The background of the page is a light beige, textured surface resembling aged paper. On the left side, there is a vertical crease or tear in the paper. Overlaid on this background are several large, dark green feathers, some with prominent barbs, arranged in a curved pattern across the upper and right portions of the page.

ka kniṭwitiyaḷa
Our Thinking

ḷaḳam COMMUNITY STRATEGIC PLAN

Completed April 7th, 2011

MESSAGE FROM OUR NASUKIN

ki?su?k kyukyit,



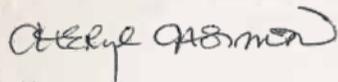
For thousands of years we, the **Ktunaxa**, have persevered, overcome many adversities and always managed to survive. We did this because of our strong sense of unity, our connection to the Creator and our connection to our land. It has also been through our culture, language and spirituality that we have evolved over time. These core values that we hold as a people will support our continued existence into the future.

By coming together and developing this Community Strategic Plan, we have put into place the direction and guidance needed for ourselves and our leadership to always make certain that we work towards our collective Vision.

Through this plan we can face whatever challenges come our way. This plan reflects who we are: our values and our principles serve as the foundation to support our tipi poles. This plan belongs to us **?aqamniik** and together we will achieve great things for ourselves and future generations.

We have accomplished what we set out to do, creating a plan that truly is the thinking of our community. This could not have been possible without your support, guidance and participation. What we have accomplished together is a lasting legacy that we can all be proud of! **taxa**

nasukin (Chief) Cheryl Casimer



Summary

*This brief summary of **ka kniṭwitiyaḷa**, our Community Strategic Plan, includes our vision, values, and goals. The full plan presents further details.*

2

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 **qanikitei** (our values and principles).

VALUES

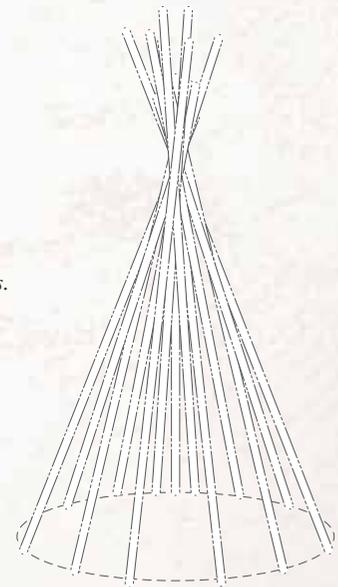
We **ṯaḳamniḱ** share the following core values:

- *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*
- **aknumuḱtiṭiṭ** (natural law)
- **Ktunaxa** rights and title

GOALS

ka kniṭwitiyaṭa is like a tipi, our vision and the following goals serve as tipi poles.

- *Responsibly stewarding **ṭaḡam** lands and resources, as well as other lands within the **Ktunaxa** territory, for the benefit of all **ṭaḡamniḡ** (**ṭaḡam** 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.*





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COMMUNITY FACTS*

?aam, also known as St Mary's, is a member community of the Ktunaxa Nation, located 8 km north of the City of Cranbrook, BC.

of St Mary's Indian Band members: 354

of homes in the community: 59

of hectares of Reserve land: 7,461

**As of December, 2010. 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 ?aam community.*



INTRODUCTION

The *?aḡam* community worked for over a year and a half to create *ka kni#witiyaḷa*, our Community Strategic Plan. Early in the process, our elder Leo Williams saw how our plan was like a tipi, with each topic being like a tipi pole. This idea connects the plan with our *Ktunaxa* traditions and the tipi shows how we are strong when we work together.

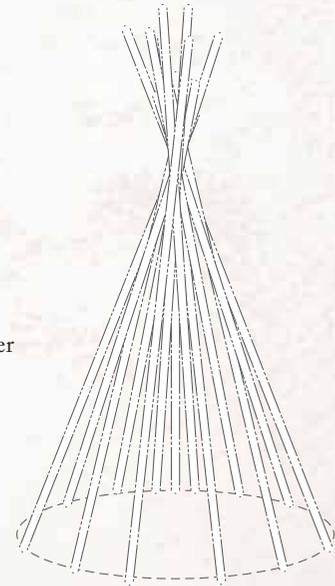
There is a lot of work we need to do. However, there is immense power within our community.

This plan will help us to:

- *Step into our responsibilities as community members;*
- *Hold each other accountable;*
- *Rediscover who we are, our strength, and belief in ourselves and each other;*
- *More consciously live our values;*
- *Be more proactive;*
- *Connect our detailed plans with our vision, values and goals;*
- *Empower our community to move toward self governance.*

Our Community Strategic Plan will inspire us for years to come. It helps us realize a better future is possible for our people. We are very proud of *ka kni#witiyaḷa*.

We are strong when we work together.



Ktunaxa ʔamakʔis

*Territory of the
Ktunaxa Nation*

8



British
Columbia

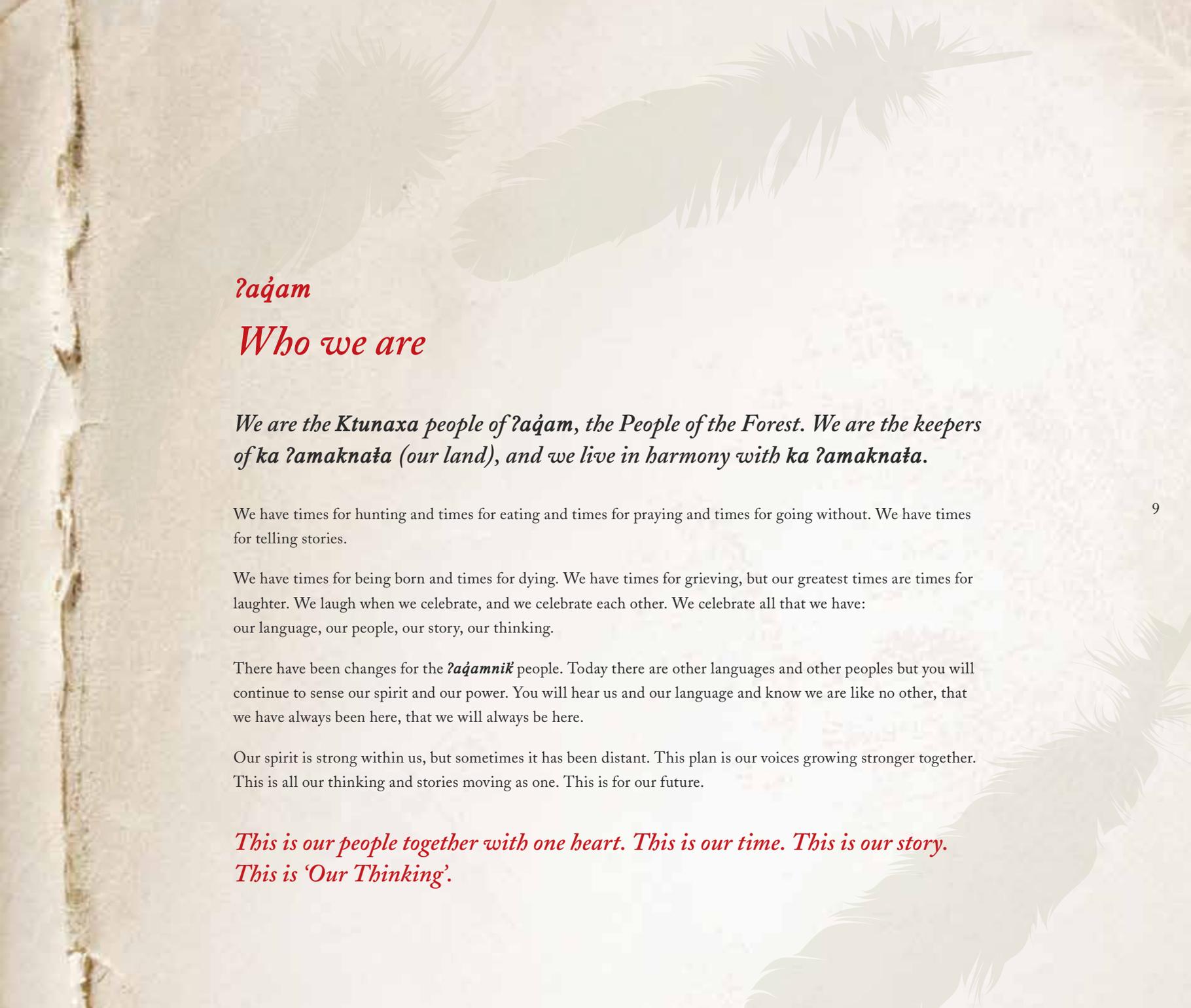
Alberta

Washington

Idaho

Montana





ʔaǰam

Who we are

We are the Ktunaxa people of ʔaǰam, the People of the Forest. We are the keepers of ka ʔamaknaʔa (our land), and we live in harmony with ka ʔamaknaʔa.

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 *ʔaǰamniƙ* people. Today there are other languages and other peoples 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.

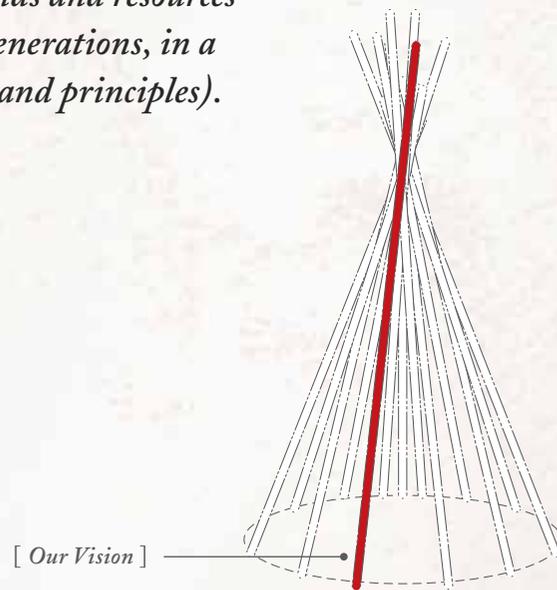
This is our people together with one heart. This is our time. This is our story. This is 'Our Thinking'.

OUR VISION *describes our desired future, the ultimate situation
we are moving toward.*



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 qanikit̕i (our values and principles).



OUR VALUES *show what we hold to be important reflecting shared beliefs.*



OUR PRINCIPLES *describe how we live in accordance with our values.*

Qanikit̓i

Values and Principles

VALUES

We *ʔaḡamniḱ* 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*
- *ʔaknumuḡtiḱiḱ* (natural law)
- *Ktunaxa* rights and title

PRINCIPLES:

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

01: 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.*

02: 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.*

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03: 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.*

04: 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.*

05: 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.*

06: 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.*

07: 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.*

08: 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 knowledge holders in a respectful manner.*

09: 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!***

10: 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.*

11: ?aknumueti? 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.*

12: 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.*



Goals and Objectives

OUR GOALS *are broad areas of intended achievement.*



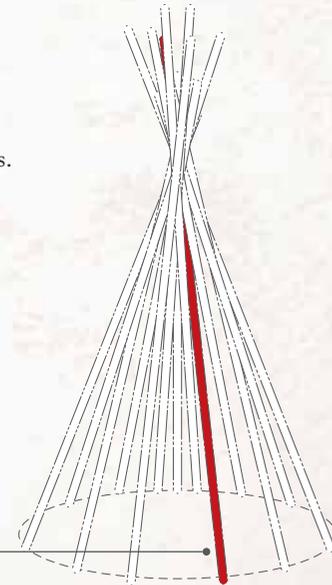
OUR OBJECTIVES *are specific, measurable areas of intended achievement for each goal.*

ka ʔamaknaʔa ʔaquxaxniyam
LANDS & RESOURCES

*Goal: Responsibly stewarding ʔaqam lands and resources, as well as other lands within the **Ktunaxa** territory, for the benefit of all ʔaqamniʔ (ʔaqam community members).*

- Objective 1:** Reconnect with the spirit of the land and all living things.
- Objective 2:** Strengthen our stewardship skills and knowledge of *ka ʔamaknaʔa* (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*]



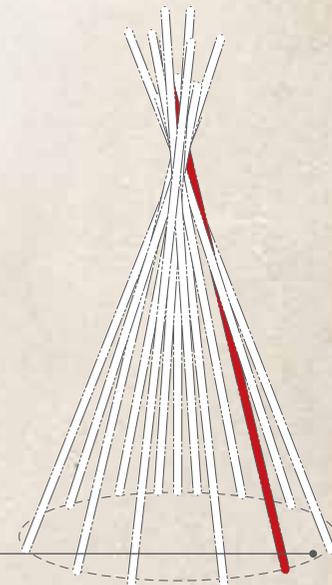
ʔa·kʷaqwum ɛ ʔakikiʔ haqwum
LANGUAGE & CULTURE

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

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- 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*]



ʔa·kxaḿis ʔakiktuʔnam

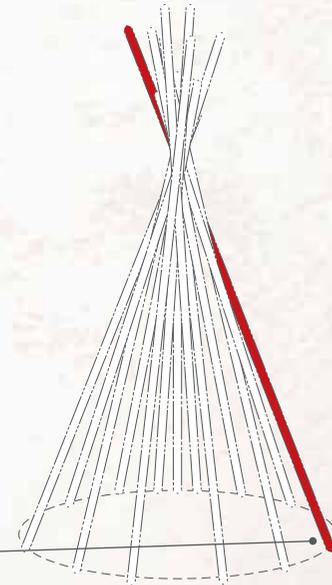
SPIRIT OF COMMUNITY

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.

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[*Spirit of Community*]



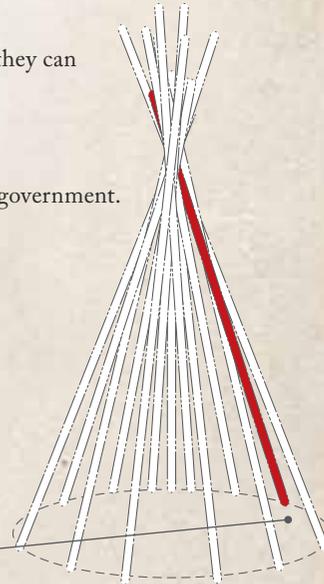
ʔaknumuʔtitiʔ ʔakiktuʔnam

COMMUNITY GOVERNMENT

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

- Objective 1:** Develop and implement a system for selecting leaders based on community consensus about who is best for the job.
- Objective 2:** Build leadership capabilities, skills, starting from a young age, based on individual strengths, passions, and potential.
- Objective 3:** Support leaders so that they can fulfill their roles, including appropriate pay and recognition.
- Objective 4:** Provide respectful, constructive input and feedback to leaders and staff so they can make informed decisions.
- Objective 5:** Practice clear, respectful and timely communication.
- Objective 6:** Develop the effectiveness, efficiency and accountability of our community government.
- Objective 7:** Manage our human resources to maximize individual potential and community benefits.
- Objective 8:** Build meaningful, profitable relationships with neighbour communities, organizations, and corporations.
- Objective 9:** Create and sustain financial strength and independence as a community.

[Community Government]

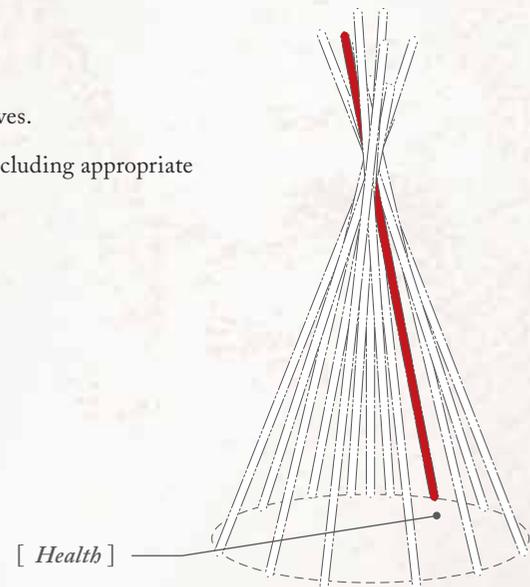


?aqatxuniyam

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.

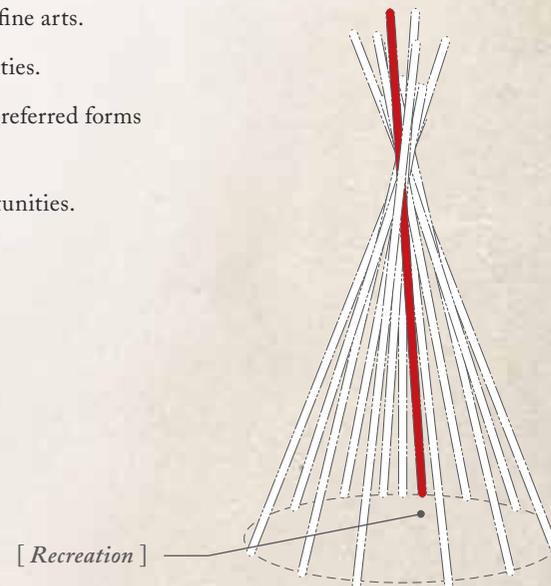


Kłinđuyam

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.



Kitki·gamnam

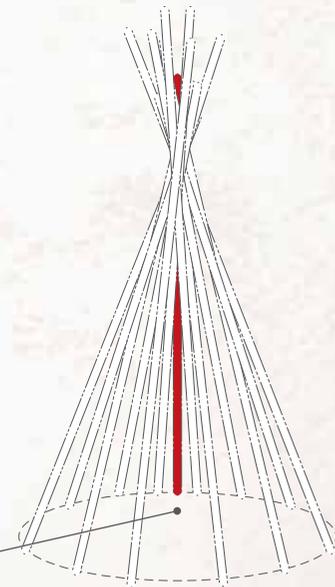
EDUCATION & LEARNING

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.

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[*Education and Learning*]

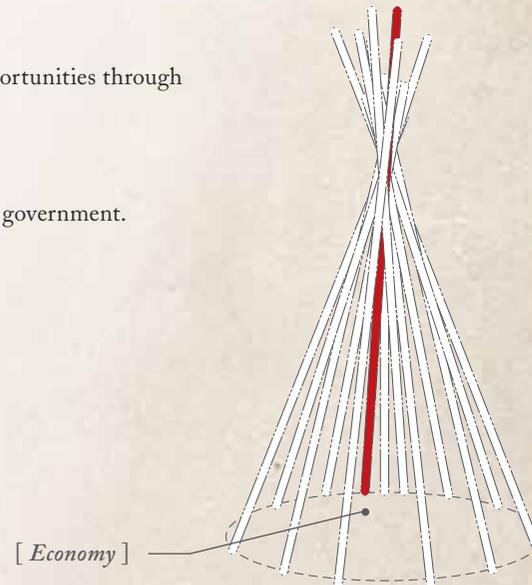


Kitnikəiyam qapsinam/niṭku

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.

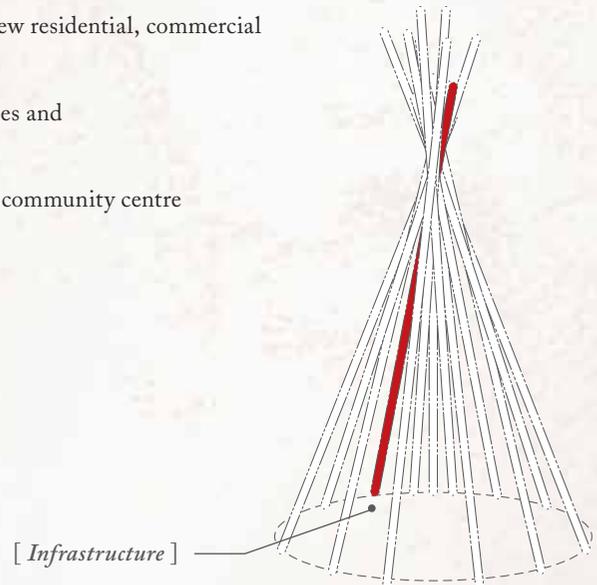


?aknukak

INFRASTRUCTURE

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

- Objective 1:** Envision our *?aqam* 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.



εmakqapmut

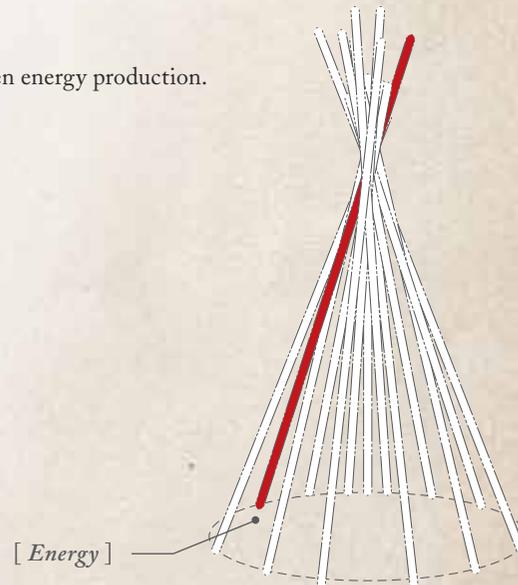
ENERGY

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.

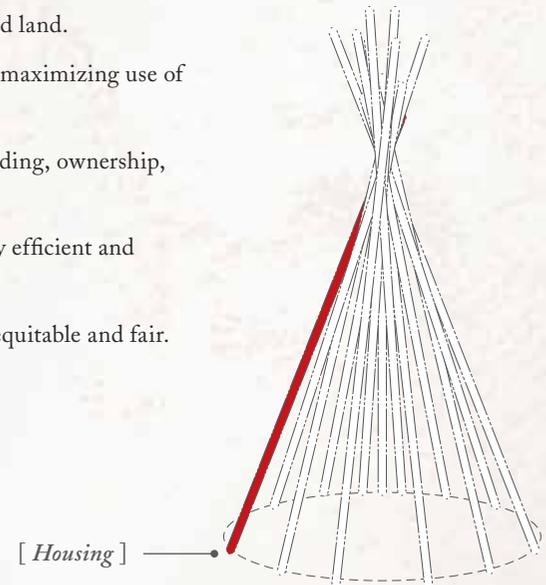


?aqant#a?nam

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, maximizing use of local materials, skills and labour.
- Objective 3:** Develop community capacity and skills for home building, ownership, maintenance and repairs.
- Objective 4:** Build homes that are environmentally friendly, energy efficient and water conserving.
- Objective 5:** Manage community-owned housing in a way that is equitable and fair.



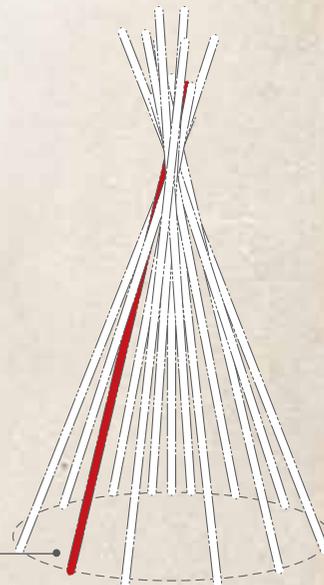
ksukqawsaqwum e emakwiękniam
SAFETY & SECURITY

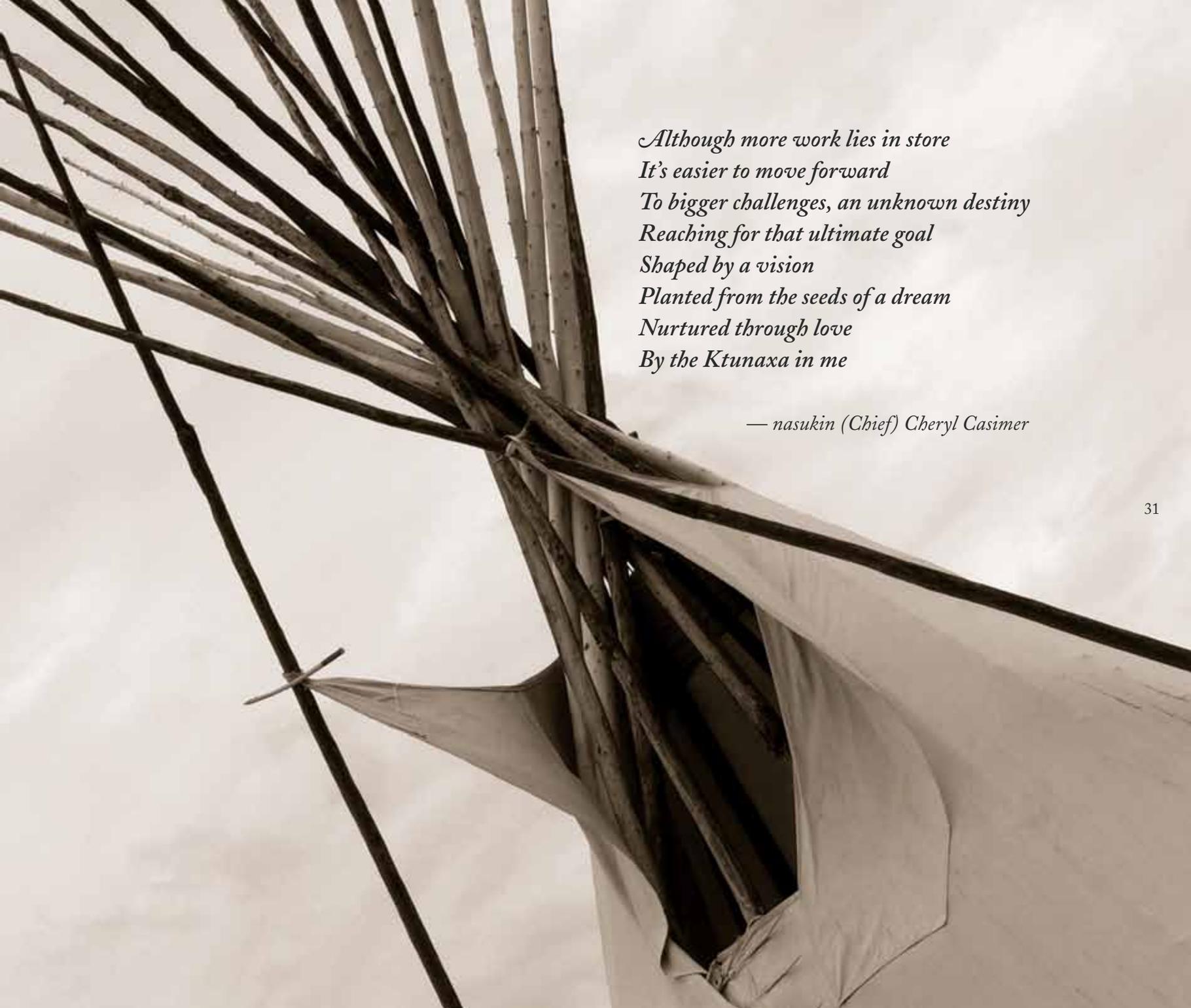
Goal: Safety and security for all community members.

- 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.

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[*Safety and Security*]





*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*

— nasukin (Chief) Cheryl Casimer

Roles and Strategies for Implementation

ka kniṭwitiyaṭa is everyone's plan. We all have roles in implementing it. The following are some examples of what community members, champions, 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.*

CHAMPIONS 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 champions to share information, coordinate among tipi poles, and review progress toward the vision;*
- *Identify and mentor potential future champions.*

CHIEF & COUNCIL WILL:

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

THE CHIEF OPERATING OFFICER WILL:

- *Create opportunities for Champions 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 Champions to develop plans for each tipi pole.*

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

- *Empower ourselves and each other: 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 and Update this Plan

ka kniṭwitiyaṭa 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 (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. Champions 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 kniṭwitiyaṭa* 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 *?aqam*, it is important that we all understand and support the changes.



Acknowledgements

The members of **?aqam** created our Community Strategic Plan, with support from Denni Clement (the Strategic Planning Coordinator).

Our Strategic Planning Committee provided leadership throughout the process:

- Cheryl Casimer, **nasukin** (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

The Committee is deeply grateful to the elders and all community members who participated in the creation of **ka kni#witiya#a**.

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