

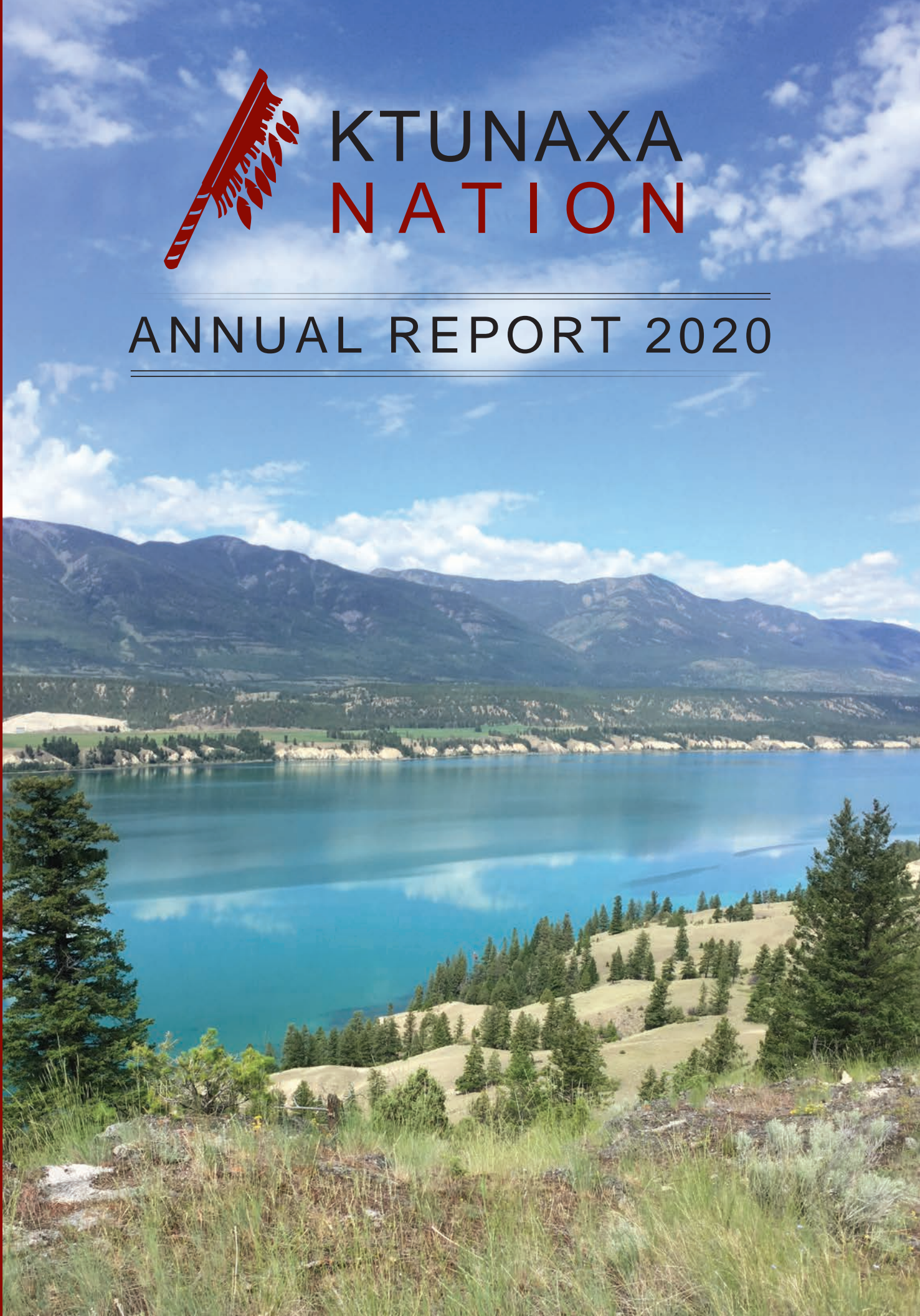


KTUNAXA  
NATION

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ANNUAL REPORT 2020

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## STAFF CORE SERVICES

COVID-19 Janitor

**Delores Andrew**

Maintenance Worker

**Chad Fletcher**

COVID-19 Janitor

**Nicholas Johnson**

Communications Technician

**David Lalande**

Info Technology Manager

**Bob Luke**

Senior Maintenance Worker

**Adam Nicholas**

Communication Officer

**Jesse Nicholas**

Data Governance Coordinator

**Gwen Phillips**

Marketing & Public Relations  
Coordinator

**Trish Barnes**

IT Technician

**Ross Doeleman**

Systems Administrator

**Sheldon Ellingson**

Events Coordinator

**Aleitha Harvey**

Ktunaxa Service Representative

**Kyle Highwind**

Chief Administrative Officer

**Shawna Janvier**

Senior Covid Janitor

**Shalynn Jemson**

Facilities Manager

**Don Maki**

Senior Policy Advisor

**Denine Milner**

Facilities Assistant

**Ashley Skjonsby**

Human Resources Administrator

**Kaydia Wright**

# Videos



## Ktunaxa Leadership

A discussion of responsibilities and considerations for Ktunaxa people thinking about running for council.

<https://vimeo.com/405382718>



## SERIES: Ktunaxa Basics

Ktunaxa Basics 1: ʔamak is ktunaxa

<https://vimeo.com/310274655>

The Land of the Ktunaxa

Ktunaxa Basics 2: ka·kikiʔ

haqwaʔa <https://vimeo.com/310280747>

Considering Culture

Ktunaxa Basics 3: ʔa·knumuʔtiʔiʔ

<https://vimeo.com/310283558>

How We Get Along

Ktunaxa Basics 4: ʔa·kʔukaqum

<https://vimeo.com/310286785>

From One Mind to Many

Ktunaxa Basics 5: ʔiʔkiʔwinyam

<https://vimeo.com/310289729> Ktunaxa

Ways of Knowing

Ktunaxa Basics 6: Colonization

<https://vimeo.com/310292515>

Resilience within the context of colonization.

Ktunaxa Basics 7: CIRSS

<https://vimeo.com/310294085>

The Canadian Indian Residential School System



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7825 MISSION ROAD  
CRANBROOK, B.C. V1C 7E5

### GOVERNMENT BUILDING

220 CRANBROOK STREET,  
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[WWW.KTUNAXA.ORG](http://WWW.KTUNAXA.ORG)

[WWW.KTUNAXA.ORG/  
WHO-WE-ARE/  
KTUNAXA-COMMUNITIES/](http://WWW.KTUNAXA.ORG/WHO-WE-ARE/KTUNAXA-COMMUNITIES/)

COVER PHOTO:  
CRAIG PASKIN  
OTHER PHOTOS  
CONTRIBUTED BY SECTOR  
DIRECTORS & STAFF

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# Who we are

## Executive Council 2020

The Ktunaxa Nation Council is **governed by an** Executive Council, **comprised of** Chiefs from each Community **and** Sector Council Chairs.

Sector Councils **are comprised of** elected Leadership **from each** of four Ktunaxa Communities, **who provide guidance in five sectors.**

**The council members noted here served in the 2019/2020 iscal year.**

For current members, visit [www.ktunaxa.org/who-we-are/executive-council/](http://www.ktunaxa.org/who-we-are/executive-council/)



*Kathryn Teneese*

**NATION CHAIR**



*Heidi Gravelle*

**NASU?KIN** Yaqit ?a·knuql'i't



*Alfred Joseph*

**NASU?KIN** ?akisq̓nuk



*Jason Louie*

**NASU?KIN** Yaqan Nu?kiy



*Joe Pierre*

**NASU?KIN** ?aq̓am





*Jared Basil*

**CHAIR**

Education & Employment

**COUNCILLORS**

Darcy Fisher  
Vickie Thomas  
Heidi Gravelle



*Codie Morigeau*

**CHAIR**

Social Investment

**COUNCILLORS**

Jason Louie  
Corey Letcher  
Jason Nicholas



*Julie Birdstone*

**CHAIR**

Traditional Knowledge & Language

**COUNCILLORS**

Kyle Shottanana  
Robert Louie Sr.  
Theresa Kains



*Josie Fullarton*

**CHAIR**

Economic Investment

**COUNCILLORS**

Joe Pierre  
Heidi Gravelle  
TBD



*Sandra Luke*

**CHAIR**

Lands & Resources

**COUNCILLORS**

Jason Andrew  
Avery Gravelle  
Alfred Joseph



# From the Nation Chair

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This is a report on activities and highlights of the past year and will also include comments on what we've been experiencing since March of 2020. 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. The last in-person meeting of the KNEC was held on March 25, 2020.

In addition to the regularly scheduled sessions, members of the KNEC attended a variety of meetings and events within and outside of Ktunaxa territory.

Membership at the KNEC table includes the four Community Chiefs and the five Chairs of the Sector Councils. Since last year's report there have been some changes: Chief Heidi Gravelle replaced Mary Mahseelah, Councillor Jared Basil replaced Darlene Trach as the Chair of Education and Employment, and Councillor Josie Fullarton replaced Bob Luke as the Chair of Economic Investment.

Ryan Nicholas was elected as ʔakisq̓nuk Chief in the by-election that took place on September 10, 2020.

## Some highlights from the past year include:

- The KNEC and Sector Council members as well as Sector Directors were provided with the opportunity for ongoing professional development sessions led by Dan George of Four Directions Management and Dr. Christopher Horsethief. Karen Bailey-Romanko coordinated the sessions.
- On May 31, 2019, the seventh annual celebration of the KNGB acquisition was held. The celebration acknowledged a number of individuals for their Ktunaxa language work. This year's celebration was not held because of the COVID-19 restrictions.

- On June 20, 2019, National Indigenous Peoples' Day, 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 was not held because of the COVID-19 situation. It had been hoped that the tournament might be rescheduled to later in the year but this did not happen.
- KNC was represented at the November 2019 meetings between the Premier and Cabinet and FN leadership. This is the sixth year that the sessions have been held. In his comments, Premier John Horgan spoke about the introduction of *Bill 41* (Implementation of the UNDRIP) on October 24, 2019. It was noted that the legislation is intended to provide guidance to the bureaucracy. Members of the FN Leadership Council spoke of the legislation as a way to come together to make decisions but noted the work is far from over.



- 
- The first payments from the Gaming Revenue Sharing Agreement have been paid to the FN communities. Work is continuing to finalize a long-term agreement on the matter.
  - Throughout the year members of the KNEC and other elected representatives participated in a number of meetings regarding the ongoing Canada/U.S. negotiations of the Columbia River Treaty (CRT). The KNC, SNTC and ONA have each appointed one representative to attend the negotiation sessions as official observers.
  - October 1, 2019 was the official start date for CAO and Executive Mentor Shawna Janvier. In addition to her regular duties, Ms. Janvier will be responsible for the identification and mentoring of a Ktunaxa replacement.

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.

A special thanks to all those involved in ensuring our safety in our homes and workplaces during these challenging times. I also want to acknowledge the efforts of all Ktunaxa Citizens for doing their part to ‘flatten the curve’ in B.C. We have all learned that there are many ways to get things done.

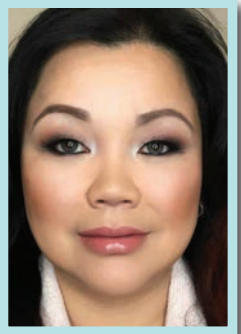
I know we’re all looking forward to being together with friends and family as soon as we’re able.

**Taxa,  
Kathryn Teneese  
Nation Chair**



## Ki?su?k Kyukyit Qapiniski! !

*I am happy to address all the Ktunaxa*



*people in my first report out as the Chief Administrative Officer and Executive Mentor for the Ktunaxa Nation Council Government.*

*I started the position October 1, 2019.*

### ***A little about myself:***

*My name is Shawna Janvier and I am DeneSouline from Cold Lake, Alberta.*

*I was raised in my own community by my grandparents. They spoke to me in our native language growing up, and my language is very important to me.*

*I'm married and we have three grown sons.*

*I reside in Edmonton and it's a long commute to work every day. Kidding!*

*I only go home on the weekends.*

*As least, I used to, before COVID-19.*

*I was drawn to the opportunity to work with the Ktunaxa in this capacity because I was captivated by the prospect of mentoring a Ktunaxa citizen to the CAO role.*

*I have until September 30, 2022 to do this.*

*In my short time here, I have had the privilege to meet some remarkable people and do some visiting.*

*I've been out at ?a?am, Yaqaan Nu?kiy, and Ya?it ?a-knuq?it so far and look forward to visiting at ?akisqnuq.*

*Pssst! I've been asking around for anyone who makes traditional "delicacies" (aka wild food). I'd be glad to bring dessert!*

# Message from the CAO

## 2020: The Year of the COVID-19 Pandemic

Before I elaborate on the activities of the administration, I must address the phenomenon that is unlike anything we've experienced in our lifetimes.

On March 11, 2020, a global pandemic for Coronavirus Disease (COVID-19) was declared by the World Health Organization. With all the news around the pandemic, and all the suffering and loss of life it continues to cause, things are vastly different now.

Anxiety is high and everyone is concerned for our lives and livelihoods.

It's important to share what the KNC has been doing to help protect us all in these challenging times.

This year the Annual General Assembly (AGA) was canceled by the host community, Yaqaan Nu?kiy, due to the pandemic.

Out of an abundance of caution, other major events that were to be held at St. Eugene Golf Resort Casino were canceled or rescheduled.

The annual charity golf tournament, which I understand brings enthusiastic, networking golfers from near and far to the East Kootenay, was canceled.

The Commemoration of the 50th Anniversary of the Closing of the Kootenay Indian Residential School has been postponed until 2021.

It takes a bit of the pressure off the planning committees with an extra year to plan!

The challenges of a new working environment and less interacting with people is hard for us, but we are adapting.

We've been working as an Emergency Operations Centre (EOC) team to liaise with sectors and bands to coordinate messaging and determine the wisest course of action. A major part of our approach to the pandemic and the distancing was daily communications, which turned to thrice weekly, then once-a-week, reports that I send out on behalf of the KNC Administration to keep that regular connection to the workplace.

We have a responsibility to do the right thing for all employees, and, in our particular workplace, we have an additional responsibility to protect cultural knowledge holders, who are both on staff and also family of staff.

The reopening plan is therefore our own adaptation of current best practices as articulated by the B.C. Ministry of Health.

Our IT team has provided exemplary tech support to staff in every sector, and I can say that, overall, the use of virtual collaboration tools has grown, and, with that, the capacity of our teams to work with each other and with partner groups.

All of the sectors are adapting and demonstrating their own unique styles of working remotely and doing their best to make it effective.

There are interesting aspects about the “new normal” that the pandemic has brought.

I have heard of several senior community members who are learning to “Zoom,” and, it will serve everyone well into the future to have these updated skill sets as we are hearing that COVID, like other viruses, may return in stronger “waves.”

Our communities will be ready, and so will our health-care teams,

who have been active in not only compiling necessary supplies (not easy) but who have arranged to provide in-community testing to citizens.

There have been no outbreaks in community, nor on staff. We are staying the course, and I am proud.

## Initiatives

I’m happy to update you on some important initiatives occurring at the KNC to support an organizational culture change, the development of the Ktunaxa citizens and their career pursuits, and government readiness.

The KNC is working internally to transform to a learning environment, and an organization that focuses on **Q̓api qapsin kin n̓itkin hin n̓isti Ktunaxa**. (“Everything you do, you do for Ktunaxa.”)

There are three separate mentorship initiatives within the KNC toward these goals: The Master Mentorship Plan, Executive Leadership Development, and the CAO Mentorship.

I understand that mentoring and succession is strongly rooted in Ktunaxa tradition.

The Education and Employment Sector is leading implementation

of a Master Mentorship Program at KNC. The program is within the scope, mandate and authority of the Education & Employment Sector Council and staff.

You can see more details on the Master Mentorship Plan in their section of the report. Essentially, this means we’re getting ourselves prepared throughout the organization to be able to give a hands-on understanding of the jobs we have throughout the KNC, so that citizens can SEE themselves in KNC – succeeding people like KT, Ray, Codie, Debbie, Don, and many others.

I am very excited about all of these interconnected initiatives.

I spoke to the youth at the youth summit I attended just before the pandemic was declared; I encouraged them to keep in touch with the Education and Employment Staff and not to let them off the hook.

The KNC is paying attention to, and giving a boost to, its policy environment. It’s taking a real close look at how we’ve been doing things—our standards—and formalizing those things to ensure that we manage our risk and responsibilities as a government for the people.



Over the last year and half we've been working closely with the TKL Advisory Committee to lay a foundation so that future KNC policy work is grounded in Ktunaxa values and principles.

Because policy is a "decision about something important and what to do about it," our policy environment must reflect who we are.

Key pieces that are being developed include a policy framework that defines the types of policy we have, the cultural values and principles that it must be based upon, the process that must be followed to build strong policy, and how we identify policy needs. Policy-making is a core function of a government and we're making sure that we take that responsibility seriously and effectively, for our own reasons and in a way that is meaningful to the Ktunaxa people.

The Ktunaxa Nation Executive Council was purposeful in government readiness by considering and implementing a formal "Finance Board" (which you might have seen it being called a "Treasury Board" in other governments).

The KNC and the Community Administrations will support this board to make the best possible financial decisions on behalf of the Ktunaxa Nation Council and its citizens.



We always keep in mind what the "K" in KNC stands for: Ktunaxa. All the relationships between the Ktunaxa people as a whole are important and need to be nurtured and cared for in order for them to grow and thrive.

We are working on a number of communication initiatives in an effort to become more interesting, creative and breathe some life back into the connection. It was never truly lost, just goes off the track once in a while. Besides making us do what we should be doing anyway (such as practicing respiratory etiquette, giving people some space and ensuring our hands are clean and sanitized) COVID-19 has really opened our eyes to the possibilities.

A significant part of my role is to mentor a Ktunaxa citizen to the CAO role. I take this very seriously, and with my whole heart.

I am pleased to report that we have lots of enthusiastic interest in the CAO Mentorship - Executive Leader Program, as we want to support our current and future leaders and to ensure we are striving towards the KNC vision of self-governance.

The concept is that if individual citizens are making personal efforts to achieve a goal, KNC wants to match that effort with meaningful opportunity.

In the upcoming year, there will be a rigorous recruitment process where candidates will have an opportunity to be mentored in aspects such as administration, finance, conflict resolution, management, coaching, and executive leadership.

It is our hope that the participants also learn a lot about themselves along the way.

This is an exciting time for mentoring and succession for Ktunaxa Citizens to honour and ensure that corporate government capital remains with the Ktunaxa government for generations to come.

The staff here at the KNC are in process of defining what works for the Ktunaxa people to self-govern in a modern context, while holding the traditions closely – such an important part of the whole strategy.



The background of the page is a photograph of a forest. In the foreground, there are green evergreen branches. A spider web is visible, draped across some branches and covered with small droplets of water. The background shows more trees and foliage, slightly out of focus.

# Vision

Kəmá'qqa ksukłuta·k kukqani ꝥ kítqakił haqa  
ksiꝥ ꝥxa ꝥa·kłukqaꝥis ksukitqukaꝥmi·ka kiꝥin  
Ktunaxa naꝥs ꝥamakꝥis.

Qus pikaks ꝥ naꝥs ꝥxał yaqanakił haqaꝥki.  
Kítqawiꝥmu kakiłwiꝥkił ꝥamakꝥis kisnikꝥik  
kꝥxał qa kiłkkaxuxami·k kítqakił haqa ꝥ kisꝥin  
ꝥaknumuꝥtiłꝥis.

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.

# TRADITIONAL KNOWLEDGE & LANGUAGE

## Ki?suk kyuk?kyit qapi niskiḥ,

I would like to acknowledge TKL Sector Director, Don Sam, and our Sector Council who, despite the difficulties of the Covid pandemic, continue to work to ensure that the Language and Culture of the Ktunaxa people is at the forefront of everything we do as a government and organization.

Thank you Nasu?kin Louie and Robert Louie Sr. who serve on the Sector Council for Yaqaan Nu?kiy, Council Member Kyle Shottanana for Yaqit ?a-knuqli'it and Councilwoman Theresa Kains for ?akisq̓nuk.

I would also like to acknowledge the TKL Elders Advisory working groups and the TKL team for the hard work with all the Sectors to ensure that KNC services are delivered in a Ktunaxa-appropriate and decolonized way.

BY JULIE BIRDSTONE  
SECTOR CHAIR

Ki?suk kyu?kyit  
Q̓api niskiḥ. Hupak, hu sukiḥ  
q̓ukni kin wakiḥ nawsanmiyitki,  
siḥ ?upxnisni qapsins huḥ  
?itkini na KNC & TKL.

BY DONALD SAM  
SECTOR CHAIR

Greetings ?aq̓smak̓nik! Now I will tell you in English that I am happy for you all to hear about the projects we have been working on at KNC and specifically in TKL.

Wow! How do we do this in a socially distant forum? It is so important when we can come together and reunite with friends and family at AGA time; I missed the togetherness of this year's AGA.

I do hope you are all able to keep safe: Mentally, physically, emotionally and spiritually.

Let's start with our **five-year** strategic plan. Our Elders and Sector Council gathered to formulate, refine, and reconfirm the priorities for TKL as they developed our Sector Strategic Plan.

This five-year strategic plan lays out the major areas of the sector. Once we finalize some parts of it, we plan to have it printed and distributed, much like the last one from 2013.

Some of the major headings include: *Language & Culture, Preservation, Research, Education & Outreach, Culture & Language Curriculum, Secure Funding, Communication, Tourism, and Training.*

TKL Elder and Knowledge holder-engaged research with external partners and universities allowed us to understand differences in methodologies.

The Elders Advisory discussed evolving ideas about research and reconciling our own pasts. We started talking about a methodological approach, or, more traditionally, thinking with one heart: **?ukiniḥwiḥtiyaḥa**. As the conversation expanded, we learned from the group another term—**xaq̓qanaḥ ?itkinil**—which refers to many ways of doing something. There is not just *one* right way and 'everyone else is wrong,' but we must be able to discuss the various ideas and understandings. This makes our decision making stronger, and makes us more resilient. These concepts bring us to an exciting path of how we understand and speak of ourselves.



Some people refer to a ‘cultural iceberg,’ where 90 per cent of the ice is underwater (look out, Titanic!)

So, too, is 90 per cent of our culture.

‘Indian Humour’ is an example.

So, too, is your understanding of ‘auntie,’ or ‘cousin.’

So... who are *you*?

Ninety per cent is not visible to others, and is actually hard to describe; it’s hidden in your thoughts, your mannerisms, and social norms.

### What makes us Ktunaxa?

#### What gives Ktunaxa Pride?

In some of the research projects our Elders have been part of, we turned this iceberg into a mountain or a lake (easier to relate.)

I liked the idea that if it were seen as a lake, we need to get those deeply held beliefs to float to the surface. (I love working with Ktunaxa Knowledge holders.)

#### So what makes you Ktunaxa?

Where does your Ktunaxa Pride come from? When we have the conversation about what is important about Ktunaxa-ness and where these traits and perspectives originate, we can celebrate the things that make us united, instead of looking at what we are not. Our Elders have embarked on helping us have the conversation, and it is one that we all can join.

## THE CULTURAL ICEBERG



### VISIBLE

Age  
Gender  
Clothes  
Behaviours  
Language  
Physical Characteristics

### LESS VISIBLE

Patterns of Speech  
Favourite Foods  
Musical Preferences  
Family Traditions  
Social Skills  
Nationality  
Heritage  
Social Status  
Role in Family  
Political Views  
Personal Views  
Sexual Identity  
Family Attitudes & Values  
Body Language  
Festivals  
Talents  
Religious Practices  
Heritage  
Wealth  
Skills  
Knowledge  
Life Experiences  
Attitudes  
Worldview  
Assumptions  
Thought Patterns

### NOT VISIBLE

# ACTION & DIRECTION

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## **Speaking of who we are,**

TKL has started Indigenous Cultural Awareness Training (ICAT) in partnership with St. Eugene Golf, Resort & Casino.

Our premise is that cultural awareness is more than sharing what our culture looked like 150 years ago. It is also teaching society about the history that attempted to take our identity away from us.

We call this idea the “*Breadth and Depth*” of who we are.

Our timeline could be extended over thousands of years, and our knowledge of each point on that timeline is an opportunity to have depth.

Our ICAT program is marketed to people that want more than an exhibition of First Nation culture, and our guests leave with a better understanding of their personal role—and their organization’s role—in reconciliation.

Fueled by the social unrest and wakening that is happening, including Black Lives Matter and the Defund Police movement, there are more conversations that help identify and articulate ideas and

concepts of privilege and systemic racism in a way that helps the conversation around decolonization.

Our partnership with the National Organization KAIROS—that developed the Blanket Exercise—trained 14 individuals to be certified in its delivery.

We want to be able to empower as many citizens as we can to be able to deliver this Blanket Exercise throughout ʔamakʔis Ktunaxa.

The more enlightened society is, the more we are free to celebrate our unique identity, and the closer we are to understanding reconciliation.

In terms of language revitalization, we must be strategic and persistent, and learning opportunities must be saturated throughout the Nation.

Our sector has been lobbying the Province for sustainable multi-year funding. Proposal-driven funding models allow the colonizers to decide who is worthy of funding based on their criteria; it divides the Nation communities and disregards our government sovereignty over our language.

We are pushing for the Province to respect our government-to-government relationship when it comes to topics at the core of who we are, especially our language.

In addition to the sector pursuing sustainable multi-year funding, we developed a draft framework for our revitalization strategy.

In its draft format, this comprehensive framework is meant to help guide programs and services in working together in language revitalization. Based on our histories and citizens, it provides direction in how we can all participate in making an environment where our language returns. Expect a community engagement process in the near future.

As well, we have our own language apprentice program that was begun this summer. In times of social distancing, we are trying to adapt so we are able to take advantage of the remote work environments where it is possible that our language apprentices are not limited to worksites in Cranbrook, but can work remotely.



# Together

TKL was involved in the Elders Gathering in Vancouver last year.

As a group, we chartered a bus for the Ktunaxa Elders, and we all stayed at the same hotel in Surrey and drove to the convention centre together.

We are indebted to all the sponsors of our Elders that made it possible for the Ktunaxa to be represented, as well as being able to relax and enjoy themselves.

Community engagement is something that I always look forward to, this included the Culture Camp that took place at Graves Lake in the Elk Valley, which was great... other than the snow!

We hosted a workshop for language teachers meant to support the networking and sharing best practice for language teachers.

The genealogy workshop that was held in Creston at the Round House focused on citizen reconnection. People learned who they were connected to, and some were connected to nearly pretty near everyone.

We plan on continuing with community engagement through regular workshops. We worked with Dorothy on the All Soul's Feast celebrating relatives and loved ones that have moved on, at the same time, making the time and space for grieving.

There are often many reasons why we come together: Nation Rebuilding, reconnections, language, culture, identity, family, learning, food, laughter... but the best part of coming together is *being* together.

## XAÇQANAŦ ŦITKINIŦ

Language and culture are not limited to the work that one person or one sector or one community are working on, but, as the Elders teach us: **xaçqanaŦ ŦitkiniŦ**, which translates to *'many ways of working on the same thing,' 'many ways and many things,' and 'sharing best practices is not constrained to one group, but a diffuse array of activities happening simultaneously throughout the Nation.'*

We hope the work each community is doing continues, and that TKL is able to support those efforts with materials, funding, encouragement, sharing best practices and gatherings (after COVID-19).

**Together we got this!**



# Hu ǰini Ktunaxa

Last year, Nasu?kin Sophie Pierre reminded us:

“We must increase the linguistic and cultural competency of our Ktunaxa people.”

This year, I am sharing with you another phrase that is important for everyone to learn:

**“Hu ǰini Ktunaxa, ǰ Hu qaki qaxi (**

Which translates to:

**“I am Ktunaxa, and I come from...”**

It is important for you to know you are Ktunaxa. The community you come from, but also that we are all Ktunaxa.

ǰaǰam ǰakisǰnuk  
Yaǰit ǰa-knuǰi'it  
(Yaǰan Nu?kiy)



“Hu qaki qaxi”

Focus your phone  
on the QR code  
above to LISTEN  
to an audio clip.





# TKL ADVISORY COMMITTEE

The Traditional Knowledge & Language Advisory Committee consists of two Elders from each of the Ktunaxa Communities and meets monthly. Each of the communities appoints its two representatives to provide guidance and insight into the organizational needs to be reflective of the Ktunaxa people.

At these meetings, we welcome KNC sectors to solicit direction around traditional knowledge, language incorporation, and direction for the work of the Ktunaxa Nation.

In addition to the TKLAC, there is also a larger group of Ktunaxa Elders and Knowledge Holders that come together quarterly.

In these meetings there are approximately 20 Elders and Knowledge Holders. In these larger group meetings, Elders have broad discussions, visit, converse in Ktunaxa, and provide direction on various initiatives.

At times, specific task groups are formed that include Elders with specialty areas, such as fluent language speakers, to consider specific requests. The outcomes of these special Elders' task groups report back to the TKLAC.

The individuals listed here have been appointed by their communities to advise KNC on the TKL Advisory Committee Council.

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**Mary Basil**

Yaqan Nu?kiy

**Elizabeth Ignatius**

Yaqit ?a·knuqti'it

**Anne Jimmy**

Yaqan Nu?kiy

**Alfred Joseph**

?akisqnuK

**Mary Mahseelah**

Yaqit ?a·knuqti'it

**Marie Nicholas**

?akisqnuK

**Sophie Pierre**

?aqam

**Kay Shottanana**

?aqam

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We acknowledge the legacies of Mary Basil and Herman Alpine, who contributed much wisdom, guidance and Ktunaxa-ness during their lives. We will remember you always, with gratitude.

## SECTOR COUNCIL

ʔaǰam  
**Julie Birdstone (CHAIR)**

Yaǰit ʔa·knuǰi'it  
**Kyle Shottanana**

Yaǰan Nuʔkiy  
**Robert Louie Sr.**

ʔakisǰnuk First Nation  
**Theresa Kains**

## STAFF

Director  
**Donald Sam**

Administrative Assistant  
**Cecilia Teneese**

Archives / Cultural Advisor  
**Margaret Teneese**

Business & Product  
Development Coordinator  
**Jared Teneese**

Education & Outreach  
Coordinator  
**Leanna Gravelle**

Cultural Assistant  
**Brad Alexander**

Cultural Assistant  
**Frank Alexander**

Cultural Assistant  
**Michael White**

Gift Store Clerk  
**Bill Henderson**

Gift Store Clerk  
**Austin de Bruijn**

Gift Store Clerk  
**Dawn Scout**

Contractor  
**Michelle Barroca**

Contractor  
**Christopher Horsethief**

Cultural Researcher (TECK IMBA)  
**Vacant**



Donald Sam, Jared Teneese, Margaret Teneese, Bill Henderson, Leanna Gravelle, Cecilia Teneese at the Round House, 2020.

**K'haqatpaṭni k'hakyaxamik  
k'haqatqanuxwat k'hawasxuʔmik.  
Siṭ ǰxantawasni ya·qaṭ ʔaqṭsmakniṭki  
ǰ ʔaktukaqwuṃʔis, ǰapi qapsins  
kinmu wunmanamus.**

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

## Apps



### Ktunaxa Language App

is a media-rich bilingual dictionary and phrase collection comprised of words and phrases archived at the online Aboriginal language database FirstVoices.com.

Online, search Ktunaxa Language App for Apple or Android.



### Ktunaxa Grammar App

helps Ktunaxa learners recognize basic grammar patterns. It utilizes Second Language Acquisition feedback to help identify “gaps” in Ktunaxa knowledge.

Online, search Ktunaxa Grammar App for Apple or Android.









# Kis?uk kyukyit,

For those that don't know me, my name is Josie Fullarton (née Luke), from Yaqan Nu?kiy. As the recently elected Chair of the Economic Sector Council, I would like to thank my fellow council members for their strength and support as we continue to navigate a rapidly changing landscape.

In particular, I would like to thank outbound members of the Sector Council, Donald Sam, and the longtime chair, Bob Luke.

The strong path we are on is due in large part to your leadership over the years and we look forward to building on the good work you started.

We continue to see progress in growing the available opportunities for Ktunaxa businesses, especially with Teck Coal, but more recently through Fortis B.C. as well as the Ministry of Transportation and Infrastructure (MOTI), particularly in regards to the Kicking Horse Canyon Phase 4 Project.

We are also excited to share the KtunaxaReady.com online business directory, as this will serve as a useful resource for Ktunaxa

businesses to get more exposure and expand their businesses.

We were very proud to conclude the operationalization of the Ktunaxa Holdings Limited Partnership and have been pleased with the progress that the General Partner, Ktunaxa Enterprises Ltd. has made over its first few months. The intention behind this project was to ensure a functioning business arm, able to operate at the speed of business, and derive revenues for its shareholders (the Ktunaxa communities and the KNC).

Growth continues to be front of mind for us, as we are exploring opportunities for a Ktunaxa presence in the West Kootenay, while also continuing to work and collaborate with the communities through the Procurement Task Group, and other collective business opportunities.

I would also like to take the opportunity to remind citizens of the various supports for small business owners, budding entrepreneurs, or Ktunaxa artists, through the Kootenay Aboriginal Business Development Agency (KABDA).

While too numerous to list here, a wide variety of resources, including access to capital, are available through the sector and I would encourage anyone interested to connect with one of our staff.

Lastly, thank you to everyone across all sectors and all communities who worked together with us this last year, taking steps towards the self-sufficiency we all desire. We look forward to more collaboration in the coming year!

**BY JOSIE FULLARTON  
SECTOR CHAIR**



**VISIT [ktunaxaenterprises.ca](http://ktunaxaenterprises.ca)  
for a copy of the Ktunaxa Holdings Business Group  
Newsletter and more information about the KEL.**

# ECONOMIC INVESTMENT

BY JUSTIN PATERSON  
SECTOR DIRECTOR

I would like to start with an expression of my gratitude for being able once again, to provide a summary of the activities of the Economic Investment Sector over the past year. This gratitude is due, in large part, to the individuals with whom I am fortunate to interact on a daily basis.

The leadership from Sector Council was, once again, instrumental in ensuring we staff continue to advance our work in a manner to maximally benefit the Ktunaxa Nation. In turn, the passion and professionalism displayed by the staff continues to drive us to achieve more and better results in our work.

As in previous years, the Economic Investment Sector continues to evolve and grow in order to serve a continually evolving and growing Nation.

This is seen in the addition of several new staff and initiatives over the past 12 months, as well as some new faces on our Sector Council.



**Social Distanced Team Hangout || June 3, 2020 at the ʔaąam Arbor**

On a similar note, previous key staff members departed our team as a result of the conclusion of the operationalization of Ktunaxa Enterprises Limited, a project which was featured heavily in our update for the 2019 AGA.

On behalf of our entire team, I hope that the following summary is a useful indication of the type of work we are focusing on, and the results we have been able to achieve.

I would like to reiterate—as I did last year at the AGA—that we continue to be aware of areas in which we are operating below expectations as well.

Most notably, we must find better ways of communicating and engaging with citizens, and working collaboratively with other sectors.

**I look forward to engaging in that work, and contributing in general, to the Nation rebuilding efforts of the Ktunaxa.**





## Ktunaxa Enterprises Limited

After almost two years of operationalization, KEL is now up and running as its own legal entity and the general partner in the Ktunaxa Holdings Limited Partnership, with the four communities and the KNC representing the limited partners. Currently, four businesses are operating under KEL:

- 1) Nupqu Corporation  
Natural Resource and Land  
Management
- 2) Tipi Mountain  
Eco-Cultural Services  
Archeology Firm
- 3) Tipi Mountain  
Native Plants  
Native Plant Nursery  
& Greenhouse
- 4) Kettle River  
Contracting  
Civil Construction

## Kicking Horse Canyon Phase 4 Project (KHCP4)

The Ministry of Transportation and Infrastructure (MOTI) has been working with the sector to determine opportunities for Ktunaxa business participation in the Kicking Horse Canyon Highway Twinning Project. A minimum of \$6.7 million in contracts for Ktunaxa businesses is expected to be a legal requirement for the design-builder. This opportunity is available not through any acknowledgment or accommodation for impacts to

rights and title from the sector, but is rather a representation of how the sector is seeking to create a positive environment in which our businesses can operate. The sector team has been able to create space for Ktunaxa businesses and contractors to be a part of the KHCP4 sub-contracting process and look forward to the value-added opportunities that can create direct and indirect employment and training opportunities.



## Business Networking Event

On February 25, 2020 the Economic Sector hosted an all-day event which saw proponents of the KHCP4 Project present to Ktunaxa businesses who expressed an interest in working on that project.

This was a great opportunity for everyone to meet face-to-face and create connections so that our businesses can work with whichever proponent is chosen for the project.

In the afternoon we had an open session with a broader range of Ktunaxa businesses. We invited several industry partners, including North Coal, Teck, Canfor, B.C. Hydro and Columbia Power, amongst others, who participated in a “speed dating” engagement with a broader array of Ktunaxa businesses. Based on overwhelmingly positive feedback, we may seek to replicate this type of event on either an annual or biennial basis.



# Ktunaxa Regional Branding Initiative (KRBI) Symposium

On October 22, 2019, local business operators, chambers of commerce, visitor centres, museums, and local municipal, provincial and Federal representatives came together at St. Eugene Resort for the KRBI Symposium.

The event was a considerable success, and congratulations go out to Janice Alpine and her team on the KRBI (Bernadette Morigeau, Maureen McEachen, and Daniela Carizzoni Norton) for their efforts in coordinating and hosting.

The KRBI focuses on establishing connections between Ktunaxa businesses, entrepreneurs, artists and the regional business sector, to enhance opportunities for Ktunaxa participation in the tourism industry, and to facilitate greater representation of the Ktunaxa when it comes to regional tourism marketing efforts in general.



Sign up for the KABDA newsletter.

[www.kabda.org/about](http://www.kabda.org/about)  
Kootenay Aboriginal Business Development Agency



**Bernadette Morigeau, Daniela Carizzoni Norton and Maureen McEachen** representing the **Regional Branding Initiative** under **Janice Alpine**. They are the Ambassadors for promoting authentic Ktunaxa artists and services.

## ECONOMIC INVESTMENT

### SECTOR COUNCIL

Yaqaan Nuʔkiy  
**Josie Fullarton (Chair)**

ʔaqaam  
**Joe Pierre**

Yaqit ʔa·knuqʔiʔit  
**Heidi Gravelle**

ʔakisqʔnuk  
**TBD**

### STAFF

Economic Sector Director  
**Justin Paterson**

Industry Engagement Officer  
**Marion Eunson**

Procurement and Business Development Officer  
**José Galdámez**

Manager, Strategic Initiatives  
**Tanis Richmond**

Business Development Officer & Tourism Engagement  
**Janice Alpine**

Business Development Officer  
**Shane Stewart**

Tourism Engagement Officer  
**Daniela Carizzoni Norton**

Ktunaxa Regional Branding Initiative Ambassador  
**Bernadette Morigeau**

Ktunaxa Regional Branding Initiative Ambassador  
**Maureen McEachen**

Executive Assistant  
**Amanda Davidge**

Summer Student  
**Jeffrey Sutherland**



# Procurement Employment Operational Working Group Funding

## (PEOWG)

In April 2019, the PEOWG Initiative was approved with the intention of providing funds to support an increase in business development capacity at each of the communities and Nupqu, based on the specific needs and requests of the recipient.

To date, the initiative has been highly successful, and we look forward to the continued growth in Year Two (2020 / 2021).

To learn more about additional successful activities and initiatives, please see the IMBA report.

## Teck's Ktunaxa Business Spend from 2009 – 2020





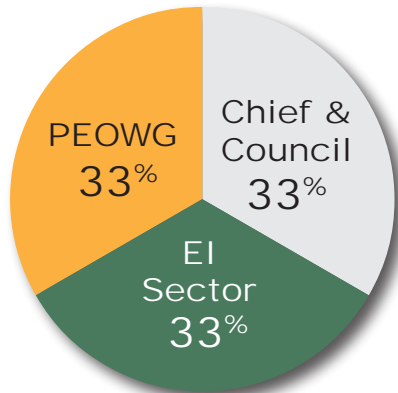
## Funding Commitment & Outcomes

Lessons learned from the IMBA and the Procurement Task Group (PTG) are being applied to other agreements. At the operational level, we are starting to use some of the tools developed at PTG. For example, the capital and expense forecasting document, the expression of interest form, the Ktunaxa business directory, discussions around First Nation procurement policies and general knowledge on how to negotiate and monitor procurement agreements with external entities.

Another example is assisting small Ktunaxa businesses to do business with Teck by offering them to register with Avetta Lite.

Avetta is Teck's contractor management system that maintains a listing of businesses that are in good standing and can provide services or products to mine sites. For those small Ktunaxa businesses wishing to do business with Teck, it is a cost-effective tool to become certified and perform work at mine sites until additional business growth or demand warrants full registration. Teck assists with covering the cost of Avetta Lite for these Ktunaxa Businesses.

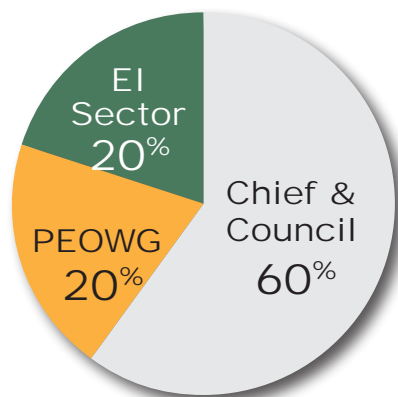
### YEAR 1



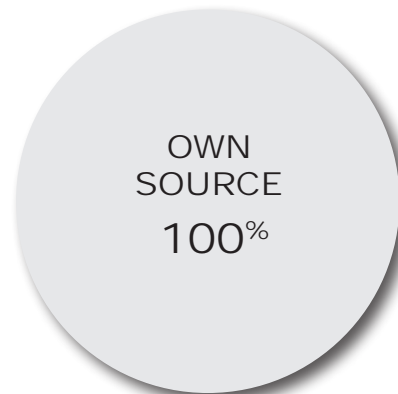
### OUTCOMES

- Increase community capacity to maximize opportunities arising from the IMBA.
- Growth in business capacity and economic development opportunity.
- Increase knowledge of business / economic development processes and resources for citizens and communities.
- Supports self-sustainability and financial independence.
- Generate alternative revenue streams.

### YEAR 2



### YEAR 3



# KTUNAXA READY

FROM THIS

TUNAXA NATION  
BUSINESS  
DIRECTORY  
March 2020

"As a Nation we are striving to achieve 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 within a self-governing, self-sustaining Nation"

TO THIS



[KtunaxaReady.com](https://KtunaxaReady.com) is an online platform which showcases Ktunaxa businesses, entrepreneurs, and artists in an online space.

The KNC is contacted regularly by potential clients looking to work with Ktunaxa businesses.

The website provides each participating Ktunaxa business with a search-engine optimized feature page with its story, products and services, photographs, location

map, and links to the business website and social media channels.

Ktunaxa business owners and artisans who are not included in the previous directory (available via the Ktunaxa Nation Council website) can visit [ktunaxaready.com](https://ktunaxaready.com) to ensure their inclusion in the new website. Those already listed in the current directory were added to the new site directory, which is being advertised via publicity, paid-ad placement and social media.

## EXPECTED OUTCOMES

- Enable broader access and distribution of the Ktunaxa Businesses Directory.
- Enable all Ktunaxa businesses and entrepreneurs to access and participate in the regional economy.
- Contemporary, multimedia capable, professional design, with consistent written content.
- Replace the existing, static and outdated Ktunaxa Business Directory booklet.
- Enhance collaboration and opportunities between all Ktunaxa businesses.



[/KtunaxaReady](https://www.facebook.com/KtunaxaReady)



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# Economic Impact Assessment

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Stage 1 was completed using publicly available information from the KNC and Ktunaxa communities. This was structured in this manner to support meeting external submission timelines with the B.C. Treasury Board. The report does not account for the economic impacts that are currently being generated by the activities of other Ktunaxa government bodies, nation-owned corporations, or private enterprises, which could be the subject of a future study.

The goal was to capture and demonstrate the collective impact that the Ktunaxa have on the regional, provincial, and Canadian economies.

**In particular, this report estimates the following:**

- An employment impact of an estimated 488 jobs;
- A labour income impact of an estimated \$20.7 million; and
- An increase in GDP of an estimated \$28.8 million.

To break these numbers down a bit more, the report estimates the combined activities of the five Ktunaxa public entities generate:

- About 395 direct jobs;  
about 79 indirect jobs within B.C.;  
and about 14 indirect jobs in the rest of Canada;
- About \$16.1 million in direct labour income;  
about \$3.7 million in indirect labour income within B.C.;  
and about \$800,000 in indirect labour income in the rest of Canada;
- About \$21.5 million in direct GDP;  
about \$5.9 million in indirect GDP within B.C.;  
and about \$1.5 million in indirect GDP in the rest of Canada

This report and these numbers are not insignificant. However, it is a small snapshot of the Ktunaxa economic impact. Stage 2 and the inclusion of Ktunaxa business data will support demonstrating and communicating further how our investment in ourselves has a positive impact more broadly. The Ktunaxa's ability to build businesses, manage our decision making, and self-direct our resources leads to stability in ʔamakʔis Ktunaxa for all residents and has positive impacts that extend to Canada as a whole.

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## Investment Manager Selection

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The KNC passed the *Management of KNC Investment Funds Policy* in November of 2018. In September, 2019, the Investment Manager Selection Committee was established with four (4) voting members and two (2) non-voting support staff. Responses to our Request for Proposal (RFP) were reviewed and candidates were short-listed in February, 2020, and two of the short-listed respondents were chosen for interview in April, 2020.

Considerations of note:

- All investment firms were screened into the RFP based on their engagement with the UNPRI (*United Nations Principles of Responsible Investing*) and engagement with the National Aboriginal Trust Officers Association (NATOA).
- All investment firms are appropriately registered and in good standing.

**The investment firm that was chosen is Jarislowsky, Fraser Limited.**

Supporting rationale for this selection:

- The investment team assigned to managing our funds is based in Calgary, AB. This close geographical proximity lends itself to better in-person engagement opportunities.
- The firm has a strong ability to demonstrate understanding of First Nations unique needs.

August 2019 – Our sector had the honour of participating in the Legend Lake Boat Tour with Robert Louie Sr. We got to learn about geographical legends around Kootenay Lake.



## Q&A

How did your Sector Plan listen to the input from your Council, Communities and Citizens?

**1) Updated Sector Plan in June, 2019 through a facilitated session with Sector Council.**

**2) Procurement Task Group**

- a. Primary point of contact with community EDO's.
- b. Evolving to be more inclusive of independent Ktunaxa businesses as well.

**3) Working in Community & Remote Working**

- a. Prior to onset of winter, and now COVID, staff were working remotely in community two days per month.
- b. Intention to resume and increase frequency.

How does your Sector Plan complement and integrate with the work done by Communities?

**1) PEOWG Initiative**

**Funds “BDO” type positions in communities.**

**2) PTG & IPTG**

**Direct line of communication to EDO's**

- a. Opportunity to develop ‘collective’ opportunities.
- b. Reduction in competition.

- **Updating & modernizing agreements to fit needs** (JMAC, etc.)

How did your Sector Plan and its **outcomes/results benefit Citizens?**

- KABDA – Business supports
- Micro-lending Program
- KRBI – Tourism / Artist specific
- KtunaxaReady.com

Can you share some adaptations your sector made to the pandemic, and what you anticipate may become permanent changes to work processes due to it?

- Weekly communication to Ktunaxa businesses and KABDA Clients – News and Updates
- COVID-19 Impacts Webinar Financial Options Delivered on May 19, 2020
- Suspension of loan repayment and issuing of loans – Micro-lending Program
- Advocacy to Minister Morneau regarding wage subsidy eligibility for St. Eugene Golf Resort & Casino during the pandemic.









## SECTOR CHAIR MESSAGE

KI?SU?K KYUKYIT!

HU QAKŁIK JARED BASIL.

I am the Chair for the Ktunaxa Nation Council Education and Employment Sector.

I would like to start by acknowledging Codie Morigeau and all of her staff for the hard and inspiring work that they do each and every day to support our Citizens' career aspirations.

I personally have utilized the supports of the Education and Employment Sector at various times in my career journey, and I encourage all of our Citizens to take advantage of this awesome team who are always ready to help with a positive attitude and tremendous knowledge.

As for the Sector Council, I am proud of our own work over the last year, as we have begun to assert our governance with the various education institutions within ʔamakʔis Ktunaxa.

To do this, we have communicated with each school district our interest in the development of governance-to-governance

relationships, where we are able to advance Ktunaxa education priorities with the support of the institutional decision makers. This work has already achieved some success as the Board Chair of the College of the Rockies ensured that KNC was able to participate in the interview process for the new COTR President.

In closing, I want to thank all of the people who utilize the sector and access its services; without you we would not be as successful as we are. I'll again thank my Sector Council peers, Codie Morigeau and her team. **Together, we are Team Awesome, and we are dedicated to building Ktunaxa capacity through employment, training and education.**

## DIRECTOR MESSAGE

KI?SU?K KYUKYIT.

HU QAKŁIK CODIE MORIGEAU.

As the Director of the Education & Employment Sector at the Ktunaxa Nation Council, I am happy to report and highlight the Sector's achievements to Ktunaxa Citizens and Communities and other Indigenous people living in ʔamakʔis Ktunaxa.

I would like to thank the Education & Employment Sector Council for their guidance, support and dedication.

This past year the Sector Council elevated their leadership through the development of their own strategic plan to tackle initiatives at a governance level.

The Leadership Strategic Plan is focused on the benefit for all Ktunaxa Citizens and Communities: It is remarkable to have such strong, supportive leadership!

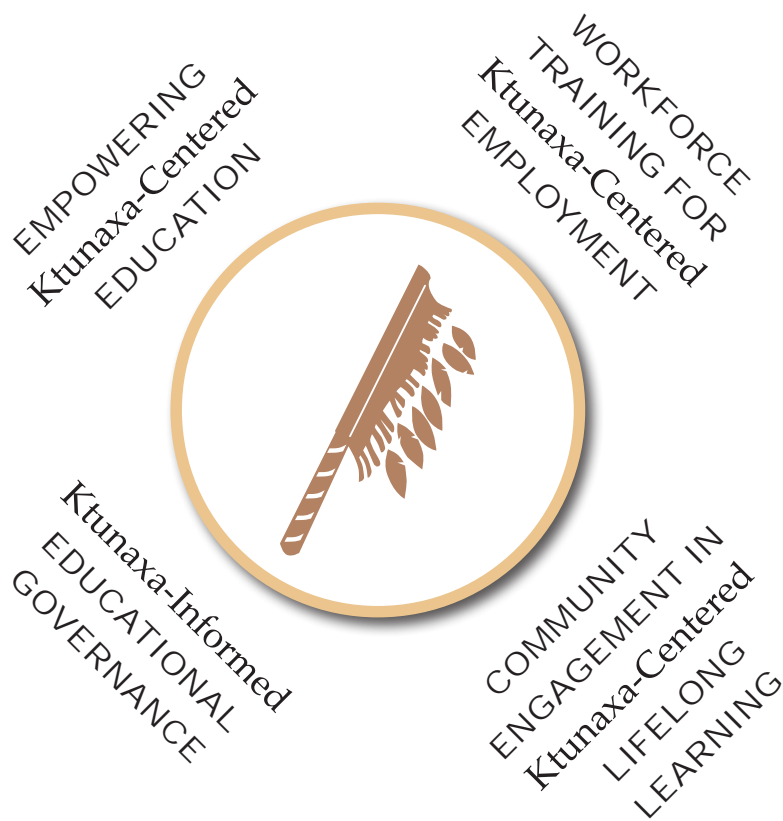
Highlights of the Sector Council initiatives include forming high-level relationships within the school districts of ʔamakʔis Ktunaxa and the development of the KNC's Master Mentorship Plan.

The Education & Employment Sector staff are the true stars of the work that has been achieved over the last year through the federal and provincial contracts and programming to support Citizens in their educational and employment endeavours.





# STRATEGIC PILLARS



These pillars were created to ensure that there is a focus on Citizens and Communities through collaboration and cooperation to compliment the initiatives of each Community.

**These four pillars emphasize Citizens and collective benefit.**

The Sector holds quarterly Social, Education and Employment Meetings (SEEM) that are inclusive of staff from all of the Communities to share in communication and create opportunities to join forces around programming, services and supports.

Citizen and Community impact and benefit is the central driver to the work of the Sector.

As employees,  
we are mindful that  
**Q̓api qapsin kin  
ńitkin hin ńisti  
Ktunaxa.**

(Everything you do,  
you do for Ktunaxa).

# Master Mentorship Plan

This past year has been exciting year in terms of mentorship. In April 2019, the Education and Employment Sector began an organizational scan as a baseline for the Master Mentorship Plan. Last year at the AGA, the Education and Employment Sector Council and staff were pleased to hear about the mentorship and employment interests of Ktunaxa Citizens within the Ktunaxa Government and beyond. In response to this, the Education and Employment Sector Council directed staff to develop mentorship, employment and education initiatives to seize this opportunity. As a result, the Education and Employment Sector Council passed a resolution in November 2019 which was also supported by resolution at the Ktunaxa Nation Executive Council.

The Master Mentorship Plan has three phases: **Building the Foundation; Implementation and Monitoring;** and **Review and Evaluation.** Within the first phase, an organizational scan was conducted that included interviewing management and staff across the organization.

This opportunity was available to all staff and overall, 50 per cent of the staff participated.

A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis was completed to create a baseline of the current conditions.

All staff at the KNC completed a "Job in a Box" and "Day in the Life" document to complement position descriptions and identify mentoring and professional development opportunities. There has been enthusiastic participation from staff and this is 90 per cent complete.

The final step in this phase is to create a Citizen Guide to Employment at KNC.

This guide will help Ktunaxa Citizens learn about employment at KNC and consider the kinds of employment that are attractive for them. The Education and Employment Sector will then be able to match Citizens to employment and mentorship opportunities which may include training, education and experience. We will be ramping up into the second phase, **Implementing and Monitoring**, in the fall of 2020.

The Ktunaxa Nation Council CAO, Shawna Janvier, has two interrelated mentorship opportunities: Executive Leadership Development and CAO Mentee. These initiatives are separate from the Master Mentorship Plan but are complementary to efforts being demonstrated across the organization.

Additionally, as the Director, I have been tasked to lead the KNC Employee and Manager Guides development. These handbooks are grounded in Ktunaxa knowledge and expectations, including mentoring and succession.

The Employee Guide is targeted for completion in late 2020, and The Manager's Guide is in the early stages of development.

## The resolution ensures that:

- **Hiring Ktunaxa Citizens is a top priority at the KNC;**
- **The policy directive was set for KNC employees to make reasonable effort across the entire organization to hire qualified Ktunaxa candidates;**
- **All positions of the KNC have mentorship plans associated with them;**
- **KNC recognizes the significance and value of Ktunaxa knowledge for all positions; and**
- **The KNC supports the Education and Employment Sector in its purposeful work of the Master Mentorship Program.**





kyaq̓ta

s̓qumu

Ktunaxa  
Flash  
Cards

# EDUCATION & EMPLOYMENT

## SECTOR COUNCIL

Yaqaṇ Nuʔkiy  
**Jared Basil (CHAIR)**

ʔakisq̓nuk  
**Darcy Fisher**

ʔaq̓am  
**Vickie Thomas**

Yaq̓it ʔa·knuq̓i'it  
**Heidi Gravelle**

## STAFF

Education and Industry  
Relations Manager  
**Jacque Dust**

Contracts and Client Services  
Manager  
**Jason Andrew**

Executive Assistant  
**Bertha Andrews**

Education Ambassador  
**Bonnie Harvey**

Employment Development Officer  
**Jacey Reay**

Employment & Education  
Coach  
**Kristi Strobbe**

Employment Officer  
**Meagan Bremner**

Aboriginal Client Case Worker  
**Kari Gjertsen**

Employment Officer  
**Darcy Luke**

Youth Coordinator  
**Shelby Aquila**

This year with the COVID-19 pandemic, life has changed for us all. The Education and Employment Sector has adapted to meet the needs of Citizens and Communities to ensure there was little interruption in client services and supports.

Additionally, Federal and provincial partners have allowed us flexibility to support clients to avoid creating conditions of hardship. Staff have been creative and flexible to provide client services.

Social distancing and remote working conditions required us to adapt through telephone and video client services and, in cases that required face-to-face, staff have been able to meet with clients while adhering to social distancing measures.

Accountability to Citizens and Communities has been a priority for the Sector.

To support this, the Sector created a detailed remote work plan that included holding daily check ins and check outs.

Staff have taken pride in their accountability to achieve their remote work-plan initiatives.

While the new normal has changed as a result of the pandemic, it also presented an opportunity for the Education and Employment Sector to take advantage of this time to dedicate to the development of a number of Ktunaxa educational resources.

We're so pleased to support the development of Ktunaxa Flash Cards, a Ktunaxa 4-H program, virtual/online programming, Ktunaxa language resources, and more!



A comprehensive Education and Employment Sector annual report, including detailed program information and accomplishments, is available at [www.ktunaxa.org](http://www.ktunaxa.org). I encourage Citizens to reach out to any of the Education and Employment staff if you have any questions or would like further information. We look forward to the upcoming year!



# Ktunaxa Times



Darlene Trach, Amber Drielen, Jared Basil and Nicolas Milligan.

## COTR Board of Governors appoints four new members

**Darlene Trach** has worked with the Ktunaxa Nation Council for the past 23 years in a range of positions, most recently as Self-Government Readiness Coordinator. She served two terms as a Councilor for the Tobacco Plains Band and was the Chairperson of the Education and Employment Sector with the Ktunaxa Nation Council.

**Jared Basil** is a Ktunaxa Nation member from the community of Yaqa Nukiy (Lower Kootenay.) His work spans both the Economic and Social Sectors at the Ktunaxa Nation Council where he is also the Chair of the Education and Employment Sector.



[cotr.bc.ca/news/articles/college-of-the-rockies-board-announces-appointments.php](http://cotr.bc.ca/news/articles/college-of-the-rockies-board-announces-appointments.php)

This year I completed my Master of Arts in Leadership at Royal Roads University. I would like to thank ʔaqam and the KNC for supporting my educational endeavours. My graduate studies involved completing a thesis, and the research focus within my thesis led to actionable recommendations for implementation within the Education and Employment Sector. My research was focused on Ktunaxa Capacity Development.

The Elders gifted me the opportunity to work with them to learn and gather Ktunaxa knowledge for the collective benefit of Ktunaxa Citizen Capacity Development. I would like to commend **Jason Andrew, Jaime Vienneau, and Shawna Janvier** for having the courage to start their own graduate educational journeys. Allowing yourselves to be vulnerable to take on graduate studies and investing in yourselves is an excellent way to model lifelong learning!

*Codie Morigeau*



# SOCIAL



# INVESTMENT

# Practice Framework Implementation



The Social Sector has completed a person-centered services practice framework.

This framework guides staff in each Social Sector program on “**why we do**,” “**what we do**” and “**how we do it**.”

Rather than being prescriptive, it provides guidance for best practices within key practice approaches, with the goal of helping staff find ways to best support individuals and to think their way *in* and *through* complex cases.

The framework was done in consultation with Elders & Knowledge Holder Advisors, Traditional Knowledge and Language Elders Advisory, Ktunaxa Nation Consultants, Chief Treaty Negotiator, Inter Sector Directors, as well as other internal and external staff.



POSTER



# Primary Care Network

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On May 6, 2020, the Ministry of Health's official funding letter was received by East Kootenay Primary Care Network (EK PCN) partners.

EK PCN partners include the EK Division of Family Practice, Interior Health, and the Ktunaxa Nation. **The objectives of this initiative include improving:**

- **Patient attachment to primary care providers (doctor, nurse practitioner);**
- **Patient access to primary health care;**
- **Team-based cases, providing wrap-around support, and;**
- **Culturally safe care.**

At the end of a four-year roll out, the primary care clinics and health centres across the EK (15 medical clinics, three Health Authority Health Centres, one First Nation Health Clinic, and five First Nation Health Centres) will have access to a range of PCN resources in their Community based on the needs identified within their Communities.

## **These resources include:**

- Family Physicians
- Nurse Practitioners
- Nurses, Social Workers, Mental Wellness Clinicians, Physiotherapists, Occupational Therapists, Respiratory Therapists, Registered Dietitians, and a Clinical Pharmacist
- Aboriginal Health Coordinators and funding to support the engagement of Elders and other community champions to support all Aboriginal patients
- Learning and change supports.

The PCN will be governed by a Steering Committee comprised of members from each partner organization, as well as patient representatives.

Day-to-day operations will be supported by three PCN Managers; one hired by each partner.

The PCN Managers will work collaboratively, but with distinct areas of responsibility.

## **This partnership breathes life into *Truth & Reconciliation Calls to Action and UNDRIP\****

The Ktunaxa Nation Social Investment Sector will be soon reaching out to the four Ktunaxa communities, Shuswap Indian Band, and the four Métis Chartered Communities to provide an update on the EK PCN.

We will discuss approaches to ensure all Aboriginal people (First Nation, Métis, and Inuit) have access to primary care supports and services.

As well we will discuss ways to ensure all Aboriginal voices inform the implementation of the EK Primary Care Network.

*\*United Nations Declaration on the Rights of Indigenous Peoples*

# GUIDANCE

The Social Sector Health and Wellness Plan and the Five Year Strategic Plan have been guided and informed by input from Social Sector Council, Communities and Citizens through the following channels:



**ᑭᐱᑦᐱᑦ**  
**Health**



## 1. Community and Nation Health and Wellness Plan Engagement

*The 2018-2022 Health Plan* is an accumulation of information received during community engagement sessions throughout 2018 and into 2019.

Social Sector managers and staff, accompanied by Interior Health Authority leadership and management, visited each community and listened to their health and wellness concerns and best hopes.

As a result, each community was supported to develop their own health plans which were rolled into the *Ktunaxa Nation Health and Wellness Plan* which was then rolled into the *Interior Region Aboriginal Health and Wellness Plan*.

2. Elders Advisory  
Working Group  
Committee Engagement

Several programs and services were developed in extensive consultation with the Elders Advisory Committee.



#### 4. Community Health Centres

The Social Sector worked closely with communities and the First Nation Health Authority to secure funding for the construction of Community Health Centres in **Yaq̓it ʔa·knuql̓'it, Yaqan Nuʔkiy and ʔaq̓am**. Negotiations are ongoing for **ʔakisq̓nuk First Nation**; however, the onset of COVID-19 has disrupted completion as FNHA Capital are unable to travel and complete feasibility at this time.

## 5. Five-Year Social Sector Strategic Plan

This plan was developed based upon identified needs and best hopes for Communities and the Nation, and evolves as well from linking back to the Communities' and the Nation's Health and Wellness Plan.

**Most noteworthy are:**

- *Seven Nations Soaring Eagle Healing Centre Curriculum and Resources*
- *Aboriginal Community Based Justice Plan*
- *Practice Framework*

### 3. Ktunaxa Nation Assemblies

First Nation Health Authority, Social Sector Council, Community Leadership and Health Leads, and Partners, came together to receive information on the Interior Region FNHA initiatives and plans and provide input to the Social Sector Council for planning and presentation at the Regional Caucus.

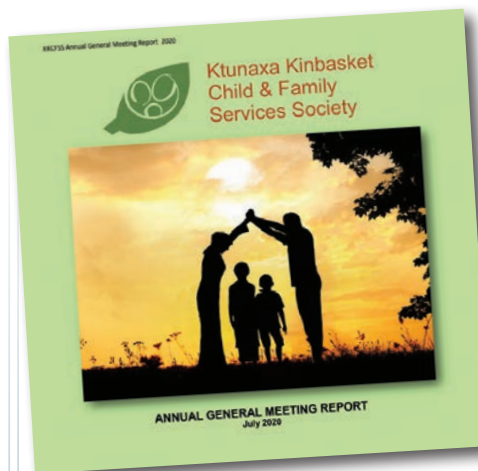


6. Continuum of Care  
Through Community, Sector Council and Elder engagement, the Social Sector Council have successfully implemented the continuum of care model with the provision of detox, recovery and aftercare services and the soon to be constructed healing centre (treatment).

7. Mental Health Outreach to Communities  
Through the two year MH/SU Demonstration Project, Community Champions have joined the Social Sector and provide MH/SU services in each community.

8. Primary Care Network Collaboration  
The Tripartite Team consists of representatives from the Ktunaxa Nation, the Interior Health Authority and the Divisions of Family Practice. This team held collaborative sessions in each community to provide information and receive input for the development of the Primary Care Network.

The Social Sector Plan and its Outcomes benefit Ktunaxa Citizens by linking community programs and services to community health plans and through the Primary Care Network Tripartite relationship.



The Ktunaxa Kinbasket Child & Family Services Society was established by the Social Investment Sector Council in 2006. Find out what the KKCFSS has been up to for the past year by reading the annual report.

Copies will be at Chief Joseph Centre, 1007 Baker St., Cranbrook, B.C. 250-489-4563

*Get to know us...*

## Community Champions

The Community Champion Program is a peer-outreach program to provide connection and support, and to increase safety, to those who may not be connected to other community or formal supports. There are two main streams: Overdose Prevention and Mental Health.

Champions work with individuals at known 'party houses' to ensure they know the signs of an overdose, have naloxone training and have naloxone kits. Champions also provide safe-use supplies, pick up used needles, etc.

Alongside increasing safety, the leads build relationships, so when someone is ready to reach out for counselling, detox, recovery, or treatment, they can connect with the champion lead and be supported to attend and have a familiar face throughout the process.

We also work to bring training such as 'Community is Medicine' to

community members around mental health, basic talk therapy, suicide intervention and safety planning.

Individuals needing support may prefer to reach out to their Aunties, Uncles, Grandparents – so the goal is shifting training that normally is offered to professionals back into community. Through COVID-19 these trainings have not been offered. We still do have the champion leads checking in with family members to see if they need further support.

---

Traditional Wellness Coordinator

**Samantha Sam**

Community Wellness  
Champion Lead: ʔaᑭam

**Candice Hall**

Community Wellness  
Champion Lead: Yaᑭan Nuʔkiy

**Jared Basil**

Community Wellness  
Champion Lead: Urban

**Leah Phillips**

Intake Coordinator

**Diane Whitehead**



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## Government-to-Government Relationship Building Demonstration Project

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In 2018, the Province of B.C., the Government of Canada and the First Nations Health Council signed the *Memorandum of Understanding: Tripartite Partnership to Improve Mental Health and Wellness Services and Achieve Progress on the Determinants of Health and Wellness*.

The Ktunaxa Nation and the Ministry of Mental Health and Addictions are co-leading a Ktunaxa health and Wellness Demonstration Site that supports the Social Investment Sector's partners to explore a more collaborative and coordinated approach to service planning, partnership and investment in a way that strengthens the integration of health and social services at the local level and *aligns with and advances* Ktunaxa Nation Governance.

### B.C. Housing Relationship: Aboriginal Urban Housing Project

The Ktunaxa Nation is building a government-to-government relationship with B.C. Housing, providing another opportunity to model how B.C. government works with the Ktunaxa Nation and together, what we can do to change the outcomes of our most vulnerable citizens and other Aboriginal people residing within Ktunaxa territory.

The Social Investment Sector is working with B.C. Housing to develop and implement additional URBAN supportive housing.

Currently, Scotty's House houses our recovery and detox programs and is unable to meet the permanent urban housing needs of the Nation's most vulnerable.

### Provincial and Federal Initiatives

Gwen Phillips continues to further the Social Sector's provincial and federal interest which ultimately supports much of the work that we do. Over the years of health transformation, Gwen's support and work has been invaluable to the Sector's commitment to the continuum of care.





## Looking forward, the Social Sector goals are:

1. **To establish a government-to-government relationship that provides flexible block funding;**
2. **To provide leadership to an integrated team of professionals to support staff providing a high standard of service;**
3. **Increased capacity to develop institutional strength of the Ktunaxa Nation and Communities during the transformation of the First Nations Health Authority;**
4. **To provide Urban and Community Services through the Social Determinants of Health Mode.**

In order to achieve these outcomes, the Social Sector will continue to consult with Communities to ensure that Community needs and best hopes are incorporated through collaboration, communication and planning.

The Social Sector plans complement and integrate with the work done by Communities by:

1. Negotiating and securing funding from FNHA and other government sectors.
2. Facilitating Community Champions and mentor services to Communities.
3. Collaborating with Communities to identify appropriate services/supports and bringing the community voice to regional tables – FNHA, IHA.

# Voice from the Council

**Ki?su?k Kyukyit.**

**Hu qaklik Codie Morigeau.**

Another year has gone, and not an average year by any means with a pandemic that has altered all of our lives. The pandemic has brought greater attention to the health and social services that offer critical supports and essential services, and I will take this time to recognize the staff of the Social Investment Sector for their ongoing frontline efforts to care for our citizens, and other Aboriginal peoples within ?amak?is Ktunaxa.

I also want to acknowledge Debbie Whitehead for her strong leadership throughout the pandemic and looking after direct care and supports. I would also like to thank Travis Abby and Alison Lomon for their work on the Emergency Management initiatives.

Despite the pandemic, the Social Investment Sector has had some considerable achievements including the Practice Framework and the Primary Care Network (PCN) project.

The PCN is designed to improve the continuum of care, or the coordination of care, for Aboriginal patients in ?amak?is Ktunaxa.

This year the Social Investment Sector Council spent considerable time working with the Minister of Health ensuring that through the PCN the Ktunaxa Nation is recognized as government in a government-to-government relationship, rather than merely an administrative body with sub-contractor status.

I am happy to report that our efforts were successful. This is a substantive win for the Ktunaxa Nation collectively as it strengthens our governing institutions.

The Sector Council is excited to see the advancement of the PCN to ensure Ktunaxa citizens and the Aboriginal clients we serve will experience holistic healthcare improvements that are founded on Ktunaxa principles of care.

The Sector practices the FNHA principle “Community-Driven, Nation-Based,” and so has launched Community Champions positions that were developed to be staffed in, and led by, the Community.

## SECTOR COUNCIL

?aqam

**Codie Morigeau (CHAIR)**

Yaqaan Nu?kiy

**Jason Louie**

Yaqit ?a·knuqfi'it

**Corey Letcher**

?akisqnuq First Nation

**Jason Nicholas**

Some Communities use this resource to support Citizens on a one-to-one basis, while others are using them to create programs that support overall health and wellness.

The Community Champions support Ktunaxa Citizens in Community to help them avoid falling through the cracks and ensure that no one gets left behind.

**I wish all the Ktunaxa families happiness, health and wellness during these uniquely trying times, and look forward to when we are able to gather together again.**

**Taxa**

**Codie Morigeau**

**Social Sector Chair**



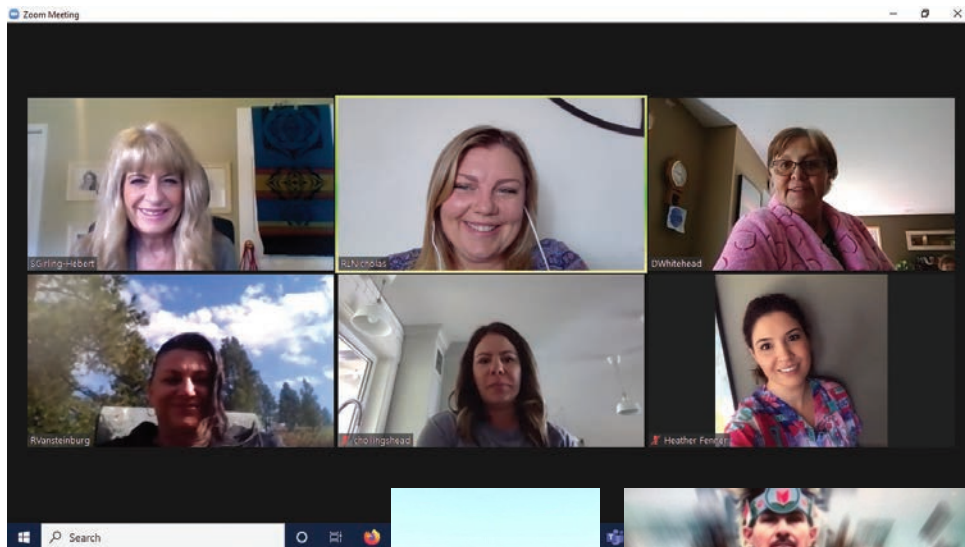
## COVID-19 IMPACTS

- **Adaptation of essential services to ensure the safety and wellbeing of Communities, clients and staff (outreach, distancing, protective equipment)**
- **No face-to-face meetings or travel**
- **Utilizing web-based tools to collaborate and communicate**
- **Telephone and virtual health clinics**
- **Non-essential staff working from home-office sites**
- **Supporting and collaborating with Communities regarding wildfires and flooding**
- **Emergency Management Mentorship in Community**

## EMERGENCY MANAGEMENT ACTIVITIES

**Since March, 2020, the following projects have been started:**

- **Creating an emergency preparedness kit for home delivery – this is to ensure Community members have the tools to respond during an emergency. The kits were delivered with proper precautions and Community approval.**
- **We have been working with the Provincial Government and FNESS with the Modernization of the Emergency Program Act.**
- **Assisting Communities with the review of Emergency Plans.**
- **Developing a Critical Stress Management team to respond during and after a crisis, to mitigate the impact on staff.**
- **Master of Disaster Program and Suicide Prevention are organized and in the final stages of being delivered to the children at ?Aqamnik Elementary School.**



## SOCIAL SECTOR MANAGEMENT TEAM

Nurse Manager  
**Heather Fenner**

Administrator,  
Quality Assurance  
& Service Integration  
**Shannon Girling-Hebert**

Mental Health  
Clinical Advisor  
**Racheal Nicholas**

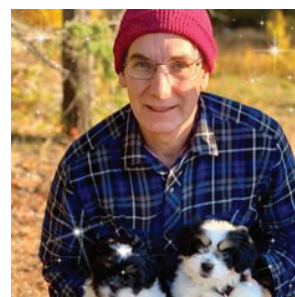
Business Manager  
**Roberta Van Steinburg**

NURSE  
PRACTITIONERS  
**Tara Fiedler-Graham**  
**Cathy Eaton**

## CONTRACTORS

Culture and Traditions  
**Christopher Horsethief**  
Emergency Management  
Coordinator  
**Travis Abbey**

Primary Care Network  
**Bart Knudsgaard**  
Dietitian  
**Catherine Strachan**

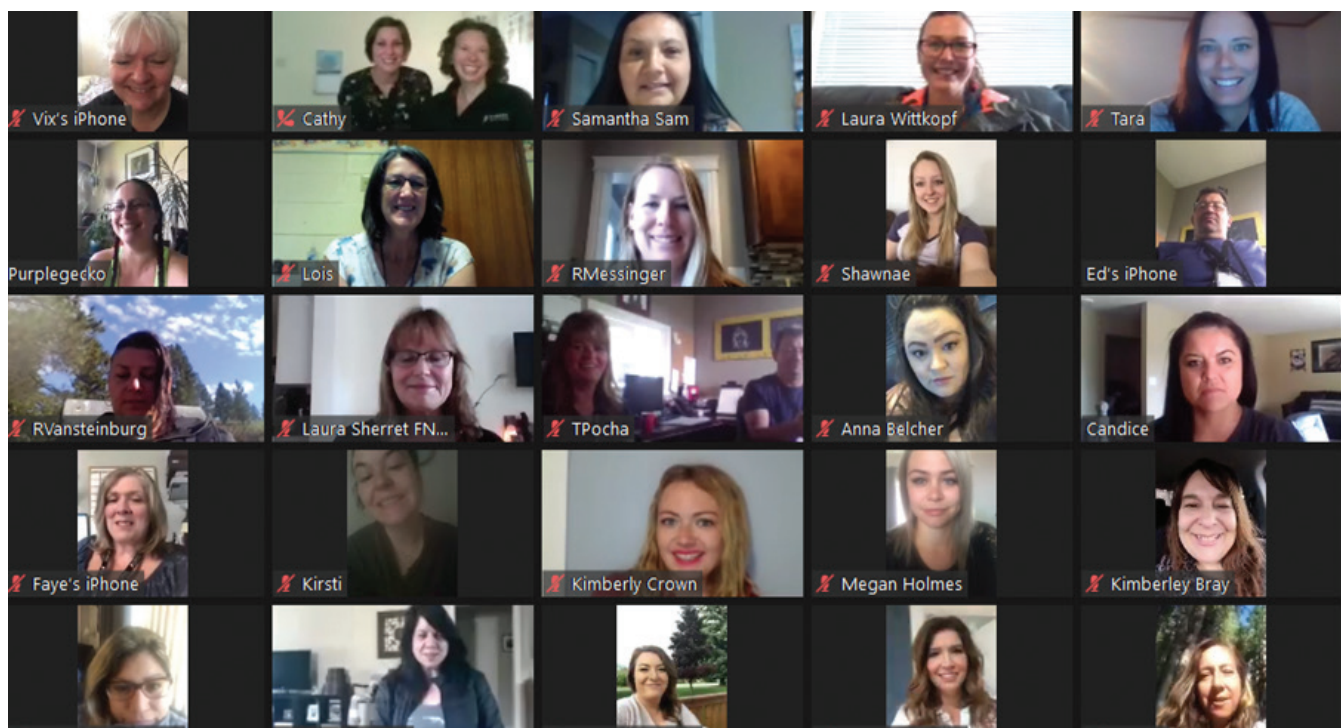


## CONTRACTORS

Treatment Centre -  
Mental Health Clinician  
**Shawna Biron**

Mental Health Clinician  
**Kali Love**

Treatment Centre -  
Registered Psychologist  
**Darien Thira**



# Get to know us

**Vickie Atwood**  
Lifeskills Worker: Recovery

**Jared Basil**  
Community Wellness  
Champion Lead: Yaqa Nu?kiy

**Anna Belcher**  
Detox LPN

**Kimberley Bray**  
Lifeskills Worker: Detox

**Kimberly Crown**  
MOA

**Lois Elia**  
Social Worker: Fernie

**Heather Fenner**  
PCN Nurse Manager

**Lorraine Fletcher**  
Lifeskills Worker: Streets

**Tanya Francis-Stanley**  
Lifeskills Worker: Recovery

**Sadie Fry**  
Medical Office Assistant

**Shannon Girling-Hebert**  
Administrator,  
Quality Assurance  
and Service Integration

**Shawnae Goddard**  
Lifeskills Worker: Detox

**Melanie Gould**  
Regional Governance  
Coordinator

**Faye Gramm**  
Lifeskills Worker: Recovery

**Garrett Gravelle**  
Lifeskills Worker: Detox

**Candice Hall**  
Community Wellness  
Champion Lead: ?aqam

**Cathie Henriksen**  
Lifeskills Worker, Casual:  
Recovery / Streets

**Jenn Higginbottom**  
Lifeskills Worker: Recovery

**Chelsea Lynn Hollingshead**  
Executive Assistant

**Megan Holmes**  
On-site Supervisor -  
Adult Supported Recovery

**Laura Kanik**  
Social Worker: Golden





## SOCIAL SECTOR STAFF

### **Kimberley Keen**

AB Patient Navigator (on leave)

### **Alison Lomon**

Emergency Wellness Lead

### **Noelle Luke**

Lifeskills Worker (on leave): Streets

### **Raina Messinger**

Social Worker: Creston

### **Brittany Neuleben-Groff**

Community RN

### **Racheal Nicholas**

Mental Health Clinical Advisor

### **Ashley Oddy**

Social Worker:  
Invermere

### **Leah Phillips**

Acting Aboriginal Patient Navigator  
& Community Wellness  
Champion: Urban

### **Edward Pocha**

Lifeskills Worker: Streets

### **Tammy Pocha**

On-site Supervisor - Streets

### **Tara Ross**

Social Worker:  
Cranbrook/Kimberley

### **Samantha Sam**

Traditional Wellness Coordinator

### **Jana Schulz**

Social Worker: Cranbrook

### **Laura Sherret**

Detox RN

### **Roberta Van Steinburg**

Business Manager

### **Melissa Vitaliano**

Lifeskills Worker: Recovery

### **Debbie Whitehead**

Director

### **Diane Whitehead**

Intake Coordinator

### **Jim Whitehead**

Elder in Residence

### **Laura Wittkopf**

Detox Nurse Manager



KTUNAXA LIFEWAYS ART BY DARCY LUKE AND MARISA PHILLIPS

# LANDS AND RESOURCES

Hu yaqaniknatimatna?a·ki ?amak  
OUR RELATIONSHIP WITH THE LAND



# Messages

## **Ki?su?k kyukyit, Ktunaxa ?aq?smaknik.**

Protecting the land represents a significant portion of our work, whether thorough engaging with other government and industry, or working towards creating new and innovative co-management models to lay down a foundation for our current and future generations.

Highlights of last year include supporting Ktunaxa Nation in the Columbia River Treaty negotiations between Canada and the US, developing the boundaries of Qat'muk Indigenous Protected and Conserved Area and the several engagement session we held with Ktunaxa people regarding what's happening in our homelands.

I want to take this time to express my appreciation for the two Ktunaxa Summer Students, Naya Jimmy and Natasha Burgoyne, for their contributions to the Lands Sector during the 2019 and 2020 summer

months while they were on break from their post-secondary courses.

I am looking forward to continuing to support their goals and aspirations.

Thank you to the Ktunaxa Lands Council for your guidance, direction and support and thank you to all staff for your dedication and hard work. Our operations had to adjust quickly to the COVID-19 crisis and the KNGB office closure that required all staff to work from home.

Given this situation, we continue to complete our work and rely a lot on using available technology to engage with each other at the staff and council level (using Zoom, Webex and MS Teams platforms).

Finally, I want to recognize our ongoing partners and contributors from the provincial and Federal government as well as industry in supporting our goals.

**TAXA  
RAY WARDEN  
NASU?KIN?IS ?AMAK & ?AQUXAXNIYAM  
DIRECTOR**

**Ki?su?k kyukyit.** It has been a busy year for the Lands Sector.

As a council representative, I participated in many sessions with respect to the Columbia River Treaty negotiations and the Ktunaxa - B.C. Collaborative Stewardship dialogue.

Chief Alfred Joseph has been actively engaged in the Qat'muk Indigenous Protected Conserved Area discussions and attended the "One River-Ethics Matter" conference in Castlegar while Council member Jason Andrew is representing KNC in salmon restoration efforts.

I also want to make the time to welcome the newest Lands Council member, Avery Gravelle, to our team. Avery joined us preceding the July 2019 elections at Yaqit ?a·knuqti'it.

It is also important to note that we had to adjust to the pandemic situation that affected us all in March, 2020. We quickly adapted to using video-conference platforms to conduct our meetings and will continue to do so into the unforeseeable future to ensure safety comes first. Lastly, I wish to acknowledge the good work of Lands Sector staff in their efforts to protect the lands and waters in ?amak?is Ktunaxa.

**TAXA  
SANDRA LUKE  
SECTOR CHAIR**

# OUR RESPONSIBILITY

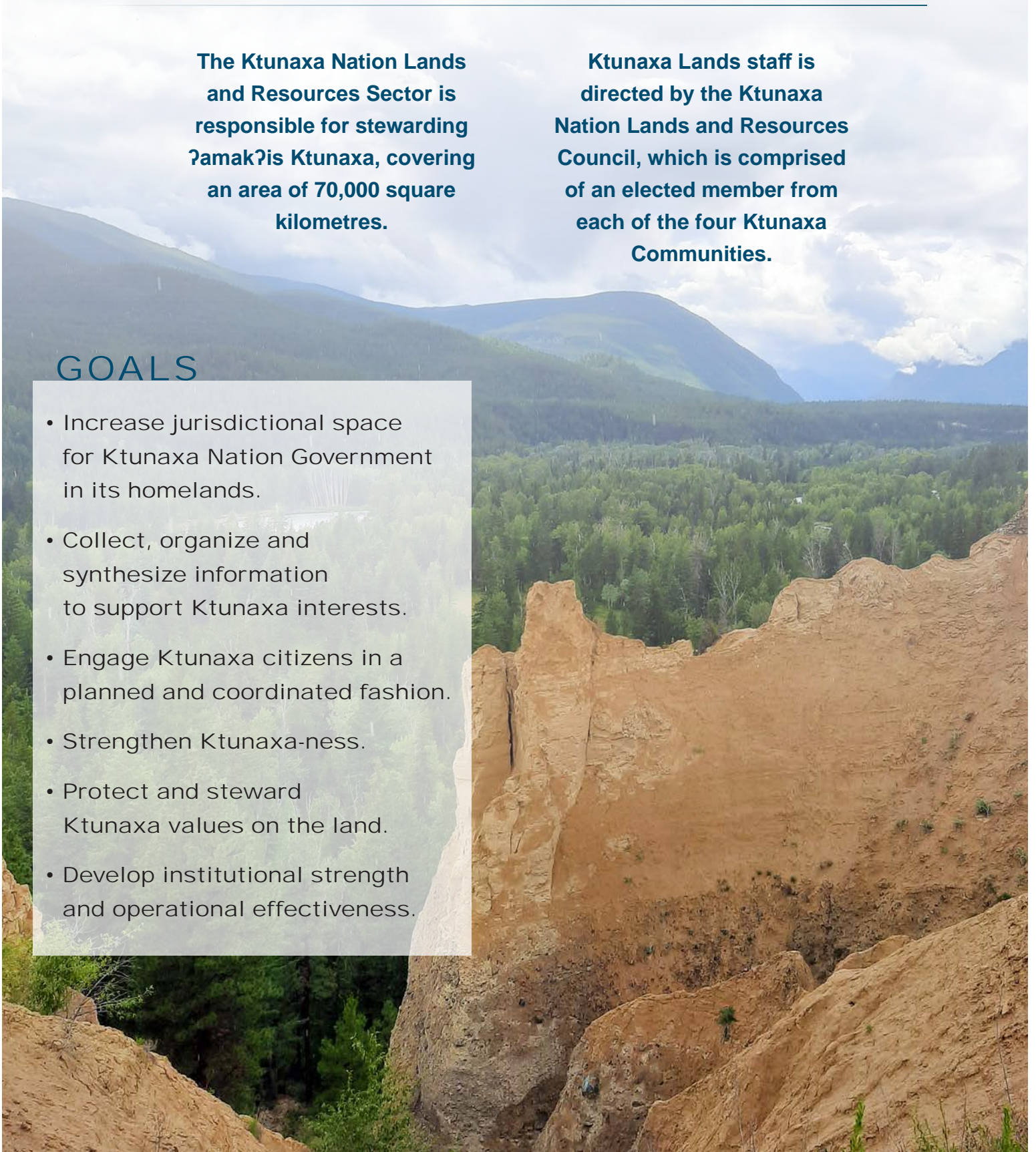
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**The Ktunaxa Nation Lands and Resources Sector is responsible for stewarding ʔamakʔis Ktunaxa, covering an area of 70,000 square kilometres.**

**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.**

## GOALS

- Increase jurisdictional space for Ktunaxa Nation Government in its homelands.
- Collect, organize and synthesize information to support Ktunaxa interests.
- Engage Ktunaxa citizens in a planned and coordinated fashion.
- Strengthen Ktunaxa-ness.
- Protect and steward Ktunaxa values on the land.
- Develop institutional strength and operational effectiveness.







## LANDS OPERATIONAL MODEL

VISIONARY	COMMUNITY ENGAGEMENT	GUARDIAN	KNOWLEDGE
Strategic Initiatives	Ktunaxa-ness Initiatives on the Land	Land, Water & Wildlife HEALTH	Learning & Training
Strategic Planning	Enlivening Stewardship Principles	Land, Water & Wildlife IMPACTS	Research & Design
Law, Policy & Standards	Knowledge Mobilization	Monitoring, Compliance & Enforcement	Performance Monitoring
Negotiations	Agreements Implementation & Coordination		

# Strategic Initiatives

**The Strategic Initiatives team is responsible for planning, policy, strategic agreement negotiation, and aligning work for Nation impact.**

Qat'muk Indigenous Protected and Conserved Area (IPCA)

The KNC and Federal government entered into an agreement, with substantial federal funding to support the Ktunaxa Nation to create an IPCA in the Southern Purcells, in August, 2019. Much of the remainder of the year focused on buying out the rights of Jumbo Resorts Ltd. The government of B.C. is collaborating with the KNC on this and we will be working with Ktunaxa people in determining the draft boundaries and culturally based principles for the area.

Columbia River Treaty

Ktunaxa Lands supported KNC leadership in achieving observer status of the negotiations between Canada and United States.

Indigenous observer status representatives are comprised of Ktunaxa, Okanagan and Secwepemc

Nations, and collectively we are leading efforts to incorporate ecological and cultural values into a renewed treaty.

Salmon Restoration

Ktunaxa Nation Council signed a *Letter of Agreement* with Okanagan and Secwepemc Nations and Canada and B.C. to work together towards the goal of restoring salmon to the Upper Columbia River.

**Ktunaxa - B.C. Collaborative Stewardship Initiative**

KNC and the Province of B.C. are developing an enhanced way of engaging with each other in stewarding the land-base in accordance with the *UN Declaration of the Rights Indigenous Peoples* and in the spirit of advancing reconciliation. Initial projects include elk management, huckleberry protection and an overall planning framework for ʔamaʔkis Ktunaxa.

Ktunaxa Constitution

Provided technical support to the Ktunaxa Constitution Working Group, which mainly focused on the ongoing writing and review of

several drafts of the Ktunaxa Nation Constitution.

Ktunaxa Cultural Landscape at Columbia Lake

Our mid-term goals are to develop a land stewardship plan and collaborate with B.C. on how to get permanent protection designation for this area.

Working in collaboration with the TKL Sector, signage is being developed explaining the importance of the cultural landscape to Ktunaxa. These signs will be posted in the Columbia Lake Provincial Park.

**ʔa·knusti**

(Ktunaxa Guardian)

Over the past four years, Lands has worked closely with Ktunaxa Citizens, elders and youth to guide the development of the ʔa·knusti strategic plan (currently in draft form) and also to guide what a training program could look like. Based on this important input, we developed a set of guiding principles to steer future development. Our next step is to look at when a training program is best likely to occur.



# Community Engagement

**The Community Engagement Team is responsible for coordinating respectful community engagement, ensuring good relationships continue through administration of impact management and benefit agreements, and strengthening Ktunaxa-ness.**

Working alongside the TKL Sector, a culture camp was held at Grave Prairie during the month of June, 2019. Three youth and multiple knowledge holders assisted with constructing a Fish Trap.

In early July, Citizens were a key part in our visit to Yoho National Park to inform our past connection with this area and also look at how we want to access this area into the future. In later July and throughout August, the fire danger was too high and therefore made the decision to cancel the Qat'muk camp.

In the fall, we conducted a furbearer study in the Michel Creek area that included a Knowledge Holders' focus group held in Fernie and three days of fieldwork to track furbearers and

identify appropriate habitat and management strategies.

Also in the fall months, Ktunaxa staff and citizens participated in a multi-day horseback trek in the upper Elk Valley to see firsthand the impacts resulting from the spread of the spruce beetle and identify concerns with forestry salvage plans.

From January to March 2020, we started "Call to Gather" information sessions in each community.

Turnout and participation from citizens went very well although we did not make it to Yaqan Nu?kiy before the COVID-19 shut down.

In terms of looking forward, the Community Engagement team began to engage with citizens with respect to Huckleberry and Elk Stewardship and the Qat'muk IPCA.

Given physical distancing requirements, we are using virtual video meetings to communicate.



**Ktunaxa Citizens constructing a fish trap at Grave Lake.**





# Guardianship



Chad Luke, Laine Twigg and Michelle Dunn at Cultural Value Forest Monitoring.



**The Guardianship Team is responsible for adherence to Ktunaxa stewardship principles through regulatory review, implementation of land use policies/laws, co-management of lands, and conservation/enforcement.**

## Monitoring the Land

Our Environmental Technicians, Marty Williams and Laine Twigg, were involved in numerous monitoring activities and site visits through the year. Highlights include; Whitebark Pine surveys, archeology technician work, huckleberry site monitoring, community engagement regarding deer chronic wasting disease and field surveys for proposed forestry applications.

Our Fishery Guardian, Kenton Andreashuk, patrolled several lakes and streams ensuring that people were complying with laws and regulations.

Two KNC archaeology staff, Nathalie Allard and John Nicholas, participated in three weeks of guardian work in the Arrow Lakes Reservoir.

John Nicholas also spent several weeks patrolling the reservoirs providing education and outreach as well as warnings to the public regarding the protection of archaeological values.

## KNC/Teck Cultural Working Group

In collaboration with the TKL Sector, we developed draft processes for identifying and mitigating impacts to cultural heritage resources on Teck operating areas in the Elk Valley. Work is underway to implement this process through regulatory engagement.

## Ktunaxa - Teck Environmental Working Group (EWG)

The EWG is the venue to identify and resolve environmental concerns from Teck's operations in ʔamakʔis Qukin. Areas of focus are: Impacts to water quality, water treatment, impacts to Westslope cutthroat trout populations, the Diet Study Expansion focusing on preferred wild-food consumption rates, and a Ktunaxa "Life Ways" model drawn by Ktunaxa Citizens Marisa Phillips and Darcy Luke.

## Ktunaxa - B.C. Strategic Engagement Agreement (SEA)

This intergovernmental agreement lays out the relationship between Ktunaxa and the province regarding land matters within ʔamakʔis Ktunaxa. We engage frequently regarding proposed land development activities, engage on policy issues and participate in planning projects.

Lands staff are also engaged in several provincial and federal environmental assessments – mostly surrounding new coal mining developments in the Elk Valley.

## Elk Valley Cumulative Effects Management Framework (CEMF)

The CEMF is a collaborative effort between the KNC, the Province of B.C. and several industry and stakeholder partners. To date we've focused on four 'Valued Components:' Aquatic Ecosystems, Bighorn Sheep, Grizzly Bears, and Old and Mature Forests. Based on the results of this work, KNC and the province are now leading a project to identify high-priority roads for deactivation and reclamation.

## 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 B.C. and the Regional District of East Kootenay in developing a management plan to protect our ecological and cultural values in the surrounding area.

Trail decommissioning and building of campsites were planned for the summer in the Dorr-Grasmere area.



**The Knowledge Team is responsible for research in accordance with Nation priorities, mobilizing knowledge and setting standards to support the Ktunaxa Lands Sector mandate and mission.**

#### Salmon Reintroduction

We developed a draft adaptive management framework for the reintroduction of Chinook salmon in the Canadian Columbia River and implemented studies to assess adequacy of main stem and tributary habitat.

In addition, we helped found the “*Dialogue on Salmon Restoration*,” which is an initial ad-hoc steering committee comprising of federal, provincial, Indigenous governments and industry to coordinate salmon restoration activities.

#### Knowledge Stewardship

Based on the recommendation from the TKL Elders’ Advisory, we began development of a KNC Knowledge Stewardship Strategy, which is a multi-year project aimed at developing information protocols, policies and procedures for the proper storage of cultural information.

## KNOWLEDGE



**Summer Student  
Natasha Burgoyne**



**Summer Student Naya Jimmy**



**Colten Luke doing bullfrog work**





**Jim Clarricoates and  
Cathy Conroy at mine tour**

# Operations Excellence

**The Operations Team is responsible for developing institutional strength across all functions of the Lands Sector.**

The Operations Team includes our Business Administrator and Administrative Assistant and led by an external contractor from RKN Process Enhancement.

In 2019-20 fiscal year, many staff roles have been revised, position descriptions updated and projects reassigned to new leads. The Lands Sector is guided by a three-year plan that is updated annually.

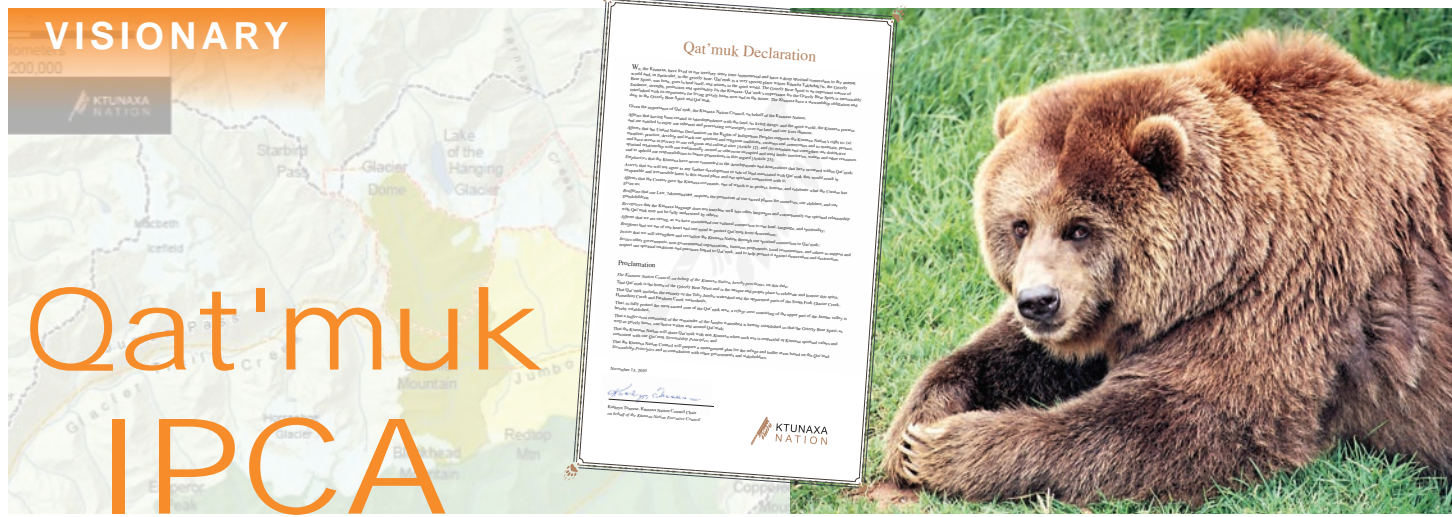
The Lands and Resources Council had two strategy sessions in January, 2020, and is provided a quarterly report throughout the year.

The alignment of the plan with the budget is supported by the Operations Excellence function.

Near the end of the 2019-20 fiscal year, a new program was acquired to support the safety program in Lands and will be implemented over the 2020-21 year.

It will show staff the required safety training courses for various roles, track certifications of staff, and provide some online safety training.





# Qat'muk IPCA

BY MICHELE A SAM

Ki?su?k kyukyit qapi niski#.

In the past, especially 30 years, there has been much “fight” undertaken to ensure Ktunaxa interests and understanding was considered with regards to the place we know as Qat'muk.

The year 2020 has brought with it renewed efforts to now plan and implement a Ktunaxa vision for an Indigenous Protected and Conservation Area (IPCA) for Qat'muk, now that Jumbo Glacier Resort is dissolved.

As Kathryn Teneese reminded us in January, the past focus was so much about “the fight,” and to ensure the collective past was acknowledged. Now, we are shifting our focus to ‘a brand new day,’ an opportunity for a Nation-rebuilding approach that will support Ktunaxa ?aqłsmaknik across the life span to glean knowledge, experience and expertise, all of which we will need for successful implementation of an IPCA—for now, 100 years, 1,000 years, 10,000 years

from now—because that is the opportunity we have before us. And of course with Canada and B.C. in particular ensuring that the *UN Declaration on the Rights of Indigenous Peoples* guides the future, specifically Article 29.1 which speaks to conservation and protection of Indigenous Peoples homelands. All the articles are of course important and work together, and I suggest always to read the document in its whole rather than piecemeal as the overall intentions are easily lost.

A small group of Ktunaxa ‘cultural and spiritual interpreters’—Ktunaxa people who continue to practice and hold up the sacred ways, who have been somewhat ‘in the background,’ provided foundations for the team to consider as next steps, including and ensuring that our sacred and spiritual beliefs, and relationships, continue to guide our people and the next steps now that the court case is over and the threat has moved on. They have been called to gather, more than 10 times now (from April to September 2020), to provide guidance to IPCA staff

in our tasks. That small group of Ktunaxa people have talked a lot about a Ktunaxa concept many of us have heard of: **?ukini#witiya#a**—the idea that we as a group will work on a problem or a challenge together with one heart, as in we are all in the same focus, knowing we are all working together.

As a result of the spiritual and cultural guidance provided, an IPCA team of 10 Lands and Resources staff has been assembled, working with Bill Green, (Lands Sector strategic initiatives advisor). I was also hired as a consultant to support the project.

The year 2020, despite its complications, has provided an opportunity for the IPCA team to do some work differently, including going back to the root arguments made in the court case about our sacred covenant, the Ktunaxa ?aqłsmaknik responsibilities and ways of being, doing and knowing.

There is much work to do, and this infrastructure of ?ukini#witiya#a has some actions, beliefs and ‘manners,’ so to speak, that have been affirmed.



And because the fight is over, the work needs to be done—so the energy is needed but how what we do needs to change. At the moment, the IPCA team have identified about 18 ‘themes’ for the work of the IPCA, including: Lifespan Engagement including Youth; Funding; Biodiversity Inventory and Baseline Research; Tenure and Partnerships; Legal Research; and Arts.

In November, 2019, Ktunaxa were introduced to Eli Enns of the Isaak Olam Foundation, and to IPCAs across Canada from the report *We Rise Together*, which is available online and provides background knowledge of why Canada is interested in IPCAs. The report explains that the opportunity for IPCA development and implementation is a mechanism of reconciliation and self-development that isn’t conflict-based but is integrated and inclusive.

Place-based, Indigenous-knowledge-led self-development is pretty new in a lot of ways after generations of *Indian Act* politics and approaches.

According to the national Circle of Indigenous Experts whose words are collected in the *We Rise Together* document, a solid infrastructure is required for successful implementation and

governance of an IPCA.

Their words, experience and expertise is why we met with this smaller group of Ktunaxa ʔaqłsmaknik.

We are blessed to have the Ktunaxa Creation Story, as it is the inspiration as well as the foundation for the approach to the development of the IPCA planning—the canoe journey in particular, because, as we are aware, the Creation Story has many, many, *many* related and interrelated stories to it, including Qat’muk and how human beings came to understand and appreciate their many roles and responsibilities for ʔákxamís qápi qapsin.

Of course 2020 also brought with it COVID consideration: All of a sudden the planning we had in mind was no longer feasible. We needed a different plan but still a Ktunaxa plan. And so we have as team members, taken to heart and mind, the foundations, the 3d issues of COVID and gone back to the original intentions captured in the original court case.

Leading up to, during and after the court case, there has been an ad hoc Qat’muk advisory committee with names added over time, based upon personal interest. We planned for cyclical gatherings of a formally constituted Qat’muk IPCA Advisory Committee and the emerging ‘cultural interpreters’ in

and around the Qat’muk area and according to the Ktunaxa calendar. Originally, we were looking to have the Qat’muk camp be the venue, but due to COVID compliance criteria, we instead hosted a number of web based meetings in the summer and fall of 2020.

While KNC is limited in its ability and advise to Ktunaxa ʔaqłsmaknik to venture up to Qat’muk, it is like Kootenai Falls, in our minds — you can go anytime you want to or feel the need to. Just be safe when and if you do.

And so if you are interested in learning more about Qat’muk, the IPCA and where you and yours might fit into the planning and implementation responsibilities and roles, please stay tuned for more information. We will soon create a new online space for Qat’muk citizen engagement, and, meanwhile, you can stay tuned via the different Facebook channels.

You can also contact Michele Sam, Bill Green, and Chad Luke, because we work as a team, and can bring your interests to the IPCA team meetings.

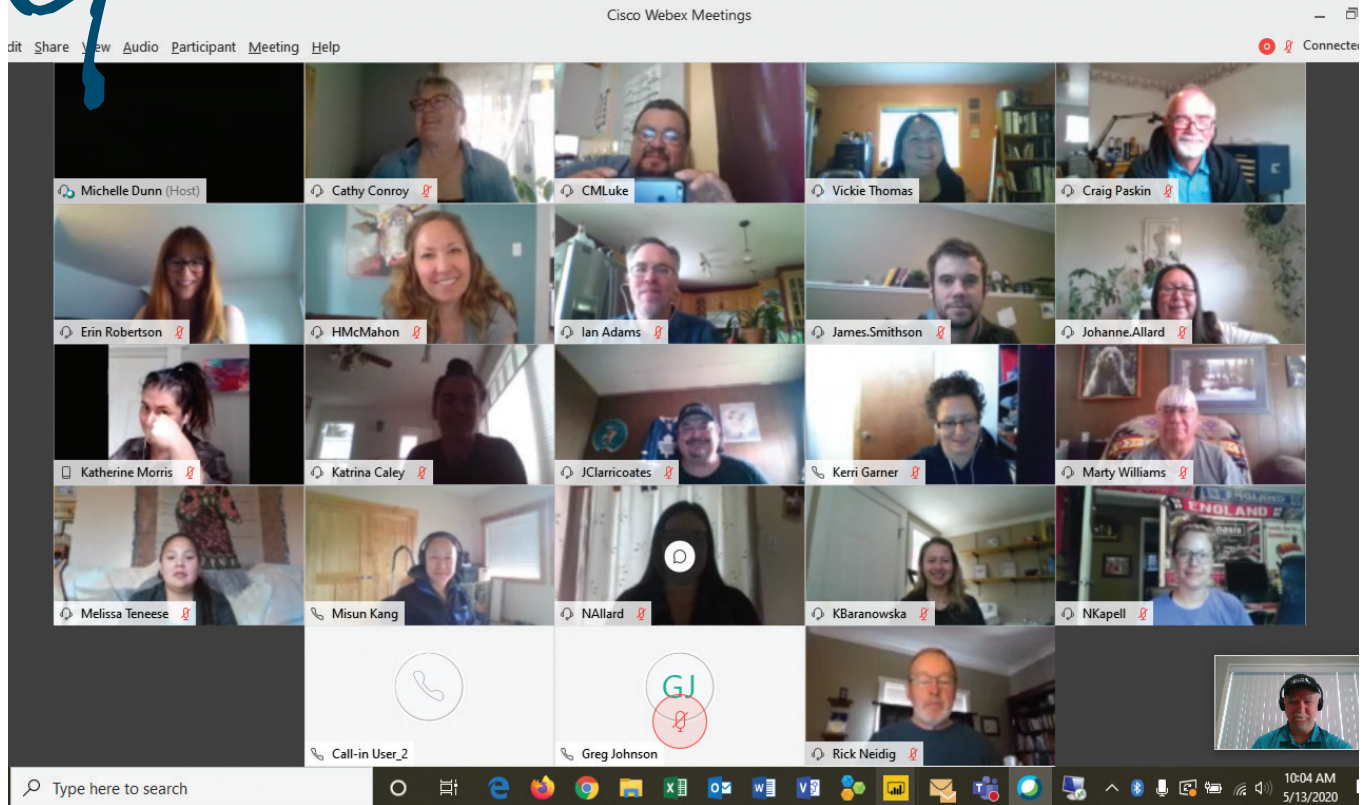
**hu sukiłqukni na qučxalsil  
ʔaktimunała kwilqa qapsin**

**TAXAS**



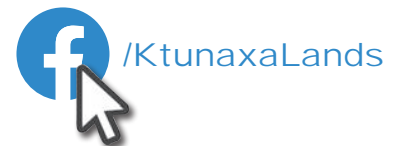
/Qatmuk  
/KtunaxaLands  
/Ktunaxa

# Get to know us



Visit us on the website:

[www.Ktunaxa.org/Five-Pillars/Lands-Resource-Agency](http://www.Ktunaxa.org/Five-Pillars/Lands-Resource-Agency)



Check out interesting reports and updates in Lands & Resources newsletters...

<https://www.ktunaxa.org/five-pillars/lands-resource-agency/lands-and-resources-multimedia/>

Infographics, too!

<https://www.ktunaxa.org/five-pillars/lands-resource-agency/lands-and-resources-multimedia/>





## STAFF

### OPERATIONAL EXCELLENCE

Director

**Ray Warden**

Business & Contracts Manager

**Gregg Huckulak**

Executive Assistant

**Crystal Phillips**

Administrative Assistant (Casual)

**Morgana Eugene**

### COMMUNITY ENGAGEMENT

Team Lead

**Vickie Thomas**

Administrative Assistant

**Melissa Teneese**

Ktunaxa Steward

**Chad Luke**

Ktunaxa Steward

**Jim Clarricoates**

Ktunaxa Steward

**Marty Williams**

Agreements Coordinator

**Johanne Allard**

Culture Resource Steward

**Nathalie Allard**

### GUARDIAN

Team Lead

**Greg Johnson**

Aknusti Guardian

Program Administrator

**Jaime Vienneau**

Referrals Administrator

**Michelle Dunn**

Fisheries Guardian

**Kenton Andreashuk**

Project Biologist

**Katrina Caley**

Archaeology Technician

**John Nicholas**

Aknusti Coordinator

**Dean Nicholas**

Archaeology Technician

Summer Student 2020

**Naya Jimmy**

Terrestrial Ecologist (Contract)

**Ian Adams**

### [MINES OVERSIGHT]

Team Lead

**Erin Robertson**

Terrestrial Biologist

**Cathy Conroy**

Project Biologist

**Heather McMahon**

Fisheries Biologist

**Kamila Baranowska**

Project Officer

**Jamie Smithson**

Regulator Engagement

Coordinator

**Katherine Morris**

## SECTOR COUNCIL

Yaqan Nu?kiy

**Sandra Luke (CHAIR)**

?a?am

**Jason Andrew**

Ya?it ?a·knuqhi'it

**Avery Gravelle**

?akisqnuq First Nation

**Alfred Joseph**

### KNOWLEDGE

Team Co-Lead,  
Aquatics Ecologist

**Misun Kang**

Team Co-Lead,  
Land Use Research  
Program Coordinator

**Nicole Kapell**

GIS Analyst

**Sébastien Martinez**

Title & Rights Researcher  
(Summer Student 2020/Casual)

**Natasha Burgoyne**

### VISIONARY [STRATEGIC INITIATIVES]

Team Lead (Interim),  
Strategic Initiatives Quadrant  
Manager Policy and Planning

**Craig Paskin**

Land Stewardship Planner

**Kerri Garner**

Strategic Initiatives Advisor

**Bill Green**

Contractor

**Michele A Sam**

**Michele A Sam Consulting**

# Treaty Negotiations

## KATHRYN TENEESE CHIEF NEGOTIATOR

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.

Last year I referred to the amended approach to treaty negotiations that has been shared with many of you at Council briefings and Community Information Sessions presented by the Treaty team.

As a reminder, some of the key changes are: No longer 'full' and 'final,' no extinguishment of rights, recognition of our Nation and homeland; and loan forgiveness. These changes were described in documents previously mailed out to Citizens.

The focus of the Treaty department continues to be on negotiations and governance transition. The governance transition work is focused on Nation rebuilding.

To that end, an important step took place in May, 2019, with the approval of the Interim Citizenship Code that sets out who is eligible to be enrolled as a Ktunaxa Citizen. The Nation's Registrar, Rachelle Sebastian, has already received a number of enrollment applications and is available to assist anyone with their enrollment.

A group of Citizens has been working diligently on the Ktunaxa Constitution that will be available for review and input in the next few months.

Governance transition has continued with professional development sessions for the elected leadership and senior staff. The sessions are led by a team consisting of Dan George from Four Directions Management and Dr. Christopher Horsethief.

These sessions are coordinated by Karen Bailey-Romanko.

In the coming years, this activity will be the responsibility of Core Services.

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

As a result of years of pressure by B.C. First Nations who are negotiating treaties, Canada has finally agreed to loan forgiveness.

This announcement was made late in the 2018 fiscal year and resulted in the negotiation support funding as of April, 2018, transitioning to full-contribution funding.

We have finally received the details about how the loan forgiveness is to be recorded and it was removed from our financial statements of March 31, 2020. It should be noted that a significant portion of the 'treaty loan' funds received over the years have been invested in the building of the Ktunaxa government.



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# 2020

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As a result of the *Memorandum of Understanding (MoU)* that was signed in November 2018, the parties (Ktunaxa, Canada and B.C.) have been working toward a Recognition Agreement that will result in legal recognition of the Ktunaxa Nation government. This is part of the amended approach that began in 2017.

When the Recognition negotiations have been concluded, work will continue on the negotiation of a 'Core Treaty' that will focus on our constitutional relationship with other governments, and will move away from the notions of 'full and final' and 'extinguishment of rights.' This approach is based on Rights Recognition. Operational details will be set out in Side Agreements and Annexes.

I continue to attend meetings of the First Nations' Chief Negotiators to share and gather information from the other tables. I also attend meetings of the First Nations Summit on behalf of the Nation.

The Principals' group that has the high level responsibility for the treaty negotiation process consists of the Federal Minister of Indigenous Crown Relations, Provincial Minister of MIRR, and the Political Executive of the First Nations Summit.

The Principals approved the Recognition and Reconciliation of Rights Policy for Treaty Negotiations in B.C. policy in September 2019.

The policy was co-developed by representatives from Canada, B.C. and the First Nations Summit Chief Negotiators. It will guide ongoing negotiations in B.C.

In closing, I want to once again express appreciation to all Citizens for their patience and guidance as we continue with this complex and challenging work of trying to reach an agreement with Canada and B.C. I want to remind you that we continue to be guided by the direction provided by Ktunaxa Citizens 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.

For those of you who were not involved in that earlier work, you are encouraged to contact the Treaty team for information.

In the upcoming year we will be moving forward with Citizen Engagement sessions about Recognition and Constitution.

Your participation is of critical importance in shaping our path forward today and for future generations.

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.

This is our challenge and our responsibility.

# LEARNING RESOURCES

Governance decisions are made by Citizens who inform negotiators and vote in referenda. Good governance decisions are made by Citizens who are well-informed, and who state their views. Below are just a few learning resources; more are always being prepared and shared.

## CITIZENSHIP ENROLLMENT

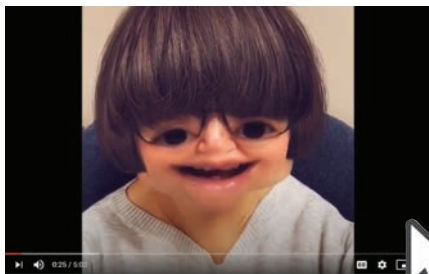
Are you enrolled as a Citizen? Each Ktunaxa must opt in—being registered with a band isn't the same as being enrolled as a Ktunaxa Nation Citizen. Citizen Registrar Rachelle Sebastian helps with applications for enrollment. Email [rachelle.sebastian@ktunaxa.org](mailto:rachelle.sebastian@ktunaxa.org) if you would like to receive an enrollment package and review the *Citizenship Code*, which was adopted by Citizens in a referendum in 2019.

*Did you know?*

**Ya·kił hawiłkniłki ʔa·kikłiyam**  
(Register) means the official set of records maintained by the office of the **Ksawikłin ʔa·kikłiyamis** (Registrar) containing the names and other vital information of **Ktunaxaniłtik** (Ktunaxa Citizens) and **łaktłak ʔaqłsmakniłk** (Other Ktunaxa Citizens).

## CONSTITUTION

### Ktunaxa Constitution Discussion



What exactly IS a constitution? Listen as Johanne Allard and Anna Gravelle go over the main points in this funny video.

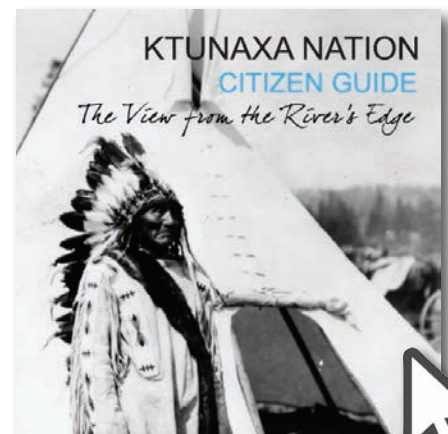
<https://www.youtube.com/watch?v=c9heJlsE7DE>

### Ktunaxa Interim Constitution



Łupqa and Nupqu talk about the Ktunaxa Nation Council Interim Constitution in this three-minute video created by Johanne Allard and Anna Gravelle.

<https://www.youtube.com/watch?v=bF3v1U2ZRE0>



A good starting point The Ktunaxa Nation Citizen Guide, from 2016, goes over key concepts of self-government.

<http://www.ktunaxa.org/reports/citizens-guide/>



# RECOGNITION AGREEMENT

The Ktunaxa Nation Recognition Agreement (KNRA) will be key in defining our own government and having that government recognized by the rest of the world. Outreach around the Recognition Agreement will continue throughout 2021 and will involve as many Ktunaxanintik as possible.



An in-depth look at governance

This 2014 booklet covers governance, roles, rights and responsibilities, and is intended to empower Ktunaxa citizens.

<http://www.ktunaxa.org/governance/ktunaxa-nation-tool-kit/>



Chief Negotiator  
**Kathryn Teneese**



Treaty Negotiator  
**Rosemary Phillips**



Negotiation Support  
**Anna Gravelle**



Self-Government  
Readiness Coordinator  
**Darlene Trach**



Senior Negotiator  
/ Advisor  
**Garry Merkel**



Citizen Registrar  
**Rachelle Sebastian**



Citizen Engagement  
Coordinator  
**Keith Clement**



Executive Assistant  
**Garna Feregotto**



Technical Support  
**Troy Hunter**

## Treaty

Online resource:

Understanding Our Treaties

This website is a new initiative that engages you to learn about treaties in an interactive learning experience.

<https://www.understandingtreaties.ca/>



# Finance

## Financial Management & Governance

### FINANCE COMMITTEE

#### Mandate

The Finance Committee is a standing committee created by the KNEC on January 22, 2009.

#### Purpose and Objectives

- Provides review and expertise to the KNEC by making recommendations on the full scope of financial governance and financial management including;
- Financial Code, policies and procedures;
- Revenue allocation models and Investments from the General Revenue Fund;
- Investment opportunities and strategies;
- Review financial components of Revenue sharing Agreements;
- Budget process, Annual Operating and Capital Budgets, Long Term Strategic Financial Planning;
- Review of the KNC audited consolidated financial statements;
- Other matters of joint financial interest to the KNC and Communities.

### FINANCE COMMITTEE REPRESENTATION 2020

#### VOTING MEMBERS

Chief Jason Louie  
Councillor Vicki Thomas  
Chief Heidi Gravelle  
Councillor Teresa Kains  
Chair is Shawna Janvier,  
KNC CAO

#### TECHNICAL ADVISORY STAFF

Composed of  
Band Administrators  
and Finance Staff from KNC  
and the Communities.

### WORK PLAN OBJECTIVES FOR 2020 / 2021

- Developing review of the Internal Revenue Sharing Agreement (IRSA) amongst ourselves
- Transition of the Finance Committee to a Finance Board supported by a Financial Secretariat.
- Review and development of Financial Administration Law.

### TRANSITION UPDATE

The Ktunaxa Nation Executive Council is being purposeful in government readiness in its financial decision-making reform work. The KNEC approved the implementation of a formal Finance Board (which you might have seen called a “Treasury Board” in other governments) in September, 2020. The KNC and Community’s Administrations will support this board as the research and administrative arm via a formal Finance Secretariat to make the best possible financial decisions on behalf of the Ktunaxa Nation Council and its Citizens. Both groups have Ktunaxa Citizen general community participation. The inaugural meetings of both groups were held in November of 2020.

### ACCOMPLISHMENTS

- Sponsored the development of the Investment Working Group and KNC Investment Policy in collaboration with the Economic Sector Council.
- Provided consultation on the creation of Investment Reserves from General Revenue Fund
- Development of Principles of Cash Management
- Developing due diligence and informed decision making tools for Risk Management.



## FINANCIAL OPERATIONS

The Finance Department provides leadership, professional expert advice, direction and support based on strong internal controls, best management practices, risk identification and assessment practices, timely reporting that all contribute to, and transparency and accountability to promote quality information for good decision making by Senior Management, Sector Councils and the Nation Executive. The department provides support services to the four Communities as requested.

## FINANCIAL DEPARTMENT ANNUAL WORK PLAN

- A. Ongoing education and training for KNC Finance Staff.
- B. Increasing Staff's knowledge of Ktunaxa values and principles.
- C. Continual review, identification, risk assessment of internal control systems.
- D. Review of the ways and means to provide responsive service delivery based on the needs of our customer: Ktunaxa Citizens, Staff, Sector Councils, KNC and the Nation.



- E. Ongoing review of standard operating procedures, financial policies and best practices in tune with the organizational diversification and development of KNC.
- F. Performing day-to-day operational functions of billings, receivables, receipts, purchasing, payables, payroll and benefits, monthly and annual reporting, data collection and financial analysis, budgeting and long term financial planning, audits; including the KNC Consolidated Audited Financial Statements, in a timely, complete and accurate manner.
- G. Prepare, adjust and plan for ongoing, substantive organizational change
- H. Assessing organizational needs and impacts on the Finance Department.

## Specific new accomplishments of this past fiscal year:

- User-friendly information in the form of Handbooks and SharePoint
- DocuSign
- Contract Safe Software
- Seminars on increasing Financial Literacy

## Objectives planned for 2020/2021:

- Increasing the amount of electronic transmission of paper and reducing manual administration time by implementing software including DocuSign, billing software for services rendered and investigate paperless Accounts Payable module.
- Continuation of Risk Management Program.
- Seminars and workshops in Financial Literacy.
- Continued consultation and ratification of Financial Administration Law.
- Promoting the completion of the KNC Long Term Strategic Business Plan.

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Director of Finance  
**Lynn Armstrong**

## STAFF

Director of Finance  
**Lynn Armstrong**

Payroll & Benefits Administrator  
**Debbie Wilson**

Executive Assistant  
**Glenda Montgomery**

Finance & Risk Coordinator  
**Dustin Gotaas**

Purchasing & Contracts  
Administrator  
**Laurel Anderson**

Administrative Assistant  
**Patricia Gilhuly**

Accountant /  
Billings Administrator  
**Sonya Connah**

Financial & Budgeting Analyst  
**Sandra McGibbon**

Accounts Payable  
**Kim McCauley**

## EXTERNAL SUPPORT PROVIDERS

Auditor  
**MNP**

KNC Banking Services  
**CIBC and TD**

Legal

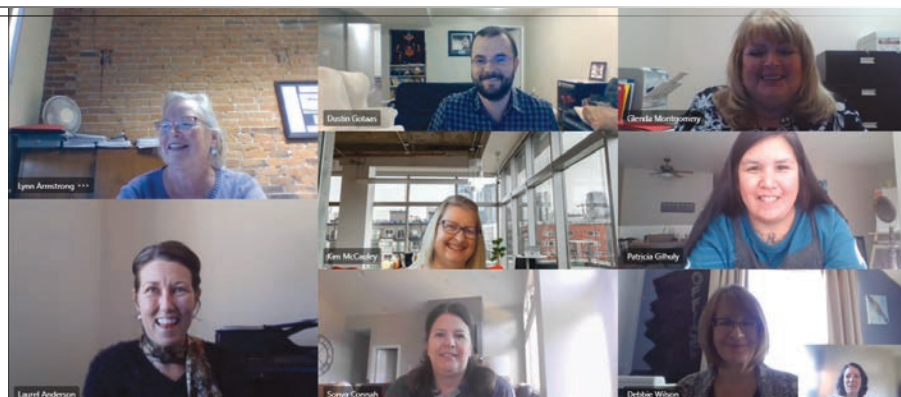
Primary: **Morgan & Associate**  
Corporate: **Miller Titterle**  
and **Rella Paolini**

Insurance:  
**Western Financial Group**  
Investment Manager  
**Jarislowsky Fraser**

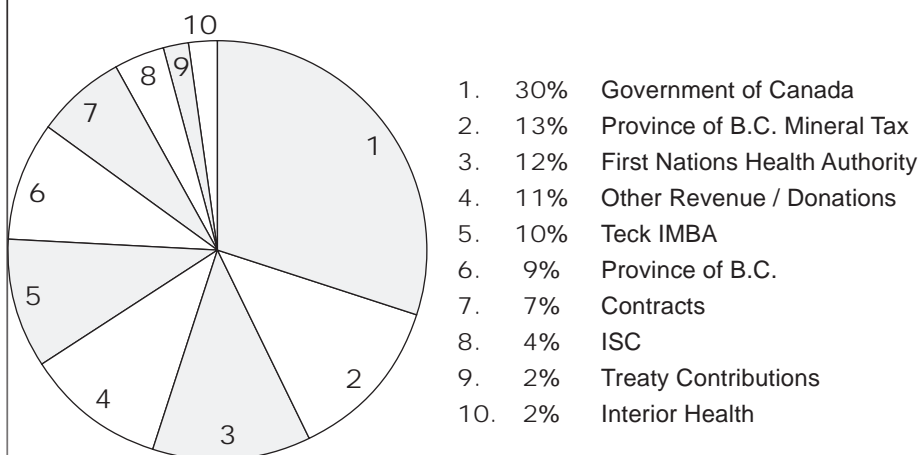
Health & Benefits:  
**Group Health Benefits**

*The KNC is the Group Health  
Benefits Plan Holder and the  
Administrator of the Group  
Pension with Great West Life.*

*The Pension is a defined contribution  
plan matched by the employers.*

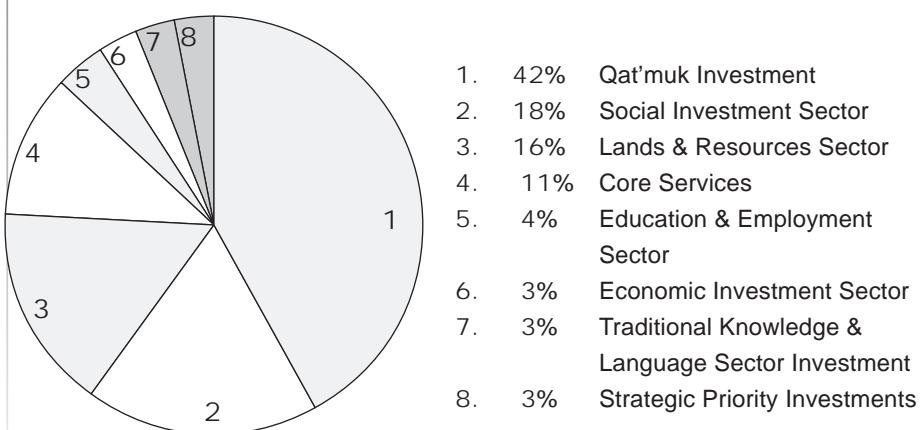


## Revenue Sources as a Per Cent of \$37.8 Million



\*Excludes Internal Transfers and Administrative Overhead of \$2.3 million

## Sector Investments (Expenditures) as a Per Cent of \$31.3 Million



\*Excludes Revenue Sharing Agreements, Nation Legacy Fund, FlexiNET, TKLES, and Treaty.

\*Excludes Internal Transfers and Administrative Overhead of \$2.3 million



# *flexi***NeT**

## Broadband

YOUR LOCALLY OWNED INTERNET PROVIDER

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 strives to be a profitable business and contribute to a thriving Ktunaxa Nation economy.

The year has seen continuing cost control measures, contributing to FlexiNET's plus side of the ledger.

An agreement with Columbia Basin Broadband Corporation to be our wholesale Internet provider creates not only a substantial saving, but is a strategic alignment for common projects to build on, for the benefit of FlexiNET, KNC, the various Nation Communities, and the Columbia Basin region.

Additionally, FlexiNET is working to secure equipment upgrade funding for the network.

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 per cent 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 those estimated 4,500 households, FlexiNET estimates that current wireless coverage may reach 53 per cent, and that 25 per cent of those will subscribe to FlexiNET services, with a potential growth to 45 per cent.

This is because today's Internet content and streaming services can quickly push rural clients over their subscribed usage threshold.

Faced with high usage fees, subscribers are found re-entering the market looking for alternatives which include higher GB usage per month or even unlimited usage options.

The FlexiNET tiered price plans allows users to choose and possibly lower their price plans to have or retain connectivity when personal budgets are tight.

## BOARD

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**Kathryn Teneese**  
Board Chair

**Bob Luke**

**Jesse Nicholas**

## STAFF

---

General Manager  
**David Monson**

Technology  
**Wesley Paynter**

Finance  
**Tracey Tarasoff**

Sales and Marketing  
**Patricia Monson**

In addition, FlexiNET's contracted customer base is not normally burdened with over-usage charges, which is very attractive to budget conscious subscribers who do not want unpleasantly surprising higher-than-expected bills.

**In summary, FlexiNET is positioned as a major contributor of rural high-speed Internet access in ?amak?is Ktunaxa.**

This is due to significant infrastructure owned by the Ktunaxa Nation Council and maintained by FlexiNET, and strategic alliances with groups such as Columbia Basin Broadband Corporation.

[WWW.FLEXINET.CA](http://WWW.FLEXINET.CA)





