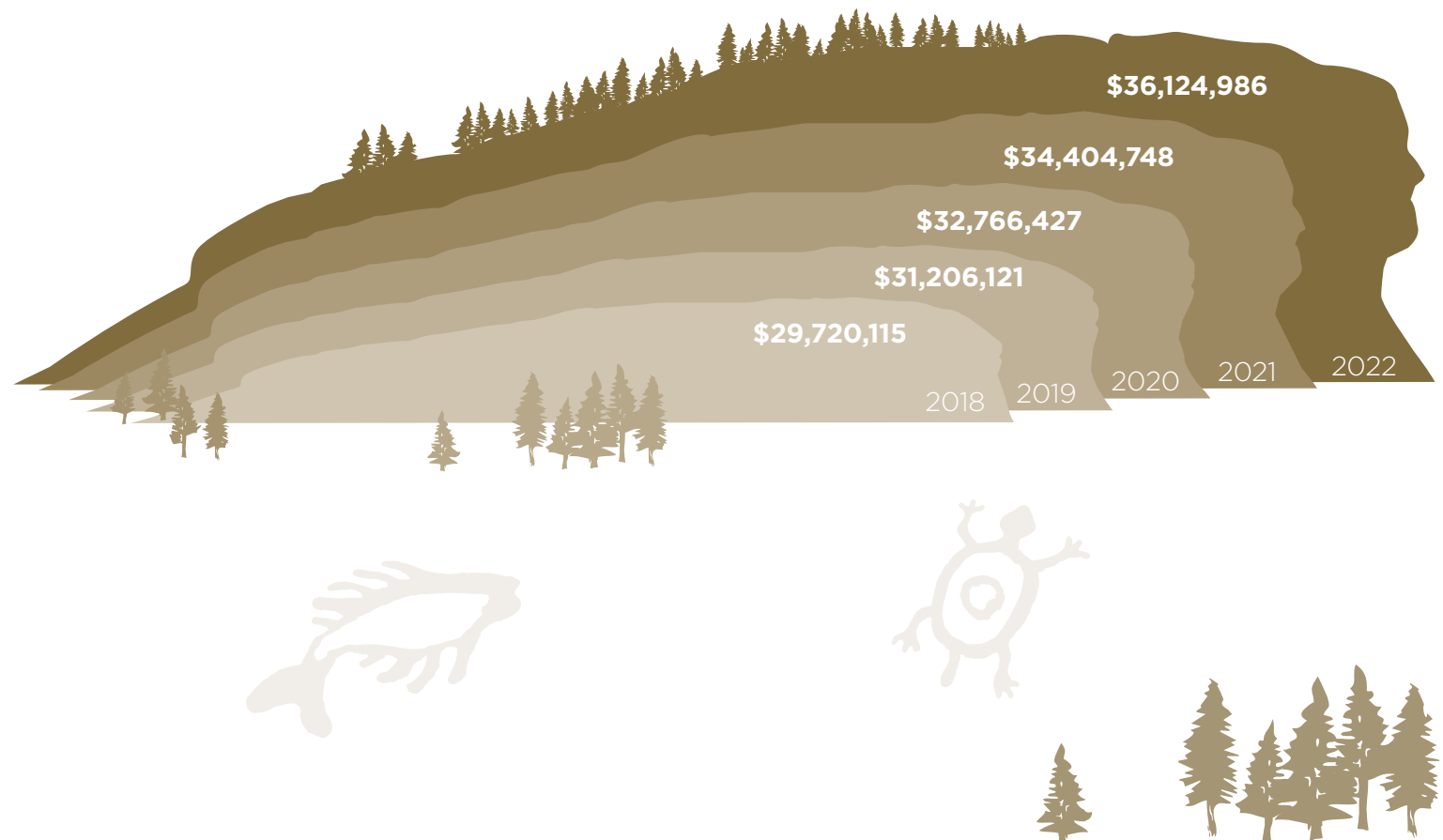
Executive Summary

OIBDC's new approach to strategic planning brings greater focus and clarity to the management of its businesses, investments, partnerships and operations. Careful market and business analysis is allowing OIB to make hard choices, properly allocate resources, leverage opportunities, and most important, make better use of our natural and community advantages to be even more competitive.

Under this new approach and based on current and forecasted market conditions, OIBDC expects revenues to reach \$36.1M by 2022. In five short years, we also expect to employ 138 members with 20% of these occupying senior positions.

By investing more heavily in companies and ventures that have a competitive advantage, OIBDC will earn our community greater investment returns, and will employ our members in rewarding jobs and careers. In this, tourism and land leasing will be key.

OIBDC GROUP REVENUES 2018-2022 (FORECAST)



Executive Summary

OIBDC's strong brand and business reputation must be leaned on more heavily to bring-in new business opportunities. OIB has a powerful story to share and an eager audience that has never been more interested in listening. Digital technology and strategic partnerships will allow us to share our culture in our own way and to make sure the emotional power of our stories touch prospective visitors and investors around the globe, so that they understand the experience we have to offer and take even greater interest in doing business with our people.

Organizational excellence has never been more important in supporting the achievement of our goals. As proud members of the Okanagan Nation, OIBDC employs top professionals and experts. Making sure that our human resource practices attract, nurture and keep the best talent is a top priority. We will always operate at the speed of business so making sure that we make best use of technology to improve the efficiency of our operations will be another important task.

Our success has always hinged on strong business partnerships. Building strategic partnerships with lease holders and fully engaging in the tourism partner network will make sure that our track-record for winning continues for generations to come.



OIBDC Group of Companies

**NK'MIP DESERT
HERITAGE
CENTRE**



**CANYON
DESERT GOLF
COURSE**



**NK'MIP
CAMPGROUNDS
& RV PARK**



**NK'MIP
VINEYARDS**



**NK'MIP
CONVENIENCE
STORES**



**OLIVER
READI-MIX**



**SENKULMEN
BUSINESS
PARK**



- OIB HOLDINGS
- OIB DEVELOPMENT
- NK'MIP FORESTRY

- SENKULMEN UTILITIES
- NK'MIP MANAGEMENT SERVICES
- NK'MIP UTILITIES

OIBDC Business Partnerships

- NK'MIP CELLARS
- JACKSON-TRIGGS OKANAGAN ESTATE WINERY
- SPIRIT RIDGE RESORT, UNBOUND COLLECTION BY HYATT
- THE RESIDENCES AT SPIRIT RIDGE
- CANYON DESERT GOLF VILLAS
- SONORA DUNES GOLF COURSE
- SOUTH OKANAGAN INSURANCE AGENCY
- BALDY MT SKI RESORT
- AREA 27



I ENJOY WORKING WITH OIB BECAUSE OF THEIR WILLINGNESS TO GET SOMETHING DONE, TO ACCEPT A NEW IDEA. THE TRACK WAS BRINGING IN CUSTOMERS TO THE BUSINESSES THAT THE BAND HAD INVESTED IN AND THEY SAW THAT RIGHT AWAY.

**- BILL DROSSOS, PRESIDENT, AREA 27
AREA27.CA**

Corporate Strategy

BUSINESS

OIBDC Corporate Goal 2018-2022

The BC economic forecast is positive. Given its strong focus on high performing sectors backed by confident investors, OIBDC is expecting revenue to grow to nearly \$36.1M by 2022.

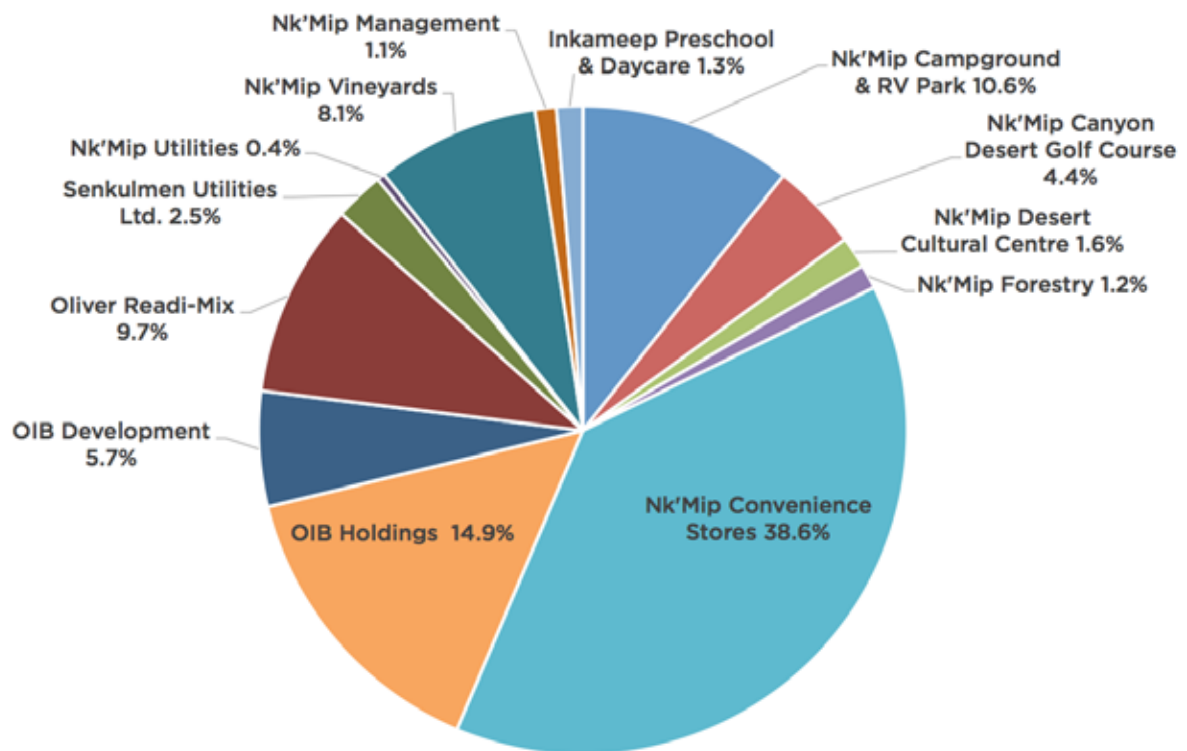
THE FACTS

- BC economic growth will be less than before but still positive at 2.5% in 2018. Sustained job growth and robust local consumer spending are powering the economy forward. SOURCE: BC Economic Review, BCBC, June 2017.
- Healthy domestic demand is pushing residential real estate prices up, while the low loonie continues to drive exports important to OIB like tourism. SOURCE: BCBC, June 2017
- Higher interest rates and borrowing costs are a downside risk that could cool the economy. SOURCE: BCBC, June 2017
- Business sentiment is at its highest since 2011. SOURCE: Business Outlook Survey, Bank of Canada, Summer 2017

BUSINESS

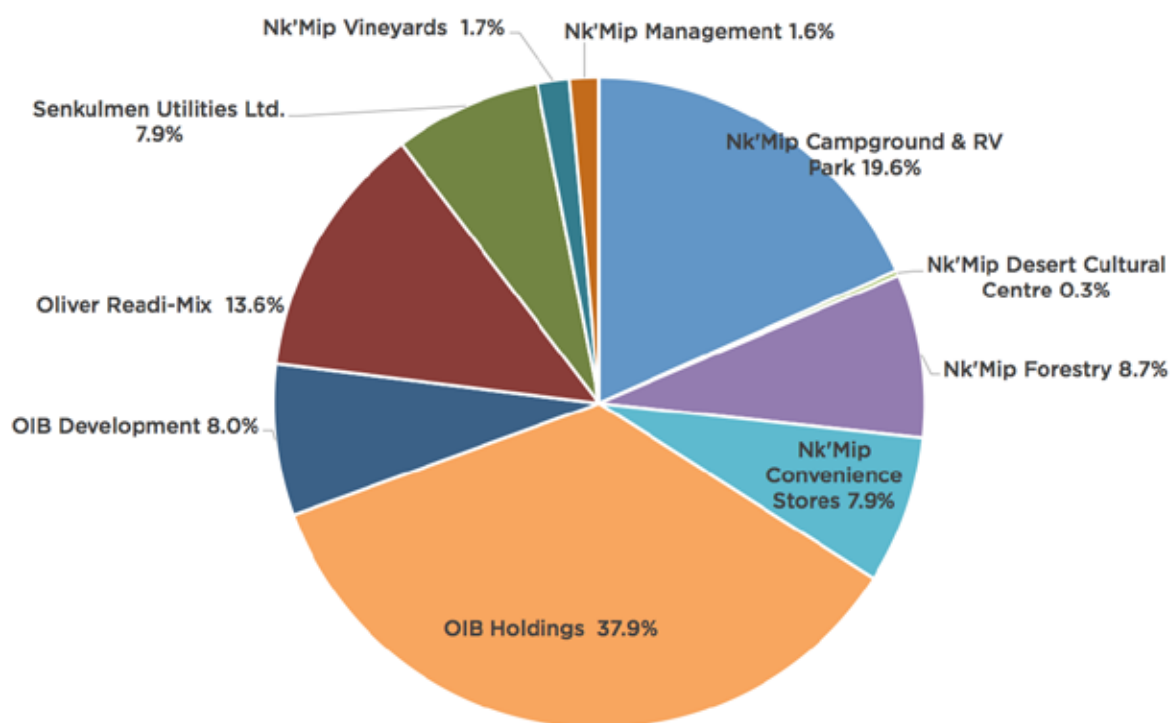
Over the last 6 years, OIBDC group revenues have increased 70% and now sit at \$28.2M spanning thirteen different lines of business. Commercial leasing (38%), tourism (20%) and construction related services (14%) contribute the most to OIBDC's bottom line.

REVENUE CONTRIBUTION OF OIBDC CAPITAL ASSETS 2017



BUSINESS

PROFIT CONTRIBUTION OF OIBDC CAPITAL ASSETS 2017



Senkulmen

Champion Business Partners

Leaders in Sustainable Industrial Parks

The South Okanagan's Premier Business Park

A 135-acre environmentally sustainable light industrial park, Senkulmen Business Park provides a balance of contemporary environmental standards while supporting progressive business development. There are many benefits to leasing warehouse space, lots or commercial space at Senkulmen.



Business Park Advantage

The Okanagan is a high-demand location with many industries choosing to relocate or startup a new venture in this area.



Master Plan & Phases

Explore the maps and plans to view available lots, accessibility, and the locations suitable for your business.



Business Park Services

The Senkulmen fully-serviced business park with an established capacity to provide a variety of infrastructure needs.

With a strong focus on generating business growth, Senkulmen provides ease of access, flexible design guidelines, shovel-ready sites, and no red tape.

Visit Us to Learn More and Book a Site Tour

senkulmen.ca

Questions? Call Us at
1.844.556.3444



LAND, INDUSTRY AND SERVICES

By and large, OIBDC invests in growth industries. Commercial leasing, tourism and construction services remain OIBDC's most profitable lines of business.

Based on provincial trends, and OIBDC's strong value proposition, growth and diversification will continue. Tourism will be a mainstay for the region, but provincial growth in scientific services, health care and accommodation sectors present unique opportunities that should be explored.

THE FACTS

- Total businesses in BC grew to 195,980 (+13%) over the last decade. Thompson Okanagan totals grew 9% - third behind the lower mainland and Vancouver Island.
SOURCE: Business Location Counts, BC Stats, February 2017.
- Growth over this period was led by the following industries:
 - Construction (+19%)
 - Real Estate (+30%)
 - Scientific and Technical Services (+19%)
 - Health Care and Social Assistance (+22%)
 - Accommodation and Food Services (+13%)
- Since 2005, total tourism revenue in BC has grown +37.3%. SOURCE: Value of Tourism, Destination BC, 2017

LAND, INDUSTRY AND SERVICES

OBJECTIVE

INCREASE LAND, INDUSTRY AND SERVICE INVESTMENT RETURNS

GOAL

GROW OIB LAND, INDUSTRY AND SERVICE REVENUES BY 5% ANNUALLY

STRATEGIES

- 1.0** Prioritize business ventures by focusing on growth industries and companies who have an advantage over their competitors so that OIBDC will earn more from its investments, specifically:
 - 1.1** Open a new legal marijuana growing facility by communicating OIBDC's land, infrastructure and agricultural advantages to companies and investors who want to profit from forecasted supply shortages once the Government of Canada provides regulated and restricted access to cannabis.
 - 1.2** Open a new marijuana retail outlet(s) to service local and visitor recreational and medicinal demand for cannabis once the Government of Canada provides regulated and restricted access.

WHY GROW LEGAL MARIJUANA?

BC is the second largest licensed marijuana producing market in Canada¹. Anywhere from 40,000 to 100,000 people work in the cannabis sector, particularly in BC and Ontario. These jobs include cannabis farmers and their agricultural workers². Experts assert that demand is outpacing supply – a gap that will widen with the anticipated legalization of marijuana for recreational use³.

¹ SOURCE: Health Canada, Website, October 2017.

² SOURCE: Cannabis Commerce Association of Canada, Website, Oct 2017

³ SOURCE: CBC, September 2017

LAND, INDUSTRY AND SERVICES

- 1.3** Continue leading the local wine industry by supporting Nk'Mip Vineyards' higher-yield grape production and supply to Arterra Wines Canada and other wineries so that OIBDC vineyard revenues continue to grow.
- 1.4** Support partner Arterra Wines Canada and their production and pricing plans by engaging more fully in marketing efforts focused on building the Nk'Mip Cellars brand and high-end market positioning, so that partnership revenues continue to rise.

WHY STAY IN THE WINE BUSINESS?

BC winery sales reached nearly \$361M in 2015⁴. Experts note that the number of Okanagan wineries has grown exponentially in the past decade – BC grape winery licenses grew 7% in 2015⁵. BC wineries shipped \$600M in product, but only \$10M of that went outside the country⁶.

Wine grape sales were \$47M in 2015. At this time, there were approximately 929 grape growers operating in British Columbia with a combined acreage of 10,260 grape-bearing acres (including wineries). Using a four-year average of grape production, approximately 27,745 tonnes of grapes were produced annually while wine grape sales totalled \$47.2 million, or an average of \$1,703 per tonne. Wines produced in British Columbia carry the highest average bottle prices of any of the Canadian provinces.

Estimated at one million annual visitors, wine tourism is significant and growing throughout British Columbia, particularly in the Okanagan Valley⁷.

- 1.5** Capitalize on the booming BC film and television sector and large increases in commercial property assessments in the Lower Mainland by marketing OIBDC's lower-overhead costs, access to commercial infrastructure, and the South Okanagan's lower-cost of living, so that Vancouver area businesses and their highly trained staff relocate to Oliver and Osoyoos.

WHY FOCUS ON THE BC FILM AND TV INDUSTRY?

BC's film and television production sector is booming. Employment in this sector has grown 270% in the last 4 years⁸. Meanwhile, large increases in commercial property assessments in the Lower Mainland are driving up the cost of doing business there significantly, just as lower mainland 'un-affordability' is a hot topic of discussion amongst residents, media, social advocates and politicians.

⁴ SOURCE: Rimerman + Co, Canada's Wine Economy, March 2017

⁵ SOURCE: BC Wine Institute, Annual Report, 2015

⁶ SOURCE: BC Ministry of Agriculture, Aug 2017

⁷ SOURCE: Rimerman + Co, Canada's Wine Economy, March 2017

⁸ SOURCE: BC Economic Review, BCBC, June 2017.

LAND, INDUSTRY AND SERVICES

- 1.6** Take advantage of low property inventory levels, consumer confidence and the local regions strong appeal by investing in residential and recreational real estate opportunities that target higher-end market segments like cash rich baby boomers so that OIBDC can profit from high real estate unit sale prices in the mid-term.

WHY CONTINUE TO INVEST IN REAL ESTATE?

Average housing prices in BC are forecasted to increase 3.5% this year and 4.1% in 2018⁹. While South Okanagan housing unit sales are expected to finish the year at par, and may even decline 4.1% in 2018¹⁰, low inventory and consumer confidence are driving recreational property prices up, especially in the Okanagan¹¹. Osoyoos' town population grew 5% and 4.8% in urban Oliver. Young, active baby boomers and seniors appear to be the main demographic. Single detached homes are the preference for +60% of the local population¹².

- 1.7** Meet demand for higher-end ageing care and leverage the local region's reputation as a prime snowbird destination by supporting the development and operation of a hotel-like ageing care facility for active seniors that would deliver financial returns and employ OIB members in high-skill, high-paying careers and jobs.

WHY IS AGEING CARE FOR ACTIVE SENIORS WORTH A CLOSER LOOK?

Canada has an ageing population that's expected to quadruple by 2051¹⁴. Australian and UK developers have been among the first to respond with hotel-like age care options. The Canadian market is lagging, according to industry experts, despite strong market conditions and growth in related services. Between 2007 and 2016, the number of businesses offering health care and social assistance services grew 22%. Jobs at nursing and residential care facilities in BC grew 41% between 2006 and 2016¹⁵.

While Spirit Ridge Resort offers short-term rentals to active seniors, Osoyoos is a prime snowbird destination that is underserving the market.

⁹ SOURCE: BCREA, 2017

¹⁰ SOURCE: Housing Forecast Update, BC Real Estate Association, August 2017.

¹¹ SOURCE: Canadian Recreational Housing Report, Royal LePage, June 2017.

¹³ SOURCE: Glen Harris, GGC Interview, September 21, 2017

¹⁴ SOURCE: Guide to Seniors Housing in Canada, 2017.

¹⁵ SOURCE: BC Stats, 2017.

LAND, INDUSTRY AND SERVICES

- 1.8** Take advantage of high hotel occupancy rates in peak seasons and forecasted growth in local tourism demand by investing in new hotels and accommodations in the Oliver area, so that OIB can benefit from healthy profit margins.

WHY DOES THE REGION NEED ANOTHER HOTEL?

Hotel occupancy rates in the South Okanagan are at 70-90% between June-September. Last year, Osoyoos room revenue was \$22M (+17%)¹⁶. A well-run hotel can offer profit margins as high as 65 percent.

- 2.0** Improve efficiency of transactions between Indian and Northern Affairs Canada (INAC) and OIB lease-holders by assigning an OIB account lead who can consistently champion lease-holder needs with INAC so that lease-holders and OIB can make the most out of current and future opportunities.

- 3.0** Leverage OIBDC's strong brand and business reputation by investing in data driven digital content marketing aimed at potential investors that will bring new business opportunities, sources of equity financing, and lease revenue to OIB.

WHY LEVERAGE OIBDC'S REPUTATION TO DRIVE MORE BUSINESS?

Canadian news media and social media feeds are full of examples of positive coverage surrounding OIBDC's economic, employment and youth leadership. Chief Clarence Louie is positioned as the 'face' and 'main driver' of OIBDC's success. OIBDC has managed to get the word out despite not having a corporate communications department or leader. Still, opportunities for improvement exist.

A Harvard Business Review study concluded that most companies only ever realize 65% of their performance. Poor communication accounts for nearly 20% of this loss. A quick review of OIBDC social channels shows that on Twitter for example, OIBDC has less than 400 followers with no posts since September 2013, with few engagements. On LinkedIn, the most popular platform for business and investment, OIBDC has an undeveloped page with only 22 followers.

OIBDC's corporate Website is also in need of a refresh. People will form a first impression about an organization after looking at their Website for less than half a second, according to Google research completed in 2012. How visually appealing it is and easy to navigate are the two biggest factors that will see people stay (or leave) a site.

¹⁶ SOURCE: Tourism Indicators, Destination BC, April 2017



FOR OVER THIRTY YEARS, THE PARTNERSHIP BETWEEN THE OSOYOOS INDIAN BAND AND OUR COMPANY, NOW KNOWN AS ARTERRA WINES CANADA, HAS NOT ONLY EXISTED, BUT FLOURISHED.

WE COLLABORATED TO DEVELOP A PROSPEROUS BUSINESS PARTNERSHIP IN NK'MIP CELLARS AND A SHARED VISION OF SUCCESS TOGETHER. ALONG THE WAY, WE HAVE HELPED OUR COMMUNITIES BY CREATING MEANINGFUL JOBS AND STRENGTHENING THE ECONOMY IN THE SOUTH OKANAGAN.

THE OIBDC IS AN INNOVATIVE, PROGRESSIVE GROUP WHO WE ARE FORTUNATE TO CALL PARTNERS.

**– JAY WRIGHT, PRESIDENT & CEO, ARTERRA WINES CANADA
NKMIPCELLARS.COM**

TOURISM

Tourism demand in the South Okanagan will continue to grow for decades to come. Tourism investments have performed strongly for OIB. For example, Nk'Mip Campgrounds & RV Park generated 20% of OIB profits last year.

High occupancy rates, healthy profit margins and growth in demand, signal that new hotels and accommodations are needed in the area, which for investors, could provide solid returns.

THE FACTS

- In 2012, overnight tourism in British Columbia generated 17.9 million person-visits* and \$8.6 billion in related spending. The Thompson Okanagan, one of six tourism regions in the province, represents 20% of provincial overnight visitation and 14% of related spending. SOURCE: Thompson Okanagan Regional Tourism Profile, January, 2015, Destination BC.
- By 2030, the World Tourism Organization predicts that international visits to North America will top 265M (+66% since 2010).
- Hotel occupancy rates in the South Okanagan are at 70-90% between June-September. Last year, Osoyoos room revenue was \$22M (+17%).
SOURCE: Tourism Indicators, Destination BC, 2017
- Indigenous Tourism BC (ITBC) believes that by 2022 Indigenous cultural tourism in BC could welcome 2.2 million visitors per year and help generate \$1.5 billion in spending on trips that include an Indigenous experience. Looking at key markets, it's estimated that nearly 1.8M people had an Indigenous experience in BC in 2015.
SOURCE: ITBC estimate, 2017

TOURISM

OBJECTIVE

INCREASE TOURISM INVESTMENT RETURNS

GOAL

GROW TOURISM REVENUES BY 5% ANNUALLY

STRATEGIES

- 1.0** Convey the power of the OIB tourism experience by looking within the community to find and tell stories that can be shared through OIB business channels and partner networks like Aboriginal tourism BC, Destination BC, Area 27, Spirit Ridge Resort, Mt Baldy, etc... so that OIB stories have the greatest reach and emotional impact.

WHY IS THE OIB STORY SO POWERFUL?

People have never been more interested in what OIB has to say. Forty percent of Canadians are interested in learning about aboriginal communities, and yet, only 18% feel that they have a deep understanding today¹⁷. An analysis of paid and organic search terms suggests that people visit Aboriginal tourism Websites to learn about the culture¹⁸. Tourism partners like Destination BC, Destination Canada, Indigenous Tourism Association of Canada and ITBC have invested heavily in content marketing and are looking to source engaging content and stories from Aboriginal communities on a regular basis so they can promote the resulting content to audiences in Canada and around the world. As Canada's first Hyatt Unbound property, Spirit Ridge marketing will be heavily geared toward the creation of engaging content featuring OIB culture and its distribution through Hyatt's extensive global digital network. Mt Baldy is placing equal importance on content marketing to develop itself as a four seasons resort.

¹⁷ SOURCE: Environics (2016). Truth & Reconciliation Report

¹⁸ SOURCE: ITBC Google Analytics (2017) and War-Room Paid SEM Report (2017)

TOURISM

- 2.0** Increase OIB market power by working with the local and provincial tourism network so that OIB tourism businesses and partners can leverage network budgets and brands to increase the number of visitors to OIB traditional territory and businesses.

WHY PARTNER WITH THE LOCAL AND PROVINCIAL TOURISM NETWORK?

Destination BC and ITBC have larger marketing budgets to go into markets across North America and Internationally. But they do not have the subject matter expertise or community connections that OIB has to create amazing stories about the local culture and territory. Partners are looking to OIB to create the content, and are ready to help with distribution. ITBC alone has 25K friends on Facebook and 7,700 followers on Instagram. Destination BC and Destination Canada's reach is in the millions.

- 3.0** Find the 'best' consumers and potential investors by making better use of digital data and market research so that OIB and tourism partners can find visitors who will stay longer, spend more money, and eventually, attract new kinds of business investment. .

WHY BET THE FUTURE ON IMPROVING OUR BUSINESS WITH DIGITAL DATA?

Experts predicts devices connected to the Internet will rise from 10 billion to 75 billion by 2020, adding \$20 trillion USD to the global economy, while 51% of the world's top global marketers expect that data-driven marketing will revolutionize the marketing landscape by 2020.

"The devices or things we use will know our tastes and activities, and companies will be able to aim their advertising in a more objective and direct way to the real target market, without having to spend more money than they do now."

— Digital Strategist Pedro Labarta

TOURISM

- 4.0** Provide consumers with new opportunities to visit the region by marketing OIB tourism businesses and partners as a place to visit in the Spring and Fall, so that Alberta and BC residents visit during shoulder-seasons, and generate incremental revenue for OIB tourism businesses and partners currently at (or near) capacity during the peak season months..

WHY FOCUS ON BUILDING THE SHOULDER-SEASON?

Most people travel to the Thompson Okanagan during the peak summer months, which explains why most tourism businesses in the South Okanagan are at capacity then. Spring represents the strongest secondary season for visitation. When asked, about 20% of consumers interested in the Thompson Okanagan indicated they would do a short getaway to the region or take a longer trip. Over one-quarter of travellers visited during the spring months from April to June, particularly other international residents (34%) and US residents (28%). British Columbia residents were more likely to travel to the region during the winter months than other markets of origin¹⁹.

- 5.0** Develop new market-ready experiences by leveraging tourism network training programs so that new OIB entrepreneurs and existing tourism businesses can generate new and incremental revenue in the community.
- 6.0** Make sure visitors to OIB territory have a great experience by working with Destination BC, Destination Osoyoos and other tourism network partners to improve visitor access and servicing so that visitors spread positive word-of-mouth about the region, end up coming back, and convince others to visit.

¹⁹ SOURCE: Thompson Okanagan Regional Tourism Profile, January, 2015, Destination BC.

I THINK THE OSOYOOS INDIAN BAND IS VERY PROGRESSIVE, AND THEY'VE BEEN VERY SUPPORTIVE OF EVERYTHING THAT WE'VE DONE HERE. I KNOW IT'S GOING TO MUTUALLY BENEFIT US ALL AND OUR BUSINESS IS GOING TO GROW TOGETHER.

- DANIEL BIBBY, EXECUTIVE DIRECTOR, SPIRIT RIDGE RESORT,
UNBOUND COLLECTION BY HYATT
SPIRITRIDGE.HYATT.COM



Organizational Excellence

HUMAN RESOURCES

OIBDC people management practices are modern and embrace strategic partnerships resulting in a band unemployment rate of only 3%. With land lease operations bringing in large, more complex employment opportunities and the Band's desire to reduce reliance on outside expertise, OIBDC may need to expand its current team of accredited human resource professionals to ensure placements and training deliver improving corporate performance and lead to the employment of OIB members in higher-skilled, higher paying full-time (non-contract) jobs and careers.

THE FACTS

- OIBDC senior management expressed a strong commitment to their work and enjoy the fast pace and variety of interesting projects that they are involved in. A broader survey of frontline employee satisfaction is planned.
- OIBDC leaders expressed the need for more clearly defined roles and responsibilities. For example, an updated OIBDC organizational chart has been highly anticipated.
- In 2016, about 47% of OIBDC overhead was wages and benefits, an acceptable range for companies providing business services. While more investigation is needed, staffing time pressures could be resulting more from a lack of organizational focus, coordination and prioritization.

HUMAN RESOURCES

OBJECTIVE ONE

PROVIDE OIB MEMBERS WITH MEANINGFUL EMPLOYMENT

GOAL

INCREASE THE PERCENTAGE OF OIB MEMBERS IN SENIOR POSITIONS*
BY 5% ANNUALLY

STRATEGIES

- 1.0** Support dramatic workforce growth by increasing OIBDC's people management capacity so that OIB members and partner employees have access to the support they need to drive business results.
- 2.0** Focus economic development efforts on land leasing deals with companies that have a competitive advantage and will be able to employ OIB workers in higher-paying jobs.
- 3.0** Give OIB members the knowledge and skills they need to advance their careers by providing tools and training opportunities that will give high-potential band members the knowledge they need to occupy higher-paying positions

*Senior positions defined as OIB members earning \$45K/year or more. Currently, OIB HR estimates that 20% of OIB members are in higher paying jobs

HUMAN RESOURCES

It is commonly accepted that the work climate impacts employee performance. These problems hold organizations back from achieving important goals. As OIBDC's portfolio of business investments expands and service commitments increase with the changing Band population, human resource pressures facing OIBDC will increase.

Providing a corporate focus that prioritizes work, provides time for proper planning and team communication, manages expectations, sets commitments, and clearly outlines roles and responsibilities will help OIBDC get the most out of its employees while helping ensure they remain actively committed to corporate performance.

THE FACTS

- Teams expressed a desire to better understand OIBDC human resource policies.
- The lack of clear guidelines around pay scales is causing friction and confusion within the OIBDC environment. As a result, the organization is not properly setup to attract and retain the right talent.
- Expert research shows there is an extremely strong correlation between an employee's 'emotional intelligence' and job performance, especially when they exhibit behaviours like emotional self-control and awareness of how their own emotions impact others. Source: Journal of Applied Psychology, 2014
- Organizations with strong leadership development practices have high growth in customer satisfaction, market share, revenue and profit.
Source: Institute for Corporate Productivity, 2017
- It's been observed that some younger workers feel entitled and have unrealistic work expectations. Experts note that these 'Millennials' require a new kind of corporate leadership that teaches young workers patience, self-confidence, cooperation and importance of inter-personal relationships.
Source: Millennials in the Workplace, Simon Sinek, YouTube, 2016.

HUMAN RESOURCES

OBJECTIVE TWO

GROW OIBDC REPUTATION AS A GREAT PLACE TO WORK

GOAL

INCREASE ANNUAL EMPLOYEE SATISFACTION RATINGS BY 5% OVER BASELINE

STRATEGIES

- 1.0** Introduce clear and concise pay scales based on CPI and market rates by instituting set wage brackets and steps for pay increases to set OIBDC employee expectations so that OIBDC remains competitive in its ability to attract and retain workers.
- 2.0** Foster more effective teamwork by improving internal communication and collaboration within and between OIBDC departments to realize more corporate performance.
- 3.0** Build a more supportive corporate environment for younger staff by providing leaders with training that teaches young workers patience, self-confidence, cooperation and the importance of inter-personal relationships.

BALDY MOUNTAIN RESORT COULD NOT BE HAPPIER TO HAVE SUCH A STRONG WORKING RELATIONSHIP WITH THE OSOYOOS INDIAN BAND. PARTNERING TO ENHANCE TOURISM IN THE AREA AND GAIN MORE AWARENESS OF ITS CULTURAL HISTORY IS KEY TO THE SUCCESS OF BOTH PARTNERS.

– ANDY FOSTER, GENERAL MANAGER,
BALDY MOUNTAIN RESORT
BALDYRESORT.COM



FINANCE & OPERATIONS

OIBDC human resource and financial management processes and systems are well-developed. Three areas that would improve finance operations are:

- Financial management training for management staff
- Emphasize proper planning and budgeting and allow time for it
- Update the OIBDC Asset Management Plan and budget human resources to manage it

Not having a formal document management process and supporting system present a corporate risk. OIBDC staff are currently left to develop their own filing systems, and without needed support, spend too much time servicing document requests.

OBJECTIVE ONE

FINANCIAL POLICIES AND PROCEDURES ARE FOLLOWED.

GOAL

FINANCE MONTH-END SEES 50% LESS MONTHLY INCIDENCES OF FINANCE POLICY AND PROCEDURE NON-COMPLIANCE.

*incidence defined as issue forwarded by accounting clerk to Finance lead requiring more than 2hrs to resolve

STRATEGY

Make OIBDC staff and businesses experts in the application of OIBDC financial policies and procedures by training and regularly updating teams so that the finance department spends less time dealing with issues.

FINANCE & OPERATIONS

OBJECTIVE TWO

IMPROVE DOCUMENT MANAGEMENT PROCESS.

GOAL

IMPORTANT CORPORATE AND BAND DOCUMENT REQUESTS FULFILLED SAME-DAY.

STRATEGY

Store and easily retrieve important documents by using a digital records management system that allows OIBDC staff to quickly service requests for information.

OBJECTIVE THREE

MAKE SURE CAPITAL ASSETS ARE PROPERLY MANAGED, MAINTAINED AND FUNDED.

GOAL

RELEVANT OIBDC DEPARTMENT AND BUSINESS YEAR-END CAPITAL PLAN BUDGET VARIANCE FALLS WITHIN 20% OF FORECAST.

STRATEGY

Manage capital assets by making sure they are properly inventoried, that preventative and operational maintenance is done, and that life-cycle needs are accurately costed so that OIBDC departments and businesses can continue to service the community and business customer.

I'VE GOT A LOT OF RESPECT FOR OIB'S VISION FOR ECONOMIC DEVELOPMENT. OUR JOINT VENTURES IN REAL-ESTATE ARE CREATING JOB OPPORTUNITIES, LEASE REVENUE, A BROADER TAXATION BASE, PROFITS AND SUPPORT FOR OTHER OIB BUSINESSES.

– GLEN HARRIS, PRESIDENT, GGC DEVELOPMENT AND PARTNER, CANYON DESERT GOLF RESORT
OWNCANYONDESERT.COM



Performance Targets 2018-2022

	2018	2019	2020	2021	2022
Revenue	\$29.7M	\$31.2M	\$32.8M	\$34.4M	\$36.1M
OIB Employment	123	126	130	134	138
OIB Members in Higher-Paying Jobs	25	25	26	27	28
Employee Satisfaction Rating	Baseline	+5%	+5%	+5%	+5%

