CITXW NLAKA'PAMUX ASSEMBLY (CNA)
STRATEGIC PLAN 2026-2027

Contents

STATEMENTS 1
Our Values 1
Our Vision 2
Our Mission 2
Our Why 2
STRATEGIC DIRECTIONS 2
Our Culture 2
Our People 3
Our Opportunities 4
Our Voice 4
Our Strength 5
OUR APPROACH 6
FROM PLAN TO ACTION 6
OUR ACCOUNTABILITY CYCLE 7
LOOKING FORWARD 8

STATEMENTS

Our Values

- Trust

- Respect
- Community
- Stewardship
- Adaptability

Our Vision

xʷiʔ ʔeskʷəkʷstem ɬ skiʔskiyeʔkt ʔeɬ xʷiʔ yˀexekstmtm e xʷiʔkt scuw
"We will hold our ancestors and we will handle our future with care."

Our Mission

xwiʔ nʕaip ʔeskʷekʷstm e sptinusmktʔeɬe sqʷincutkt
"We will always hold in our minds, our memories and what we talk about."
Our nɬeʔképmx identity, while strengthening relationships, and building equitable opportunities that support the well-being of the nɬeʔképmx. Rooted in nɬeʔkepmxcín and guided by teachings carried forward through generations, we work towards a balanced and sustainable future.

Our Why

We carry forward the responsibility to our communities by embedding nɬeʔkepmxcín, nɬeʔképmx values, and principles into every level of governance and programming. Guided by nɬeʔképmx knowledge and culture, we are grounded in our values and principles passed down through the generations. Our work ensures that decisions, identity, and community well-being grow from these teachings. Every action reflects a commitment to future generations, rooted in trust, responsibility, and connection to the tmixʷ and to one another.

STRATEGIC DIRECTIONS

Our Culture

Language, Culture, Land, and Food Sovereignty

Language and Knowledge

- Strengthen and revitalize nɬeʔkepmxcín through community-led and dialect-specific learning.
- Support fluent speakers, Elders, Knowledge Keepers, learners, and future teachers.
- Create meaningful opportunities for knowledge to be carried between generations.
- Protect community authority, ownership, and consent over cultural knowledge.

Land and Cultural Practice

- Increase access to land-based learning, harvesting, nłeʔképmx medicines, crafts, and cultural practices.
- Connect youth, Elders, families, and Knowledge Keepers through hands-on learning.
- Respect the distinct protocols and teachings of each Participating Band.
- Embed nłeʔképmx culture and ways of knowing throughout CNA's work.

Food Sovereignty

- Strengthen accessible and sustainable nłeʔképmx harvesting, preparation, preservation, and sharing.
- Support community-led food systems and access to nłeʔképmx foods.
- Connect food sovereignty with health, culture, land stewardship, and knowledge transfer.
- Build the skills, resources, and relationships needed for long-term food security.

Our People

Health, Wellbeing, and Connection Across Generations

Healthy Communities

- Support the physical, mental, emotional, cultural, and spiritual wellbeing of members.
- Strengthen access to community health, wellness, recreation, and social supports.
- Create welcoming opportunities for connection, belonging, healing, and participation.
- Respond to changing community needs with care, flexibility, and purpose.

Youth and Families

- Expand meaningful programming for children, youth, young adults, and families.
- Create youth leadership, mentorship, recreation, cultural, and learning opportunities.
- Reduce barriers through transportation, child minding, flexible scheduling, and accessible delivery.
- Involve youth and families in designing the programs intended for them.

Elders and Intergenerational Connection

- Support Elders to remain connected, involved, respected, and cared for.
- Create regular opportunities for Elders and youth to learn from one another.
- Improve access to programming through transportation and community-based delivery.
- Recognize Elders and Knowledge Keepers as essential contributors to community wellbeing and continuity.

Our Opportunities

Employment, Learning, and nłeʔképmx Excellence

Employment and Training

- Improve access to education, employment, training, and career-development opportunities.
- Build clear pathways from learning and work experience into meaningful employment.
- Support members in overcoming barriers to participation and employment.

- Align training opportunities with member goals, community needs, and future opportunities.

nłeʔképmx Workforce Development

- Increase nłeʔképmx recruitment, employment, retention, mentorship, and advancement.
- Create placements, job sharing, secondments, and leadership-development opportunities.
- Strengthen succession planning and prepare members for specialized and leadership roles.
- Invest in long-term capacity rather than short-term participation alone.

Economic and Community Opportunity

- Support nłeʔképmx businesses, entrepreneurs, contractors, and service providers.
- Strengthen partnerships that create lasting economic and employment benefits.
- Increase opportunities for local procurement and community participation.
- Direct growth toward opportunities that align with community values and priorities.

Our Voice

Trusted Communication and Equitable Engagement

Clear Communication

- Provide timely, accurate, coordinated, and easy-to-understand information.
- Maintain one reliable CNA-wide calendar for programs, events, and opportunities.
- Share information through social media, email, newsletters, print, text, the website, and Community Engagement Coordinators.
- Provide reasonable advance notice wherever possible.

Community Presence

- Maintain meaningful and predictable engagement with every Participating Band.
- Increase opportunities for leadership, staff, and members to connect directly.
- Rotate activities and engagement opportunities across communities.
- Include on-reserve, off-reserve, urban, rural, youth, Elder, family, and accessibility perspectives.

Listening and Responding

- Create accessible ways for members and Participating Bands to share feedback.
- Clearly communicate what we heard, what we decided, what we are doing, and what resulted.
- Explain respectfully when a request cannot proceed or falls outside CNA's role.
- Use community feedback to improve priorities, programs, and services.

Our Strength

Stewardship, Preparedness, and Community Capacity

Environmental Stewardship

- Protect and strengthen relationships with the land, water, wildlife, and natural environment.
- Support community involvement in stewardship, monitoring, restoration, and decision-making.

- Connect environmental work with nłeʔképmx knowledge, laws, values, and cultural responsibilities.
- Prepare for environmental and climate-related changes affecting our communities.

Prepared and Resilient Communities

- Strengthen emergency preparedness, response, recovery, and community communication.
- Clarify CNA's role in supporting Participating Bands during emergencies.
- Maintain current contacts, plans, resources, and working relationships.
- Practise coordinated responses and learn from emergencies and exercises.
- Support culturally safe, timely, and community-directed responses.

Shared Community Capacity

- Support Participating Bands during critical staffing shortages or service disruptions.
- Use temporary placements, shared expertise, cross-training, and mutual aid where appropriate.
- Respect the authority, priorities, and independence of each Participating Band.
- Ensure temporary support includes clear responsibilities, timelines, and knowledge transfer.

OUR APPROACH

Member-Informed

Community and member knowledge will help determine priorities, shape programs, and assess whether CNA's work is making a meaningful difference.

Culturally Grounded

nłeʔképmx values, knowledge, protocols, relationships, and responsibilities will be reflected throughout planning, delivery, and evaluation.

Equitable

We will examine access and results across Participating Bands, locations, generations, and member groups rather than relying only on organization-wide totals.

Focused

We will direct resources toward work with clear community benefit and strong strategic alignment. We will reconsider, redesign, defer, or conclude work that is no longer creating sufficient value.

Collaborative

Departments, Participating Bands, members, leadership, and partners will share information, coordinate efforts, and contribute their knowledge toward common outcomes.

Responsive

We will adapt to changing community needs, emerging opportunities, emergencies, service gaps, and lessons learned while remaining accountable to the plan.

FROM PLAN TO ACTION

Annual Implementation Planning

Each year, CNA will establish one organization-wide implementation plan identifying the initiatives, responsibilities, resources, partnerships, timelines, and measures required to advance the Strategic Plan.

Departmental Alignment

Every department will identify how its work plan, budget, programs, and responsibilities contribute to the Strategic Directions. Departments will collaborate where outcomes require shared responsibility.

Performance Measurement

Each Strategic Direction will include:

- An accountable owner.
- Clear objectives and initiatives.
- Baseline information.
- Annual targets.
- Measures of progress and community benefit.
- Reporting timelines.
- Results examined across Participating Bands wherever appropriate.

Accountable Communication

CNA will regularly report on:

- What was planned.
- What was completed.
- What changed for members and communities.
- What community feedback was received.
- Where commitments or targets were not met.
- What corrective action will be taken.
- What priorities will carry forward.

Annual Review

The Strategic Plan will be reviewed each year using community and Participating Band feedback, performance results, financial information, organizational capacity, emerging risks, and changing community needs.

Community Confirmation

CNA will continue to engage Participating Bands and members throughout the life of the plan. Particular effort will be made to include communities and member groups that were underrepresented during the initial planning process.

OUR ACCOUNTABILITY CYCLE

Listen → Plan → Act → Measure → Report → Learn → Adapt

Listen

Gather direction from Participating Bands, members, leadership, staff, Elders, youth, and partners.

Plan

Set focused priorities, responsibilities, resources, timelines, and expected outcomes.

Act

Coordinate departments and partners to carry out meaningful and culturally grounded work.

Measure
Track participation, access, quality, community benefit, equity, cost, and progress.
Report
Share what was completed, what changed, what remains outstanding, and what was learned.
Learn and Adapt
Use evidence, experience, and community feedback to strengthen future decisions and delivery.

LOOKING FORWARD

We will work with purpose and accountability to strengthen nłeʔképmx and communities. We will communicate clearly, listen and respond, deliver equitably across Participating Bands, advance language and cultural continuity, support healthy and connected generations, create meaningful opportunities, prepare for future challenges, and focus our resources on work that creates lasting benefit.

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"The ones / things that are not here yet."