



KTUNAXA NATION ANNUAL REPORT 2017



From the Nation Chair	2
From the Chief Administrative Officer	4
Economic & Investment Sector	7
Education & Employment Sector	9
Traditional Knowledge & Language Sector	13
Social Sector	18
Canadian Columbia River Inter-Tribal Fisheries Commission	22
Lands & Resources Sector	26
Finance	31
Nupqu Development Corporation	33
FlexiNet	37
Treaty Negotiations	38

The theme of the 2017 Annual General Assembly is ‘Education: Increasing our Knowledge to Grow our Future’ as chosen by the host Ktunaxa Community, ʔakinkumʔasnuqʔit.

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 Marge Coleman.



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.

There were some changes to the KNEC as result of community elections and retirements. Corey Letcher, Councillor at Tobacco Plains has replaced Councillor Marty Williams from ʔaąam as the Chair of the Education and Employment Sector. Chief Joe Pierre has replaced Jim Whitehead who did not seek reelection as the Nasukin from ʔaąam. The remaining members of the KNEC are unchanged.

A sad note to acknowledge was the loss of Roxanne Michel in September 2016 who provided administrative support to the KNEC.

As reported last year Darrin Jamieson was hired in April 2016. In October 2016 the KNEC determined that he had successfully completed his probationary period and Darrin became a permanent employee at that time.

Some highlights from the past year include:

- The KNEC and Sector Council members were provided with the opportunity for ongoing professional development sessions led by Dan George, Four Directions Management, Dr. Christopher Horsethief and coordinated by Karen Bailey-Romanko.
- On May 27, 2016 the fourth annual celebration of the KNGB acquisition was held. The celebration included the welcome to Darrin Jamieson as the CAO and acknowledgement of the completion of the Teck IMBA. Nic Milligan attended as the representative from Teck.
- Also in May 2016 I had the honour of providing the Convocation Address for the graduation ceremonies at the College of the Rockies.
- In June 2016 the Ktunaxa Nation hosted another successful charity golf tournament at the St. Eugene Golf Resort and Casino. The funds raised from the tournament are used to support the TKL initiatives. This year's annual event is scheduled for June 15, 2017.
- KNC was represented at the September 2016 meeting between the Premier and Cabinet and FN leadership. An invitation for a similar session In September 2017 has been received. At this time is unknown whether the session will go ahead as there is still a possibility of a change in government as a result of the May 2017 election results.
- In November 2016, members of KNEC and staff attended a meeting in Revelstoke with representatives of the Shuswap Nation Tribal Council (SNTC) to discuss our ongoing relationship and how we can work together on issues of mutual concern. It was agreed to continue discussions and work is underway to find dates for further meetings.

- A delegation of 13 Ktunaxa representatives gathered in Ottawa on December 1, 2016 to attend the Supreme Court of Canada (SCC) hearing regarding the challenge to the Charter of Rights and Freedoms on the issue of Ktunaxa spiritual beliefs. To date, the SCC has not rendered its decision. This matter arose as a result of our opposition to the Jumbo Glacier Resort's planned development at Qat'muk.

- In February 2017 the KNC administration was closed for one day due to weather (huge snowfall). This is only mentioned because it is a very rare occurrence.

- In March 2017 members of the KNEC and other Council members as well as KNC staff attended a meeting with representatives from the Kootenai Tribe of Idaho (KTol) and the Confederated Salish and Kootenai Tribe (CSKT). The meeting dealt with mainly land and resources based matters. It should be noted that the protocol signed in 2009 provides for the discussion of any matters of mutual concern.

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 all have something to contribute toward making our world a better place for ourselves and our neighbours today and into the future.

Taxa,
Kathryn Teneese, Nation Chair



From the Chief Administrative Officer

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

It's hard to believe that it's been over a year since starting in the position of Chief Administrative Officer for the Nation. One of the key tools I developed by the end of last summer was a strategic initiatives framework which sets out priorities



in advancing our Vision through Capacity Building, Institutional Strength, improving our government's Efficiency and Effectiveness while establishing markers for our collective sustainability.

My approach has been and will always be to facilitate, support and encourage creative energies. Let's

all work to ensure our relationships are based upon mutual respect, sustainability and meaningful results.

This year's AGA theme is "Education: Increasing our Knowledge to Grow our Future". Education of our citizens is so important, but equally as important is sharing our history and cultural values with our neighbours living within Ktunaxa Amakis. The Nation continues to push this agenda and we all have a responsibility to promote this collective understanding. You really can't have true reconciliation without education and a healthy perspective on how our enduring values help shape our prosperity.

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, here is just some of what was accomplished this past year:

- Investment in the Human Resource performance management software Trackstar to ensure we have ways to measure employee contributions and keep better data to support human resource planning and decision making. Some employee reviews were six years over-due, and this, together with an adjusted wage grid to bring staff up to market rates, was completed in 2016/17.
- The Nation Executive ratified our Human Resource governance policies and an annual policy review cycle. This is a significant milestone while instilling confidence and direction for staff on new policy development, review and implementation - instilling ways that are both responsive and anticipatory of growth and change.
- Capacity development of our Human resource is one of our most important duties. There is a renewed commitment at the Nation to facilitate employment and other opportunities in collaboration with our communities.
- Records Information Management has moved under core services from TKL to provide a full spectrum lens on the integrity, storage, access and security of our data. Information well managed is powerful and if mismanaged can be a liability. As a Nation, we have and will continue to pay particular attention to this discipline and work with communities going forward.
- With over 100 active projects, we continue to assess Project Management IT solutions to ensure effective delivery and efficient management of resources allocated to projects
- We migrated from GroupWise to MS Exchange (Outlook)

this past winter to significantly reduce our IT costs, while acquiring new video conferencing equipment supported by a new server and additional storage capacity.

- In facilities, the big project was a change out of our HVAC system. While we are still working out some wrinkles on the air flow, we have made significant improvements to the air quality. The work environment has further been enhanced with some sectors and departments relocating within the building. Lands had out-grown their space on the west side of the 3rd floor and are now on the east side providing a better work flow and quiet working space.
- The Occupational Health and Safety committee continues to evaluate and improve conditions, support and facilitate training for staff, bring awareness to workplace safety, and help to develop policy.
- The KNC has had a renewed focus on Communications and this department is now closer to core services personnel which has already resulted in a new Communications Plan and ideas on facilitating better input from everyone.
- Operation Street Angel continues to receive accolades winning the Game Changer Award in the social sector this past year.
- In finance, the KNC once again has received a clean and unqualified audit opinion. With more funds flowing from the IMBA, the Finance Committee (made up of community leaders supported by their technical staff) is looking into ways and means to sustain our healthy financial position.
- Further, we contracted MNP to complete an independent review of the financial governance at KNC looking to improve efficiencies, address policy gaps and examine options that would move us to a Nation Treasury Board model to better manage our general revenues in a fair and equitable manner while maintaining clear accountability and transparency.

Through revitalization of the Finance Committee (a standing committee of the KNEC), this important work is being done.

Our goals continue to 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. This past spring, the sector mandates were refreshed as directed by leadership and are now in the process of being formally adopted in Sector Charters with all sectors following consistent Standard Operating Procedures. This ultimately helps us to work more effectively together in a collaborative way at the KNC, with our communities, and with other governments and industries.

One of my key goals as CAO this year will be to formalize the KNC strategic business plan - that is responsive and effective to both pre-, and potentially, post-treaty governance. Plans are in the works to hold a Nation Summit to set Nation priorities that inform the strategic plan in advancing our collective Vision.

We have made significant progress with a focus on market preparedness in accessing those opportunities that flow from the KNC - Teck IMBA and other agreements. 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 ?amak?is.

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 Jameison
Chief Administrative Officer
Ktunaxa Nation Council

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.

Economic & Investment Sector

The Economic & Investment Sector works to support the Ktunaxa Nation Vision Statement by providing internal capacity directed at developing the self-sufficiency of the Ktunaxa Nation.

Economic & Investment Sector Council Members

Bob Luke	ʔA·kinkʷmʔasnuqʔit (Chairperson)
Josie Fullerton	Yaqaṇ Nukiy
Don Sam	ʔAkisqṇuk First Nation
Corrie Walkley	ʔAqam

Economic & Investment Sector Council Staff

Matt Ney	Director
Marion Eunson	Industry Engagement Officer
Jared Basil	Business Development Officer Trainee
Hennie Tait	Procurement & Business Development Officer
Janice Alpine	KABDA Business Development Officer
Justin Patterson	KABDA Business Development Officer
Heather Klein	Project & Administration Coordinator
Tanis Sheddán	Economic Sector Administrator

Director's Message

Over the past year we have seen both the Economic & Investment Sector and the Ktunaxa Nation Council grow. There are exciting opportunities emerging and we have built and reorganized our Sector Team to help capture them. We continued and will continue to engage with industry and explore partnerships to bring tangible opportunities and resources to the Ktunaxa Nation and its Citizens.

With the guidance of the Economic Sector Council we have moved forward on our sector's mandate and capitalized on many of the opportunities. This has included buying-out the partners of the St. Eugene Mission Resort and Casino, starting the structural reorganization of Ktunaxa Holdings Ltd and facilitating the transition of the Tipi Mountain businesses

to be 100% Ktunaxa owned. We look forward to seeing how these developments shape up in the years to come, and look forward to our next projects.

The IMBA continues to play a role in providing opportunities for business agreements and relationships with the Ktunaxa Nation, and we are working closely with Employment and Education to ensure all opportunities are pursued.

Programming for Ktunaxa Citizens through KABDA and the Micro-lending Program (which is now entering year 2) continues to be supported through the Sector.

We are striving to add depth to the Economic and Investment portfolios of the Ktunaxa Nation and we are eager to see what progress will be made over the next year. This will take the form of Governance Model Development, exploring Investment Portfolios with our established partners, adding increased business activation capacity, and a Ktunaxa Nation branding exercise, to name a few.

Our Commitment

- Build strong relationships based on integrity and respect
- Separate business and politics
- Support Entrepreneurial Development
- Lead Nation level Business Planning and Activation
- Build Capacity
- Increase own-source revenue

Annual Highlights

- 1) Provided strategic management support to Tipi Mountain Native Plants Ltd. and facilitated 100% Ktunaxa ownership
- 2) Initiated Ktunaxa branding framework.
- 3) Provided strategic management support to Tipi Mountain Eco-Cultural Services Ltd. and facilitated 100% Ktunaxa ownership.
- 4) Worked with the St. Eugene Holding Ltd. Board of

Economic & Investment Sector

Directors in the buy-out of the partners, realizing sole ownership of St. Eugene Mission Resort and Casino.

- 5) Generated a measurable and actionable three year strategic & action plan through consultation and collaboration with the Economic & Investment Sector Council and Community Economic staff.
- 6) Began organizational restructure of Ktunaxa Holdings Ltd. in order to accommodate and support Ktunaxa businesses.
- 7) Provided support and assisted in developing a business plan for Nupqu Development Corporation for strategic business and organizational development.
- 8) Secured over \$400,000 in funding to implement strategic Economic & Investment Sector initiatives, as well as overall Ktunaxa business capacity development.
- 9) Created the Ktunaxa Business Development Officer Trainee position.
- 10) Began implementation of the Micro-lending Program and provided loan funding to two Ktunaxa individuals.
- 11) Worked to execute year 1 deliverables of the Teck IMBA.

Matt Ney

Director - Economic & Investment Sector
Ktunaxa Nation Council



Education & Employment Sector

Economic & Investment Sector Council Members

Corey Letcher	ʔA·kinkumʔasnuqʔit (Chairperson)
Sandra Luke	Yaqaᑎ Nukiᑦ
Darcy Fisher	ʔAkisqᑎuk First Nation
Vickie Thomas	ʔAqam

Economic & Investment Sector Council Staff

Jason Andrew	Contracts & Client Services Manager
Jacque Dust	Education & Industry Relations Manager
Jacey Proudfoot	Employment Development Officer
Suzanne Pederson	Training Coordinator
Shelby Hutchinson	Employment Coach
Kristy Diotte	ESS Support Worker
Candice Hall	ESS Support Worker
Kari Gjertsen	Aboriginal Client Case Worker
Savannah Peequaquat	Employment Officer
Bertha Andrew	Executive Assistant

Message from the Chair

The Education and Employment Sector is in its second year of operations and continues to demonstrate strength in commitment, creativity, and consistency with regards to client services and in its role and contributions towards the overall Ktunaxa Nation Vision. As Sector Chair along with my Council colleagues have been actively participating in various strategic sessions as well as supporting some initiatives that link to our individual Band strategic goals to increase cooperative practices, financial leveraging, and direct citizen impacts. I wish to thank Director Codie Morigeau for her vision, agility and inspiration as a leader of her Sector, as well as extend the appreciation and gratitude to the hard working staff at Education and Employment. Keep up the good work everyone, we are all in this together!

Director's Message

This past year has been a memorable and very significant year for the Education and Employment Sector under the leadership direction and support of the Sector Chair, Corey Letcher and the Sector Council. We have an AWESOME, dedicated team who seek to advance the goals and objectives of the Sector and Nation as we strive to achieve the Ktunaxa Nation Vision. We have a number of Federal and Provincial contracts that provide opportunities for our Citizens, other First Nations and in some cases, all Aboriginal people. These contracts additionally allow us to leverage opportunities to meet the education, training and employment aspirations of our Citizens. Since the Sector inception, we have dedicated a great deal of time to the development of the long-term Strategic Plan. Last year, we focussed on gathering leadership input and direction and this past year we focussed on gathering Citizen input specifically. We were able to host community engagement sessions in each of the Band Communities, Elders Advisory, Cranbrook and the Lower Mainland. The draft plan will be presented for consideration to the Sector Council in September 2017.

-Codie

Goals, Strategies and Highlights

Over the past year we have worked hard to find ways to work cooperatively with all KNC Sectors to ensure that we are achieving the “working together” component of the Vision Statement. We work closely with the Social Sector and have many joint initiatives, such as the Employment Supports & Services program at Street Angel. In the Lands and Resources Sector, we have jointly offered the Environmental Monitoring Training this year and we will continue to work closely with them moving forward to create the Guardianship Program and seek and secure resources to support this initiative. We hosted a joint team day between the Economic Staff and the Education & Employment Staff to get a better understanding of each of the Sectors and identify areas for us to work together on various initiatives in the next fiscal year.

Education & Employment Sector

Some of the areas that were identified included: Developing a Workforce Development Strategy, Social Enterprise Business Plans, Employer partnerships, future Census', etc. This was an excellent opportunity for two sectors to come together and find opportunities to collaborate on moving forward. In 2017/18 we will be hosting similar sessions with all of the other Sectors to increase our efficiencies, effectiveness and overall capacity development resources and partnerships within KNC.

We have supported a number of individual requests for services and supports in areas of Education Advocacy, planning and tutoring. We have worked with students and parents to set up attainable and realistic plans for student success that includes the student, teachers, schools, as well Nation and Band Supports. We have been participating in the School District #5 Aboriginal Enhancement Agreement Committee in making the necessary revisions for the new agreement that was signed on Aboriginal Day in Tobacco Plains Band. We strive to collaborate and compliment the work with the communities and look for ways to find a meaningful way to be engaged. We host quarterly Social/Education/Employment Meetings (SEEM) that bring together Nation and Band staff to share best practises and look for ways to build on working together. These meetings are key in keeping the communication lines open and identify opportunities to work together as well as identifying gaps and developing processes to address them.

In June 2016, we signed a Memorandum of Understanding (MOU) with Selkirk College. During the past year the Nation and the College of the Rockies (COTR) have been drafting a new MOU with COTR. It is anticipated that the new MOU with COTR will be signed in 2017/18. Over the past year we have worked closely with the COTR, specifically Stan Chung, Vice President Academic and Applied Research, who has been an ally in changing the thinking and attitudes of the atmosphere at COTR. Stan recognized the limitations of an Indigenous team of one person and has since expanded the Indigenous team to three positions: Indigenous Scholar, Christopher Horsethief; Indigenous Education Coordinator, Avery Hulbert; and Indigenous Cultural Liaison, Raye Stensgaard. This

expansion has allowed us the opportunity to focus on various areas including: decolonization of curriculum structures and content, co-teaching, focussed support for students, and breaking down barriers for new Indigenous learners. In 2017/18 we will be looking to work with both Selkirk College and COTR to explore Aboriginal Advisory Committee models.

We have been very successful in all of our Federal and Provincial contracts meeting the targets required in each of the contracts while leveraging these resources to increase opportunities for our Citizens and other First Nations to meet their Education and Employment aspirations. We do not have funding or financial resources to support Education in our Sector, as most of the funding comes from labour market contracts are aimed at employed results; however, we leverage this funding to assist us in reaching the Sector's work plan. In 2017/18 we will receive funding from the IMBA Implementation to support an Education position for a six-month term. That position will need to work to secure additional funding and resources to ensure that we can manage this position permanently.

Jason Andrew, Manager of Contracts and Client Services, oversees all of our Federal and Provincial Contracts as well as the supervision of the staff within the Service Centre. Programs include: Aboriginal Skills Employment and Training Strategy (ASETS), Employment Supports and Services (ESS), BladeRunner, and Work BC Aboriginal Client Services. Jason oversees the budget, monitoring and audits to ensure that we are meeting all contract requirements including Security Level Agreement Standards. Results:

- ASETS: 177 clients served, 83 clients secured employment, 28 clients returned to further education and training.
- ESS: 24 participants, 7 gained sustainable employment (December 2016-March 31, 2017)
- Work BC: Achieved the monthly targets and maintained an average monthly case load of 60 clients.

Education & Employment Sector

In December 2016, we had Suzanne Pederson join our team as the Education & Training Coordinator. Suzanne brings vast experience and knowledge in working with people of all ages to support them in achieving their personal, educational and employment goals and aspirations. Suzanne oversees the training development and delivery of all education and training programs, mainly with BladeRunners and ESS. This year we had 56 participants in BladeRunners, which allowed us to achieve the BladeRunner target through a combination of Individual and Cohort delivery models. Participants had an average age of 21, each completed at least 3 Certifications, and the ratio of participants was 18 females to 38 males. Suzanne has been the lead on the Ktunaxa classroom at the COTR ensuring that we are fully utilizing that space as well as working directly with COTR staff to find opportunities to work together. She has worked with the COTR to look at Prior Learning and Recognition (PLAR) with the goal of helping clients achieve their high school graduation and potential credits through their participation in the BladeRunner program. Suzanne will lead our Sector in formal and informal assessment tools that will assist in the development of Individual Training Plans (ITP) and identification of specific skills development needs of clients to better prepare them for future education and employment opportunities.

Business and Industry relationships and partnerships such as Letters of Understanding (LOU), the Impact Management Benefit Agreement (IMBA), Canfor Joint Management Advisory Committee (JMAC), and BC Hydro have been a major focus this year. Both Jacquie and Jacey have been instrumental in participating in these committees and ensuring that the Education and Employment mandates are incorporated into the agreements and partnerships and that employment and training opportunities for our Citizens and clients are achieved.

This year was the first year of the implementation of the Impact Management Benefit Agreement (IMBA) between the Nation and Teck Coal. The Sector is involved in the IMBA Management Team (IMT) which is comprised of one representative from each of the Sectors/Departments within IMBA, our representative is Jacquie Dust. Jacquie also represents the Sector on the

Procurement and Employment Operational Working Group (PEOWG) and the Employment Task Group (ETG). Through the PEOWG and ETG meaningful work plans are developed and implemented that result in direct employment and capacity development opportunities for Ktunaxa Citizens. The first goal achieved this year was the initial work plan for 2016/17 and a 10 year strategy was developed for the PEOWG. The PEOWG is comprised of representatives from the Education and Employment and Economic Sectors as well as representative from Teck where together we work towards achieving targets, objectives and goals. Through IMBA and ASETS (Aboriginal Skills Employment and Training Strategy) funding, we had the opportunity to collaborate and work with the Lands and Resources Sector and Nupqu to train 12 Citizens/Community Members through the Environmental Monitoring Training. All 12 participants were successful in this training and we are proud to report that 10 of those participants are employed!

This year BC Hydro has had the Windsor and Fernie projects with the Territory where we have been able to see tangible results and use creativity to work together differently to achieve direct employment and training results for Citizens. The Nation and BC Hydro worked diligently together to create a model on the Windsor project to achieve results; BC Hydro takes pride in what is now known as the Windsor Model when working with First Nations. This model included working with the local First Nations businesses to not only employ First Nations but to increase and build capacity within the respected territory. Throughout the duration of the Windsor project there were 11 Ktunaxa employed in various roles and one Ktunaxa contractor periodically. The Fernie project is very similar to the Windsor Project, except it is located downtown Fernie and will be a live site for portions of the project. The Fernie project has seven Ktunaxa workers on site in various capacities. In addition to the project work we have also been fortunate to have a BC Hydro summer student position in 2016 and 2017.

We have hosted a number of events over the past year including our Annual Open House, two Cultural Networking Days, and Career Fair. We have also participated and supported a number of KNC related events as well as partner events such

Education & Employment Sector

as the College of the Rockies Career Fair, Kimberley Business Expo and Regional Community to Community Forum. We hosted Cultural Networking days in May 2016 and February 2017 that were well attended, 70+ attendees, consisting of representatives from business, industry, post-secondary institutions, school districts and employment partners. We received great feedback from these sessions and have seen results of a better understanding of Ktunaxa and increased ability to work better together. The Career Fair was held on February 22 at the College of the Rockies with over 140 attendees from School Districts 5, 6 & 8. The career fair was a combination of career tours and booths from over 30 various employers.

The development of the Education and Employment 10-year strategic plan has been a major focus this year. We gathered input and direction from the broader leadership, Band staff and our Sector Council in the first year and then this past year we gathered input from Citizens. We held seven Citizen Engagement Sessions at ʔakisq̓nuk, ʔaq̓am, Lower Kootenay, Tobacco Plains, Ktunaxa Nation Government Building, Lower Mainland and the Elder's Advisory. Now that all of the Citizen Engagement sessions have been completed a draft is being formulated for the Sector Council's review and consideration in the fall of 2017.

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!

Taxa

Codie Morigeau
Director - Education & Employment Sector
Ktunaxa Nation Council

Traditional Knowledge & Language Sector

As our ancestors have done for us, we ensure that the traditions, culture, knowledge and language of our people as passed on to those still to come.

Traditional Knowledge & Language Sector Council Members

Rosemary Phillips	ʔAkisq̓nuk (Chairperson)
Mary Mahseelah	ʔA·kink̓umtasnuq̓iʔit
Juile Birdstone	ʔAq̓am
Jared Basil	Yaqaṇ Nukiy

Traditional Knowledge & Language Advisory Council

As appointed by the communities of the Nation

Mary Mahseelah
Theresa Pierre
Mary Basil
Anne Jimmy
Alfred Joseph
Marie Nicholas
Sophie Pierre
Kay Shottana

We have made efforts to have our Advisory Committee meetings open to all Knowledge Holders from each of the communities as ex-officio capacity contributing to the discussion and direction of the sector.

Traditional Knowledge & Language Sector Staff

Donald Sam	Director
Margaret Teneese	Archives
Lillian Rose	Cultural Researcher (Teck IMBA)
Jared Teneese	Business & Product Development Coordinator
Cecilia Teneese	Administrative Assistant

Director's Message

TKL has been involved in a number of activities we will share with you. Ktunaxa Culture and Traditions must be at the core of all we do, not an afterthought but enmeshed in our daily lives. To fit this vision, many initiatives have begun within the sector and the council to ensure an adequate structure is set in place to allow Ktunaxa citizens not only to access cultural resource support, but to be empowered and active participants in Language and culture revitalization. TKL is a valued partner with other sectors to ensure that Nation governance operates in accordance with piḱakniḱ values and with confidence in Culture and Traditions. Through meaningful and ongoing communication and collaboration with Nation activities, we promote pride in our language, history and culture. 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 ʔaktsmaḱnik”.

Our team too has evolved; we welcomed Lillian Rose as our new Cultural Researcher almost 1 year ago, This position is part of our IMBA agreement with Teck and is a great asset in developing the TKL sector to be better equipped to respond to cultural research. Cecilia Teneese has joined TKL as the Administrative Assistant and is keeping the various sector activities organized and disciplined. The Education and Outreach coordinator position had to be re-posted and is being filled currently, this position is expected to facilitate cultural awareness and develop a Ktunaxa Language curriculum/program. Our Business and Product Development position was filled by Jared Teneese and he has been doing an amazing job implementing the Business Development Strategy and transforming the Interpretive Center both in terms of inventory and in terms of the message we portray based on a business model that generates a sustainable future for TKL's center for interpretation and culture. Natasha Burgoyne has left as cultural liaison and that position is not being renewed at this time.

We are also looking at Canada's promise to implement a new Federal Language Legislation. We are participating in the regional sessions and pushing for any legislation to have

Traditional Knowledge & Language Sector

recognition of indigenous languages, ownership remains with Ktunaxa, sustainable funding, recognition of language isolates special circumstances, encourages relationships where Nations benefit as much as partners. TKL is developing a language strategy that informs and hopefully supports the current efforts underway.

Language Priority

1) Research language fluency, language acquisition strategies, and successful language revitalization projects.

We have been told that language immersion is the most effective tool for language acquisition. We are moving towards a hybrid program using materials we have in archives as a tool.

2) Develop and implement a language mentorship program – leading to development of all levels of Ktunaxa language curriculum.

We have a draft plan and are in the process of identifying possible grants and financial options to implement. Our Education and Outreach will be an asset in developing the program and content.

3) Develop partnerships with institutions that can assist in language revitalization.

We are always exploring partnerships that support our needs in a true sense of collaboration that respect our cultural protocols and benefit the language revitalization for all Ktunaxa..Through our partnerships we have developed the COTR Ktunaxa 100 program, as well as provided language classes at both Selkirk and COTR

4) Design and develop a Ktunaxa Transcription and Translation Program.

A detailed program on translation and transcription needs to be prepared to inform our activities and methods. The process is looking on ways of digitizing the collection and a

storage and retrieval system to enable the continued activity as well as linking audio with the transcriptions.

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

The TKL sector participates in community and government meetings to provide cultural support as well as encouragement for further cultural and language involvement. Encouraging learning of language and culture in context such as in Camps, or workshops, and having fun. We must recognize that there is no one person that will save the language, it will be up to every one individual collectively.

6) Catalogue existing research

All existing language and culture resources are being catalogued via the Record's Information Management initiative. We have developed a file plan, so we know how to link audio files with transcription files, with photos etc. File management is a crucial step in all we do at KNC and we have a back log that will keep us busy for some time.

7) Build a sound room

With our relationship with the COTR, we have secured a location in the AGP so we are able to do interviews. Internally, we are pricing out equipment so we can have a listening station in archives.

At our strategy session this past fall, the TKL Sector Council and TKL Advisory both reaffirmed that language revitalization continues to be priority for the sector. We also need to support the various work that is currently going on in the communities, and not forget that there is a lot of materials developed over the years.

We have not made much progress on developing the language mentorship program. This is the program that will be designed to increase the number of conversational speakers, number of intermediate speakers, and overall

Traditional Knowledge & Language Sector

citizens' engagement with our language. With the filling of the Education and Outreach Coordinator, we can look forward to the development of additional language resources, and perhaps revamping the existing language materials with the technology that we have available today.

Archives & Records-Information Management

Our archives manager, Margaret Teneese has moved into the times and away from her antiquated Windows XP computer, (we may put that old thing in the museum). Migrating is always hard, especially when you need to worry about software compatibility and data integrity. Her new system is being tested and so far it was a complete success.

To preserve the culture, spirit, mission, history, traditions and heritage through keeping records of historic and cultural value like photos, audio tapes, video tapes, slides, books, textual records of significance to the Ktunaxa. To do this, we have embarked on a process whereby we are cataloguing records in a manner that is consistent, accessible and efficient. The Ktunaxa Nation RIM is a major undertaking and it will only make the Archives better.

In March of this year, the Records and Information Management contractor was transferred to Core services from TKL. This is mainly a reporting change, and Michelle's physical location remains in the archives area. Having the contractor in such close proximity to TKL allows us to benefit in terms of developing our capacity and our "access and retrieval system" development.

Records and Information Management is a key driver in increasing staff productivity and organizational efficiency. The purpose of the Nation's RIM Program is to:

1. Enable staff to quickly access complete and accurate information across the organization.
 - Improves control of business and cultural information assets
 - Improves the use of staff time
 - Reduces costs associated with locating information

2. Improve compliance with legislation and standards
 - Helps to ensure the legal admissibility of our records
 - Helps to protect the organization from risk
 - Supports risk management and business continuity planning by identifying the records which are vital to the running of the organization
3. Support informed decision-making.
4. Support staff collaboration and knowledge sharing.
5. Decrease storage space required for paper records and electronic documents.
6. Foster public accountability.

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.

The new Records and Information System is yet another way to use available technology to enhance our own knowledge of ourselves as a Nation

Research

Our cultural researcher, Lillian Rose, has been working collaboratively with Teck through the Cultural Working Group to develop a cultural resource management plan that will assist and guide Teck developments in a manner that not only protects our cultural resources, but also promotes our cultural connections and understanding. Cultural resources encompass more than archaeological sites but also includes intangible resources, and the interpretation of the resources. By being proactive, we expect that we will avoid unintentional disturbance on our cultural resources. In developing the cultural resource management plan, we will also learn what we need in order to develop legislation in terms of protecting and maintaining cultural resources.

One of the major research projects that we were involved in recently is the Trans Canada Trail between Wardner and Cranbrook. The idea is to proactively get our message and history to the public throughout our territory. As a way of

Traditional Knowledge & Language Sector

reaching our potential allies as well as “to celebrate who we are, and our history in our ancestral homelands.” We want to teach our people the cultural significance and connections to the land; Ktunaxa place names, activities, important landmarks in Ktunaxa Territory.

Communications & Representation

TKL is instrumental in reducing barriers of racism and intolerance by informing government, industry and public relationships and asserting our Rights and Title. The sector has facilitated or participated in numerous cultural awareness workshops including with Teck, First Responders, the provincial ministry staff, and a number of schools. Recent work that the Sector has been involved in are the Trans Canada Trail between Wardner and Cranbrook, I hope to be able to expand our interpretative messaging throughout our territory. Another project we have been working on for some time is the Sam Steele weekend, promoting our history and presence. I do hope that public that came by, learned about the Ktunaxa and our Past present and future... we are still here. These activities with general public help promote Ktunaxa values by propagating knowledge of our history, present and future. 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.

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 prepare Citizens to confidently deliver cultural values and history.

I want to express my appreciation to the volunteers that stepped up to volunteer in coordinating the Sam Steele days events. A group of volunteers including Patricia Gilhuly, Joanne Fisher, Janice Alpine, Eldene Stanley, Julie Birdstone and Sonya Morigeau put together a program with great impact. The three main points included re-writing sam steele website “about” section to be more politically correct speaking about us, participation in the parade, up front no less, and welcoming the public to come to see what we are about at our venue in ʔakiskaqʔit.

Plans are well under way to facilitate a group travel to the BC elders gathering. Our Education and Outreach staff will be a much needed resource for TKL.

Interpretive Centre

When I first started with TKL, I knew that the demands for tours and cultural information could help or swamp us. We have identified the need for a cultural ambassador program, empowering Nation citizens and increasing the number of people to speak of our history and culture. In the meantime, the Interpretive Center we have been responding to an increase in the number of requests for tours until we action the Cultural Ambassador program.

I am very pleased with the progress of the Interpretive Center in the short 5 months that the Business and Product Development Coordinator has been onboard. The offices have moved to the KNGB and now the Interpretive center's back room is now being used for Inventory stock. Our shelves are being stocked with a number of new items including dvd's and cd's, stuffed animals merchandised properly and the gift store looks great. Our goal is to increase the number of items made by locals, if you are a jeweler, or entrepreneur and interested in selling your wares, be sure to stop by and visit with Jared.

The interpretive area is also undergoing some updates. Moving items around and looking to bring in some new displays in the giftstore and throughout the SEM. Now that the Nation has acquired ownership of the SEM, the relationship between TKL and the staff of SEM is great. The interpretive

Traditional Knowledge & Language Sector

center presents a great business potential as well as partner with the SEM.

Nurture, in our people, a sense of **belonging**.

?u?mił, 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

Taxas

Donald Sam

Director - Traditional Knowledge & Language Sector

Ktunaxa Nation Council



KTUNAXA
NATION

Social Investment Sector

Social Investment Sector Council Members

Codie Morigeau	ʔAqam (Chairperson)
Destiny Basil	Yaqa Nukiya
Jason Nicholas	ʔAkisqnuq First Nation
Corey Letcher	ʔA-kinkumʔasnuqʔit

Social Investment Staffing Update

Last year, Racheal Nicholas joined our team in the capacity of Mental Wellness Clinician. Rachel's vast experience and knowledge has been invaluable in expanding our urban services to support mental wellness and address critical issues as they arise. Also new to our team is Robert Williams as the Traditional Wellness Coordinator. Robert's knowledge and expertise will apply a cultural lens in all that we do. Since December, he has been actively involved in all of our programs and services as well as providing cultural support to our external partners.

Message from the Chair

Kiʔsuʔk kyukyit, as the Chair of the Social Sector Council I am very proud of the progress and achievements of the Social Sector and the dedication and leadership of the Director, Debbie Whitehead. Over the past year, the Sector Council has been committed to the development of strategies that facilitate meeting our objectives and realizing our goals in a holistic manner. The Social Sector Council is comprised of Corey Letcher, TPB, Destyni Basil, LKB and Jason Nicholas, AFN. My colleagues and I are committed to providing leadership direction and support to advance the Social Sector. Over the past year, the Sector Chair and Sector Council have invested much time and commitment into ensuring that the Treatment Centre would remain within Ktunaxa ʔamakʔis and the creation of a new society for the Treatment Centre and potentially other program areas. The Social Sector continues to ensure that programs are preventative, responsive and relevant to the needs of our Citizens and Nation with direct linkages to Communities and Nation Health plans. The magnitude of work being done at both the governance and ground level continues to be fast-paced and adaptable to meet the needs of each client.

I would like to thank my colleagues for their continued support at the governance level, as well as Director Debbie Whitehead and all of the Social Sector staff for their hard work, dedication and commitment as we continue to work towards achieving the Nation Vision. I would also like to congratulate Debbie Whitehead who will be completing her Bachelor's degree in Justice from Royal Roads University in August 2017! Way to go Debbie!

Director's Message

For many years I have had the honor of working with the Social Investment Sector. The Council's support and direction has led to many successful initiatives that contribute to improved health outcomes for Ktunaxa people. The wellbeing of our citizens is grounded in all that we do. The Social Sector Council's guidance has been vital to expanding our reach, closing gaps and reducing barriers for Aboriginal People.

Our dedicated staff surpass expectations. Their commitment to a strengths based, solution focused model demonstrates compassion and humanity in all that they do. Equally important to the Sector's achievements is the support from the Chiefs and Councils, the Nation Executive Council, my fellow Directors, and our Managers. All of these relationships are paramount to achieving improved health outcomes of Aboriginal People living in the Ktunaxa ʔamakʔis.

From a Regional perspective I want to recognize the work of the community engagement hub for their dedication and commitment to Community Engagement and vision that community priorities must be community driven. At the Regional, Provincial, and Federal level, Gwen Phillips continues to be 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 a priority when creating and implementing wellness plans.

Social Investment Sector

Goals, Strategies and Highlights

Community Health Nursing – Heather Fenner continues to manage community nursing programs and services providing exceptional support and guidance to each of the Nurses in our communities. Two of our Communities have nurses while LKB holds a vacant nursing position. We also have health outreach services to our Communities.

Heather travels to ʔAkisq̓nuk, 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.

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.

The Dietitian hosts “Nutrition Kitchen” in each community monthly, where members are invited to come for lunch and learn on different topics around diet, diabetes, blood pressure and healthy lifestyle. The Dietitian see's clients privately and who require enhanced support for chronic disease.

Over the past two years, the Kinesiologist has been delivering the 5-2-1-0 Program in the 2 schools - Aqamnik and Yaqaan Nukiy - this program focuses on healthy eating, physical activity and decreasing your screen time. Each year the schools come together to windup the years learning in the program and participate in activities. The Kinesiologist meets clients who require additional care with rehabilitation after an injury or for ongoing health issues in their home and at the health centers.

The Nurse Practitioner, Cathy Eaton is providing outreach care to ʔAqam and Tobacco Plains and has clinic days at the Ktunaxa Health Clinic. Laura Koop, NP provides outreach care to Lower Kootenay Band. Tara Fiedler-Graham, NP has been working in her position for 5 years and continues to provide support to the Mental Health and Substance Use Outreach Program located at the Ktunaxa Health Clinic.

Dr. Page continues to provide an outreach clinic to ʔAkisq̓nuk members 2 times a month.

Client advocacy continues to be a focus of attention, as well, with members requesting support to put forth concerns 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 contracts services for our vulnerable citizens. We continue to see 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 participated in feasibility studies and are pending project implementation

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, continues to carry a large patient case load fill a huge gap for people unable to access primary health care services. Cathy Eaton, NP has now returned from Maternity Leave which has facilitated some relief for the high demand for service.

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 Investment Sector

Scotty's House – Roberta Van Steinburg provides supervision to the urban services support staff on operational matters. Roberta is responsible of the supervision of the staff and residents of Scotty's House and also has the responsibility and accountability to ensure the goals of the service integration and transition and transformation of health services are financially sound and are within the KNC organizational government and policy financial framework. Scotty's House 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 labour market. There are also opportunities to reconnect to their own kinship systems. We have successfully completed and are now considered an Assisted Living Facility.

Some of the highlights throughout the year:

- Alexis Vitaliano has been hired as the On-site Social Work Supervisor. The Social Sector is very happy to have Alexis join the team. Her knowledge and expertise will be an asset to Scotty's House operations.
- Over the course of the year Scotty's House have had 19 residents. Some of these residents were successful in attending school, training through our Employment and Education department, other various training to attain certificates. Some of these residents transitioned into new housing and/or have moved back to their home communities.
- We currently have 8 residents living at Scotty's House. Two of the residents are those who have graduated from the Recovery House program.
- With the generously donated time, patience and teaching from Denise Woodford some of the residents learned how to quilt. The residents made a Star Blanket that was auctioned off at last years AGA. This was a huge success. For Christmas, Denise showed the residents how to embroider with a special sewing machine. The residents were very proud of the presents they made for their families and staff.
- The staff continue to make positive change in the residents lives with helping them with daily living skills

Metis 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 relationship has facilitated communication, collaboration and planning for Metis living in the Ktunaxa Traditional Territory.

Mary Basil Recovery House – Aboriginal Supportive Recovery – On November 1, 2016 we opened the doors of the new Mary Basil Recovery House (Old Key Program) and quickly admitted 4 residents. This was made possible through an application to the Interior Health Authority and the First Nations Health Authority to establish 4 Aboriginal Recovery Beds in Cranbrook. Residents are either waiting to enter treatment or returning from treatment and need stability and support to find housing and employment as they re-integrate back into the community. The program is grounded in culture and provides residents with the skills necessary to re-integrate into their communities. In April, 2017, 3 residents successfully graduated from the program and returned to independent residential options within their communities.

Some of the highlights since November:

- 60 people attended our official open house, including Mary Basil (who did the official ribbon cutting) and her family
- We also did a number of day trips to local lakes, hiking trails as well as a 3 month sobriety celebration trip to Fairmont Hot Springs for the first group and a trip to Banff for the second group.

The house works in partnership with a number of different community and government organizations.

Aboriginal Treatment/Healing Centre – With the closing of Three Voices, the Social Sector has been negotiating with the First Nation Health Authority to establish a healing centre in the Ktunaxa ?amak?is . This has involved many months of negotiation and the production of copious documents, plans and budgets. FNHA has approved the development stage which will involve research, communication, collaboration and planning over the next year.

Social Investment Sector

Ktunaxa Urban Service Society – As a result of the many urban services that the Social Sector manages, it has become necessary to establish an independent society in the best interest of the Ktunaxa Nation Council. All documentation has been completed and vetted by legal counsel. The registration with Societies Branch is now pending.

Social Governance –Melanie Gould continues to apply her valued expertise to support the work of the sector as it works towards its governance and health goals both at local and provincial levels. This work includes moving the Provincial Vulnerable Aboriginal Adults Charter forward, developing an Urban Services Society, developing Treatment Centre Business Models, coordinating Cultural Exchange with First Responders, Proposal writing, Metis/KNC Health Services LOU Terms of Reference development, and other related work. Melanie also sits on various committees including Regional Health Survey Indicator Advisory Committee, Metis/KNC Health Services LOU Working Committee and the Historical Grievances Working Group. 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.

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.

Recently, the Nation was successful in receiving funding

from FNHA to implement a Traditional Wellness Coordinator. Following posting and interviews, Robert Williams was the successful candidate and commenced duties on December 13, 2016. Stubby has been busy and very effectively meeting the deliverables of this new position. In addition to providing programs and services with cultural support, he also provides cultural guidance to external service providers. Stubby's responsibilities also include assisting with navigation of health and mental health services in a culturally competent way. He has proven to be an invaluable asset to the Social Investment Team.

The FNHA Interior Region and IHA are currently developing Nation Shared Service Chronic Disease Funding to focus on the prevention and management of Elder chronic conditions. Shannon is working with the Interior Region to design services to meet the needs of Ktunaxa Nation Elders and implement a more integrated system of primary care that better meets the needs of frail seniors and those living with complex chronic conditions in community. The funding will enhance the Nation Shared Service model and will focus on providing improved physical and emotional care for Elders closer to home.

Debbie Whitehead
Director - Social Investment Sector
Ktunaxa Nation Council



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 Staff

Bill Green	Operational Director
Dominique Nicholas	Fisheries Technician
Jaime Cristales	Lands & CCRIFC business coordinator
Jim Clarricoates	Senior Fisheries Technician
JoAnne Fisher	Fisheries Technician
Heather McMahon	Elk Valley Water Quality Biologist
Jon Bisset	Senior Elk Valley Biologist
Katrina Caley	Project Biologist
Kenton Andreashuk	Stewardship and Protection
Misun Kang	Aquatic Ecologist
Will Warnock	Senior Restoration Biologist

CCRIFC works closely with the Ktunaxa Lands and Resources Agency and reports to the Ktunaxa Lands and Resources Council.

2017 is turning out to be a year of great change for CCRIFC. The Secwepemc communities which used to be part of CCRIFC have decided to end their relationship with CCRIFC. Thus, CCRIFC will cease to be 'inter-tribal' and will exist only as a part of the Ktunaxa Nation Council. Important organizational work is underway with the KNC Lands sector; one of the outcomes from this work is a plan about how CCRIFC's functions will be fully integrated within the lands sector.

Another change is that CCRIFC's operational director (Bill Green) will be stepping away, after more than 22 years, from his leadership role in September of 2017 and working only part time on specific projects and strategic initiatives (like the Columbia River Treaty, Qat'muk and salmon restoration). There will be an 'acting' operational director for CCRIFC until the Lands sector organizational work is completed.

Goals and Strategies

In February, 2017, the Ktunaxa Lands and Resources Council approved of some changes to CCRIFC's long-term (more than 5 year) goals. CCRIFC's continuing goals are to:

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).
7. Support aquatic ecosystem guardianship and compliance with the Fisheries Act and the Species at Risk Act.
8. Improve and strengthen administration and project management processes and systems.
9. Support strategic KNC and CCRIFC member community initiatives.

Our new, additional goals for 2017 and beyond are:

10. Determine the organizational future for CCRIFC, strengthen it as a professional indigenous organization and transition to new CCRIFC leadership (e.g. director)
11. Support the efforts of the Ktunaxa Nation to protect water, fish and aquatic ecosystems within qu'kin ?amakim

Canadian Columbia River Inter-Tribal Fisheries Commission

Highlights

Salmon Restoration - Working towards restoring swaǫmu (chinook) and kanusǫpak (sockeye) salmon and steelhead throughout their historic ranges (to Columbia Lake, in the case of chinook salmon) within Ktunaxa ʔamak 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 swaǫmu “redds” (egg nests, enough for between 700 and 2,300 adult swaǫmu 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 swaǫmu 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 completed work over the last year on a project to determine which existing swaǫmu stocks in the Columbia River could be used as ‘donors’ of either adult spawners or young fry for upper Columbia restoration efforts.

Columbia River Treaty - 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. As a result of our efforts and those of other First Nations, it appears likely that the government of Canada will agree to address salmon restoration through the treaty renewal process.

CCRIFC and KNC are also spearheading work to make protecting ecosystem function (including cultural heritage) a key purpose of the treaty, along with hydro power and flood control.

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 Kooecanusa reservoir. As a result Teck’s efforts, in collaboration with the Elk Valley Fish and Fish Habitat Committee and particularly with the knowledge of CCRIFC’s senior Elk Valley biologist, Jon Bisset, significant progress is being made on protecting and restoring fish habitat in areas affected by Teck’s coal mines. 2016 achievements include 3 major fish habitat restoration projects on Line Creek and the Fording River, encompassing more than 2 kilometres. Fish habitat ‘weirs’ have been built in two sections of the upper Fording River, and have performed well to date. Fish habitat downstream of the West Line Creek Active Water Treatment Facility has been re-connected with upstream westslope cutthroat trout spawning habitat.

Heather McMahon is our Elk Valley water quality biologist, a position which is focused on protecting and restoring water quality in the Elk valley through the implementation of the Elk Valley Water Quality Plan (EVWQP) and EMA Permit 107517. The project biologist has a technical seat at a committee responsible for reviewing work and submissions of environmental monitoring programs in accordance with the Plan and the permit. This committee is called the Environmental Monitoring Committee (EMC), and the water quality biologist participates in all meetings, reviews all submissions, and coordinates with external subcontractors for technical expertise. Heather has been coordinating the input of staff members as well as external 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). 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, toxicity evaluations and both local and regional aquatic monitoring programs. In addition to EMC work, the project biologist has been participating in all water quality related discussions as technical support for issues which have been elevated from the EMC to the Environmental Working Group (EWG). The EWG works on direct engagement between KNC and Teck when issues of concern arise. Issues that the biologist is providing technical support for which are

Canadian Columbia River Inter-Tribal Fisheries Commission

currently being discussed at the EWG include: the Adaptive Management Plan (AMP), the setting of the BRE-Harmer water quality objective, the piloting of the Saturated Rock Fill program for water treatment, and the piloting of the Calcite treatment project. The project biologist has also been active in advocating and collaborating with other Ktunaxa tribes (CSKT and KTOI) for the protection of Koocanusa Reservoir and participating in an independent monitoring and research working group. Due to the limited scope of the EMC's involvement in Groundwater in the Elk River valley, the project biologist is also part of a Groundwater Working Group, a KNC-MOE-Teck group that is focused on understanding groundwater on a local and regional scale as well the potential effects it may have on human health.

Fishery Guardians - CCRIFC/KNC staff continue to build Ktunaxa capacity in monitoring and compliance and enforcement related activities that might harm fish habitat for endangered species like white sturgeon (wiyaᑭ). 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, 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. Fishery Guardians will be expanding their monitoring and compliance work to the Revelstoke and Arrow Lakes this field season. They are also starting work with provincial agencies to inspect watercraft for invasive zebra and quagga mussels before they are launched into water bodies within Ktunaxa ᑭamakᑭ. The Fishery Guardians have also developed a working relationship with provincial Natural Resource Officers to help further protect lake and river shorelines from unauthorized development and unauthorized alterations.

Native Mussel Research - CCRIFC staff have been working with the Okanagan Nation and Secwepemc Nation to conduct a native freshwater mussel inventory. The project is being led by Kenton Andreashuk with input from Jon Bisset and Mark Thomas of Shuswap Indian Band. Until the project started

very little was known about impacts to mussels (qaᑭky) and mussel locations and most traditional knowledge of mussels has been lost. CCRIFC staff have surveyed many lakes and larger rivers in Ktunaxa ᑭamaᑭis including lower Slocan River, Kootenay River between Nelson and Castlegar, the west arm of Kootenay Lake, Windermere lake, Columbia Lake, Wasa Lake Koocanusa Reservoir and Tie and Rosen Lakes. The purpose of the project is to identify the species of mussels present, where they are found and how to protect those habitats from future impacts. Shoreline development and hydro operation fluctuations are the largest contributors of impacts to native freshwater mussels. This year the project is being expanded to include sampling for toxins (human health effects) and to include the main body and south arm of Kootenay Lake, St. Mary Lake, lower Bull River, Columbia River downstream of Invermere and lower Kinbasket Lake.

Kinbasket Reservoir Fisheries Research - KNC/CCRIFC staff (Dr. Misun Kang, Katrina Caley and Dr. Will Warnock) are spearheading ᑭaᑭuᑭam (burbot – ling), rainbow trout and tuhuᑭ (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 ᑭaᑭuᑭam (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 ᑭaᑭuᑭam 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 these data. Results to date indicate that: (i) ᑭaᑭuᑭam are moderately abundant in the reservoir; (ii) that average size of ᑭaᑭuᑭam varies in different locations in the reservoir (0.84 – 4.60 kg); (iii) mobility of ᑭaᑭuᑭam varies considerably – some individuals travel long distances throughout the reservoir while others are quite sedentary, and (iv) that ᑭaᑭuᑭam use shallower areas (less

Canadian Columbia River Inter-Tribal Fisheries Commission

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 Valemont) and implanting them with tiny 'PIT' (Passive Integrated Transponder) 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 very low abundance of fish in the reservoir and the lower reaches of tributary streams, but we have found that only one small stream (Succour Creek, near Golden) that flows into Kinbasket Reservoir has habitat that rainbow trout may spawn in. This stream has been surveyed extensively over the past several years, but despite the habitat being suitable, we have not found rainbow trout spawning in the lower section. This may be due to the fluctuating water levels caused by the way the Mica Dam is operated. Large numbers of largescale sucker do use the habitat for spawning.

Qat'muk - The work to protect Qat'muk seems to never end. The KNC appeal of the decision by the Minister of Forests, Lands and Natural Resource Operations to approve the Jumbo Glacier Resort was heard by the Supreme Court of Canada on December 1st, 2016. Their decision is expected to be handed down at any time after mid-June. KNC staff and legal counsel are also 'watching' the appeal by Glacier Resorts Limited to the BC Supreme Court of Minister Polak's decision in 2015 to terminate the 'Environmental Assessment Certificate' for the Jumbo project. The KNC may decide to intervene. Other strategies to protect Qat'muk are also being developed.

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 Ktunaxa ?amakis.

I deeply appreciate the honour the Ktunaxa Nation has given me (Bill Green) by allowing me to work, for more than 22 years (more than half of my career), to protect and restore fish and aquatic ecosystems within your territory. It is a job that I have loved and will continue to love. Thank you

Bill Green
Operational Director
Canadian Columbia River Inter-Tribal Fisheries Commission

Lands & Resources Sector

Hu yaqanik'natimaṭnaṭa'ki ṭamak
"Our relationship with the Land"

The Ktunaxa Nation Lands and Resources Sector is responsible for stewarding the land for the portion of Ktunaxa ṭamakṭis in British Columbia; covering an area of approximately 70,000 square kilometers. Ktunaxa Lands staff is directed by the Ktunaxa Nation Lands and Resources Council, which is comprised of an elected member from each of the four Ktunaxa Communities.

Lands & Resources Sector Council Members

Sandra Luke	Yaqan Nukiy (Chairperson)
Jason Gravelle	ṭa:kinkumṭasnuqṭiṭ
Lorne Shovar	ṭakisṭnuk First Nation
Joe Pierre	ṭaḡam

Lands & Resources Sector Staff

Ray Warden	Director
Denine Milner	Strategic Initiatives Manager
Kerri Garner	Lands Stewardship Manager
Craig Paskin	Policy and Planning Manager
Nicole Kapell	Environment & Archaeological Stewardship Manager
Jaime Cristales	Business Coordinator
Patricia Gilhuly	(interim) Administrative Assistant
Jose Galdamez	GIS Analyst
Alison Burton	Qukin ṭamakṭis Stewardship Coordinator
Vickie Thomas	Agreements Coordinator
Danielle Gravelle	Lands Stewardship Guardian
Cathy Conroy	Terrestrial Biologist
Megan Heathfield	Regulatory Engagement Coordinator
Nathalie Allard	Archeological Technician

Lands and Resources Stewardship Assistants

Chad Luke	Yaqan Nukiy
Andrew Fletcher	KNGB Office
Bonnie Harvey	ṭaḡam
Vacant	ṭa:kinkumṭasnuqṭiṭ

Message from the Chair

Kisuk Kyukiyit,

A lot has been going on with the staff of the Lands and Resources, I can't stress how thankful, we as the LRC Sector are of them. I don't only see co-workers but I see a special relationship that has developed amongst them. When the going gets tough they come together and support each other...way to go plus keep up the good work!

To the Director of the Lands and Resource, we will keep working together to support Ray Warden in any way we can. I want to thank Ray for all the work you do for Lands and Resources whether it's for your staff or the LRC Sector. It may get stressful sometimes but it is good that you can handle it or take on any task that comes your way.

Finally for the Lands and Resource Council (LRC) has been making a lot of decisions and have been attending various meetings when it comes to lands issues or wildlife. We are looking for answers on how we can make the Provincial Gov't to listen plus the Federal Gov't side of it. I want to let you all know that Joe Pierre has replaced Jim Whitehead at the table.

I will leave you with that and hope you all enjoy the AGA in Tobacco Plains. For those that may not know we are working hard to go paperless at our meeting which is different but hopefully be more effective for the future.

Director's Message

Kisuk kiyukiyit, Ktunaxa ṭakṭsmakṭnik

The operations of the Ktunaxa Lands Sector strive for meaningful engagement and collaboration with all KNC sectors, Communities, and most importantly Ktunaxa people. A major part of our work is engaging with other governments and industry with respect to land-use.

Highlights of from last year include the participation and input from Ktunaxa Citizens in the visioning of what the 'Ktunaxa Guardian Program' and 'All Living Things' mean to you, the

implementation of the Impact Management and Benefits Agreement with Teck Resources and 'Working Together' with KNC Sectors.

I extend my appreciation to all Lands and KNC staff for the hard work you do. And, with a heartfelt - Hu sukiᑦᑕᑎᑎᑎᑎ Ktunaxa ᑭᑎᑭᑎᑎᑎᑎ - for providing important feedback on the initiatives that we work on. Finally, I want to recognize our ongoing partners and contributors from the provincial and federal government as well as industry in supporting our goals.

We the Ktunaxa envision ourselves working together as one Nation to responsibly care for the lands and resources in within Ktunaxa —amak—is. Our stewardship of the Lands and resources will be based on our sacred covenant with the Creator and our traditional values of:

- Initiative 1- Exercise jurisdiction and governance in Ktunaxa
?Amak?is

• Industry Engagement Policy - Ktunaxa Nation approved policies and processes a number of years back that articulated our rules to industry when it comes to land and resources projects in Ktunaxa ?amak'is. Given that our circumstances

• ʔa'kxamis q̓api qapsin (All Living Things) - in the past year, Lands has worked closely with Ktunaxa citizens to develop the Strategic Framework. The 4 main goals in the framework include: (i) Ktunaxa participating in lands stewardship; (ii) instilling cultural values into lands stewardship; (iii) collaboration within Lands Sector, amongst KNC sectors, communities and citizens; and (iv) strengthening external partnerships.

- ?a·knusti (Ktunaxa Guardian) – we envision opportunities for Ktunaxa to be the ‘eyes and ears’ on the land, monitoring and reporting back in a way that is meaningful to Ktunaxa. Over the last year, we have been engaging with Ktunaxa Citizens on what the key components of this program could look like.

2) Support for KNC and Treaty Council

27

Lands & Resources Sector

- Revenue Sharing – Ktunaxa and BC signed an ‘Economic and Community Development Agreement’ (ECDA) in January 2013. 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.
- Sector Charters – Lands and Resources staff worked closely with the KNC CAO to develop and formalize each of the Sector Charters. After interviewing the Sector Chairs and Sector Directors and helping with a leadership workshop, the Sector Charters are close to ratification. The final versions of the Charters will help clarify the roles each sector plays.
- Ktunaxa/Parks Canada Memorandum of Agreement (MoA) – the goal is to define what a relationship could look like between Ktunaxa and Parks Canada in a treaty environment. We are near complete the final version of the MoA.
- Qat'muk Management Plan – the draft management plan was recommended for approval to the Lands Sector Council by the Qa•muk Advisory Committee. Subsequently, a stakeholder engagement plan has been developed to enable consultation, as a government, with the public.
- Repatriation Committee – Lands and TKL staff attended the Indigenous Perspectives in Repatriation: Moving Forward Together Symposium in March 2017 in Kelowna, BC. The symposium was an opportunity to listen to the expertise, direction and priorities for Indigenous groups from around the world currently leading repatriation efforts of ancestral and cultural belongings.
- Ktunaxa Repository - the repository began to receive artifacts under Heritage Conservation Act Permits last July. We also had individuals donate artifacts to KNC that they found while out hiking in Ktunaxa ?amak?is.

• Columbia River Treaty – we continued engagement with Canada and BC with respect to how Ktunaxa Nation will be involved leading up to renegotiation between Canada and United States and how we will be a part of the treaty moving forward.

• Agreement in Principle (AIP) review – we are continuing to provide support to staff working on Treaty negotiations, and Lands staff has provided a tracking sheet and detailed comments on the AIP to Treaty staff for consideration.

3) Government to Government Engagement

• Ktunaxa/BC Strategic Engagement Agreement – in 2016 we worked together to conduct an evaluation of the agreement to increase our understanding of how successful the implementation has been to date. This year we focussed on improving the day-to-day implementation aspect and anticipate renewing the Agreement in 2018.

• Koocanusa Recreational Management – with the huge amount of recreational pressure being exerted upon the foreshore and uplands of the Koocanusa Reservoir, we have been involved with BC and the Regional District of East Kootenay in developing a plan to protect our ecological and cultural values in the surrounding area.

• Columbia Lake – we've been working with BC 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 Akisq̓nuk, as well as the development of signage and interim protection measures.

• Mine Permitting – KNC co-chairs a mine permitting committee with BC, which includes staff from the Ministry of Environment, Forests, Lands and Natural Resource Operations, Energy and Mines and the Environmental Assessment Office. We work to address permitting challenges at a strategic level.

Lands & Resources Sector

• 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. Ktunaxa Nation was involved in the following EA's:

- BC Hydro's proposal to add a sixth turbine to its Revelstoke Dam facility.
- 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 Grassy Mountain coal mine, 7 km's north of Blairmore, Alta.
- CertianTeed Gypsum Canada's proposal to access a new quarry north of Canal Flats.
- Parks Canada proposed twinning of the TransCanada Highway through Yoho Park.

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

4) Industry Engagement

- CP Rail – we deeply engaged with CP Rail regarding the Kootenay Landing Bridge upgrade at the south end of Kootenay Lake. The timber trestle bridge is in need of upgrading due to its age and increased maintenance costs. The main issue is concerns about possible impacts to critical sturgeon habitat.
- BC Hydro - staff and consultants continue to guide and participate in archaeological work within the Arrow Lakes, Watshan, Duncan and Kinbasket Reservoirs. We started an archaeological inventory in the Canadian portion of the Koocanusa Reservoir. This work is important to ensure that inventories are accurate and management planning for protection meets Ktunaxa stewardship principles.

• Teck IMBA implementation – staff have worked hard to develop the joint Environmental Working Group; which is the venue to identify and work to resolve environmental concerns from Teck's operations in Quikin ?amak—is, and work to have Ktunaxa stewardship principles and knowledge incorporated into and guide Teck's operations. Staff engaged with citizens to understand what the Ktunaxa vision is for the land after mining; this information will help inform Teck's reclamation plans.

Initiative 2. Increase capacity and develop institutional strength of Ktunaxa Lands Sector

1) Protecting Ktunaxa Stewardship Values

- Cultural Workshop with BC Government Staff – a cultural workshop was held in October 2016 with approximately 70 BC staff to increase their knowledge and understanding of the Ktunaxa worldview and perspectives regarding our past, present and future.
- Kootenay Lake Shoreline Guidance Document - through our participation in the Kootenay Lake Partnership, we have completed the Shoreline Guidance Document which provides proponents, landowners and government information about the risks of impacting ecological, archaeological and Ktunaxa cultural values around the lake.

2) Striving for Operational Excellence.

- Building capacity and increasing expertise - in October 2016 Megan Heathfield was hired as our Regulatory Engagement Coordinator. Megan brings a wealth of archaeology and project management experience to her role of ensuring that KNC are engaging meaningfully in mine permitting and Environmental Assessment projects.
- Recruiting Ktunaxa Citizens - Lands and Resources hired a number of Ktunaxa Citizens: Patricia Gilhuly as the temporary Admin Assistant, Nathalie Allard as the Archaeological Technician, Andrew Fletcher as the Lands and Resources Stewardship Assistant and Brent Basil as IMBA Admin Assistant.

Lands & Resources Sector

- Lands and Resources Stewardship Assistants – Chad Luke and Bonnie Harvey are located in Lower Kootenay and ʔAqam 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.

- Lands staff participated in a Project Management course, along with a course focused on conflict resolution in the workplace.

3) Using Technology

- Project Management – Lands is part of a KNC-wide working group that is looking at options for acquiring project management software which will help us through our daily, weekly and monthly work.
- Communication – we continue to issue a Lands newsletter every 2 months and regularly update our facebook page. Lands also developed an archaeology video that captures the thoughts and sentiments from Ktunaxa people that do work in the field as a way of educating our own nation members as well as the general public.
- Document management – Lands is in the process of ensuring that all letters, reports and internal memos are stored properly in digital format; which is critically important in terms of self-government and preserving institutional memory.

Initiative 3. Connecting with Ktunaxa ʔAmakʔis

A great deal of our work involves engaging with other governments and industry. We also make sure to make time for Ktunaxa Citizens. Below is a list of activities we led or supported:

- Qat'muk - Chad Luke led the Qa•muk camp in August 2016. Turnout was very good, traditional activities were available, and the food was great!
- ɕam̓na ʔamak'is (Flathead Valley) - in September 2016, TKL and Lands organized a 2-day culture camp in the ɕam̓na ʔamak'is to visit the conservation lands owned by Teck.

Sector Accomplishments and Activities

Ktunaxa-Teck Impact Management & Benefits Agreement

In January 2016, Ktunaxa Nation Leadership ratified the Ktunaxa – Teck Impact Management and Benefit Agreement. Since signing the agreement, KNC and Teck began the implementation phase of the IMBA which requires the participation of Education & Employment, TKL, Lands and Economic Sectors. Lands staff manage the implementation of the agreement as a whole and the Environmental Working Group, and work across sectors to meet objectives.

Environmental Monitor Training Program

Lands worked in collaboration with Education and Employment, Traditional Knowledge and Language, and College of the Rockies (COTR) to bring a 3.5 week Environmental Monitor Training Program to Cranbrook in November 2016. 12 Ktunaxa Citizens took the Program at the COTR Aboriginal Gathering Place. A three day Ktunaxa cultural component was included at the front end to ensure it was grounded in Ktunaxa perspective and worldview. The program was a success in terms of collaboration between sectors and capacity building of Ktunaxa citizens.

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 ʔamak'is. 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.

Ray Warden
Director - Lands & Resources Sector
Ktunaxa Nation Council

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.

Finance Sector Staff Members

Lynn Armstrong	Director
Debbie Wilson	Payroll & Benefits Administrator
Sonya Connah	Accounting Technician - Revenue & Billings
Laurel Anderson	Purchasing & Accounts Payable
Dustin Gotaas	KNC Finance Department Manager

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
- FlexiNET Broadband Inc.

KNC Finance Department Profile

Auditor	MNP, Kelowna & Vancouver
KNC Nation Banker	CIBC, Cranbrook
External Financial Support	KPMG, Kelowna MNP, Vancouver
Legal	Morgan & Assocaites Rella, Paolini & Rogers
Insurance Agent	Western Financial Group

Health & Benefits Carrier & Broker

Great West Life
IMI Brokerage

The KNC is the Plan Holder and Administrator of the Group Pension with Great West Life. The Pension is a defined contribution plan matched by the employers.

The KNC is the designated Local Government by the Province of BC and Agent for the Host Local Government Funds which flows the BCGaming Funds from the St. Eugene Resort & Casino, to payments for related debt retirement and administration fees and distribution to shareholders as directed by SEM Holdings Ltd. who hold the representation of the 4 Ktunaxa Bands and Shuswap Indian Band.

Annual Work Plan

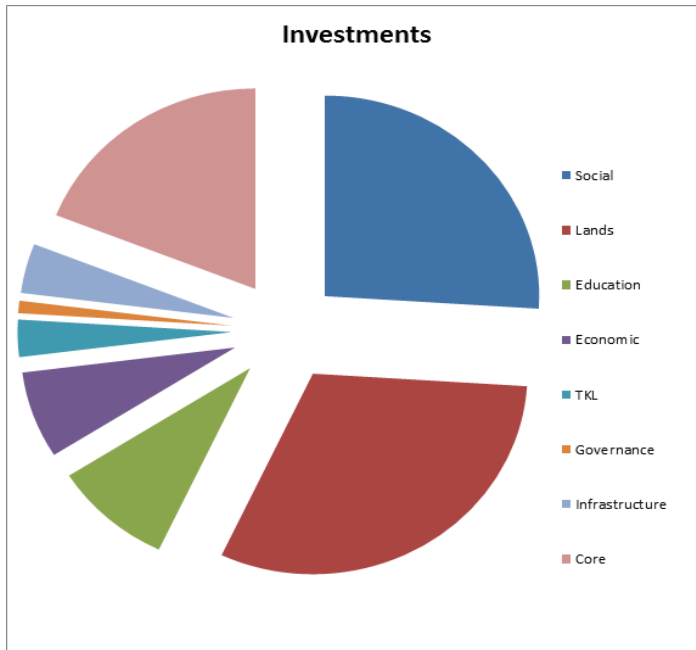
A. Continuing education of KNC Finance Department Staff

All Finance Department Staff are required to keep current by taking continuing professional development by CPA Webinars, seminars and technical courses. There was a 3 days of workshops and seminars on law of contracts and contract administration.

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 to Sage ERP, with an add on Sage Budgeting Module. Access to Sage financial actual & budget data has been widened to include Managers and Project Leads. Billing software is critically needed in order to manage and improve cash flow

Finance



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

KNC Finance Department continues to promote risk identification assessment and management strategies throughout the organization by collaborating on policy development, standard operating procedures and best practices. The Finance Department held 4 workshops, and plans on a full day Risk Identification Workshop in fall of 2017.

D.Preparation for substantive organizational change.

The KNC Finance Department performed an extensive internal review of its structure, capacity and services. MNP was hired to provide a comprehensive review and provided recommendations.

There is currently extensive focus on the separation and protection between the KNC Government Model and the Ktunaxa Business Model so that both entities can move forward in efficient manner to protect their interests.

E. Support for Sector Council financial responsibilities

With the anticipated ratification of the Sector Charter & Mandates, KNC FD closely monitors and assesses the impact of this organizational change on its own services and adjusts its support and delivery of the financial responsibilities.

One evident need, based on growth, and organizational changes and workload volumes resulted in the hire of another CPA on staff.

F. Reporting

Sectors, their departments and projects, access monthly internal financial statements and project activity statements as needed.

Currently there are 120 Sector, Department and Project financial reports produced monthly.

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

A big thank you to my staff for their daily dedication, humour and wisdom.

Lynn Armstrong
Director of Finance
Ktunaxa Nation council

Nupqu Development Corporation

Message from the General Manager

As I enter into my second year in this role, I reflect on the steep learning curve that was encountered and the many challenges that were faced over the past year. Reflecting on the statement from last year, many of the items included remain priorities and so I have left them in as they were. Keys to our success remain the support, cooperation and collaboration of the Nation and Bands along with the commitment and resourcefulness of our employees to our mission.

We have taken large strides over the past year in improving our administrative and operational functions but plenty of work remains. We have revamped the organizational structure of the company to support capacity growth and increased responsibility. We have introduced certain policies to ensure a sustainable financial future and allow for new hires. There is no shortage of strategic work still to do in the areas of business development, partnership development and marketing/external communications. We are in the final editing stages of our Business Plan, which will provide guidance and direction on the path towards sustainable growth.

The list of priorities remains the same as last year as we focus on capacity growth, which will involve 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.

There are many potential opportunities that remain underutilized. The IMBA agreement with Teck Coal is a prime example where we are just starting to understand where the opportunities lie and where we need to go as a company to take full advantage and push for those opportunities. We would like to see the Nation seek stronger relationship agreements with other major industry players, including: Canfor, BC Hydro, TransCanada, CP Rail, Fortis. These agreements need to reflect the strength of the Nation and support capacity growth of citizens and businesses so that we can meet the objectives and standards of the respective clients.

I still believe that it is through cooperation between the Nation Sectors and Band Corporations that we can best use our collective resources to leverage economic opportunity and ensure that we optimize financial benefits for Ktunaxa citizens and businesses. “Our shareholders are our Ktunaxa Communities – Akisqnuq, ʔaq’am, Yaqaan Nukiy, and ʔakinkum+asnuq+it along with the Ktunaxa Nation Council”; and “our success in fulfilling our corporate vision therefore includes and relies upon continued mutual Ktunaxa community support and cooperation.”

Key to our success is our employees – in providing consistent reliable and quality services to our clients. Nupqu’s diverse workforce includes recognized and certified resource professionals, skilled tradespeople, technicians and labourers, along with dedicated administrators and managers. The Company continues to offer a broad range of experience, expertise and services to our clients, while providing opportunities for professional and career development to our employees.

On behalf of all of our staff we would like to thank our Ktunaxa communities as well as our long standing clients for your ongoing support of Nupqu during the past year. We look forward to building a strong economic future within the Ktunaxa Territory together

Aaron Higgs, BSc., P. Geo
General Manager
Nupqu Development Corporation

Message from the Board of Director’s Chair

The end of this fiscal year (March 31, 2017) marks the eighth year of operations for Nupqu Development Corporation as an independent and proudly owned business of the Ktunaxa Nation Council and four Band communities. We are currently in the process of a number of structural and procedural changes within the company with the goal of improving our administration and project management systems to support growth.

Nupqu Development Corporation

We have proposed new Vision and Mission statements for Nupqu that we feel better reflect the overall mandate of the company.

Vision

“A responsible, profitable corporation that contributes to a thriving Ktunaxa Nation economy.”

Mission

“As a leader in First Nation Business Development, Nupqu will achieve sustainable growth and profitability through ongoing capacity development and the provision of value-added professional services while adhering to a strong health and safety standard.”

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. We intend to foster and work on those relationships with the Ktunaxa communities and organizations over the next year to build on industry opportunities.

Nupqu continues to provide highly valued consulting services to our clients in the following areas:

- Professional/Technical Environmental Services;
- General Contracting Services;
- Professional/Technical Forestry Services;
- Construction 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. We acknowledge that many of those opportunities will require forging strategic relationships with other successful businesses in the territory. Through the partnership with BC Hydro Construction Services for example, we have been able to expand into Construction Services, providing contract administration, labour, apprentices and equipment support.

We are in the midst of final revisions on Nupqu’s 2017 Business Plan that lays out principles and protocols for Project Management, Financial Management and Human Resources operations. We will use these added capacities to secure future contract opportunities.

I would like to extend my thanks on behalf of the board for the service of outgoing board members Jonah Cooper and welcome one new member, Rosemary Phillips. Rosemary brings knowledge and experience to the table, with her long standing work with the Nation’s Economic and Investment Sector and with the recent move becoming involved in the Treaty process. I look forward to working with all the board members and employees as we position Nupqu to capitalize on many new opportunities.

Bob Luke
Nupqu Development Corporation

Nupqu Board of Directors

1. Bob Luke – ?akinkum#asnuq#i?it Band Representative (Chair)
2. Debbie Whitehead – ?aq’am Band Representative
3. Jared Basil – Yaqan Nukiy Band Representative
4. Rosemary Phillips– ?akisq’nuk Band Representative

Goals and Strategies

Operating throughout the Ktunaxa Territory, with a head office located outside the ?aq’am community near Cranbrook BC and a second 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 vision and mission are focused on the goals of professionalism, responsibility, capacity building, profitability and health and safety.

Accomplishments & Activities

Governance - We continued to see transition in the board over the year, with one member leaving and a new one joining. To this regard, the board met four times this fiscal year. This upcoming year will include continued efforts to re-define Nupqu, its policies and governance structures with a focus on business related practices.

Nupqu Development Corporation

Management - Nupqu has seen significant changes to its corporate management framework over the past year, with a number of senior employees moving on to work at Teck Coal and a number of key personnel hires within Nupqu. We have moved to a more dynamic and broadened responsibility framework with the introduction of six project manager roles. This framework allows for capacity expansion as we seek new work opportunities and brings increased responsibility at the Project Manager level. Further efficiencies in administration and project management will be attained through time, expense and invoice tracking software (which we have purchased and are in the midst of implementing) and consistent communication protocols. Another strategic hire consisted of a Human Resources Manager/Office Manager role, who has taken on a number of duties and recently undertook our company's first Personnel Evaluation Process. The General Manager oversees the overall operation of the company and is focused on business development, financial management, human resources and company representation. This role will adjust over the next year, to be more focused on operational and financial management. We will be looking to hire a new employee to oversee business development (including partnership development), marketing and external communications.

Finance - Nupqu's Controller has been instrumental in increasing our financial capacity in working on finding efficiencies and providing protocols to our 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 continue to be emphasized with our staff throughout the company.

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 Teck Coal, BC Hydro, TransCanada, 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 Fernie project, a business partnership between Nupqu, the KNC and BC Hydro to collaboratively work on the Fernie sub-station upgrade in Fernie. This was a continuation of the work completed within the same relationship framework at the Winsor Substation Project near Elko.

Employment and Training - Throughout the fiscal year Nupqu's payroll records showed a total of 50 employees filling both permanent and temporary roles. Approximately 62% 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, Mine Safety and Orientation, Avalanche Skills, ATV training, Man-Lift, and Fall Arrest courses to name a few. 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. More and more we see this as an integral part in ensuring the sustainable growth and expansion of the business.

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 Cranbrook 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

Nupqu Development Corporation

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. We have crews consistently working in dangerous settings and a number of employees working in difficult working conditions, be it environment or weather. Below is a table representing the safety record for the year, which considering the work that we do is an excellent record.

Average Number of Employees	38
Total Hours Worked	63224
Recordable Incidents	4
Lost work days	1
First Aid incidents	4
Near Misses	6
Vehicle Accidents	0

Collaborative Partnerships

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/Fernie substation upgrades

Strategic Alliances

New opportunities, by forming strategic alliances and working relationships with existing profitable firms, are actively being pursued. Partners that we are in discussions with or actively pursuing contracts together include: Dillon Consulting, Hemmera, West Fork Resources and Vast Resources. We will continue to pursue strategic partnerships beyond this list that aim to fulfill our mandate and priorities and intend to leverage these strategic alliances to secure new work opportunities.

Contact Information

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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

flexiNet
Broadband

Treaty Negotiations

As in previous years I am writing to provide a brief overview of events from this past year related to the treaty negotiation process. I am reporting in my roles of the Director of Treaty and Chief Negotiator.

In September 2016 the treaty team was saddened by the loss of Roxanne Michel who provided support to the Side Table negotiations. Rosemary Phillips joined the team as a negotiator in January 2017. Janice Alpine is also a part time member of the team. Garry Merkel continues as the Senior Negotiator.

The focus of the treaty department continues to be on negotiations and governance transition.

Governance Transition activity 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).

Work is continuing with community and staff engagement sessions to review the AiP in order 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. It must be noted that court action is a costly undertaking and we do not have control of the outcome.

The provincial government has yet to provide a fulsome response or path forward with respect to the 'Commitments Document' that was signed in 2015. It is unknown whether this initiative will be on the agenda of the Provincial government resulting from the May 2017 Provincial election. At the time that this report was being prepared, a Liberal minority government was in power.

The Wensley Bench transfer still has not taken place. The issue continues to be complicated by the civil suit brought forward by

the Okanagan Nation Alliance (ONA) challenging the ITA.

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 had finalized its work on the issue of Certainty but discussions have been reopened as a result of requests from a number of negotiating tables. 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. It continues to be a challenge to schedule regular meetings of the group. In February 2017 I sent a letter to Principals acknowledging the appointment of Celeste Haldane as the Chief Commissioner of the BCTC and also urging the group to hold regular meetings.

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 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



The Ktunaxa delegation at the Supreme Court of Canada on
December 1st, 2016



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