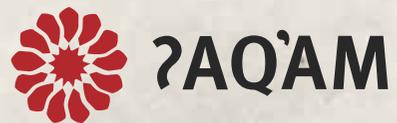


ka kniṭwi·tiyaṭa



OUR THINKING

*Completed and first printed April 2011, updated April 2013.
Reviewed and updated September 2017.*





MESSAGE FROM OUR *nasu?kin*

ki?su?k kyukyit



Over my 30+ years of service to *?a?amni?k*, most recently as *nasu?kin*, the only certainty I have witnessed has been change. Change can be seamless as *?a·ki?kakukut*—the four seasons or as turbulent as waters of the St Mary’s River—*?a?am*

?a·kinmituk. Despite any challenges life presents, *?a?amni?k* have persevered due to our resilience and thrive because of our efforts. The core of our self-development efforts are guided by *qanikit?i*—values and principles, which are timeless. *?a?amni?k* are the stewards of *ka ?amakna?a*—our lands and *ka wu?una?a*—our waterways. As we progress towards our vision, we guide

our youth and we plan accordingly.

In the Spring of 2011, *?a?amni?k* came together to take ownership of our collective future. We documented the foundation of what our Community and future would look like. The result of this gathering was our strategic plan, *ka kni?wi·tiya?a*—Our Thinking. As with *?a·ki?kakukut* this plan naturally changes over the years: some of our objectives have been completed while others have adapted. From those changes, I am pleased to present you with this, the third publication of *ka kni?wi·tiya?a*.

nasu?kin susap pia?

Chief Joe Pierre



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ka kniłwi·tiyała qaki·kał haqani kitknikæik ʔaąamniķ ę ʔaąam

SUMMARY

ka kniłwi·tiyała - Our Thinking - is the *ʔaąam* Community Strategic Plan which originated in 2009.

ʔaąamniķ continue to be guided in our self development by our shared visions, values and goals.

This living document provides readers with an overview of our model. Our model is a *Ktunaxa* tipi structure. Each tipi pole represents an aspect of our plan. Each tipi pole has an accompanying work and activities plan that guides *ʔaąam* staff in their day to day work towards achieving our vision.

VISION

A vibrant, healthy community, speaking our language, governing effectively, and maximizing our lands and resources for the benefit of all living things and future generations, in a manner consistent with qanikitęi—our values and principles.

qanikitęi

We *ʔaąamniķ* share the following core values:

- Family
- Unity and co-operation
- Effective communication
- Love and kindness
- Respect
- Safety and security
- Inclusion
- Education and learning
- Healthy, balanced living
- Pride in our heritage, language and culture
- *ʔa·knumętitiķ*—natural law
- *Ktunaxa* rights and title

GOALS

ka kniṭwi-tiyaṭa is guided by 12 Goals identified by *ṭaḡamniḡ* and revisited every other year. These goals structure our activities much like how tipi poles provide structure to our ancestral dwelling—a *Ktunaxa* tipi.

- Responsibly stewarding *ṭaḡam* lands and resources, as well as other lands within the *Ktunaxa* territory, for the benefit of all *ṭaḡamniḡ* (*ṭaḡam* band and community members).
 - Fluent *Ktunaxa* language speakers, with strong cultural skills and knowledge.
 - Working together to foster a vibrant, healthy community where everyone has a role to play.
 - Effectively governing ourselves, as a community within the *Ktunaxa* Nation.
 - Optimal, holistic health for all community members.
- Fun, healthy recreational activities for all community members.
 - Achieving excellence through learning, based on individual strengths, passions, and potential.
 - A profitable, sustainable and self-sufficient community economy that optimizes our diverse skills.
 - High quality public buildings and other infrastructure essential for a healthy community and ecosystem.
 - Lead in production and conservation of renewable and non-renewable energy.
 - Co-operatively design, build, and maintain housing that is durable, environmentally friendly, and suited to the needs of families and individuals.
 - Safety and security for all community members.



ʔaǰam

WHO WE ARE

We are the *Ktunaxa* people of *ʔaǰam*, the People of the Dense Forest. Our Creation Story documents that as *Ktunaxa*, we are the keepers of *ka ʔamaknaʔa ɛ ka wuʔunaʔa*—our land and waters.

We have times for hunting and times for eating and times for praying and times for going without. We have times for telling stories.

We have times for being born and times for dying. We have times for grieving, but our greatest times are times for laughter. We laugh when we celebrate, and we celebrate each other. We celebrate all that we have: our language, our people, our story, our thinking.

There have been changes for the *ʔaǰamniǰ*. Today there are other languages and other peoples living among us but you will continue to sense our spirit and our power. You will hear us and our language and know we are like no other, that we have always been here, that we will always be here.

Our spirit is strong within us, but sometimes it has been distant. This plan is our voices growing stronger together. This is all our thinking and stories moving as one. This is for our future.

This is our people together with one heart. This is our time. This is our story. This is 'Our Thinking'.

COMMUNITY FACTS*

ʔaǰam, formerly known as the St Mary's Indian Band, is one of four reserve communities that make up the Ktunaxa Nation Council in Canada. It is located 8 km north of the City of Cranbrook, BC.

*# of St Mary's Indian Band members: 391
190 Male (26% males are under the age of 18)
201 Female (19% females are under the age of 18)*

of homes in the community: 59

*# of hectares of Reserve land: 7863.5
Bummers Flat: 77.9 hectares
Isadore's Ranch: 277 hectares
Cassimayook: 62.6 hectares
St Marys' Indian Reserve #1: 61.9 hectares
Kootenay Indian Reserve #1: 7,446 hectares*

** As of July 2017. The number of Band members does not include the many people who are considered as 'community members' because they married in or otherwise live in the ʔaǰam community.*

Ktunaxa ʔamakʔis

Territory of the Ktunaxa Nation



British
Columbia

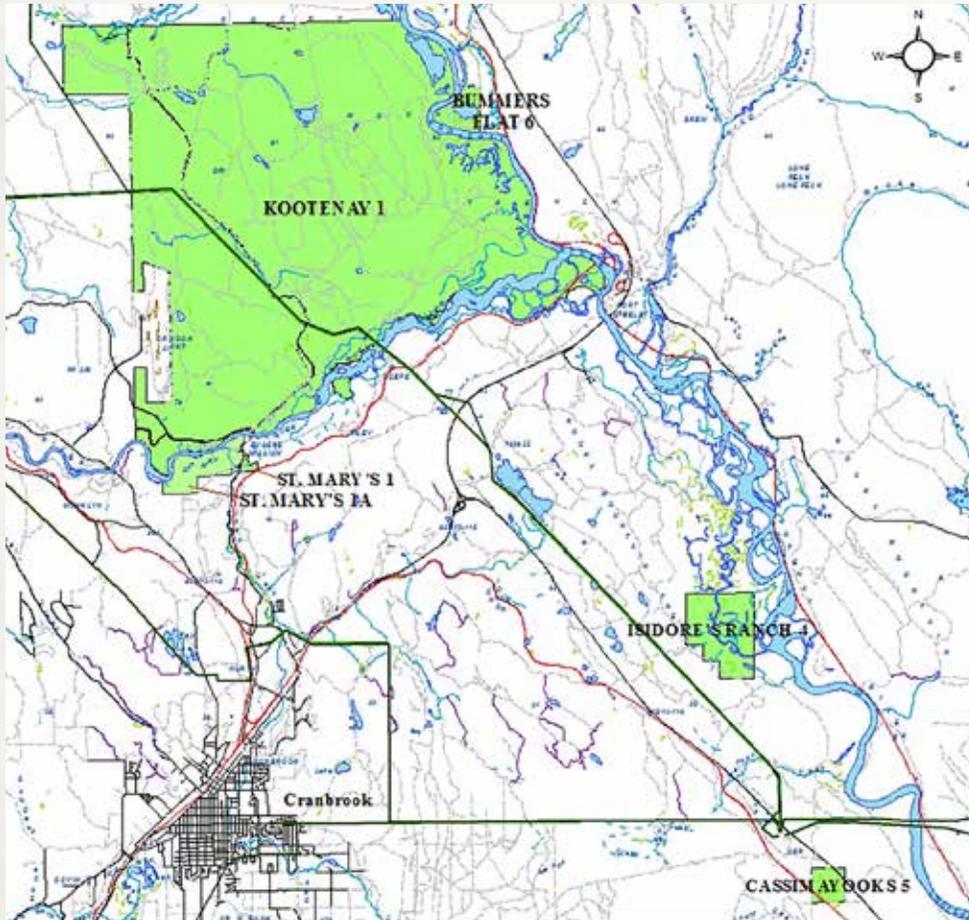
Alberta

Washington

Idaho

Montana





ᑭᓄᓂ Administrative Areas

LEGEND

-  Trails
-  Bridge
-  Railway
-  Road (Paved)
-  Road (Rough)
-  Airport Runway
-  Transmission Line
-  Lake Definite
-  Lake Indefinite
-  Marsh/Swamp
-  River/Stream Definite
-  River/Stream Indefinite
-  Waterbodies
-  *ᑭᓄᓂ* Administrative Areas

UTM Projection
Zone 11, NAD83

0 2 4 8



Kilometers



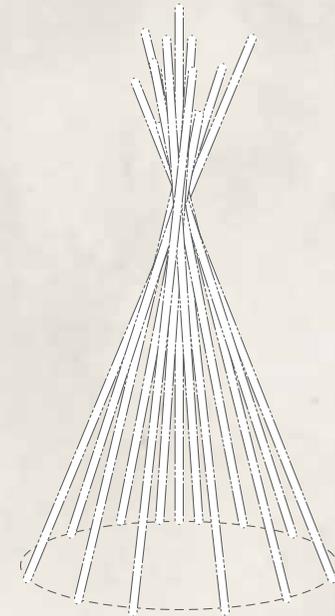
A *Ktunaxa* TIPI MODEL

Early in this process, our elder Leo Williams saw how our plan was like a tipi, with each topic being like a tipi pole. The tipi pole structure connects the overall plan according to *Ktunaxa* traditions.

The tipi also shows us that we are strong when we work together.

Ktunaxa tipi structure has 13 poles or *?a·kie*; four of which form *?a·kinqu*—the foundation poles. These are tied together, when the poles are lying down. The rope used *?a·kuká?inqu* represents *wu?unata*—the waterways. The sticks that fasten the canvas front of the tipi are called *?apakintu·ku?naʔ*.

?apakintu·ku?naʔ are our youth, they connect our past and future in an active manner.



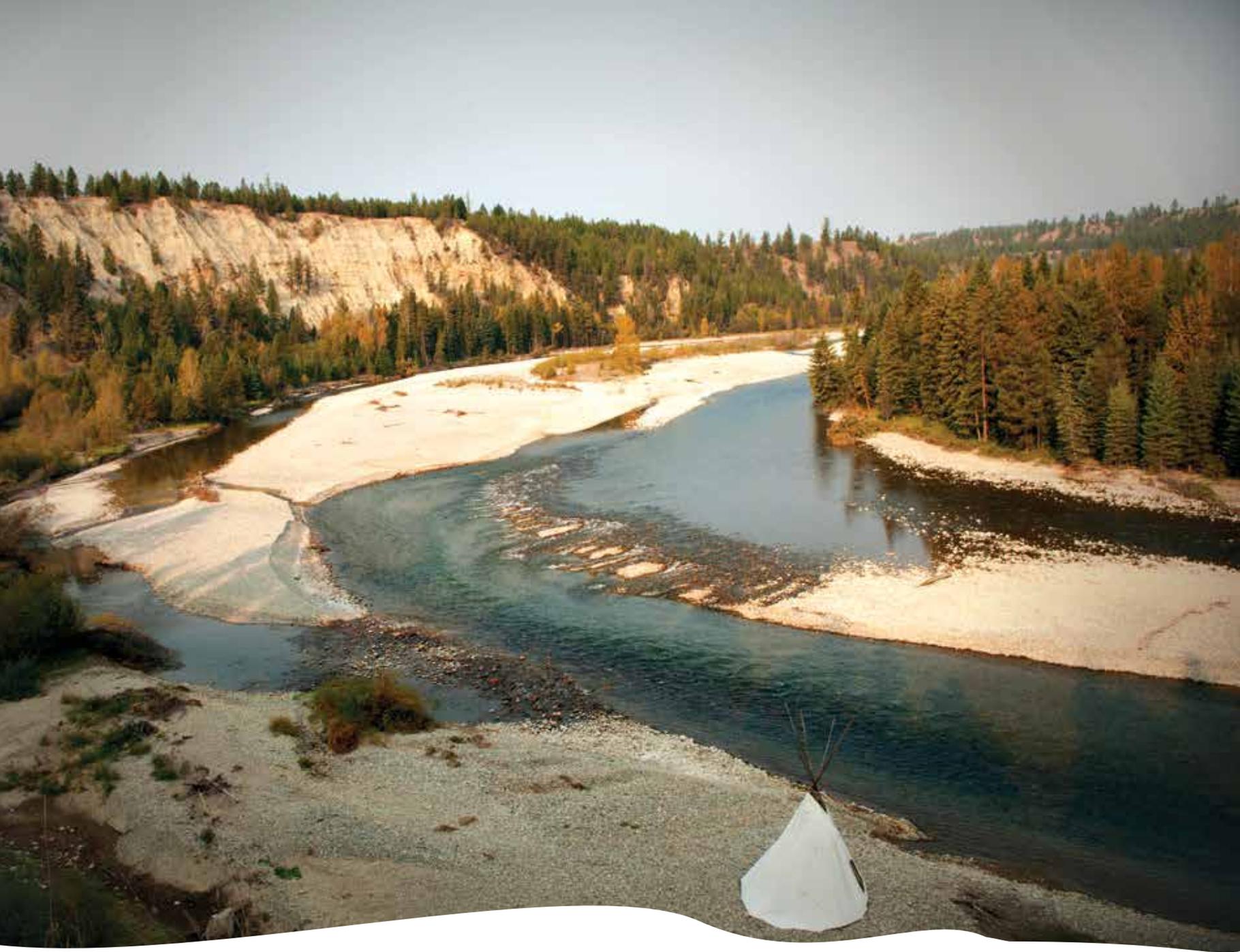
wu?unata WATER

The importance of our collective waters are documented within the *Ktunaxa* Creation Story. Human beings were created from the body of the water monster *yawu?nik*. We human beings have a responsibility for the waters and lands, because *na?muq̄in*, the land giant also passed on, as a result of our creation.

Over the past number of years, the importance of waters has become more and more visible to Indigenous Peoples worldwide. And in 2015, *?aq̄am* hosted our sister Ktunaxa communities for the Annual General Assembly, the theme was *?at su·kinki? wu?u*—Every Drop Counts. During that same fiscal year, *?aq̄am* held tipi pole meetings and water was raised as a key concern at 5 meetings—Infrastructure; Lands and Resources; Energy; Housing; Language and Culture, even though there was not a stated objective in each tipi pole yet!

And now, at the May 2017 Community Celebration, *ki?tik ka·kin* announced that water is represented as a binding theme within our tipi model. As such *wu?unata* is represented as the rope that ties the *?a·kinqu*—foundation poles—together. Our next steps are specific to addressing our water needs and concerns, as well as reinvigorating our relationship to our waterways.







ʔapakintu·kuʔnaʔ

A YOUTH NETWORK

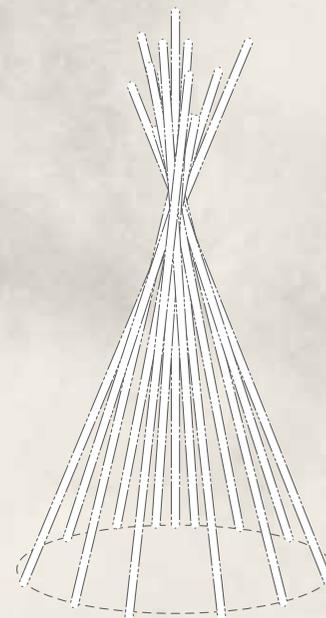
ʔapakintu·kuʔnaʔ is a youth network that originated from the tipi structure of *ka kniʔwi·tiyaʔa*. The word *ʔapakintu·kuʔnaʔ* translates from *Ktunaxa* as the sticks that fasten the canvas together, connecting the future and the past, which the young people represent in the strategic plan model.

This youth network will not only benefit us to develop our individual skills, and generate opportunities that will enable *ʔaqamnik* youth to strengthen *ʔaqam* self governance, but will support and organize opportunities for the youth to be able to identify and explore their interests. The purpose of this network is to be engaged in *ʔaqam* self development through participation in the development of a sustainable Youth Governance structure.

ʔapakintu·kuʔnaʔ is for the youth who are related, registered, affiliated, and associated with *ʔaqam*, ages 10-25, to support individual youth visioning and future life course development based upon well being and *Ktunaxa* language, culture and ways of being, doing, and knowing.

OUR VISION

A vibrant, healthy community, speaking our language, governing effectively, and maximizing our lands and resources for the benefit of all living things and future generations, in a manner consistent with *qanikitzi*—our values and principles.



qanikit̕i

VALUES & PRINCIPLES

VALUES

We *ʔaqamnik̕* share the following core values:

- Family
- Unity and co-operation
- Effective communication
- Love and kindness
- Respect
- Safety and security
- Inclusion
- Education and learning
- Healthy, balanced living
- Pride in our heritage, language and culture
- *ʔa·knumuɛtiti̕* (natural law)
- *Ktunaxa* rights and title

PRINCIPLES :

We *?aḡamnik* live by each of these values through the following principles and practices.

FAMILY

- We put family first, and recognize the importance of our roles in the family.
- We share responsibility in raising children.
- We honour our elders and children.

UNITY & CO-OPERATION

- Our community comes together to provide support when a person or family is in need, or is having a celebration.
- We value everyone's talents and unique place in the community
- We visit each other and create dialogue.
- We work together, with everybody pitching in – like at the community wood days.
- We give without expecting anything back - from the goodness of our hearts.
- We come together as one Nation, with all the *Ktunaxa* communities.

EFFECTIVE COMMUNICATION

- We tell the truth, speak clearly and use 'I' statements.
- We communicate about our emotions and what we are experiencing.
- We take time to really connect with one another.
- We listen intently, showing respect for what everyone has to say.
- We speak up when we do not understand or agree with what is being said.

LOVE & KINDNESS

- We are considerate of each other and of the needs of our community.
- We care for each other, and make sure that no one goes without food, clothing or shelter.
- We appreciate each other, honour each other's unique gifts, and celebrate successes.
- We gain strength through our love for each other.
- We recognize that our vision and values are made possible by love.

RESPECT

- We show respect for ourselves and each other.
- We come together to show respect for those who have passed away.
- We value our youth, recognizing their individual strengths and potential.
- We respect wildlife and all of the living things in our environment.

SAFETY & SECURITY

- We maintain peace in our community.
- We protect our children, recognizing that 'it takes a village...'
- We do not tolerate abuse or bullying of any kind.

INCLUSION

- We welcome new community members, staff, and visitors.
- We acknowledge and respect others' spiritual beliefs and practices.
- We plan inclusively, so that more people can participate.

EDUCATION & LEARNING

- We provide plenty of opportunity to learn our language, culture, spirituality, history and values.
- We encourage and value learning at all stages of life.
- We mentor, and plan for succession, so that community members can fill roles.
- We support our educated community members by employing them.
- We utilize our language speakers and cultural knowledge holders in a respectful manner.

HEALTHY, BALANCED LIVING

- We have active lifestyles.
- We take care of ourselves, spiritually, physically, mentally, and emotionally.
- We come together, celebrate and recognize - bridging tradition and the contemporary world.
- We share humour, laughter, and fun!

PRIDE IN OUR HERITAGE, LANGUAGE & CULTURE

- We know who we are and where we come from - our roots.
- We remember the knowledge from our ancestors and what they said.
- We protect our sacred sites.
- We speak, sing and pray in *Ktunaxa*.
- We are grateful for teachers of the language and culture.

ʔa·knumuʔitiʔ NATURAL LAW

- Stewardship: we respect and take care of the land water, animals and plants.
- We harvest natural resources and take only what we need, leaving enough for generations yet to come.
- We appreciate the sheer beauty and abundance of nature and life.

KTUNAXA RIGHTS & TITLE

- We preserve and protect our rights and title for future generations.
- We use the entire Traditional Territory
- We exercise our rights and title, as members of the ***Ktunaxa*** Nation.
- We oppose extinguishment of our rights and title.



*Although more work lies in store
It's easier to move forward
To bigger challenges, an unknown destiny
Reaching for that ultimate goal
Shaped by a vision
Planted from the seeds of a dream
Nurtured through love
By the Ktunaxa in me*

— Cheryl Casimer *nasu?kin* 2011

*It will take everyone including Community
members, fellow Councillors, employees, and
partners to strive for the greater “benefit of all
living things and future generations.”*

*I am amazed by the amount of work that went
into this Plan and how it will continue to bring
the Community together in a positive way.*

— Jim Whitehead *nasu?kin* 2013



GOALS & OBJECTIVES

Our Goals: Are broad areas of intended achievement.

Our Objectives: Are specific, measurable areas of intended achievement for each goal.

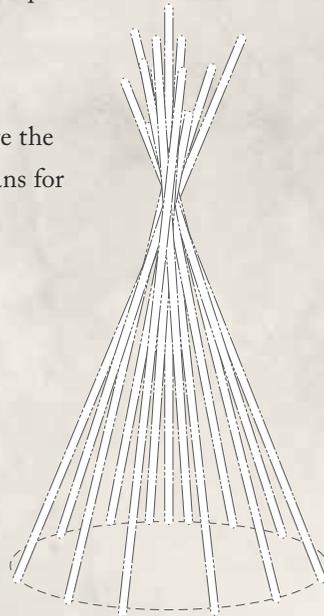


ki?tik ka·kin

Each tipi pole is “held” by a Champion who holds and guides the processes of community engagement to ensure the plan is community based and participatory. They are called *ki?tik ka·kin*. As a group they meet quarterly. Bi-annually, *ki?tik ka·kin* host their tipi pole meeting at which staff and *ki?tik ka·kin* share knowledge and information about how they have been meeting the objectives, as well as have the opportunity to ask for feedback and ideas for future work from community. Through this process of community engagement, *?a?amni?k* review, renew, and update the plan and then accept it as *?a?am*—the band and the community.

A community celebration is held every May at which staff, community and *ki?tik ka·kin* share the accomplishments of the past year as well as plans for the upcoming year.

At the May Community Celebration *ki?tik ka·kin* have opportunity to pass poles on, as well as to name and recognize their mentors. In addition, community and band members are acknowledged and celebrated for their accomplishments in relation to the plan goals and objectives.



There is a lot of work we need to do. However, there is immense power and potential within our community.

This plan will help us to:

- Step into our responsibilities for self development and self determination efforts;
- Hold ourselves and each other accountable;
- Rediscover who we are, our strength, and belief in ourselves and each other;
- Live our values more consciously;
- Be more proactive; and create opportunities for others to do the same;
- Connect our vision, values, and goals with detailed plans that guide staff activities;
- Empower our selves to become self-governing again.

Our Comprehensive Community Plan is intended to inspire us for years to come. It is a living document and will evolve and transform over time. It helps us realize a better future is possible for our people. We are very proud of *ka kni?wi·tiya?a*.

We are strong when we work together.





ʔa·kinqu

FOUNDATION POLES

ʔa·knumuɛtiitʔ akiktuʔnam

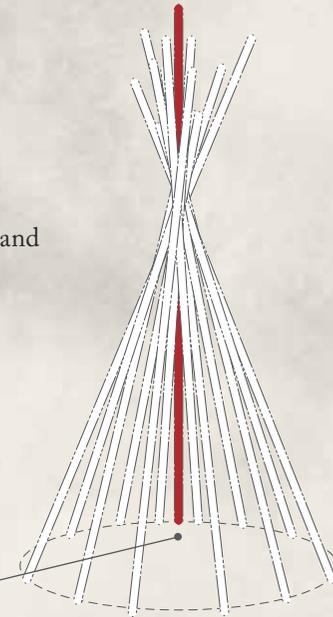
COMMUNITY GOVERNMENT

Goal: Effectively governing ourselves, as a self-determining community within the *Ktunaxa* Nation.

We have experienced a lot of changes in this area since 2013. As such, we have gone from nine objectives to five.

- Objective 1:** Develop and build leadership capabilities, skills from a young age, and implement a system for selecting leadership based upon matching individual strengths, passions, and potential to the position skill set required.
- Objective 2:** Practice clear, respectful and timely two-way communication with leadership, staff, band, and community members to ensure informed decision making, transparency and accountability.
- Objective 3:** Develop and manage our human resources to maximize our effectiveness, efficiency and accountability as individuals and as a community administration.
- Objective 4:** Build meaningful long term and functional relationships with our neighbouring communities, organizations and corporations.
- Objective 5:** Create and sustain financial strength and independence as *ʔaqam* community government, according to *qanikitei* and *ʔa·knumuɛtiitʔ*.

[*Community Government*]



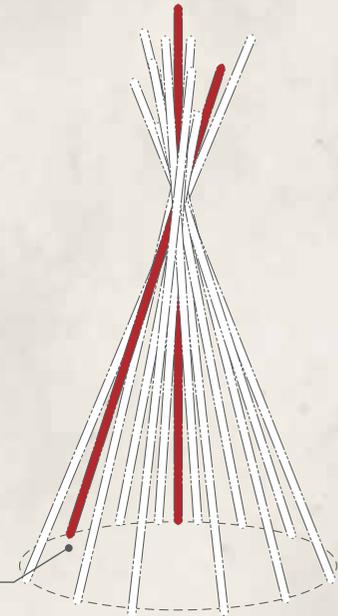
ʔa·kʷaqwum ɛ ʔakikiʔ haqwum

LANGUAGE & CULTURE

Goal: Fluent *Ktunaxa* language speakers, with strong cultural skills and knowledge.

- Objective 1:** Celebrate our unique culture through arts, dancing, singing, drumming and other forms.
- Objective 2:** Rejuvenate and honour traditional practices.
- Objective 3:** Immerse ourselves in *Ktunaxa* language and culture.
- Objective 4:** Ensure the language is effectively taught in education centers.
- Objective 5:** Make language lessons and resources easily accessible to all learners.
- Objective 6:** Fully support and honour fluent speakers, learners and teachers.
- Objective 7:** Continue to record and document the language.

[*Language and Culture*]



?a·kxam̓is ?akik̓tu?nam

SPIRIT OF COMMUNITY

Goal: Working together to foster a vibrant, healthy community where everyone has a role to play.

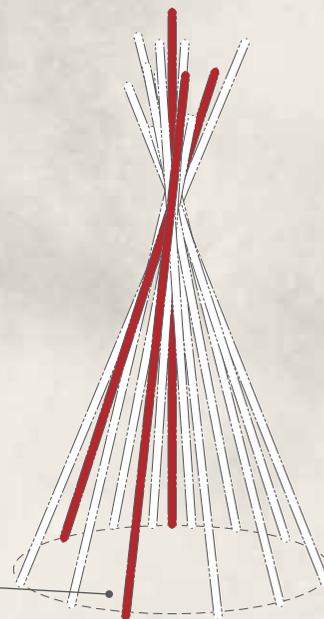
Objective 1: Celebrate and foster our strengths as a community, as families and as individuals.

Objective 2: Acknowledge and honour all community members, especially elders and children.

Objective 3: Mentor each other.

Objective 4: Practice effective, honest, open communication and conflict resolution.

[*Spirit of Community*]



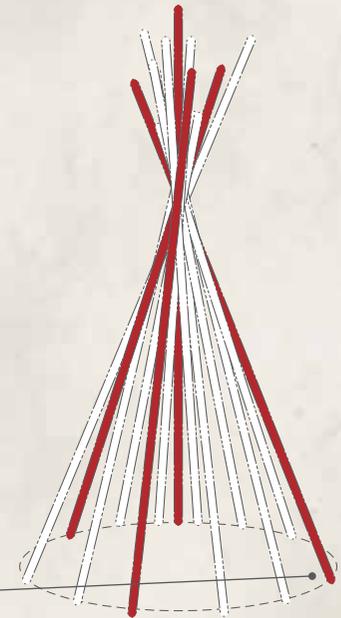
ka ?amakna?a e ?aquaxniyam

LANDS & RESOURCES

Goal: Responsibly stewarding *?aqam* lands and resources, as well as other lands within the *Ktunaxa* territory, for the benefit of all *?aqamnik*.

- Objective 1:** Reconnect with the spirit of the land and all living things.
- Objective 2:** Strengthen our stewardship skills and knowledge of *ka ?amakna?a*—our land.
- Objective 3:** Preserve and protect cultural resources, sacred sites, and ancestral remains.
- Objective 4:** Use our lands and resources for economic purposes in a respectful and sustainable manner.
- Objective 5:** Establish self-governing jurisdiction over our lands.
- Objective 6:** Preserve, protect and exercise *Ktunaxa* rights and title.

[*Lands and Resources*]







ʔa·kiɛ

TIPI POLES

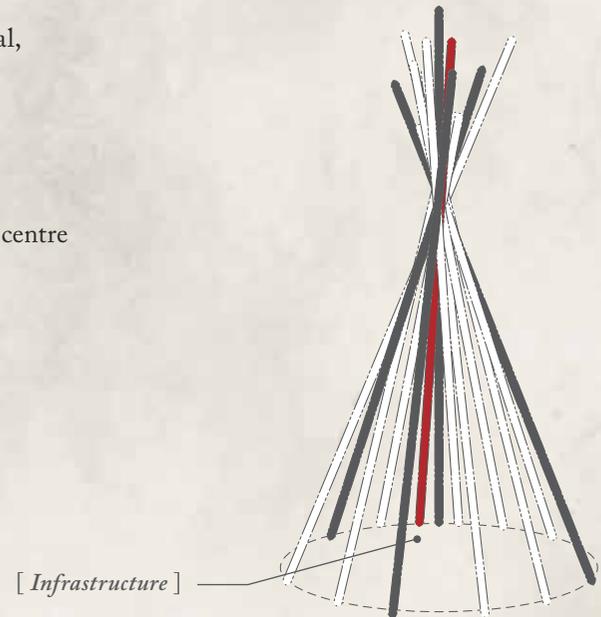


ʔa·knu·kak

INFRASTRUCTURE

Goal: High quality public buildings and other infrastructure essential for a healthy community and ecosystem.

- Objective 1:** Envision our *ʔaḡam* village.
- Objective 2:** Provide environmentally friendly servicing for new residential, commercial and community buildings.
- Objective 3:** Provide healthy, clean drinking water to all homes and community buildings.
- Objective 4:** Build and maintain an environmentally friendly community centre and school.
- Objective 5:** Expand local transportation options.



?aqant#a?nam

HOUSING

Goal: Co-operatively design, build, and maintain housing that is durable, environmentally friendly, and suited to the needs of families and individuals.

- Objective 1:** Create opportunities to gain ownership of housing and land.
- Objective 2:** Design and build a variety of types of quality homes that are environmentally friendly, energy efficient and water conserving, maximizing the use of local materials, skills and labour.
- Objective 3:** Develop community capacity and skills for home building, ownership, maintenance and repairs.
- Objective 4:** Manage community-owned housing in a way that is equitable and fair.

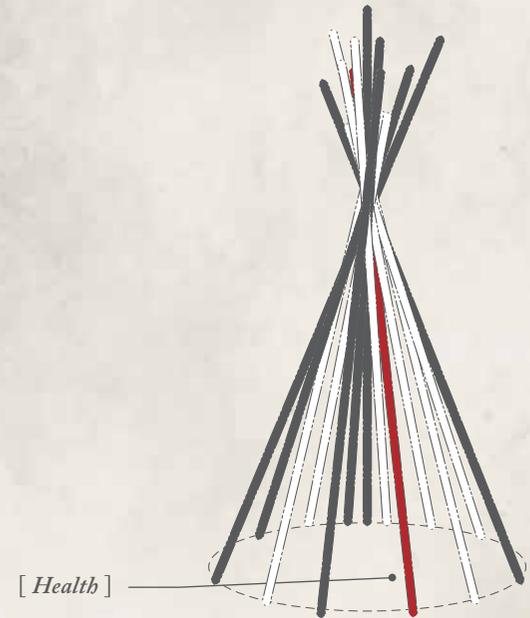


ʔaqatxuniyam

HEALTH

Goal: Optimal, holistic health for all community members.

- Objective 1:** Promote and support physical activity and healthy eating, including a more traditional diet.
- Objective 2:** Prevent and heal from addiction.
- Objective 3:** Develop and use individual and family health plans.
- Objective 4:** Participate in and celebrate community health initiatives.
- Objective 5:** Provide access to a full range of quality health care, including appropriate physical and mental health services.



emakqapmut

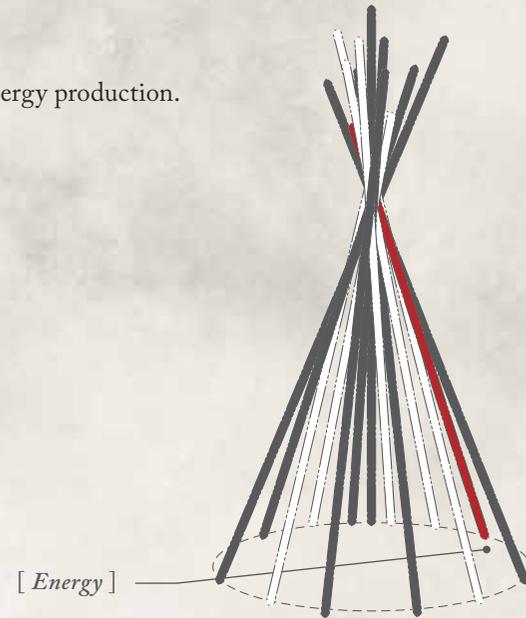
ENERGY

Goal: Lead in production and conservation of renewable and non-renewable energy.

Objective 1: Live in ways that conserve energy.

Objective 2: Generate green energy to meet our community's needs.

Objective 3: Build economic opportunities in energy conservation and green energy production.

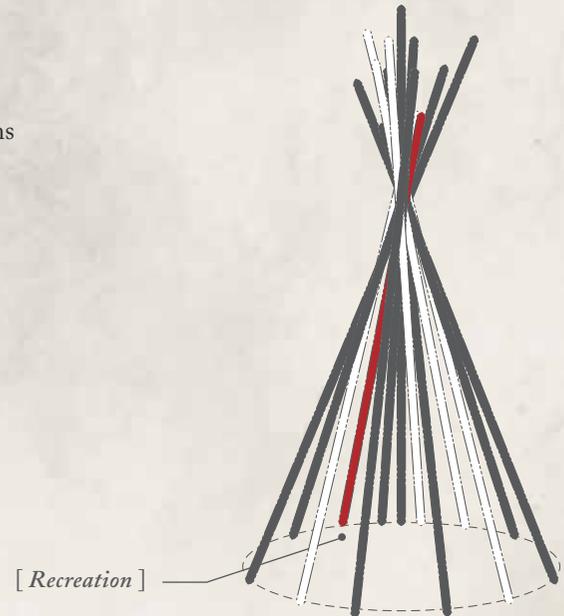


k̄in̄q̄uyam

RECREATION

Goal: Fun, healthy recreational activities for all community members.

- Objective 1:** Create opportunities for healthy recreation such as sports, outdoor recreation, cultural activities, performing arts and fine arts.
- Objective 2:** Increase participation in healthy recreational activities.
- Objective 3:** Encourage excellence and mastery of individuals' preferred forms of recreation.
- Objective 4:** Take responsibility for creating recreational opportunities.



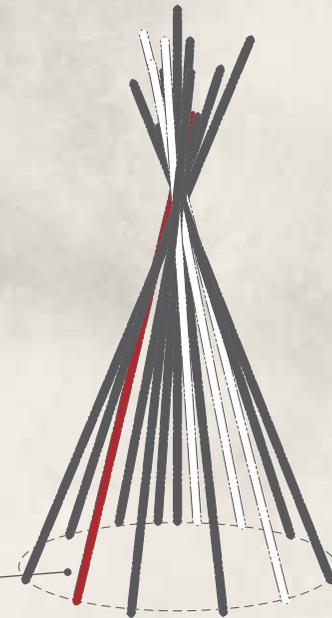
ksukqawsaqwum e emak'więkniam

SAFETY & SECURITY

Goal: Safety and security for all community members.

- Objective 1:** Create safe community environments.
- Objective 2:** Protect people and buildings from fires.
- Objective 3:** Prepare for emergencies and natural disasters.
- Objective 4:** Create and enforce community laws related to safety.
- Objective 5:** Prevent, heal from, and raise awareness of abuse in all its forms.

[*Safety and Security*]



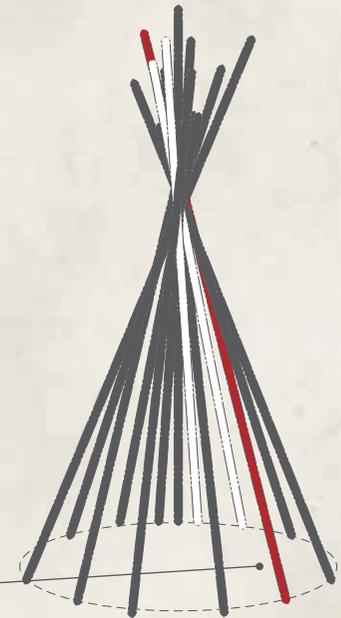
kitki·gamnam

EDUCATION & LEARNING

Goal: Achieving excellence through learning, based on individual strengths, passions, and potential.

- Objective 1:** Support learners to increase participation in and completion of all levels of educational programs.
- Objective 2:** Teach using *Ktunaxa* methods.
- Objective 3:** Develop and support *Ktunaxa* people as teachers and other educational professionals.
- Objective 4:** Expand grades and programs offered in the community.
- Objective 5:** Assert, reclaim and use jurisdiction in education.
- Objective 6:** Develop excellence through learning, at all stages of life.

[*Education and Learning*]



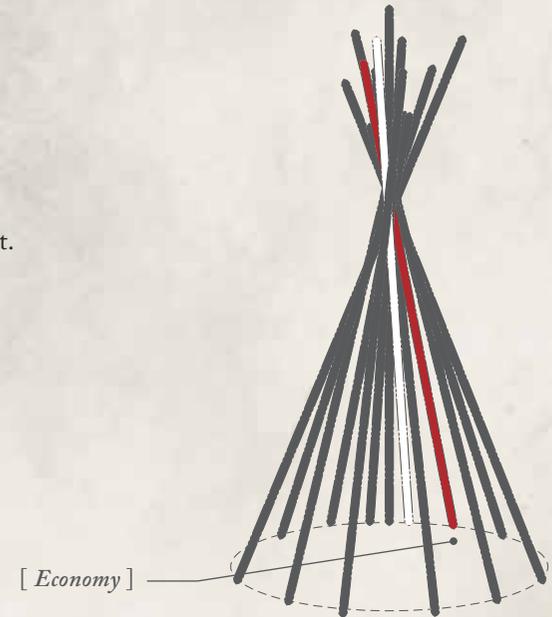


kitknikɛiyam qapsinam/nitku

ECONOMY

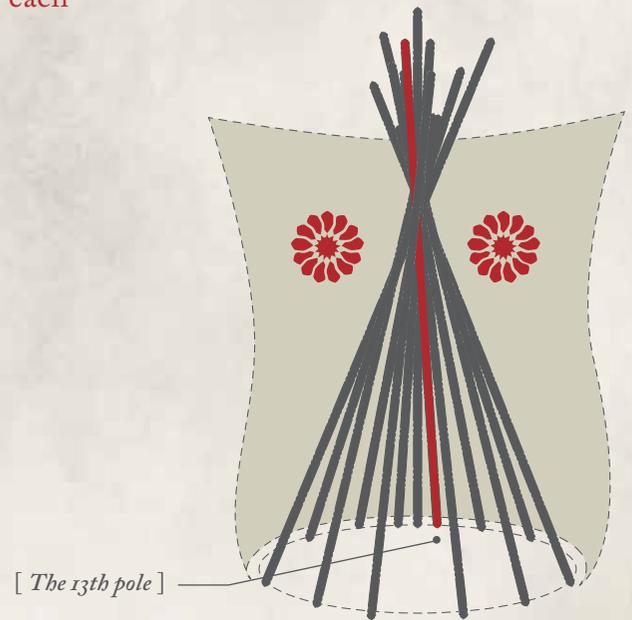
Goal: A profitable, sustainable and self-sufficient community economy that optimizes our diverse skills.

- Objective 1:** Create local, responsible enterprises.
- Objective 2:** Grow food and expand agriculture.
- Objective 3:** Build employment and entrepreneurial skills and opportunities through training, mentorship and partnerships.
- Objective 4:** Develop our community government's capital assets.
- Objective 5:** Create and sustain a revenue base for our community government.





The 13th pole represents all of us. It pulls the tipi canvas that is tied to it, around all of the poles, it reminds us of how we are related, how important it is to gather together and how close we are to each other. It is the last pole to go up.



ROLES & STRATEGIES *for* IMPLEMENTATION

ka kniʔwi-tiyaʔa is everyone's plan. We all have roles in implementing it. The following are some examples of what community members, *kiʔtik ka·kin*, Chief and Council, the Chief Operating Officer, and community staff will do.

COMMUNITY MEMBERS WILL:

- Contribute energies based on individual passions and strengths;
- Participate in activities and events that bring the vision alive;
- Commit to be informed, provide input and share with family
- Honour the work that has been done.

kiʔtik ka·kin WILL:

- Provide advice and encouragement to help develop a detailed plan for each tipi pole;
- Hold knowledge in that topic area;
- Connect and encourage community members to participate in plan implementation;
- Meet with other *kiʔtik ka·kin* to share information, coordinate among tipi poles, and review progress toward the vision;
- Identify and mentor potential future *kiʔtik ka·kin*.

CHIEF & COUNCIL WILL:

- Champion the plan as a whole, and each tipi pole within it;
- Approve, implement and report on the plan;
- Work with *kiʔtik ka·kin* related to the various Council portfolios;
- Liaise with and lobby other organizations and governments.





THE CHIEF OPERATING OFFICER WILL:

- Create opportunities for *ki?tik ka·kin* to connect;
- Ensure that strategic activities for each tipi pole are developed and coordinated with each other;
- Support community staff who are organizing and collaborating in activities that will achieve the goals and objectives.

COMMUNITY STAFF WILL:

- Use the plan objectives as a guide for ongoing work and development of proposals for new initiatives and funding;
- Engage and facilitate community members and *ki?tik ka·kin* to develop plans for each tipi pole.

Overall, we will use broad strategies such as the following to maximize movement toward our vision:

- Empower ourselves and support each other to do the same: we are all leaders, with opportunities to take initiative;
- Think proactively: when you sense something coming, consider what needs doing and how you can contribute to a proactive response;
- Co-operate in teams: working and playing together creates opportunities for synergy, learning, mutual support, and fun;
- Use our values and principles: remembering who we are, what is important to us, and how we work together will help us succeed;
- Keep it positive: be constructive, building on individual strengths and community assets;
- Treat conflict as an opportunity for learning: practice compassion and reflective listening when we have disagreements;
- Celebrate and recognize achievements: honour the contributions of individuals and teams toward our success in implementing the plan.

WAYS TO MONITOR, EVALUATE & UPDATE THIS PLAN

ka kniʔwi-tiyaʔa is a living, breathing plan. To nourish and sustain it, we will pay attention to how we are implementing it (monitoring), assess how well we are moving toward our community vision (evaluating), and revise the plan based on what we learn and when we are accomplishing our objectives (updating).

MONITORING

We will document activities and achievements that contribute to the plan and its implementation on an ongoing basis. Once a year, we will celebrate what we have accomplished together. Recognition of steps toward the vision, both small and large, will help energize us to keep moving forward. We will report on progress annually, using this plan as a guide for communicating about what has been done and how.

EVALUATING

We will assess the process and results of plan implementation every 10 years, or more often if needed. The Chief Operating Officer will ensure that the evaluation of progress toward implementing the Community Strategic Plan occurs in a timely and inclusive way. *kiʔtik ka-kin* and staff will carry out the evaluation, and engage interested community members.

UPDATING

We will review our vision, values, principles, goals and objectives following each evaluation of progress toward plan implementation (every 10 years, or more often as needed). We will update the wording, based on the consensus achieved through broad community engagement. This updating will help us make sure we continue to grow and evolve as a community. We must remain willing and able to respond to changes in the world, taking advantage of emerging opportunities and addressing external challenges. The Chief Operating Officer, in consultation with Chief and Council, will ensure that the updating of *ka kniʔwi-tiyaʔa* happens as part of the plan evaluation and renewal process. Chief and Council, champions and community members will participate in this updating. As the highest level plan guiding the renewal of *ʔaʔam*, it is important that we all understand and support the changes.



ACKNOWLEDGEMENTS

The members of **?aǰam** created our Community Strategic Plan, initially with support from Denni Clement - the Strategic Planning Coordinator. The coordination of Governance work guided by this plan has included the following staff: Marisa Phillips and LeeAnna Rhodes. All uses of Ktunaxa Language has been checked with the **?aǰam** Language Authority and the **?aǰam** Language Consultants.

In 2011 our Strategic Planning Committee provided leadership throughout the initial process.

- Cheryl Casimer, **nasu?kin**—Chief
- Corrie Walkley, Council Member
- Jim Whitehead, Council Member
- Joe Pierre Jr., Council Member
- Pat Cardinal, Council Member
- Annie Capilo, Community Member
- Beverly Bull, Director of Finance
- Bonnie Harvey, Community Member
- Dallas Cardinal, Community Member
- Donna Francis, Community Member
- Becky Pelkonen, Director of Community and Economic Development
- Karen Smith, Director of Community Education Services
- Marion Eunson, Director of Family and Community Services
- Marty Williams, Community Member
- Michelle Shortridge, Community Member
- Nicole Williams, Community Member
- Rachelle Sebastian, Director of Executive and Administrative Services
- Vickie Thomas, Chief Operating Officer

Since then, the **ki?tik ka·kin** provide the forum for feedback and dialogue, in addition to tipi pole meetings.

The Committee is deeply grateful to the elders and all community members who participated in the creation of **ka kni?wi-tiyala**. The Committee thanks all the photographers who contributed their work and helped bring life to the plan. The Committee thanks the Fraser Basin Council for their in kind contributions. The Committee also thanks the Columbia Basin Trust, Ktunaxa Nation Council and Indian and Northern Affairs Canada for sponsoring this plan.



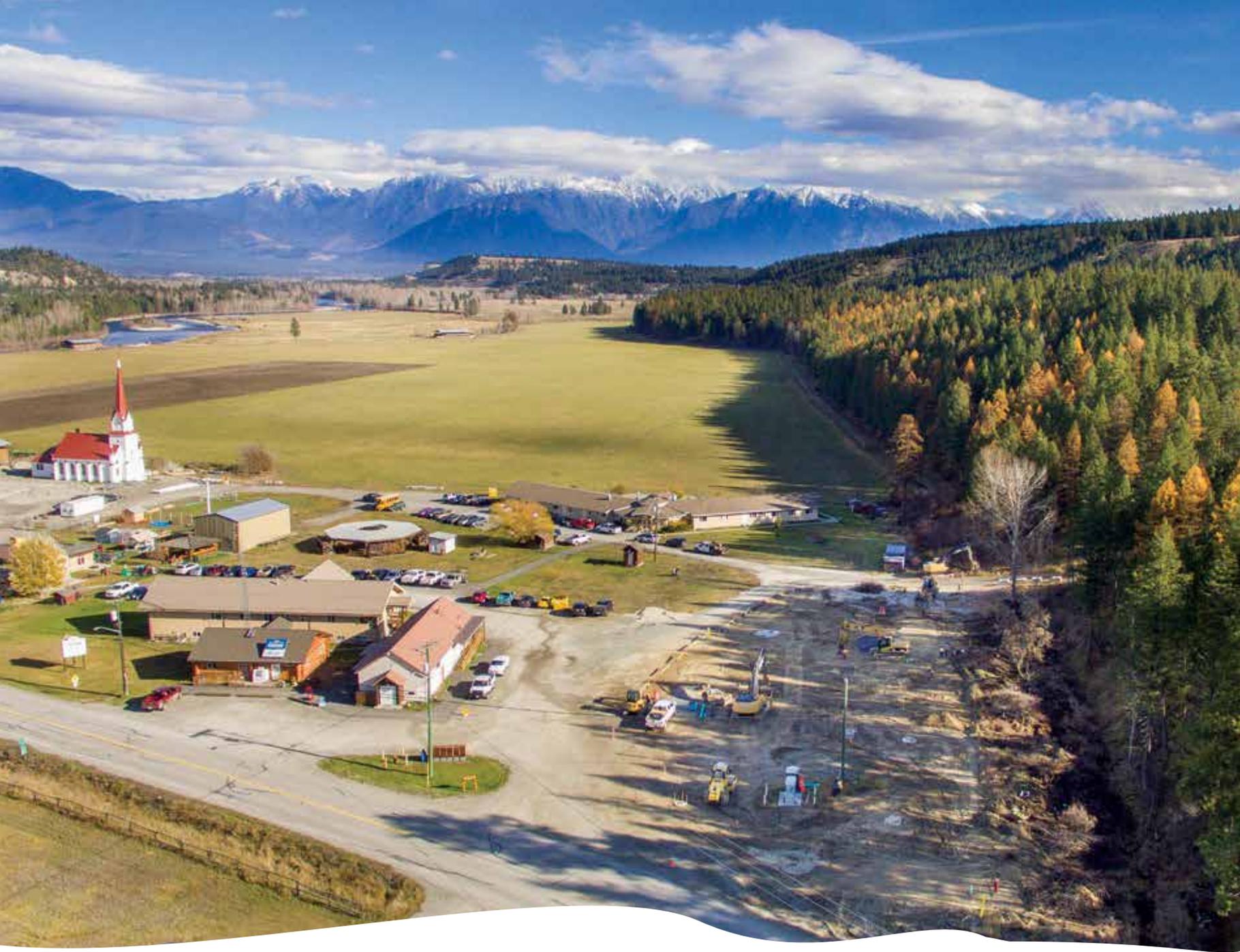
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Columbia
Basin **trust**



Indian and Northern
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