



# KTUNAXA NATION ANNUAL REPORT 2016



KTUNAXA  
NATION

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# Honouring Our Women

The theme of the 2016 Annual General Assembly is 'Honouring Our Women' as chosen by the host Ktunaxa Community, Yaqan nu?kiy.

Every year in July, Ktunaxa Citizens from the Territory and the world gather at one of our Ktunaxa communities for the Annual General Assembly. It is an opportunity to hear about the work the Ktunaxa Nation Council has been engaged in as well as an opportunity for all Ktunaxa to come together to celebrate our success and reflect on the year past.

Every year, Ktunaxa Citizens are invited to design an AGA logo that ties into the AGA theme. The winner's design is featured on the meal button for each year's AGA. This year's winner is Elisha Jimmy.



# From the Nation Chair

It is once again time for reporting on activities and highlights of the past year. This report is provided on behalf of the Nation Chair and the Ktunaxa Nation Executive Council (KNEC).



The KNEC met as scheduled throughout the year. In addition to the regularly scheduled sessions members of the KNEC attended a variety of meetings and

events within and outside of Ktunaxa territory.

As I mentioned last year the KNC is a party in the civil claim brought forward by the Okanagan Nation Alliance (ONA) regarding the Wensley Bench Interim Treaty Agreement (ITA). There has been no recent activity on the legal front but work is continuing on the finalization of the land transfer. A number of KNC representatives took part in a field trip to Wensley Bench in October 2015.

The decision by the KNEC to hire a Chief Administrative Officer (CAO) was implemented with the recruitment and hiring of Dale LeClair in August 2014. Mr. LeClair resigned his position in July 2015. The position was vacant until the recent hiring of Darrin Jamieson in April 2016.

Some highlights from the past year include:

- The KNEC and members of all Community Councils continued with their participation in a series of professional development sessions facilitated by Dan George of Four Directions Management. Dr. Christopher Horsethief is a regular presenter at the sessions. Some of the sessions

also included attendance of the Sector Directors from KNC and Senior Staff from the Communities. These sessions will continue as a part of ongoing governance capacity building.

- Third annual celebration of the KNGB acquisition (May 29, 2015). The celebration included a welcome home to Sophie Pierre following her retirement from the BC Treaty Commission.
- On May 29, 2015 the BC Court of Appeal (BCCA) heard the KNC's appeal of Justice Savage's decision not to overturn the approval of the Master Development Agreement (MDA) that allowed to the Jumbo Glacier Resort project to proceed. Unfortunately we were not successful in having Justice Savage's decision overturned. After some discussion, it was decided to seek leave to appeal the BCCA decision to the Supreme Court of Canada (SCC). Leave to appeal to the SCC was granted with the hearing scheduled for December 1, 2016 in Ottawa.
- On June 18, 2015 BC's Environment Minister Mary Polak's office released her decision that the Jumbo Glacier Resort project was not 'substantially started'. This means that the project's Environmental Assessment Certificate is no longer valid and no further work can proceed on this current project.
- In June 2015 I was invited by the Native Nations Institute (NNI) to present on the KNC governance/Nation Rebuilding work to a group in Chaska Minnesota.
- Members of the KNEC participated in a number of meetings with CBSA and US Customs and Border Protection regarding border crossing issues. Work is underway on updating the protocol with the CBSA.
- The KNEC received ongoing updates on the IMBA with Teck that led to a decision to accept the agreement in February 2016. Letters outlining the reasons for decision were sent



to citizens. Teck senior management including CEO and President Don Lindsay visited the territory in December 2015 and met with available Council representatives. They traveled to Lower Kootenay to visit the Round House as Teck did contribute to the project.

- KNC was represented at the September 2015 meeting between the Premier and Cabinet and FN leadership. A similar session is scheduled for September 2016

In October 2015 a new Federal government was elected. In the mandate letters to the Cabinet, Prime Minister Justin Trudeau referred to the need for Canada to 'reset' the relationship with the indigenous population. This is still a work in progress. Wayne Stetski, NDP member was elected as the MP for this area replacing David Wilks.

In closing, I want to acknowledge the efforts of everyone involved in the advancement of our efforts to achieve our Vision. I also want to take the time to remember the contributions of those who came before us and to remind ourselves of our responsibilities to those yet unborn. As I have stated many times, we can all contribute to making our world a better place.

Taxa,  
Kathryn Teneese, Nation Chair



## From the Chief Administrative Officer

I'd first like to acknowledge and thank Yaqaan Nukiy for hosting this year's Ktunaxa Nation Council Annual General Assembly.

As a member of the Tuscarora Nation, Bear Clan from Six Nations of the Grand River, I share your values and principles promoting a better quality of life. I firmly believe in the integrative elements of the Ktunaxa Vision and the good work we are all doing.



Having been on board as the new Chief Administrative Officer since mid-April, I have been working closely with the staff, sector councils and the KNEC to address a number of priorities. These have included reviews of the

KNC assets – financial, capital and facilities, financial, human resources and those intangibles that advance our collective Vision - our capacity as an organization and government.

My focus has been to facilitate, support and encourage creative energies and provide that connection between the KNC and our communities. I have and will continue my community visits, participate in events and work to ensure our relationships are based upon mutual respect, sustainability and meaningful results.

This year's AGA theme is "Honoring our Women". Two thirds of the KNC staff is women. We all hold the passionate, long standing value and belief that what we do now affects our children and the faces of those yet to come.

While building accountability within the organization, being responsive and strategically directed by our vision statement, we are constantly mindful of the principles of fairness and equity. These values guide us in our daily work, our planning, our service delivery, our growth and our re-investment.

As a collective, the opportunities are great. Integrity and professionalism are at the heart of advancing our vision in making a better way forward for all Ktunaxa citizens.

At the KNC, we have undertaken to become more efficient and effective in delivery of core services in serving our Sector and the Nation Executive Councils. We are looking to Project Management IT solutions as we grow our revenue sources ensuring accurate and timely billings, and performance evaluation software to optimize our Human Resources while setting investment priorities.

Our goals will be in alignment with furthering our vision through the important work of the Sector Councils, Directors and their staff, tied to clear, measureable and impactful results. One of my personal goals as CAO this year is to facilitate the development of a strategic business plan for the KNC - that is responsive and effective to both pre-, and potentially, post-treaty governance.

I look forward with great enthusiasm, knowing we have made significant inroads with industry and governments as exemplified by the KNC - Teck IMBA. Agreements such as this help to establish better relationships and strategic partnerships, providing a platform for Nation building and prosperity, just as we have always done - working cooperatively and thriving on Ktunaxa Amakis.

When looking to answers and a respectful way forward, I believe it important to always take the lead from our past. We have endured, are still here, having survived so much. We are resilient in our character. It is with honor, privilege... and inspiration ... that I work with the Ktunaxa.

Darrin Jamieson  
Chief Administrative Officer  
Ktunaxa Nation Council

# Economic

The Economic Sector Council members are as follows:

Bob Luke – Tobacco Plains (Chairperson)  
 Jared Basil – Lower Kootenay Band  
 Don Sam – ʔAkisq̓nuk First Nation  
 Corrie Walkley - ʔAq̓am

Staff include:

## **Rosemary Phillips – Interim Director/Industry Engagement Officer**

Marion Eunson – Industry Engagement Officer – Energy  
 Janice Alpine – KABDA Business Development Officer  
 Justin Paterson – KABDA Business Development Officer  
 Heather Klein – Executive Assistant (shared with Education & Employment)  
 Kayla Sarabun – KABDA summer student  
 Procurement & Business Development Officer – TBA

As of July 18th we will welcome back Matthew Ney as our new Director. Some of you may recall that Matt worked for the KNC many years ago when it was still KKTC. We look forward to working with Matt.

In 2011 the KNC held a strategic planning session. That session resulted in the following vision, mission, mandate and high level goals for the Sector. A strategic planning session will occur in the fall of 2016 to review and if necessary revise the strategic plan.

## **Economic Sector Vision**

As a Nation, we have a self-sufficient and sustainable economy that meets our economic needs and provides opportunities for all citizens to make a meaningful livelihood, while remaining grounded in our land and values.

## **Economic Sector Mission**

To cultivate a healthy, self-sufficient Ktunaxa economy. Along with communities, partners and neighbours, achieve sustainable economic growth through equitable access to economic resources and opportunities, while respecting Ktunaxa culture and values.

## **Economic Sector Mandate**

To cultivate economic development through entrepreneurship and business opportunities in our communities, and to create employment opportunities for Ktunaxa citizens, and an autonomous revenue base for the Ktunaxa Government, in support of a self-sufficient & sustainable Ktunaxa economy.

## **Goals**

1. Build the Economic Sector structure and capacity
2. Be the catalyst for a strong, diversified and sustainable Ktunaxa Economy
3. Enhance the economic development capacity of Ktunaxa Communities
4. Complete Corporate Reorganization for KNC-owned businesses
5. Focus on Ktunaxa Entrepreneur
6. Build Ktunaxa human capital
7. Improve access to lands & resources
8. Improve access to capital
9. Establish autonomous revenue base for Ktunaxa Government
10. Working Together with Communities & Sectors
11. Capacity building Initiatives
12. Support Ktunaxa Treaty Team
13. Engage in relevant research & advocacy Initiative

# Economic

The past year has been both exciting and challenging. Health challenges resulted in the resignation of our Director at the end of December. The completion of IMBA negotiations and subsequent signing of that IMBA marked a milestone for the Ktunaxa Nation but also meant rolling up of sleeves to get down to the work of implementing the IMBA.

We will welcome a new staff person in July to assist with identifying and realizing procurement opportunities as a result of the IMBA.

The Economic Sector has also been involved in negotiations with BC Hydro on a few fronts. The administration of the Winsor project was also a notable achievement which has allowed the Nation's business arm, Nupqu to build capacity in administering big construction projects and in the course of doing so, providing work and business opportunities for Ktunaxa citizens.

We continue to engage with Canfor in regard to our Engagement and Benefits agreement. An annual report summarizing activities and results will be available at the AGA. We continue to work on a number of other projects and initiatives including the Wensley Bench Interim Treaty Agreement (ITA), Ktunaxa Chamber of Commerce and micro lending program to name a few. The micro-lending program, seeded through Teck IMBA targeting dollars, has been approved by the Economic Sector Council for roll out. This fund will be administered by KABDA. KABDA is currently developing promotional materials as well as application processes and applications.

A number of agreements with large companies have been entered into or are in process. These agreements will provide the foundation for participation in economic opportunities that to date have been beyond the reach of Nupqu and the Band Development Corporations.

We look forward to bigger and broader horizons and further economic success in the coming year.

Rosemary Phillips



The Economic Sector Team

(left to right)

Kayla Sarabun, Janice Alpine, Rosemary Phillips, Marion Eunson, Justin Paterson



Strong, healthy citizens and communities speaking our languages and celebrating who we are and our history in our ancestral homelands, working together, managing our lands and resources as a self-sufficient self-governing Nation.

# Education & Employment

## Director's Message - Codie Morigeau

This past year has been a memorable and very significant year for the Education and Employment Sector which came into effect April 1, 2015. Previous to that we were under the Social Investment Sector and Direction of my mentor, Debbie Whitehead. It has been an honour to not only be mentored by Debbie Whitehead, but also to have the opportunity to be the Director of the Education and Employment Sector from its inception, with a team of professionals with integrity and passion for Education and Employment and clients that we serve.

## Sector Chair's Message - Marty Williams

This has been an exciting year with the establishment of the Education and Employment Sector. I take pride in both the Council and Staff commitment to achieving our goals and objectives. This year, there has been a focus on establishing the Sector which has included work that will help guide us in the development of our long-term strategic plan. The Education and Employment Sector manages many projects and services and the staff dedication, commitment and hard work results in benefiting our Communities, our Nation and Aboriginal People living in the Ktunaxa Traditional Territory.

The Education and Employment Sector is guided and directed by the leadership of the Sector Council:

Marty Williams, Aqam, Sector Chair  
 Allen Nicholas, Akisqnuk  
 Sandra Luke, Lower Kootenay  
 Corey Letcher, Tobacco Plains

The Education and Employment Sector work is actioned out by the Education and Employment Sector Staff aka "Team Awesome":

Jacquie Dust, Manager  
 Jason Andrew, Senior Employment Officer  
 Jacey Proudfoot, Employment Development Officer  
 Lisa Luscombe, Training Coordinator  
 Kari Gjertsen, Aboriginal Client Case Worker

Heather Klein, Executive Assistant  
 Savannah Peequaquat, Employment Officer  
 Tammy Pocha, ESS Support Worker  
 Brock Kasdorf, ESS Support Worker

Some of the highlights of our year include: Business and Industry Partnerships and Relationships, BC Hydro Windsor Project, Strategic Plan, Education Summit (November 2015), Career Day Tours (March 2016), Gladue Decision and Report Writing, Open House, Aboriginal Skills and Employment Training Strategy (ASETS), BladeRunners, and the Employment Skills and Services Program (ESS).

Business and Industry relationships and partnerships such as Letters of Understanding (LOU), the Impact Management Benefit Agreement (IMBA), Canfor Joint Management Advisory Committee (JMCA), and BC Hydro have been a major focus this year. Both Jacquie and Jacey have been instrumental in participating and ensuring that the Education and Employment mandates are incorporated into the agreements and partnerships. The Education and Employment Sector has been very cautious in how we approach our formal relationships and partnerships as there are many businesses that are not necessarily sincere in their intentions of creating a relationship or partnership with us. This year we have worked closely with Stratton Plumbing and Heating, located in Fernie, to establish a new LOU. Stratton Plumbing and Heating is an exceptional business with sincere intentions, commitment and integrity to work with our Citizens to provide them with meaningful employment. We feel very fortunate to have established such a great relationship with them that has led to employment and training opportunities for 2 Ktunaxa Citizens. With the IMBA signing taking place prior to the end of the fiscal we are part of the IMBA Implementation Committee. Jacquie and Jacey participate in the Teck/KNC Procurement and Employment Opportunities Working Group (PEOWG) and Employment Task Group, Canfor/KNC Joint Management Advisory Committee (JMCA) and various other business and industry groups.

# Education & Employment

This year we took on a large part of the BC Hydro Windsor Project that included rebuilding the BC Hydro Substation near Elko, BC. We were successful at securing employment for 9 Ktunaxa Citizens as labourers, carpenter, electrical apprentice, first aid attendant, and janitorial. We also provided support to increase capacity by offering training for 4 Ktunaxa Citizens to be certified to run a skid steer/bobcat. This project was very successful and BC Hydro is very happy with what we have established and is now looking to use the same model in future projects in what is known as the “Windsor Model”. This model includes working with local First Nations to increase and build capacity within the Nation and BC Hydro has indicated that they will look at using this model when working with other First Nations as well. Jacey was involved in the project from the beginning to completion and assisted with approaching businesses, seeking out partnerships for increased employment opportunities, staffing, relationship maintenance, lunches with employees on site to boost morale, site visits, and regular weekly phone calls with BC Hydro.

The Education and Employment Sector has been working on creating a Strategic Plan that will set out priorities and goals, focus energy and resources, strengthen our operations, and ensure that we are working together to achieve common goals. In November 2015, we held an Education Summit that was highly attended by both the elected leadership and staff from each of the communities. The Education Summit allowed us to see how the communities would like to work with the Nation and vice versa as well as identify areas of focus that will contribute to the Sector Strategic Plan. What we heard:

- There is a role for the Sector to play in being involved and supporting the communities
- Evergreen Graduations or Leaving School Certificates are a major concern
- Mentors and apprenticeships are highly valued—whether the transfer of education is occurring through Elders, Community L Leaders, Family, Peers, etc.
- Lack of resources at the Community and Nation Level
- Foster Family Involvement & Support is important
- Work with TKL around curriculum development and delivery
- Ktunaxa Teachers

In follow up to the Education Summit the Sector Council and Staff had a strategic planning session in February 2016 with more strategic planning days to follow in the new fiscal year. The Education and Employment Sector Strategic Plan will be completed in the 2016/17 fiscal year.

Career Day Tours took place in March 2016 in Cranbrook and Fernie. Students participated in interesting and interactive tours rather than a traditional Career Fair with presentations and booths. The students were bussed to various local businesses and organizations where they were given tours and presentations by:

- Cranbrook Regional Hospital/Interior Health
- Summit Radio
- Custom Embroidery Initial Designs
- The College of the Rockies
- Stratton Plumbing & Heating
- Teck Coal Ltd.
- Ktunaxa Nation Education and Employment Sector

The Career Day Tours were well received by the students, Aboriginal Support Workers, businesses and organizations. We are looking forward to offering Career Day Tours with all of the School Districts within the Nation as well as look to promote careers to elementary students.

This year both Jason Andrew and Jacquie Dust successfully completed the Gladue Decision and Report Writing through the Justice Institute of BC. This training allows us to support Indigenous people and the justice system. Gladue reports include: factors impacting on Aboriginal Peoples (colonization, residential schools, trauma, FASD, etc.); the implications of the principles of sentencing mandated; alternatives to prison and healing for Aboriginal offenders and communities; building trust between Aboriginal communities and the courts; and developing healing plan for Aboriginal offenders. Jason and Jacquie are currently working on the registration requirements, and anticipate being certified Gladue Writers in the near future.

# Education & Employment

Annually we offer an Open House that invites clients and the public in to meet the staff in the Service Centre and find out more information about the programs and services that we offer as well as look at the referrals and linkages that we make to other service providers within the Territory. This is a good opportunity for us to welcome people into the Nation Government Building as many people approach us wondering what it is that the Nation does and they are not sure if it would be appropriate to come in and ask for information.

The Nation has an Aboriginal Skills and Employment Training Strategy (ASETS) agreement with Service Canada. ASETS is managed by Jason Andrew who oversees all of the programming, funding as well as Service Canada monitoring and auditing. Through the ASETS Jason oversees the Service Centre, Career Development, Support Services Fund, Industry Training, and Summer Employment Program. This year we were able to serve 175 clients with 92 hires for 76 individuals and 39 clients who returned to school. We were able to fund 13 post-secondary/trades students in:

- Welding • Hairdressing • Electrician • Carpentry
- Licensed Practical Nurse • Timber Framing
- Aboriginal Education Support Worker • Driver Training Lessons

We were also able to assist 19 individuals through the Support Services Fund (previously known as the Discretionary Fund) to get necessary apparel, tools, equipment required for an immediate employment opportunity. All 19 of these individuals were employed as a result of this support and currently 13 of them are still maintaining their employment. This year through the Industry Training we supported 7 clients to participate in: Occupational First Aid level 1, Transportation Endorsement, H2S Alive, Traffic Control Flagging Certificate, WHMIS, Confined Spaces, and Fall Arrest.

We were able to provide funding to support 19 youth through the Summer Employment Program

- Tobacco Plains Band • Ktunaxa Nation Council
- Legend Logos • The Roadhouse Grill • Baker Street Café
- Lakeshore Resort Campground

- S & S Aviation, Cranbrook Airport • St. Eugene Mission Resort
- Tipi Mountain Native Plants • Kimberley Building Centre
- Ainsworth Hot Springs

This year we offered the BladeRunners program in a different model called “Passport to Employment” which we were able to deliver in both an individualized and cohort format that offered a continuous intake for School Districts 5, 6 and 8. The program was youth friendly and catered to the needs of youth by offering flexibility. Each youth must complete 35 hours of employability/ life skills training and 35 hours of safety training/workplace certifications and is outlined in their Individual Training Plan (ITP) along with their employment coaching plan, roles and timelines. The program assists participants with overcoming their barriers to employment and maintaining attachments to the workforce. This year we delivered 21 individualized and 4 cohort programs for a total of 45 youth participants.

In December 2015 we launched the Employment Skills and Services (ESS) program that is funded by the Government of Canada through the Canada-BC Job Fund. The program is called Transitioning to Sustainability and is a partnership with the Social Sector and is hosted out of the Street Angel location in Cranbrook. We have are able to fund 25 clients who have multiple or persistent barriers to employment.

I cannot thank the Sector Council and “Team Awesome” enough for all of their hard work and dedication to achieving the work plan and goals of the Sector!

Codie Morgeau

# Traditional Knowledge & Language

Director's Message - Don Sam

Kisuk Kyukyit

We are excited to report on some of the many activities that have been taking place in the Traditional Knowledge and Language Sector this year. Ktunaxa Culture and Traditions must be at the core of all we do, not a component of our lives but embedded in our daily lives. To fit this vision, many initiatives have begun within the sector and the Nation council to ensure an adequate structure is set in place to allow Ktunaxa citizens not only to access cultural resources, but to be involved and actively participate in Language and culture revitalization efforts. It is our belief that the TKL Sector is a valued partner with other sectors to ensure that Nation governance operates in accordance with pikaknik values and with confidence in Culture and Traditions. We will instill pride in our language and culture through meaningful and ongoing communication and collaboration with Nation activities. There is a lot of work that has been done and a lot of work continues to surface, I appreciate the staff for dedication to the visions of "touching the hearts and minds of our ?aktsmak'nik".

Our team is growing and we are planning on two more core positions in TKL to be better equipped to protecting and promoting the Ktunaxa Cultural Knowledge and Language. We welcome Lilian Rose as our new Cultural Researcher. This position is part of our IMBA agreement with Teck and will be a great asset in expanding our sector and our Nation's knowledge. Two new positions have also been approved for which we will soon be recruiting. The first position is a Business Manager for the Interpretative Center to bring a business model that generates a sustainable center for interpretation and culture. The second new position will be an Education and Outreach worker who will be expected to facilitate cultural awareness and develop a Ktunaxa Language curriculum.

TKL is instrumental in reducing barriers of racism and intolerance by building government and industry connections and asserting our Rights and Title. The sector has facilitated numerous cultural awareness workshops, including to Teck; the US and Canadian Border agents at the 49th parallel; and schools from all over the Kootenays. The sector diligently works

with general public to promote Ktunaxa values by propagating knowledge of our history, presence and future in our Ktunaxa ?amak?is. We hope to inspire science, researchers, tourists, travelers, and locals to learn about their regional First Nations wherever they may be. The biggest cure for intolerance and racism is education.

## Sector Council

Councillor Rosemary Phillips – Chair - ?Akisq'nuq.  
Chief Councillor Mary Mahseelah - ?A·kinkumtasnuq'it.  
Councillor Vickie Thomas – ?Aq'am  
Councillor Mary Basil – Yaqan Nukiy.

## Elder's Advisory Council TKLWG

Herman Alpine  
Fudge and Florence Alexander. You are going to be missed Florence.  
Mary Mahseelah  
Mary Basil  
Anne Jimmie  
Alfred Joseph  
Marie Nicholas

As well as a number of Elders from each of the communities in an ex-officio capacity but that can be called upon to contribute to the discussion and direction of the sector.

Laura Birdstone, Dorothy Alpine, Marguerite Cooper, Beatrice Stevens, Pete Sanchez, Chris Luke Sr., Peter Williams, Theresa Pierre, Elizabeth Ignatius (Hillie), Roberta Gravelle

## Staff

Director - Donald Sam  
Cultural Liaison- Natasha Burgoyne  
Archivist - Margaret Teneese  
Records Management - Michelle Barroca  
Cultural Researcher (Teck IMBA) - Lillian Rose



# Traditional Knowledge & Language

## Language Priority

Our Sector Council and Elders Advisory both have made it clear that language revitalization is priority. As part of the new language initiative, we are focusing on the following identified goals:

### **Design and develop a Ktunaxa Transcription and Translation Program**

Due to the urgency of safe keeping Collections such as TUS, Malyan Michel, Larry Morgan's, Laura Birdstone has been contracted to continue transcriptions of this material. A detailed program on translation and transcription is in being prepared to inform our cultural liaison activities.

### **Build a sound room**

When recording the language for others to learn, it is important to record without background noises. It is also important to allow accurate transcription of existing materials. Consider the difference between Beats by Dre headphones and the headphones you get from the airline.

### **Language curriculum**

Language curriculum geared towards fluency is the priority for TKL. We are developing a language program that will expose students to fluency. This will be done through a language mentorship program that will lead to an increased number of conversational speakers. If funding is approved, we will have this program starting in the fall. Other curriculum development centers around revising and enhancing existing learning materials. Technology has come a long way and we are adapting to take advantage of First Voices, iPads, video games and new software.

### **Catalogue existing research**

All existing language and culture resources are being catalogued via the Records Information Management initiative.

**Educate and challenge our own Citizens, Communities, and Sectors on ways to become meaningfully involved and to contribute to preservation of our Language.**

The TLK sector actively participates in community and government meetings to provide cultural support as well as encouragement for further cultural and language involvement. The Interpretive Center is the central point of contact where we offer language materials, cultural education and tours

### **Develop partnerships with institutions that can assist in language revitalization (e.g. education institutes)**

What is important here is collaboration, partnerships that support our needs, as well as partner needs. College of the Rockies, Selkirk college, and other post secondary institutions, American Philosophical Society and others are examples of where we are defining partnerships or agreement that respect our cultural protocols and reduce chances of cultural appropriation.

Through our partnerships we are currently developing COTR Ktunaxa 100 program, and have provided input into interpretive exhibits and signs such as Selkirk Loop, and Waneta Ft. Shepard lookout.

Along with the language workshops, we are excited to report that we have begun preparation for a Language mentorship program that is being carefully designed to increase the number of conversational speakers, number of intermediate speakers, and overall citizens' engagement with our language. We look forward to development of additional language resources, and revamping the existing language materials with the technology that we have available today.

# Traditional Knowledge & Language

## Traditional Knowledge Preservation - Archives and Records Information Management

The Ktunaxa Nation Council (KNC) received a collection of materials from the descendants of one of the earliest settlers to the area and first Indian agent, Michael Phillipps. Receiving this collection really opened some doors for us allowing us to bring on a professional Records Manager to mentor and train our staff, develop our digital management expertise and formalizing our records and information management system. Thanks to Rosemary Phillips, Tom Phillips, Margaret Teneese, Michelle Barrocca.



M. Phillipps Collection Before



M. Phillipps Collection After

In January 2016 we began a Records and Information Management project with the entire Nation Council. This initiative is expected to take three years for completion and will result in a fully electronic catalogue of Ktunaxa Records and Information including the cultural resource materials stored in archives. Training will be provided for all Nation Staff to ensure comprehensive understanding of this new information system.

Margaret Teneese and Natasha Burgoyne are working in collaboration with our contractor, Michele Barrocca, to create accession records, and to catalogue TKL resources. Through this project we will also develop a system for cataloguing new research materials, as well as protocols and processes for information retrieval and research.

Data is often easily misrepresented and the Indigenous Peoples objectified. We are developing policies and protocols that prevent our traditional knowledge and culture from extinction, respects the sanctity of information transmission between Ktunaxa to Ktunaxa while providing our leaders and technicians

information for data-based decision-making. We are determined to find balance between the protection of intellectual property and providing targeted access to information. We believe that the resources we have must complement our efforts in actively perpetuating the Ktunaxa culture and traditions as well as providing support for the protection of our collective rights and title.

We are excited about the technology we have available to us today. Where information was once difficult to duplicate and share, we are now able to put books, CDs, photos, and maps on our cell phones, and other handheld devices. We already have ʔaq̓tsmak̓nik tinkering with programming. We have a Ktunaxa font for both apple and android cell phones thanks to our own Dr. Horsethief. There are youth that are incorporating the creation story into their video game experiences. These are exciting times where we are able to use technology to propagate Ktunaxa knowledge to our citizens in a faster and more efficient way (be sure to search Ktunaxa in the Iphone app store). The new Records and Information System is yet another way to use available technology to enhance our own knowledge of ourselves as a Nation.

## **Design and develop a Ktunaxa Transcription and Translation Program**

A researcher has been hired that will assist in the cataloguing of existing research. Cataloging has begun on TKL related material. Translator and transcriber has started.

## **Cultural Curriculum**

We have completed a number of Cultural awareness presentation in PowerPoint. Ktunaxa 100 at COTR is an introduction to Ktunaxa that will be offered at the college and will introduce students to our history, territory, and governance. This is very exciting because it is the result of the colleges deeper commitment to partnership with the Nation.

# Traditional Knowledge & Language

**Educate and challenge our own Citizens, Communities, and Sectors on ways they can become meaningfully involved and contribute to preservation of our Traditional Knowledge.**

The commitment to preservation of Ktunaxa traditional knowledge is a commitment required of all Nation Citizens. It is a commitment to our traditional knowledge and our ancestors. With the input of the Elders, TKL develops opportunities for engagement for all communities through various activities throughout the year. Ktunaxa Cultural Ambassador program is in the works to train ʔAq̓ismakniḵ. The curriculum is being developed. As our Sector increases, we hope to be in a position of engaging to a greater extent.

**Identify resources that can be retained to utilize proven methodologies to teach Traditional Knowledge**

The technologies are being assessed and incorporated in the creation of language and Ktunaxa 100 curriculum as well as Ktunaxa cultural camps. (Youtube, Moodle, Facebook)

**Develop partnerships with institutions that can assist in Traditional Knowledge revitalization**

Fernie Museum curator, Society for American Anthropology, College of the Rockies, Selkirk College, Canadian Indigenous Languages and Literacy Development Institute.

**Develop an approach to ensure our complete history and traditional knowledge is integrated in every home, community and Sector**

Through the development of a cultural ambassador program, we hope to promote further incorporation of tradition in the hearts and homes of Ktunaxa citizens. TKI has provided support to communities in the development of workshops to promote and teach regalia and ribbon shirt making. As our department grows we will be able to increase these efforts.

Through consultation with the Elders, Child and Family Services, and other sectors we are looking into opportunities to enhance wellness in communities, which is needed in order to

facilitate learning and pride of cultural teachings.

The hiring of a Cultural researcher is further progress in developing a cultural resource management plan.

**Catalogue existing Research**

Ongoing through the RIM project. TKL is working with Lands and Resources to identify additional cultural sites.

**Interpretive Centre**

We have been very busy with tours for schools and various non-profit agencies. With our administrative assistant position vacant, Margaret and Natasha have demonstrated tremendous team work by attending to the urgent needs of the centre. Margaret has graciously filled in for various tours and ensured our guests had pleasurable and informative visits. Natasha has also been quite versatile and allowed the centre to remain open during its regular operating hours by being available at the SEM. Our staff has also been investing great efforts into cataloguing and identifying the contents of 16 boxes stored at the interpretive centre. A full list of inventory has now been completed.

Interpretive signs and research is needed for throughout our territory where we can share with confidence and increase the appreciation of our rich history and language. Various trails groups have approached the Nation with this in mind

The interpretive centre presents a great business potential as well as partner with the SEM. The position of Administrative Assistant has been instrumental for the survival of the interpretive center/gift shop and with sustainability in mind; we are excited to have approved a Business Manager position that will surely make the gift store thrive. We look forward to soon be stocked with all your Native-themed gifts and Ktunaxa educational resources.

# Traditional Knowledge & Language

## Research

The Revelstoke Dam is expanding to add a sixth generator. This is being built in our territory in the boundaries of MiꞖqaqas ʔAmaʔkis and currently three Nations have land claims in the area around Revelstoke. As a result of this proposed generator, KNC along with Firelight, have begun a Traditional Use Study to articulate our presence in the area of MiꞖqaqas ʔAmaʔkis. This research is being done with our Cultural Liaison Natasha Burgoyne, and consists of interviews with Ktunaxa citizens who are able to share knowledge and experiences in the area. Enormous amounts of information are being uncovered through this process to support our traditional use claim and oral history.

The information gathered will also be used to inform cultural camps to celebrate who we are, and our history in our ancestral homelands. We want to teach our youth the cultural importance and connections to the land; Ktunaxa place names, activities, important landmarks in Ktunaxa Territory. This Traditional Use Studies of MiꞖqaqas ʔAmaʔkis will enhance our knowledge of places where we can gather; have celebrations; perform ceremonies; hold fish festivals; and meet with other tribes to trade, share, play games, celebrate and tell stories.

## World Class Museum

We now have a space at the Governance building to allow for seasonal galleries and to display existing artifacts previously in storage. Artifacts that have been in storage in the Nupqu trailer have now been moved to our secure repository. TKL has built a relationship with the curator of the Fernie Museum to support in the Ktunaxa Museum strategy development.

## Communications and Representation

As a point of contact for many discussions around Ktunaxa cultural values and perspectives, TKL staff are often requested to participate in collaborations or outreach with government, industry, and the public. We have relationships with entities such as COTR, BC Hydro, MOE, TECK, various school groups, and other language and history research. We are working with officials at both the Canada and US border to increase our mutual understandings of interests and concerns.

Responding to all of these requests has proven to be a challenge and has demonstrated that we must get creative in how we engage. The TKL sector envisions a cultural ambassador type program to develop and deliver curriculum with core cultural values and history so that we are able to prepare Citizens to respond confidently to some of these requests.

I am super excited about the partnerships we are fostering such as College of the Rockies. The college is helping us to develop curriculum that allows the Ktunaxa to share who we are, what is important to us and builds our own capacity to respond to the number of requests for cultural awareness presentations.

I want to express my appreciation to Patricia Gilhuly for stepping up as a volunteer and pushing forwards with the Elder's gathering this year. Last year, a group of volunteers chartered a bus to bring 20 elders to the annual BC Elders Gathering. This year, TKL is supporting the gathering again, through dedication of volunteers I am confident it will be a success. Also to Bertha Andrew and Jesse Nicholas and all the volunteers at the annual golf tournament hu sukiikuᑕni.



Don, Natasha & Margaret

Nurture, in our people, a sense of **belonging**.  
 ʔuᑕmiᑭ, ka papa, ka titi, gramma, grampa, auntie, uncle,  
 neice, nephew... Cuzn  
 Take time to **visit** - offer a cup of coffee or a snack.  
 Allow yourself **confidence** to smile

Texas,

Donald Sam

# Social

## Director's Message - Debbie Whitehead

Working with the Social Investment Sector, as always, continues to be an honor. The Social Sector Council's support and direction has been invaluable to our many successes. Their guidance has been essential to expanding our reach, closing gaps and reducing barriers for Aboriginal People.

Our dedicated staff continues to surpass expectations and consistently perform their duties within a strengths based, solution focused model demonstrating compassion for those they serve. The Ktunaxa Nation's recognition as Leaders in Health and Wellness services is directly attributed to this work. I also wish to acknowledge the support and direction received from Chiefs and Councils, the Nation Executive Council, my fellow Directors, and our Managers. These cohesive teams are the driving force behind achieving improved health outcomes of Aboriginal People living in the Ktunaxa Traditional Territory.

From a Regional perspective I want to recognize Shannon Girling-Hebert for her dedication and commitment to Community Engagement and her vision that community priorities must be community driven. At the Regional, Provincial, and Federal level, Gwen Phillips is highly respected for her leadership that has been instrumental in the evolution of BC First Nations Health and Data Governance. Gwen's passionate approach ensures that improved health outcomes and disparities in the health status of our People remains front and center when creating and implementing wellness plans.

## Social Sector Chair's Message - Codie Morigeau

I am pleased to have been appointed by Aqam to the Social Investment Sector Council and especially honored to be elected Chair. I am excited about the future possibilities of growth within the Social Sector and the Nation's Social Determinants of Health. The magnitude of this growth over the past year has been substantial. This is truly a reflection of the Social Sector Council's commitment to the social wellbeing of citizens and all Aboriginal people residing the Ktunaxa Traditional Territory. All of this would not have been possible without the dedication and hard work of our Director, Debbie Whitehead, and the exceptional abilities of her managers and

staff. We are all proud of this work and the innovative approach to advancing the vision for the Ktunaxa Nation that begins with "Strong, Healthy citizens..." The Social Sector's objective is to create and maintain vital health and wellbeing systems that are integrated, culturally grounded, easily accessed and oriented to achieving this goal

## Social Sector Council

Codie Morigeau, Chair (Aqam)  
Corey Letcher (Tobacco Plains)  
Lucile Shovar (Akisqnuk)  
Destyni Basil (Lower Kootenay)

## Staffing

Last year, with the substantial increase in urban services, two new managers were hired. We were very fortunate to have Roberta Van Steinburg as Social Sector Business Manager and Jackie Brown as Urban Services Manager join our team. This year, Jackie accepted the position of Executive Director with Ktunaxa/Kinbasket Child & Family Service Society. Jackie's work with the Social Sector, in one short year, grew urban services and facilitated CLBC contracts. We wish her success as she assumes these new responsibilities and look forward to working with the Agency to ensure continuum services; particularly for those transitioning out of care and into adulthood.

Although Jackie will be missed, we are very happy to announce that Racheal Nicholas has joined our team in the capacity of Mental Wellness Clinician. Racheal will be picking up where Jackie left off and, by virtue of her vast experience and knowledge, will be working with urban services and communities to support mental wellness and address critical issues as they arise.



# Social

## Goals, Strategies and Highlights

Community Health Nursing – Heather Fenner has been invaluable in managing community nursing programs and services providing support and guidance to each of the Nurses in our communities. Three of our Communities have nurses. We also have health outreach services to our Communities. Myanne Peacock is once again on maternity leave and we look forward to her return.

Heather travels to Akisqnuk, LKB and TPB every week and works closely with nurses and health staff to oversee care plans and assessments. Ongoing appointments and clinic days are made available for vaccinations of all ages, in clinic, community and school settings. As TB surveillance has changed from BCCDC to FNHA, Heather attends monthly calls held by FNHA: Data Governance, Panorama Support, Home Care Nurses, Health Protection, and Interior Nurse Meetings.

Lower Kootenay has a new nurse in community. Natasha Goldsburry, RN, BSN will be supporting home care client needs as well as support and guide the daily duties of Carrie Luke, LKB Community Support Worker.

Naloxone training for all nursing staff and NP's has been completed and we have been approved to be a Naloxone Site to dispense kits. Health Fairs were held in Aqam and Akisqnuk. There were approximately 30 community members who attended at each session. Community partners attended from IH, ANKORS and EHO's. FNHA Chronic Disease nurse came to Ktunaxa to meet with nurses to review Brief Action Planning, Heart Disease, Client Conflict and Creating care plans.

Client advocacy has been a focus of attention, as well, with members requesting support to put forth a complaint about care/ treatment while in a doctor's office or IHA facility.

## Community Living BC

The Ktunaxa Nation provides services to our citizens who are eligible for CLBC services and supports. In the past, Community Living BC has not been the best fit for Aboriginal services; therefore, the Social Sector made application, and were

successful, to contract services for our vulnerable citizens. We are already seeing positive outcomes.

## Health Centres in Communities

The Social Sector is working with the First Nations Health Authority to secure capital funding to meet each community's health centre goals. All communities have been placed on the capital list with FNHA with Lower Kootenay identified as priority at this time.

## Detox in Community

The Sector is currently working with First Nation Health Authority and the Interior Health Authority to establish in-community Detox Programs. We are currently looking at training for nurses, protocols and safety measures and hope to see some development this year.

## Urban Services

The Ktunaxa Nation has, for several years now, engaged with the Away from Home Populations through Operation Street Angel, the Urban Governance Initiative and more recently, Scotty's House and MOU with the Metis Nation. Street Angel provides a multitude of services including but not limited to: Linking vulnerable clients to services and providers, Advocating on clients behalf whether it be for social services/assistance, housing, mental health services, primary health care, Mental Health Services, Nurse Practitioner Services, Justice Services, Cultural and Reconnection Services, etc. Tara Fiedler-Graham, NP, has relocated from Street Angel to the Ktunaxa Nation Government Building Health Clinic. She continues to carry a large patient case load fill a huge gap for people unable to access primary health care services.

The Social Sector continues to work with as many as 50 urban agencies that provide services to mutual vulnerable clients and Aboriginal clients both off and on reserve including Metis. This group engages with one another working towards shared capacity and resources as well as facilitating cross referrals.

# Social

Scotty's House was purchased in July 2014 and is a 16 bedroom house which facilitates home share for isolated vulnerable Away from Home Elders and Young Away from Home Vulnerable Adults aging out of care. This model facilitates connection with culture for these young people while at the same time supporting Elders to live somewhat independently and with purpose. Young residents feel connected both to culture and community. They receive support to learn new skills and participate in the labor market. There are also opportunities to reconnect to their own kinship systems. We expect to be registered as an Assisted Living Facility very soon.

## Métis Relationship

An MOU between the Ktunaxa Nation and the Metis Nation of BC has been approved by both entities and has been signed. The Social Sector is now working with the Metis on health planning. This new relationship has facilitated communication, collaboration and planning for Metis living in the Ktunaxa Traditional Territory.

The Social Sector is now investigating the development and implementation of a traditional healing program. We are also looking at developing a Justice Stream. We will be discussing both of these initiatives with Communities and the Nation to determine what these programs mean to the Nation and what they might look like.

## Social Governance

Melanie Gould continues to apply her valued expertise to support the work of the sector as it works towards its governance goals both at local and provincial levels. This work includes moving the Provincial Vulnerable Aboriginal Adults Charter forward, policy and proposal writing, Metis/KNC Health services LOU development, implementation of health data systems, ensuring Scotty's House becomes an assisted living facility and other related work. The Social Sector's goal is to provide individuals and families access to culturally relevant service through which to gain strength and independence. This will be accomplished through a Ktunaxa governed integrated social investment service delivery and governance model which will address the needs of all Aboriginal people within

the Ktunaxa Traditional Territory. Melanie lead the Indicators of Strong, Healthy, Ktunaxa Citizens work which are available in written and poster formats. The Indicators were developed by Ktunaxa for Ktunaxa. Melanie has also been working with Shannon on Treatment and Recovery options as well as developing an Urban Service Society Governance Model to oversee and administrate Urban Services.

## First Nation Health Authority

Community Engagement and Regional Collaboration – Shannon Girling-Hebert continues to support communities in their health planning work. Community Priorities have once again been identified by the communities which will be rolled up into the Nation Health Plan and ultimately, the Regional Health Plan. This year community visits (focus groups) included IHA managers and staff. This collaborative approach has yielded many benefits including providing IHA with a more in-depth understanding of Community Health Challenges. Shannon also works closely with her Regional Colleagues and the FNHA Regional Director to ensure that the process continues to be Community Driven; Nation Based.

Debbie Whitehead

# Canadian Columbia River Inter-Tribal Fisheries Commission

Bill Green

Operational Director - Canadian Columbia River Inter-tribal Fisheries Commission

CCRIFC was formed in the early 1990's by leaders from the Ktunaxa, Okanagan and Secwepemc Nations. Our mandate is to conserve and restore fish and aquatic (water) ecosystems. Our key founding principles include:

1. To protect, conserve, manage, harvest and enhance the water, fisheries and aquatic resources of the Canadian Columbia River Basin according to traditional law and custom, and the laws of Canada as they evolve from aboriginal rights court decisions; and,
2. To cooperate in the development of a long-term and comprehensive water, fisheries and aquatic resource restoration strategy for the Columbia River Basin in cooperation with partner organizations in Canada and the United States.

CCRIFC works closely with the Ktunaxa Lands and Resources Agency and reports to the Ktunaxa Lands and Resources Council. In addition to the Ktunaxa Nation communities, CCRIFC also works for Secwepemc Nation communities: Shuswap and Adams Lake Indian Bands and the Splatshin and Simpcw First Nations.

## Goals and strategies

In March, 2016, the Ktunaxa Lands and Resources Council approved of some changes to CCRIFC's long-term (more than 5 year) goals.

1. Promote salmon restoration and required transboundary cooperation
2. Develop CCRIFC and First Nations technical capacity through WUP monitoring and other means.
3. Protect aquatic ecosystems through project (referral) and policy advice to First Nations.
4. Reduce the impacts of hydro dam operations on fisheries and aquatic ecosystems and support efforts to secure redress for the historic and ongoing impacts of hydro dams and facilities on First Nations.

5. Promote the conservation of biodiversity and particularly the conservation of indigenous fish

6. Strengthen Upper Columbia Aquatic Management Partnership (Ktunaxa – Okanagan – Secwepemc) and CCRIFC.



## Awards

Partnerships in which CCRIFC and the KNC played a major role were recognized with awards in 2015.

In August, 2015, the American Fisheries Society presented the 'William E. Ricker Resource Conservation Award' to "The Coalition of Columbia Basin Tribes, a group of 15 Columbia River basin tribes and Canadian First Nations" to honour our collective leadership in creating a common vision for restoring ecosystem function and resiliency to the Columbia River Watershed. Director Bill Green received the award on behalf of CCRIFC and the KNC.

In October, 2015 CCRIFC and the KNC, as part of a team with the BC Ministry of Environment, Teck and others were recognized with the Premier's Award for public sector excellence for collaborative leadership in developing the Elk Valley Water Quality Plan and the corresponding 'Valley Permit'.



# Canadian Columbia River Inter-Tribal Fisheries Commission

## Highlights

### **Salmon restoration**

Working towards restoring swaǰmu (chinook) and kanusǰupak (sockeye) salmon and steelhead throughout their historic ranges (to Columbia Lake, in the case of chinook salmon) within Ktunaxa ʔamakis is a key part of our work. There are many challenges, technical, economic and political. A question that many people often ask is “Is there still suitable habitat for salmon in the Columbia River system upstream of the dams which not only block salmon but also change habitat conditions.” Work led by CCRIFC restoration biologist Dr. Will Warnock over the last year is beginning to answer that question. Working with consultants from Golder and Associates, a pilot study has shown that between 350 and 1150 swaǰmu “redds” (egg nests, enough for between 700 and 2,300 adult swaǰmu spawners), would be supported under existing (dam-regulated) flow conditions within only 6 km. of the Columbia and Kootenay Rivers at their confluence near Castlegar. We expect that much larger numbers of swaǰmu could be supported within the Columbia and Kootenay Rivers just in the section of the Columbia and Kootenay Rivers downstream of the Hugh Keenleyside and Brilliant Dams.

Dr. Warnock has also continued to work over the last year on a project to determine which existing swaǰmu stocks in the Columbia River could be used as ‘donors’ of either adult spawners or young fry for upper Columbia restoration efforts.

We feel the best opportunity to achieve cross-border (US – Canada) agreement on salmon restoration is through renewal of the Columbia River Treaty (CRT). Both the US and BC have indicated their interest in renewing the 50 year old treaty. The US side has indicated their interest in addressing salmon restoration as part of treaty renewal, and CCRIFC is working to convince BC and Canada to include salmon restoration within CRT re-negotiations. The time is right, particularly given the federal government’s recent commitment to reconciliation with First Nations.

### **Elk Valley Fish and Water Quality**

A huge part of our work continues to be on protecting fish populations and water quality in the Elk River valley and the Koocanusa reservoir. In part as a result of the leadership and knowledge of CCRIFC’s senior Elk Valley biologist, Jon Bisset, significant progress is being made to identify opportunities within the Elk Valley for offsetting the impacts of Teck’s coal mines on fish habitat in large parts of the Fording and Elk Rivers and their tributaries. This work is being done by the Elk Valley Fish and Fish Habitat Committee, which includes Jon as well as biologists from the provincial and federal governments and Teck. We are also working to protect remaining fish habitat which may be lost in places like Lake Mountain Creek (a tributary of the Fording River, impacted by the expansion of the Fording River mine), the Fording River itself, and Harmer and Grave Creeks (tributaries of the Elk River, impacted by the proposed expansion of the Elkview mine).

Katrina Caley is our Elk Valley water quality biologist and her work is focused on protecting and restoring water quality in the Elk valley through implementation of the Elk Valley Water Quality Plan (EVWQP), including participating in the Elk Valley Environmental Monitoring Committee. Katrina has been coordinating the input of other KNC and CCRIFC staff and consultants over the last year into the Human Health Risk Assessment (HHRA), the Adaptive Management Plan (AMP), the Tributary Evaluation Program (TEP) and the Tributary Management Plan (TMP). CCRIFC and KNC staff and consultants have taken lead roles in work to ensure that Ktunaxa aboriginal title and rights are protected through these and other programs, including calcite deposition and groundwater monitoring and toxicity evaluations.

### **Fisheries Guardians**

CCRIFC/KNC staff continue to build Ktunaxa capacity in monitoring and enforcement related to activities that might harm fish habitat or endangered species like white sturgeon (wiyaǰ). The leaders of this work are Kenton Andreashuk and Jim Clarricoates, but they have recently been joined by Lands department referral technician Danielle Gravelle in a part time, capacity building role. Their monitoring and compliance work,



# Canadian Columbia River Inter-Tribal Fisheries Commission

through an agreement with Fisheries and Oceans Canada, has been focused on the Columbia River between the Hugh Keenleyside Dam and the Canada:US border, on Kootenay and Slocan Lakes, and on smaller lakes in the East Kootenays. They are also starting work with other agencies to inspect all watercraft for invasive zebra and quagga mussels before they are launched into water bodies within Ktunaxa ?amakís

## Kinbasket Reservoir Fisheries Research

KNC/CCRIFC staff (Dr. Misun Kang, Katrina Caley and Dr. Will Warnock) are spearheading ?a?u?am (burbot – ling) rainbow trout and tuhu? (bull trout) research on the Kinbasket reservoir north of Golden and Revelstoke. CCRIFC fisheries technicians Jim Clarricoates, JoAnne Fisher and Dominique Nicholas are a vital part of this work. The overall purpose of these projects is to find out if the operation of this reservoir by BC Hydro causes impacts to fish populations which constitute part of the foundation of Ktunaxa aboriginal fishing rights.

Ninety nine ?a?u?am (burbot - ling) were captured by our crew in 2015, and of these 50 were surgically implanted with combined acoustic (sound) and radio tags (CART). This is in addition to 50 ?a?u?am tagged in 2014. Crews have also deployed a total of 30 acoustic receivers in the reservoir. Sound signals from tagged fish in the vicinity are picked up and recorded by the receivers. Each tagged fish has a unique code so that the movements of individual fish can be tracked. CCRIFC staff download and analyze this data. Results to date indicate that: (i) ?a?u?am are moderately abundant in the reservoir; (ii) that average size of ?a?u?am varies in different locations in the reservoir; and (iii) that ?a?u?am use shallower areas (less than 25 m.) during their winter-spring spawning season and deeper areas (greater than 25 m.) during the fall and early winter. The purpose of this research is to determine if some ?a?u?am spawn in shallower parts of the reservoir where their eggs could become dried out (and die) as reservoir levels drop through late winter and spring.

The tuhu? (bull trout) study started in 2015 and included capturing and tagging 87 juvenile and 4 adult tuhu? in Packsaddle Creek (near Valemout) and implanting them with tiny 'PIT' tags. Upstream and downstream movements of these

fish were tracked using a PIT antenna array across the bottom of the creek. 10 tagged juvenile and 3 tagged adult movements were tracked using the antenna. The purpose of this study is to learn about tuhu? movements in stream reaches near the reservoir and in nearshore parts of the reservoir.

To date, the rainbow trout research has been hampered by apparently very low abundance of fish in the reservoir and the lower reaches of tributary streams.



## Ktunwa-kanmituk (Kootenay Lake) Fisheries

What is far from a highlight is the collapse, starting in 2012, of the Ktunwa-kanmituk ?a?nik (Kootenay Lake kokanee) population. From a north arm spawning population of almost 2,000,000 ?a?nik in 2011, the population has collapsed to about 18,000 in fall, 2015. This is of deep concern, including for the things that eat kokanee, including nupqu and k?aw?a (black and grizzly bears, ?aknuq?u?am (bald eagles), ?u?u (osprey), gerrard rainbow trout and tuhu? (bull trout). CCRIFC aquatic ecologist Dr. Misun Kang and Dr. Will Warnock have been working with provincial biologists on a plan to restore the fisheries in Ktunwa-kanmituk. They are focusing on making sure that we take advantage of this important opportunity to restore ?a?nik populations in the south arm of Kootenay Lake, including those that spawn in the Goat River and other areas in the vicinity of the yaqan nuykiy community. They also want to make sure that restoration efforts don't genetically harm the native populations of ?a?nik in Ktunwa-kanmituk or the populations from which fish are being taken to restore the Ktunwa-kanmituk populations.



# Canadian Columbia River Inter-Tribal Fisheries Commission

## Qat'muk

The work to protect Qat'muk seems to never end. Protection work is currently focused in three areas: (i) on the Ktunaxa appeal to the Supreme Court of Canada (to be heard in Ottawa on December 1st); (ii) opposing the developers plans to build a much smaller (less than 2000 beds) resort in Qat'muk, which may not require an Environmental Assessment Certificate; and (iii) completing the Qat'muk Stewardship Plan and working to secure public, government and stakeholder support for the plan.

## Thank you

Once more, and on behalf of all CCRIFC staff, I wish to express our gratitude to the Ktunaxa Nation for the opportunity to work for you in protecting and restoring your traditional territory.

Don't forget our sixth annual Columbia Salmon Festival in Invermere on September 10th, 2016

Bill Green

## CCRIFC Staff Directory

Jaime Cristales, Lands and CCRIFC Business Coordinator  
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Bill Green, Operational Director  
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# Core Services

## Darlene Trach - Human Resources Manager

The KNC Human Resources (HR) function is responsible for policy development and interpretation, recruitment, benefits, compensation, HR planning, performance management and employee relations.

I oversee the HR function for 140 employees within KNC, FlexiNet and KKCFS. There have been approximately 28 job postings over the past year and numerous temporary staff hired in various capacities for short term work.

I have assisted some of the communities with HR policy development, information sharing and provided advice and guidance on HR matters.

The focus for the coming year will be to identify programs and systems that will allow us to be more efficient, improve communication, and enhance the flow of information.

## Don Maki - Facilities and Capital Acquisitions Manager

Responsible for the planning, directing and overseeing of all building(s) operations and services, including security, Occupation Health and Safety, maintenance and all capital acquisitions (buildings and vehicles). We provide all of the services to ensure that the organization has the most suitable working environment for its employees and their activities

I would like to thank all the people in this department that make all these good things happen. This includes: Sherry Sebastian-Reception, Bertha Andrews-Facilities and Events, and Pat Nicholas-Maintenance.

## Bob Luke - Information Technology Manager

It has been a busy year In IT. We have seen an increase in the number of staff leading to more demands of our time to support the greater number of users. We have added new servers and increased storage to accommodate the additional demands. We are in the planning stages of migrating from our Groupwise mail system in order to reduce costs. We now administer more than 25 servers and house 72 Terabytes of storage.

## Jesse Nicholas - Communications Manager

The Ktunaxa Nation Council Communications Department continues to provide communication support to all Sectors and Ktunaxa Communities on occasion.

We have launched a weekly radio spot on 102.9 The Drive featuring news about the Ktunaxa Nation as well as events happening in our territory and communities.

We continue to use our website, Ktunaxa.org as well as social media including Facebook and Twitter to get out as much news as possible. We know that not everyone uses social media, so we will continue to use other ways including posters and other physical media to get news and information into the hands of Ktunaxa Citizens.



The Core Services Team

Bob Luke   Jesse Nicholas  
Don Maki   Darrin Jameison  
Pat Nicholas   Lynn Armstrong  
Dave Lalande   Darlene Trach  
Leah Phillips   Sherry Sebastian  
Bertha Andrews   Debbie Wilson

# Lands and Resources

## Director's Message - Ray Warden

Kisuk kyukyit Ktunaxa ?akŁsmakniks

The operations of the Ktunaxa Lands Sector strive for meaningful engagement and collaboration with all KNC sectors, Communities, and most importantly Ktunaxa people. What I view as positive changes since last year's report are Canada's full endorsement of the United Declaration on the Rights of Indigenous Peoples, the First Nations Leadership Council - Province of BC's Commitment Document (to jointly develop a principled framework for reconciliation), and closer to home, the signing of an historical Impact Management and Benefits Agreement with Teck Resources.

I unequivocally extend my appreciation to all Lands and CCRIFC staff, you work very hard and diligently day-in and day-out. And, a very big thank you Ktunaxa Citizens for attending our events and giving important feedback on the initiatives that we work on.

Please feel free to visit the Lands Sector Facebook page and our monthly newsletter at:

facebook.com/ktunaxanationlandsandresources or visit us on the web at <http://www.ktunaxa.org/four-pillars/lands-resource-agency>

Huyas, taxa

## Chair's Message - Sandra Luke

Kisuk Kyukiyit,

My name is Sandra Luke, councillor for Yaqan Nukiy (Lower Kootenay Band) and chair of the Ktunaxa Lands Sector Council. I have been the chair for a little over a year now and continue to grow a little more in this position, day-by-day. Every Sector Council meeting is a learning curve for me and finding myself, my knowledge, is ever-increasing.

I want to acknowledge my Sector Council colleagues for making my first year a great experience. I like the way our experience, knowledge and positive attitude sets the meeting atmosphere

in a good way.

I also want to express my appreciation to our staff, whether you work in Lands or CCRIFC, for going above and beyond the call of duty. I recognize the hard work and long hours you put in and that you hold the Nation's interests front and centre.

I still stand by my quote from last year: "Being mindful why I became part of the Nation Leadership helps me make the right decisions for our Nation's future".

Taxas

## Social Sector Council

Sandra Luke, Chair (Yaqan Nu?kiy)

Jim Whitehead (?aqam)

Jason Gravelle (?akinkumŁasnuqŁit)

Lorne Shovar (?akisqŁnuk)

## Goal - Exercise jurisdiction and governance in Ktunaxa ?Amak?is

**Policy Development** - Policies are an important tool for governing, effectively engaging with other governments and 3rd parties, and protecting what's important to us. We completed the Research Honoraria Policy in June 2015 and began drafting the Ktunaxa Lands Stewardship Policy.

**Title and Rights** - Throughout the year we collected and reviewed information relating to First Nation court cases, participated in legal seminars and monitored how other governments attempted to address title and rights issues. We developed a draft Ktunaxa Title and Rights Strategy that was subsequently endorsed by the Lands Sector Council. In February 2016, we held a two-day workshop facilitated by lawyers Nancy Morgan and Tim Howard. It was very well attended by Ktunaxa councillors, community, KNC staff and Ktunaxa Citizens.

**Qat'muk Management Plan** - The draft management plan was recommended for approval to the Lands Sector Council by

# Lands and Resources

the Qat'muk Advisory Committee. Our next step is to finalize a stakeholder engagement plan and to consult, as a government, with the public.

**Columbia River Treaty** - We continued engagement with Canada and BC with respect to this international treaty and in particular, how Ktunaxa Nation will be involved leading up to a potential renegotiation between Canada and United States and how we will be a part of the treaty moving forward.

**National Parks** - The goal is to define what a relationship could look like between Ktunaxa and Parks Canada in a treaty environment. We facilitated meetings and tours with Ktunaxa Citizens and the input provided will help us articulate our interests when it comes to negotiating a Memorandum of Understanding.

**Historical Hydro Grievances** - KNC Sectors are formally at the table with the Province and BC Hydro to begin addressing historical impacts from hydroelectric facilities in our homelands. Bill Green and his staff are also supporting the process.

**Canfor Cultural Values Mapping** - Through a series of workshops held with Ktunaxa Citizens, we developed maps and management objectives for Canfor to incorporate our cultural values into their forest planning. In July 2015, Lands and Canfor staff visited harvested sites. Results were mixed and our next step is to start building a robust monitoring program for their operating areas so we can more effectively evaluate outcomes.

**Kootenay Lake Cultural Values** - As a government, we are involved in the Kootenay Partnership (KLP). The KLP comprises of the Province, Regional District of Central Kootenay, Lower Kootenay Band and Ktunaxa Lands. Our goal is to develop adequate tools and policies to manage development along the shores of Kootenay Lake that includes protecting ecological and cultural values. Inventories of fish and vegetation habitat are complete and this year we focussed on a Ktunaxa cultural values inventory that required interviews and field trips with Ktunaxa Citizens.

**Revenue Sharing** - Ktunaxa and BC signed an 'Economic and Community Development Agreement' (ECDA) in January 2013. It's an umbrella agreement that enables revenue sharing between Ktunaxa and BC in Ktunaxa ʔamakʔis. To date there are two components, one for forestry and one for coal mining. This year we updated the ECDA to better reflect the current legal landscape, made changes to the coal mining tax section and started the dialogue to increase the dollar amounts regarding timber extraction.

**Columbia Lake Cultural Landscape** - We've been working for some time with the Province in developing the groundwork for a Ktunaxa Cultural Landscape on the east side of Columbia Lake. This year, park access options were reviewed at a workshop in ʔakisq̓nuk, as well as the development of signage and interim protection measures.

**Mountain Caribou** - Mountain Caribou populations are in rapid decline in both the Purcell and Selkirk Mountain ranges. Lands Sector have been engaged extensively in research and recovery concepts in collaboration with U.S. departments, the province of BC and other First Nations to find sustainable solutions for the long-term viability of these herds.

**Environmental Assessments** - The environmental assessment (EA) is a process to review large projects and assess impacts on the environment, economic, social, health and heritage values. Once the impacts have been identified, we seek measures to address the impacts in the form of EA certificate conditions. Ktunaxa Nation was involved in the following EA's:

- BC Hydro's proposal to add a sixth turbine to Revelstoke Dam facility.
- Teck Coal's proposal to expand its Elkview operations
- CanAus Coal's proposal to develop a new coal mine in the Michel Creek area.
- NWP Crown Mountain Coal's concept for a new mine in the Alexander Creek area.
- Riverside Resources coal mine in Alberta, seven kilometres north of Blairmore, Alta.
- CertainTeed Gypsum Canada's proposal to access a new quarry north of Canal Flats.

# Lands and Resources

Environmental Assessments completed are: James White Well project in Fernie, Teck's Fording River coal mine expansion, and Teck's Line Creek coal mine expansion.

## Goal - Increase capacity and institutional strength of Ktunaxa Lands Sector

**Ktunaxa Recruitment** - Lands and Resources hired three Ktunaxa staff: Melanie Manuel as our Archaeological Guardian; Danielle Gravelle as the Lands Stewardship Guardian; and Vickie Thomas as our new Agreements Coordinator.

**Increased Expertise in Lands** - A welcomed addition to the team is Cathy Conroy, who is now KNC's Terrestrial Biologist. Cathy's primary focus is on addressing our wildlife issues and needs.

**Lands and Resources Stewardship Assistants** - Chad Luke, Bonnie Harvey, Dan Gravelle, and Nevada Nicholas are located in each community and provide a link to the citizens, listen to concerns community members have about land uses or impacts, review referrals and assist with meetings and workshops organized by the Lands Sector.

**Summer Student** - With support from the Employment and Education Sector, Sancira Williams was our summer student in 2015. Sancira participated in archaeological field work, vegetation surveys, cultural values surveys, attended Elders Advisory Committee meetings, and attended our conservation lands cultural camp.

**Ktunaxa Use and Occupancy Studies** - Information from these studies helps us protect Ktunaxa ʔamakʔis, ensures consultation with other governments is meaningful, and preserves traditional knowledge of the land for future generations. Throughout the year held several interviews and site visits with Ktunaxa knowledge-holders regarding the Kootenay and Arrow Lakes regions.

**Ktunaxa Land Guardians** - A part of governing within our homelands require that we provide conditions to other governments and industry with respect to land activities. To

effectively monitor conditions we put forward, we started the process of developing a Ktunaxa Guardian program. We opened dialogue with BC's Natural Resource Officer branch and further to this our Lands Stewardship Guardian, Danielle Gravelle is taking Fisheries Guardian training with the federal government.

## Goal - Support Ktunaxa in connecting with Ktunaxa ʔAmakʔis

A great deal of our work involves engaging with other governments and industry. But we also make sure that we make the time to serve the needs of community and Ktunaxa Citizens. Below is a list of activities we led or supported:

- Held a Harvest workshop for Citizens.
- Bonnie Harvey and Melanie Manuel supported ʔaąam's youth cultural camp during spring break.
- Facilitated Ktunaxa people to do archaeology work at Arrow and Duncan Lakes.
- Worked with ʔaąam to secure Buhl Creek as space to practice cultural activities.
- Provided an archaeology monitor to TPIB for the installation of hydro poles near Edwards Lake.
- Conducted an archaeology assessment for TPIB on their new cattle fencing near Edwards Lake.
- Archaeological expertise provided to Lower Kootenay on the IR5 Dike Repair Project.
- Held a 2-day citizen cultural values mapping trip along the shores of Kootenay Lake.
- Held forestry, adventure tourism and water workshops for community lands staff.
- Brought new Lands staff to several archaeological sites and shared Ktunaxa history.



# Lands and Resources

## Accomplishments and Activities

### Culture Camps

Chad Luke led the Qat'muk camp in August 2015. Turnout was very good, traditional activities were available, and the food was great! Also, in August 2015 we organized a four-day culture camp in the Elk and Flathead valleys to visit the conservations lands owned by Teck. Many participants from all our communities, young and elderly attended.

### Ktunaxa-Teck Impact Management & Benefits Agreement

In January 2016, Ktunaxa Nation Leadership ratified the Ktunaxa – Teck Impact Management and Benefit Agreement. The agreement includes provisions so we can actively manage impacts on the land and also derive benefits like jobs, cultural access planning and increasing Ktunaxa presence in Qukin ʔamakʔis. The agreement also has a financial component and funds for implementation. Lands Sector was the lead in negotiations, cross sector coordination and community engagement. Implementing the IMBA requires KNC capacity and to this end, new KNC positions in TKL, Lands and Economic Sectors are now in place.

## Collaborative Partnerships

### Ktunaxa-BC Strategic Engagement Agreement (SEA)

This government-to-government agreement was reached in October 2010 and creates the relationship between Ktunaxa and the province to deal with matters within Ktunaxa ʔamakʔis. There are a number of committees that work within the framework of the SEA:

- Shared Decision Making Committee;
- Resource Revenue Sharing Committee;
- Fish and Wildlife Management Committee;
- Parks Committee; and,
- Archaeological Management Committee.



The Land & Resources and CCRIFIC Teams

Ktunaxa Lands and Resource Agency  
7468 Mission Road, Cranbrook, BC V1C7E5  
Office: 250-489-2464 Toll Free: 1-800-324-4118

### Lands and Resources KNGB Staff

Director - Ray Warden  
Executive Assistant - Denise Walker  
Business Coordinator - Jaime Cristales  
Manager - Strategic Initiatives - Denine Milner  
Manager - Lands Stewardship - Kerri Garner  
Manager - Policy and Planning - Craig Paskin  
Manager, Environment & Archaeological Stewardship - Nicole Kapell  
GIS Analyst - Jose Galdamez  
Qukin ʔamakʔis Stewardship Coordinator - Alison Burton  
Agreements Coordinator - Vickie Thomas  
Lands Stewardship Guardian - Danielle Gravelle  
Archeological Guardian - Melanie Manuel  
Terrestrial Biologist - Cathy Conroy

### Lands and Resources Stewardship Assistants (LRSA's)

ʔakinʔumʔasnuʔiʔit - Dan Gravelle  
ʔaʔam - Bonnie Harvey  
ʔAkisʔnuk - Nevada Nicholas  
Yaʔan Nuʔkiy - Chad Luke

# Finance

The KNC Finance Department of Core Service of the Ktunaxa Nation Council provides leadership, professional advice, direction and support based on strong internal controls, best management practices, risk assessment practices, timely reporting, transparency and accountability that provides quality information for good decision making by the Senior Management, Sector Councils and the Nation Executive.

## Overarching Goal is a financially sound Ktunaxa Self Government



The KNC Finance Department provides services to the following entities:

- The five Sectors and their Departments of the Ktunaxa Nation Council
- Ktunaxa Kinbasket Treaty Financing Society
- SEM Holdings Ltd – the Ktunaxa shareholder in the St. Eugene Mission Resort JV
- Ktunaxa Nation Trust
- Ktunaxa Nation Revenue Sharing Funds
- Traditional Knowledge & Language Enrichment Society – Charitable Society
- Flexi NET Broadband Inc.

## Profile of KNC Finance Department

The KNC Finance Department has 5 direct and dedicated full time staff, Debbie Wilson (Payroll and Benefits Administrator), Sonya Connah (Revenue & Accounts Receivable Administrator), Gladys Leonzio, CPA replacing Amanda Skene (on leave Financial Services Manager), Cheryl Salmon (Purchasing and Accounts Payable) Leah Phillips, who provides technical and financial administrative coordination to Core Services and Lynn Armstrong, CPA, Director of Finance.

- Banking/ Investments: CIBC, Cranbrook, B.C
- Auditor: MNP, Kelowna & Vancouver, B.C.
- External Financial Support: KPMG, Kelowna, BC, MNP of Vancouver BC
- Legal: Mandell Pinder, Morgan & Associates, Rella Paolini
- Insurance Agent: Western Financial Group

## Accomplishment of Objectives

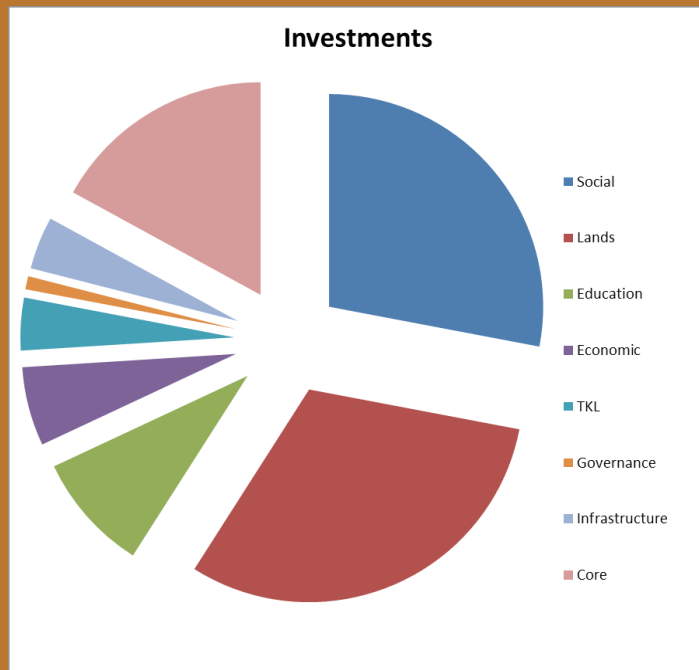
### A. Continuing education of KNC Finance Department Staff

All Finance Department Staff are required to keep current by taking continuing professional development by CPA Webinars, seminars and technical courses.

# Finance

## B. Reviewing capacity to support workload demands on meeting financial reporting deadlines for all Sectors and their Departments

The KNC Finance Department continually reviews workloads and work methodologies as the organization develops and grows. The Department works to eliminating manual time-consuming procedures by upgrading financial software programs including Sage ERP, and a Purchasing and Commitments module. Access to Sage financial data has been widened to include Directors 2017 objectives are the implementation of a Project Job Cost and Management software and Time Tracker software that will improve timely billings bettering cash flow and a new integrated Budgeting and Financial Planning Module.



## C. Improvement in the internal structures to identify, assess and manage risk

KNC Finance Department continues to promote risk assessment, identification and avoidance strategies throughout the organization by collaborating on policy development, standard operating procedures and best practices.

## D. Preparation for substantive organizational change

The KNC Finance Department is performing ongoing reviews of its structure and capacity in order to meet anticipated structural changes due to its growing obligations KNC FD hosts ongoing internal financial education seminars for Staff.

- The KNC was successful in its application of 149.c of the Income Tax Act. This ruling now affords KNC the protection from taxes otherwise payable on monies received from revenue sharing and IMBAs. Qualified donee status application has been approved and permits the KNC to provide receipts for income tax purposes for donations received.

- Engaging in government services

Ongoing review of the services to ensure Government services are rendered, and divestiture and separation from non-government services, including other related businesses and entities.

## E. Support for Sector Council financial responsibilities

To work closely with other Sectors that will support and assist these departments in strengthening its delivery of financial responsibilities; including internal control systems, policies

## F. Reporting

The annual consolidated audited financial statements are presented for review and approval to the Ktunaxa Nation Executive Council (KNEC). After approval by the KNEC and release by the auditors, the statements are presented and made available to Ktunaxa citizens at the AGA. Sectors, their departments and projects, receive monthly internal financial statements and project activity statements as needed.

# Finance

## REPORT FROM THE FINANCE COMMITTEE

The Finance Committee, which was created as a sub-committee of the Nation Executive, provides recommendations to the Ktunaxa Nation Executive Council, continues to broaden and strengthen as the key steward in financial oversight. Its current voting Committee members include Councilor Codie Morigeau (Acting Chair) Councilor Lucille Shovar, Chief Jason Louie and Tania Brewer. Finance Officers attend in a non-voting capacity, Ivan Winter, Lorna Pollock and Lynn Armstrong. Ex-officio is the CAO Darrin Jamieson. Its aims, via its community representation, are to provide and strengthen financial capacity throughout Ktunaxa organizations and to promote accountability and transparency.

Past year's work concluded the review, recommendation and execution of Internal Revenue Sharing Agreement (IRSA) based on the Internal Revenue Sharing Model. The document is a multi-party agreement amongst us on how "untied" monies from revenue sharing, including IMBAs' are distributed.

Of particular importance is our agreement to report out amongst ourselves on the plans and expenditures of the funds, including common reporting templates, consultation and reporting out to Citizens and Communities.

The Finance Committee is currently engaged in the development of a Trust Framework discussion document, including investment principles and wealth management plan, purposes and uses of Trust Funds, and administrative structures and framework that require consultation and adoption by the collectivity of the Nation. A working group consisting of Chief Lorne Shovar, Lynn Armstrong, Darrin Jamieson and Band Finance Officers will be working on a first draft.

The Finance Committee reviewed terms of the TECK IMBA in order to provide support for Community decision making.

On-going work is in progress on developing policies and regulatory standards that will promote stronger internal controls, ethical decisions and compliance.

The Acting Chair Codie Morigeau, supported by Darrin Jamieson and Lynn Armstrong, is reviewing and recommending changes to the Terms of Reference.

It has been a pleasure and an honour to work with my staff on a daily basis with humour, wisdom, positivity, professional manner and teamwork to keep the goal and objectives of financial stewardship, accountability and transparency paramount on behalf of the KNC and Ktunaxa Citizens.

Lynn Armstrong - Director of Finance

Darrin Jamieson - CAO

# Nupqu Development Corporation

## General Manager's Message - Aaron Higgs

As this marks only the 4th month that I have been with Nupqu, my focus in this address will be talking about the future and upcoming projects for the 2016 fiscal year. A general summary of the accomplishments and achievements of the past year is provided below with updates where possible and includes a look into priorities moving forward.

Nupqu Development Corporation is currently at a cross-road. One path leads to opportunity, expansion and increased capacity, the other to stagnation and decline. As a company, we need to ensure that we have the structure, policies, personnel and skill-set in place to allow us to successfully embark on the path of opportunity. Preparation for this is multi-faceted and will focus on the following:

- Support from Nation citizens and Nation/Band governments;
- Strategic Partnerships with industry leaders, contractors and entrepreneurs;
- Strong business-focused corporate governance and policy;
- Skilled, motivated and committed employees.

The Company has many promising opportunities ahead. The partnership established between BC Hydro, the KNC and Nupqu on the Winsor sub-station project has proved highly successful, so much so that it is a model that BC Hydro will be looking to use elsewhere in the province. This relationship will continue for the Fernie sub-station project, a multi-year project larger and more complicated than Winsor, set to begin later this summer. This project will further advance the capacity of Nupqu's employees and business strengths along with providing opportunities for a variety of Ktunaxa businesses and partners. The recently signed IMBA agreement between KNC and Teck Coal will result in greater involvement and economic opportunities for Ktunaxa citizens and businesses. Nupqu intends to be at the forefront of such opportunities. New agreements will need to be made with other major players in the Territory, including Canfor, whose current agreement with the KNC expires next year. We need to ensure these agreements reflect the strength of the Nation in securing economic opportunities for Ktunaxa citizens and businesses.

## Board Chair's Message - Bob Luke

The end of this fiscal year (March 31, 2016) marks the seventh year of operations for Nupqu Development Corporation as an independent and proudly owned business of the Ktunaxa Nation Council and four Band communities. It is also the fourth year (December 2011) of implementing our Strategic Plan and Direction that sets out specific overarching goals to achieve the following objectives:

- To be effectively governed;
- To be effectively managed;
- To manage finances effectively;
- To have a skilled, available, reliable workforce;
- To generate increased business activity;
- To support and be supported by the community;
- To promote excellence in health and safety.

Since adoption of the plan, we have made much progress, and we remain focused on continued improvement toward achieving our vision. Critical to our success will include alignment with the long term strategy of the Economic Sectors of the KNC and all of the Band Councils.

Nupqu's success is facilitated by the ongoing support and leadership of the Ktunaxa Nation Council, the four Band Communities, and their associated economic development corporations. Contract opportunities with Ktunaxa organizations are as critical to Nupqu's success as those with our other trusted clients in the Natural Resource sector and beyond.

Nupqu has maintained and strengthened its reputation within resource industries throughout the Territory during this past year and continues to focus on our foundational strength – to be the best at what we currently do, in four main service areas:

- Technical Environmental Consulting Services;
- General Contracting Services;
- Professional Forest Engineering Consulting Services;
- Forest Tenure Management.

While our foundational strength is in resource consulting and contracting, we continue to explore opportunities outside of this core to diversify our business and create new revenue streams.



# Nupqu Development Corporation

We acknowledge that many of those opportunities will require forging strategic relationships with other successful businesses in the territory; this work has already begun.

During the New Year, Nupqu's board of directors will be reviewing the corporation's Business Plan and Corporate Policies, and make recommendations on key objectives moving forward

I would like to extend my thanks on behalf of the board for the service of outgoing board members Curtis Wullum and Allan Nicholas. On behalf of the board, I would also like to welcome two new members, Jonah Cooper and Jared Basil. I look forward to working with all the board members and employees as we steer this company on its promising new course.

## Nupqu Board of Directors

1. Bob Luke – ʔakinkumʔasnuqʔiʔit Band Representative (Chair)
2. Debbie Whitehead – ʔaq'am Band Representative
3. Jared Basil – Yaqaṇ Nukiy Band Representative
4. Jonah Cooper – Akisqnuk Band Representative

## Goals and Strategies

Operating throughout the Ktunaxa Territory, with a head office located at the ʔaq'am community near Cranbrook BC and a satellite office in Fernie, Nupqu provides an opportunity for Industry and Government to involve and work with the Ktunaxa Nation when operating in the Territory.

Our Strategic Directional Plan outlines our seven primary goals as follows:

- To ensure that Nupqu continues to be effectively governed;
- To ensure that Nupqu continues to be effectively managed;
- To ensure that Nupqu continues to manage finances effectively;
- To increase revenues by pursuing secure and reliable long term contracts;
- To have a skilled, available and reliable workforce;
- To support and be supported by Ktunaxa Nation citizens, communities and businesses;
- To promote excellence in health and safety.

## Accomplishments & Activities

### Governance

This year marked a year in transition for the Board of Directors. It saw two board of directors leave and two new ones join. Furthermore, the company was missing a permanent General Manager for 5 months after the retirement of the previous one last fall. To this regard, the board met four times this fiscal year, although some discussions and meetings were also conducted outside of the formal board setting. This upcoming year will include efforts to re-define Nupqu, its policies and governance structures with a focus on business related practices.

### Management

Nupqu's corporate management framework is based on sound leadership and commitment to our values and potential. Our management system is dynamic so that we can adapt to economic opportunity and is systematic so that we operate as efficiently and productive as possible. Further efficiencies in administration and project management will be attained through digital systems tracking, personnel acquisition and better communication. The General Manager oversees the overall operation of the company and is focused on business development, financial management, human resources and company representation. There are two Project Managers who provide clear lines of communication, staff reporting, and program direction efficiencies. Project Coordinators assist the Project Managers in the direct operations of the project

### Finance

Nupqu's Accounting and Payroll Coordinator has been instrumental in increasing our financial capacity to deliver on efficiencies in accounting functions. Our commitment is to providing our financial management the tools it needs to ensure that we are a profitable business. Cost control and each employee's accountabilities toward reducing costs continues to be emphasized with our staff throughout the company.

# Nupqu Development Corporation

## Contract Revenues

Nupqu has strengthened its relationships with our existing client base and services with a renewed attention toward longer-term stable contracts, and by adding additional value to those services provided. This has allowed Nupqu to provide a niche market value where we are most capable of delivering high quality services. Overall, Nupqu's business relationships are of great value and there are several key clients including TransCanada, Teck Coal, BC Hydro, Chartwell, and Canfor. During the year we remained focused on maintaining and growing our long term business relationships with existing clients, as we recognize the value of long term and stable contract revenues. We will also continue to seek out new clients with more effort on industry outreach and marketing in the upcoming year. A boost to our contract revenues in the previous year came from the Winsor project, a business partnership between Nupqu, the KNC and BC Hydro to collaboratively work on the Winsor sub-station upgrade in Elko.

## Employment and Training

Throughout the fiscal year Nupqu's payroll records showed a total of 47 employees. Approximately 66% of which (31 employees) were Ktunaxa citizens. Annual training in WHIMIS, Fire-fighting and First Aid was provided again this year, as well as additional opportunities in Pipeline Transmission, Mine Safety and Orientation, Avalanche Skills, Snowmobile and ATV training, Swiftwater, Man-Lift, and Fall Arrest courses to name a few. Many training opportunities and skill enhancement came from our crews working on the Winsor project. We view these practical training opportunities as solid investments in our employees, and help ensure the overall health and safety of our employees and their families. We are working closely with the Nation Education and Employment Sector along with communities in identifying employment and training opportunities tailored towards Nupqu's project requirements.

## Community

As a priority Nupqu continues to support and be supported by the Ktunaxa communities, and has worked with various KNC staff and Band Economic development corporations through the year. Additional efforts on developing and strengthening these

partnerships will be a priority in the coming year, through better communication outreach strategies and direct engagement with Bands and their staff.

## Safety

Providing a safe workplace is our number one priority. The company continues to conduct Occupational Health and Safety meetings once a month at both the ʔaq'am and Fernie offices. A corporate safety culture is instilled in all of our operations and includes rigorous safety checks and analysis along with consistent updates to policies and procedures. Having a safe working environment requires the commitment of all employees involved, no matter what position they are in. Congratulations' to all of our employees for achieving such tremendous results regarding personal safety.

## Business Partners

Nupqu is pleased to have a long list of Clients and Partners with whom we work, primarily in the East Kootenay. In addition to Ktunaxa Band communities our major clients include Teck Coal, TransCanada, BC Hydro, Canfor and Chartwell. We also complete work for the BC Ministry of Forest, Lands and Natural Resource Operations, BC Timber Sales, Rocky Mountain Trench Society and Dillon Consulting. We are committed to seeking out further business opportunities and expanding our skills capacity. As stated above, one important partnership was created last year between BC Hydro, the KNC and Nupqu to collaboratively work on the Winsor substation upgrade. The focus of the partnership was to be involved at the procurement and administration level of the project, to ensure that Ktunaxa citizens, businesses and their partners we involved in the project as much as possible. This model has proved to be highly successful and BC Hydro is looking to use this as a pilot project to expand throughout operations in the province. We look forward to working with BC Hydro under a similar partnership on the Fernie sub-station upgrade, set to begin later this summer.

# Nupqu Development Corporation

## Strategic Alliances

New opportunities, by forming strategic alliances and working relationships with existing profitable firms, are actively being pursued, including a refocus on providing professional Forestry services for our Band forest licenses. Partners that we are in discussions with or actively pursuing contracts together include West Fork Resources, Fiorentino Bros., Vast Resources, Britco and AMEC Foster Wheeler. We will continue to pursue strategic partnerships beyond this list that aim to fulfill our mandate and priorities.

## Contact Information

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Nupqu Development Corporation

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# FlexiNet

## FlexiNet Vision

FlexiNET strives to be a profitable business contributing towards a thriving Ktunaxa Nation economy.

## FlexiNet Mission

FlexiNet Broadband Inc.'s duty is to operate and maintain the Ktunaxa Nation Council Society network to ensure the network viability, health, expansion, and profitability.

## FlexiNet Directors

FlexiNet is governed by a Board of Directors chaired by Kathryn Teneese with members Bob Luke and Jesse Nicholas

## Operations - Cost Control

This year has seen continuing cost control measures which keep FlexiNet on the plus side of the margin.

Continuing efforts to reduce expenditures on power systems, radio systems, and Ethernet technology are major contributors towards operational cost control.

## Opportunities = Revenues

FlexiNet has over 40 km of fibre optic lines and 17 communications towers creating the potential reach to over 16,000 homes.

It is estimated that 28% of the 16,000 households do not have or have limited access to reliable, affordable high speed internet. That equals 4,500+ households that FlexiNet continues to target as potential residential subscribers.

Out of the mentioned 4,500+ households, FlexiNet estimates that currently wireless coverage can reach 53%. It is estimated that out of these, 25% will subscribe to services with this potentially increasing to 45%.

These subscriber estimates translate into a potential annual revenue opportunity of around \$600,000.

FlexiNet has a large role in the Industry Canada 150 project creating broadband availability for all residences and has received significant funding towards that end. This funding allows the KNC and FlexiNet reach to be expanded, new clients to be brought on board, and increased revenues.

David Monson  
Manager - FlexiNet Broadband



Adam & David



# Treaty Negotiations

I am reporting in my roles of the Director of Treaty and Chief Negotiator.

The administrative structure that I have mentioned in previous reports remains unchanged. The focus of the treaty department continues to be on negotiations and governance transition.

Governance Transition activities include the transfer of funds to each of the Community Administrations to support capacity building. Each Community determines the use of the funding provided. Governance Transition activity also includes support for the Professional Development sessions for the elected leadership and senior staff. These sessions will be ongoing.

The Board of the Ktunaxa Kinbasket Treaty Financing Society (KKTFS) continues to execute its legal responsibility for the Negotiation Support Funding provided by the BC Treaty Commission (BCTC).

The Side Table Negotiators have indicated to the Chief Negotiators that their work on the Agreement in Principle (AiP) has gone as far as they are able. We are now in the process of community and staff engagement sessions to review the AiP and to determine whether we continue negotiations toward a Final Agreement.

In deciding our path forward we have to balance: (a) What can be achieved through treaty negotiations that is not likely achievable through the courts with (b) What can't be achieved through treaty negotiations, but could be through the courts.

Although two years have passed since the Tsilhqot'in SCC decision, Canada and BC have yet to bring forward changes to their approaches to their dealings with First Nations. The government negotiators at our table have been informed that we expect changes to the process as a result of the decision. The Tsilhqot'in government has signed an accord with the Provincial government that includes many of the components being addressed in the treaty negotiations process. The issue has been discussed at both the 2014 and 2015 meetings between the Premier and Cabinet and First Nations representatives. In 2015 a 'Commitments Document' was signed off but there still is no clear path forward.

Work is continuing toward the finalization of the Incremental Treaty Agreement (ITA) that was signed with the Province of BC in March 2013. The ITA proposes an early (prior to a final agreement) transfer of land identified in the Offer as Wensley Bench near Nakusp. The KNC has fulfilled all the conditions precedent in the agreement and have formally requested that the parcel be transferred. The issue continues to be complicated by the civil suit brought forward by the Okanagan Nation Alliance (ONA) challenging the ITA.

We maintain a watch on the progress of a number of other tables around the Province. While we may not be directly affected by the finalization of agreements by others, there is much to be learned from the experiences of those tables. Troy Sebastian and I attended the celebration of the Tla'amin Treaty in Powell River which became effective on April 5, 2016.

I continue to attend meetings of the First Nations' Chief Negotiators to share and gather information from the other tables. I also participate in the Common Table as a member of the Technical Working Group. The Group finalized its work on the issue of Certainty and is now moving on to the topic of the Constitutional Status of Lands. The intent of the Common Table approach is to create options for use at the Nations' negotiating tables.

The Principals' group that has the high level responsibility for treaty negotiation process consists of the Federal Minister of INAC, Provincial Minister of MARR and the Political Executive of the First Nations Summit. With the change of Minister representing Canada the challenge of scheduling a Principals' meeting has lessened. At the most recent Principals meeting there was agreement to resume the search for a Chief Commissioner to fill the vacancy that has existed since Sophie Pierre's retirement in March 2015. This is a reversal of BC's position that caused the BCTC to operate with an acting Chief Commissioner.

In closing I want to once again express appreciation to all citizens for their patience as we continue with this complex and challenging work of trying to reach an agreement with Canada and BC. I want to remind you that we continue to be guided by the direction provided at the outset of the process and further refined at Nation gatherings. We've been very clear to the



# Treaty Negotiations

governments' negotiators that our instructions from the Nation's citizens have not changed.

I also want to express my thanks to the past and present staff and elected officials of the Ktunaxa Nation who have helped to advance our agenda. As I have stated so many times, "We need to do all the work we're doing whether we finalize a treaty or not." There is much good work that is taking place throughout the Nation that is making a difference. There are also challenges that we have to work through together.

We must continue to focus on making our Nation Vision Statement a reality using all the tools available to us.

Kathryn Teneese  
Chief Negotiator

## Did You Know?

The Michael Philipps archives oldest document dates back to January 1st, 1867 - pre-dating Confederation. Overall, the collection contains nearly 1500 documents.

The Ktunaxa Nation Council IT Department manages over 74 terabytes of data on our networks. That's enough data to fill 10,000 DVDs or 950 Blu-ray discs.

The KNC facilities department is responsible for over 70,000 square feet across all buildings with the largest being the Ktunaxa Nation Government Building at 57,000 square feet



Ktunaxa Nation Council  
220 Cranbrook Street North  
Cranbrook, B.C.  
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