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# INTRODUCTION

Ka Ni Kanichihk Inc. (Incorporated in 2002) is entering its 15th year as a community based, non-profit and Indigenous-led organization offering high quality and culturally safe programs and services to Winnipeg's Indigenous community.

Ka Ni Kanichihk is an Ininew/Cree phrase meaning "those who lead" and was chosen by members of the founding Council because it embodied a vision of self-determination, self-sufficiency and the empowerment of our community. Its very meaning — "those who lead" — forms our collective identity. There are no short cuts to the name. Just as simply saying only one word out of the phrase "those who lead" would lose most of its meaning, as does simply saying "Kani."

Ka Ni Kanichihk, as its name translates, is acknowledged for its leadership role in cultural reclamation, anti-oppression and decolonization practices. It is seen as the "go-to" organization when pressing issues impacting Indigenous people emerge, including: Missing and Murdered Indigenous Women and Girls (MMIWG); Sexual Exploitation; Child Welfare and Poverty; and Homelessness. The logo — a portrait of a Grandmother and Grandmother Moon, alongside a medicine bear path — is a beautiful visualization of Ka Ni Kanichihk's vision.



Strategic Planning is a fundamental component of good governance, sound organizational growth, innovation and high-level accountability.

We set out to address four critical questions:

- 1. WHY DO WE EXIST?
  - We know this through our organizational values and mandate.
- 2. WHAT IS THE FOCUS OF OUR MAJOR WORK?

We know this by developing strategic goals based on critical issues and needs presented to our organization.

- 3. HOW ARE WE GOING TO DO THIS WORK?
  - We know this through the development and implementation of work plans.
- 4. HOW WILL WE AND THE STAKEHOLDERS KNOW WE ARE BEING SUCCESSFUL OR WORKING TOWARDS SUCCESS?

We know this by being Accountable — reporting, updates, evaluations and the development of benchmarks as indicators of success.

The Ka Ni Kanichihk Council launched the first phase of its strategic plan renewal process in September 2015 by initially engaging Council Members and Ka Ni Kanichihk staff. The Council decided upon a community consultation process that incorporated a day-long facilitated PATH (Planning Alternatives Tomorrows with Hope) exercise, feedback from community, people's responses through surveys and focus groups, and organizational insights. This collaborative and innovative approach was chosen to encourage primary stakeholders to "visualize a future based on shared values and beliefs," and to identify specific time frames, accomplishments and current and potential resources.

Two surveys were used in the process: one geared toward current and past participants of Ka Ni Kanichihk programming, and the other geared toward various stakeholders that included partner organizations and community stakeholders. In addition to the surveys, two focus groups were held to discuss specific topics in greater detail. In one focus group, participants and stakeholders had the opportunity to discuss where they felt the organization could improve with respect to early learning and child care. The second of the focus groups included various funders involved in the different programs and operations of Ka Ni Kanichihk. These discussions and surveys were then analyzed and incorporated into this strategic plan.



- Ensure understanding of culture as a way of life that is embedded in all we do
  - Align work plans to cultural knowledge and practices
    - Promote culture as a way of life with partners
    - Increase cultural opportunities for the community

#### 2. SHARING OUR STORY

- Implement a communication strategy
  - Develop a marketing strategy
- Participate in more networking events and cross-sectoral table

#### 3. LEARNING AND GROWING

- Expand and develop the current location
- Expand the daycare into an Indigenous Early Learning Centre
- Identify land-based space outside the city for teachings and ceremonies

#### 4. STRONGER TOGETHER

- Review and define existing partnerships
  - Develop new partnerships
- Develop a partnership evaluation process

#### 5. TEACHING AND LEADING

- Become a leading employer
- Develop a consulting branch to share organizational expertise
  - Establish role as a leader in violence prevention

#### 6. STRENGTHENING OUR PLACE

- Implement succession planning practices
  - Conduct an organizational evaluation
    - Develop a funding strategy

#### 7. TRUTH AND RECONCILIATION — WE ARE ALL RELATIVES

- Participate in the Truth and Reconciliation Commission's Calls to Action
- Share Truth and Reconciliation information with participants and community

# **OUR GOALS**

Children, youth and families are the centre of all of Ka Ni Kanichihk's goals. Every goal is grounded in the SEVEN SACRED TEACHINGS, or Indigenous values, of Love, Respect, Courage, Honesty, Humility, Truth and Wisdom.



6. STRENGTHENING OUR PLACE 7. TRUTH AND RECONCILIATION -WE ARE ALL RELATIVES

5. TEACHING AND LEADING

CHILDREN, YOUTH AND FAMILIES 1. WAYS OF BEING

4. STRONGER TOGETHER

2. SHARING OUR STORY

3. LEARNING AND GROWING



The strength we express in the way we serve each other, in our way of life, comes from our languages and sacred teachings. It has always been the source of strength for our ancestors and remains our source of strength today. By strengthening the connection between participants, staff, and our language and ways of being, we enable healing. Our language and ways of being are also important in leading us to living in a good way — and in that way, acts as a prevention towards self-destructive behaviours.

The PATH process, the Vision exercise and the participant surveys all noted culture as being very important to our future as an organization. It is important to foster and ensure the understanding that culture is not simply a set of activities: it is our way of life and being.

Our goal is to continue bringing traditional knowledge and language to the urban setting for our staff, participants and for the broader community.

#### 1.1. ENSURE THE UNDERSTANDING OF CULTURE AS A WAY OF LIFE IS EMBEDDED IN ALL WE DO

Ka Ni Kanichihk has always placed our culture and our ways of being at the centre of our organizational values, mandate and activities. We will strive to ensure that the concept of culture as a way of life is embedded across the organization. This core understanding will be shared with staff and participants alike.

#### 1.2. ALIGN WORKPLANS TO CULTURAL KNOWLEDGE AND PRACTICES

To help achieve the goal of sharing our ways of being, we will align operational and program workplans to cultural knowledge and practices embedded in our organizational activities. This will help develop the understanding that our cultural practices are more than simply activities, but reside at the core of all we do.

#### 1.3. PROMOTE CULTURE AS A WAY OF LIFE WITH PARTNERS

To assist us in creating the maximum amount of opportunities to engage in culture and promote culture as a way of life, we will seek out community partners to coordinate joint cultural activities. Joint coordination can pool resources and help connect with the broader community.

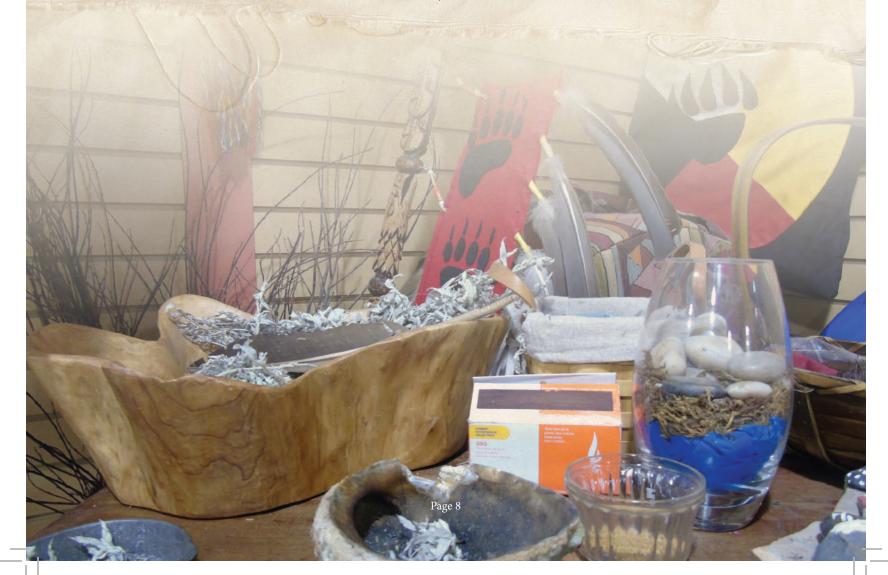
We will not only reach out to our existing partners, but use this as an opportunity to build relationships with new community agencies that we have not yet worked with before (related to goal #4).

#### 1.4. INCREASE CULTURAL OPPORTUNITIES FOR THE BROADER COMMUNITY

Reconnecting the urban Indigenous community to culture is a major part of Ka Ni Kanichihk's mandate and values. We aim to do this by hosting more ceremonies and events that the community can participate in. We will also establish strategies to ensure the community is informed of the opportunities to participate in said (related to goal #2).

How will we know when we have achieved the goal of "Ways of Being"?

MEASUREMENT	TARGET
Increased knowledge of culture as a way of life, cultural knowledge and cultural safety	Annual work plans and operational work plans include cultural knowledge and incorporate cultural safety and the understanding that culture is a way of life
Number of partnership events focused on cultural knowledge and practice	Two new partnership efforts
Increased participation from the community at the Keeping the Fires  Burning event	Positive growth in terms of attendees at the Keeping the Fires Burning event
Increase the number of sponsorship partners engaged with the Keeping the Fires Burning event	At least one new committed corporate partner for the event each year



## **GOAL 2: SHARING OUR STORY**

Communication and marketing needs came up repeatedly throughout the strategic planning process and was raised by participants, stakeholders and staff alike. Our goal is to ensure that we have regular and effective communication with all participants, stakeholders, funders and the community. We will strive to ensure that there is more awareness of our programs and of our success stories.

Communication needs must happen more often and through more channels (i.e. email, website, social media, posters/bulletin board, etc.) to communicate activities and events to participants and community; to communicate program information; and to communicate success stories to stakeholders and the broader public.

Related to communication is the important need for marketing. Ka Ni Kanichihk's programs and services are largely discovered through word-of-mouth. While this is a convincing testament to the strong reputation of Ka Ni Kanichihk among those who know of the organization, it does mean that there are likely large segments of the community that are not aware of everything the organization has to offer.

As a result, we will strive to implement a communication strategy that will help keep participants, community and stakeholders engaged and informed. We will also develop a marketing strategy to ensure that we share our story in the community regarding our programs, supports, opportunities and the celebration of success stories.

#### 2.1. IMPLEMENT A COMMUNICATION STRATEGY

To accomplish our goal, we will implement a communication strategy that details who is responsible for communicating what messages, using which methods (email, phone, website updates, social media, physical bulletin board, text, etc.) and when those messages need to be communicated and to whom. The key focus of this strategy is about communication: whether it be active or passive, informative or dialogue, between our organization and participants, stakeholders and funders.

#### 2.2. DEVELOP AND IMPLEMENT A MARKETING STRATEGY

While the communication strategy focuses on communication with those who are already aware of who Ka Ni Kanichihk is, a marketing strategy will reach out to those who are unaware of the many good things that Ka Ni Kanichihk has to offer.

The marketing strategy will incorporate a message focused on key points important for the specific audience it is being shared with and which will include:

- Logos (brand recognition)
- Consistent colour schemes for materials (brochures, website, reports)
- Marketing packages of information for various audiences (both electronic and physical packages; potential participants; potential funders; possible partners; possible investors/donors)
- Goals for Council and supporters to share marketing packages and good news about Ka Ni Kanichihk with others
- Clear strategic direction on promotional messages about accomplishments and good news for both internal audience (staff, Council, participants) and external audience (public, funders, partners, etc.) when these messages should be shared, and by what methods
- Consistent primary three or four "selling" features for staff and Council to use when sharing in the proverbial "elevator speech" opportunity
- Goals regarding what organizations or venues to market at and how frequently



#### 2.3. PARTICIPATE IN MORE NETWORKING EVENTS AND CROSS SECTORAL TABLES

Ka Ni Kanichihk success stories are not as well-known as they should be. As a result, we will begin to increase the participation of Ka Ni Kanichihk at various networking venues and cross-sectoral working groups in order to share our story. We recognize the value in diverse working relationships and opportunities to engage others in common goals.

As part of this participation, staff, management and Council will be equipped to share our story at these various tables and events.

How will we know when we have achieved the goal of "Sharing Our Story"?

MEASUREMENT	TARGET
The development and implementation of a phased in communication strategy	<i>Phase 1</i> communication strategy implemented by 2018
	<i>Phase 2</i> communication strategy implemented by 2019
The development of a phased in marketing strategy	<i>Phase 1</i> marketing strategy implemented by 2018
	<i>Phase 2</i> marketing strategy implemented by 2019

## **GOAL 3: LEARNING AND GROWING**

Learning and growing is an exploration and walk into the unknown. Such a journey is not without risks and requires courage to take these steps. Our goal is to grow the organization's capacity in order to offer more programs to more participants and to do so with a physical space that can accommodate the growth of our organization.

Ka Ni Kanichihk has grown over the years, and the current location has now reached a point where it is no longer large enough to support all the programs and activities being offered. Survey results showed that participants and stakeholders alike want to see Ka Ni Kanichihk expand programming and services. The challenge is that the current location is already operating at capacity.

We will strive to meet the needs of the community by expanding the current location and work towards securing land outside the city for cultural activities.

#### 3.1. EXPAND AND DEVELOP THE CURRENT LOCATION

Ka Ni Kanichihk has been successful — so successful that it must find a larger space. To meet this need, adjacent lots to the existing location will be developed. A committee will have the mandate to pursue this and develop a capital funding strategy.

#### 3.2. EXPAND THE DAYCARE INTO AN INDIGENOUS EARLY LEARNING CENTRE

The current daycare at Ka Ni Kanichihk has done very well, even in a limited space. From surveys to focus groups, the daycare operations have been noted as successful. Language, culture and education are the goals to moving further in this direction.

The combination of officially establishing an Indigenous Early Learning Centre and expanding physical space will not only meet the needs of participants and community, but it will also directly respond to one of the TRC's *Calls to Action* that asks of federal, provincial, territorial and Indigenous governments to develop culturally appropriate, early childhood education programs for Indigenous families.

#### 3.3. IDENTIFY LAND BASED SPACE OUT OF THE CITY FOR TEACHINGS AND CEREMONIES

Culture is intimately connected to the land. Ka Ni Kanichihk will expand the current offering of cultural ceremonies to include cultural space/excursions outside of the city, either through partnership or ownership.

How will we know when we have achieved the goal of "Learning and Growing"?

MEASUREMENT	TARGET
Designs/plans for development in place	Completed designs and plans by February 2017
A completed capital funding strategy and business plan	Completed by December 2017
Land identified outside the city	Land identified by 2018
Develop lots adjacent to current location	Development by 2018
Model developed for the Indigenous Early Learning Centre	Completed plans by 2018
Official launch of the Indigenous Early Learning Centre	Launch event by 2018

## **GOAL 4: STRONGER TOGETHER**

Partnerships play a key role in maximizing the pool of resources available to achieve common objectives. Our goal is to ensure that our existing partnerships are effective, authentic and that we are doing all that we can to be a good partner.

My expectations have been exceeded. The partnerships we have engaged in were extremely helpful and educational for us and the community we serve.

— Survey Respondent

We also strive to expand the pool of partners that we have to ensure that all sectors are included in the goals that we have. Partnerships will strengthen our capacity to provide Indigenous identified programs and services that focus on wholeness and wellness and that build on the strengths and resilience of Indigenous Peoples.

#### 4.1. REVIEW AND DEFINE EXISTING PARTNERSHIPS

Ka Ni Kanichihk already has a number of valuable partnerships and will strive to enhance and foster those and new relationships and partnerships.

Additionally, we will conduct a partnership review, program-by-program, to determine how well we are doing as a partner and what outcomes we are achieving through various existing partnerships. In addition, we will look for areas where we may not be partnering with anyone and areas where certain sectors, important to common outcomes, are not engaged.

A review will allow us to ensure that we are being strategic in our development of partnerships and ensuring that we are achieving the best possible common outcomes with the partners with whom we do engage. Part of this work will involve adequately defining what is meant by the term "partner."



#### 4.2. DEVELOP NEW PARTNERSHIPS

There is a lot yet to be gained from expanding the circle of partnerships that Ka Ni Kanichihk currently enjoys. Specifically, there is a lot of value to be gained from partnering with more entities from different sectors — including the private sector.

For example, Ka Ni Kanichihk is an active member of the Winnipeg Indigenous Executive Circle, comprised of Indigenous Executive Directors of Indigenous-led service organizations. Ka Ni Kanichihk will work with organizations and the Winnipeg Indigenous Executive Circle to engage in dialogue aimed at enhancing policies and systems through a unified voice, resulting in a society that is more responsive to the needs and perspectives of urban Indigenous people in Winnipeg. It provides a resource to non-Indigenous people aiming to reconcile with Indigenous peoples in Winnipeg.

#### 4.3. DEVELOP A PARTNERSHIP EVALUATION PROCESS

A partnership review that helps inform what partnerships should continue and what partnerships are not in place, but should be, is one critical aspect to consider. Evaluation of partnerships is important to understanding how well Ka Ni Kanichihk is performing as a partner, as well as each partner with whom we engage. A process and schedule of regular partnership evaluations will be established.

How will we know when we have achieved the goal of "Stronger Together"?

TARGET
Role established by 2017
Defined by 2019
Review completed by 2020
1 new partnership by 2020
Launch of first annual survey by 2020
Process completed by 2021
Launch by 2021

## **GOAL 5: TEACHING AND LEADING**

Ka Ni Kanichihk has been widely recognized as a well-established organization and a leader in many areas. Ka Ni Kanichihk recognizes the responsibility of being recognized as a leader. True to the meaning of our name, we believe that leading is also about sharing knowledge and wisdom. It is our goal to continue to develop and share expertise and knowledge gained.

#### 5.1. BECOME A LEADING EMPLOYER

Ka Ni Kanichihk already has a strong team of dedicated staff and has set for itself the goal of being a leader in positive employee engagement. We believe that we have an opportunity to share with the broader community about how our Indigenous teachings and ways of being lead our organization into being a leading employer.

Ka Ni Kanichihk will actively promote staff wellness from the perspective of an employer, but also while acknowledging that each individual is also responsible for their own wellness. Part of this process will involve promoting healthy living, work-life balance and positive mental health. This will be achieved through a wellness committee, planned programs and consciously celebrating successes.

Additionally, suggestion boxes will give voice to participants to share ideas and suggestions, while a culture of open communication with staff will ensure that we have a listening ear to the valuable insights of our employees. As an employer, Ka Ni Kanichihk is committed to continual learning and will continue researching what makes a good employment leader.

#### 5.2. DEVELOP A CONSULTING BRANCH TO SHARE ORGANIZATIONAL EXPERTISE

Ka Ni Kanichihk is recognized as a leader in community engagement and cultural infusion into its core operations. We will look at options to develop a consulting branch of Ka Ni Kanichihk where expertise on community engagement, cultural infusion into programs and operations, Indigenous awareness sessions, and training can be delivered to other organizations and corporations.

#### 5.3. ESTABLISH ROLE AS A LEADER IN VIOLENCE PREVENTION

Using a decolonizing and anti-oppression approach, Ka Ni Kanichihk will strive to become a leader in the analysis of the historical, legal, political and social context in which violence against Indigenous women exists. This analysis will allow Ka Ni Kanichihk to work from a foundation of understanding of the depth and breadth of systemic discrimination, while engaging with the community as a whole to help shift the very culture that creates, condones, and sustains violence.

Recognizing and understanding how our beliefs and values have been shaped by the context in which we live — and having the opportunity to challenge them — is essential to providing culturally safe prevention, intervention and healing supports to Indigenous women who have experienced violence and to advocate for larger systemic change.

How will we know when we have achieved the goal of "Teaching and Leading"?

MEASUREMENT	TARGET
Distribution of a periodic employee satisfaction survey	Launch of first survey by summer 2017
Research & strategy on employment leadership	Completion by 2018
Research & strategy on violence prevention	Completion by 2018
A revised employee manual that outlines workplace culture and expectations	Completed employee manual by 2019
Establishment of a consulting branch	Branch established by 2020

## GOAL 6: STRENGTHENING OUR PLACE

Even though Ka Ni Kanichihk has had many successes and recognitions, we are grounded by the teaching of humility. We understand that there are areas that can be strengthened. Ka Ni Kanichihk will pursue activities that will "strengthen our place" and create better experiences for staff and participants, alike.

Our commitment to improvement is reflected throughout this strategy and each of the goals as shown below.

#### **6.1. IMPLEMENT SUCCESSION PLANNING PRACTICES**

Ka Ni Kanichihk sees the value in the knowledge and wisdom each employee and board member carries. Succession planning will be incorporated into regular operations to ensure that there are smoother transitions during staffing, board or role changes. Of most significance is the succession planning of key management roles, including the Executive Director and Director of Finance — and among the executive members of the board.

#### 6.2. CONDUCT AN ORGANIZATIONAL EVALUATION

To ensure that Ka Ni Kanichihk is continually gaining strength and building up greater capacity to serve the community, an organizational evaluation will be conducted to assess Financial, HR and operational procedures, supports, and operations and governance of the organization.

#### **6.3. DEVELOP AN OPERATIONAL FUNDING STRATEGY**

Funding was an issue that came up in surveys to participants and stakeholders, as well as during focus groups and staff planning sessions. There is a general consensus on the importance of stable core funding and how this would assist the organization in focusing more on service delivery. The goal will be to establish an operational strategy based on sustainability.

How will we know when we have achieved the goal of "Strengthening Our Place"?

MEASUREMENT	TARGET
Development of operational and governance processes, policies, and practices	By 2017
Succession planning in place	Regular practice in place by 2018
Organizational assessment conducted, including an action plan	By 2018
Annual Operational Funding Strategy developed	By 2018
	Renal -

# GOAL 7: TRUTH AND RECONCILIATION — WE ARE ALL RELATIVES

Reconciliation is an important social discussion in Canada today. Ka Ni Kanichihk believes in reconciliation and decolonization efforts. As such, it is important to support the TRC's *Calls to Action* wherever possible. There are a number of specific *Calls to Action* that fall within the mandate and goals of Ka Ni Kanichihk. An action plan for addressing these will be developed, and efforts will be made to ensure participants are both aware of the work that came out of the Truth and Reconciliation Commission and that participants will be kept informed on activities related to it.

#### 7.1. PARTICIPATE IN THE TRUTH AND RECONCILIATION COMMISSION (TRC) CALLS TO ACTION

Ka Ni Kanichihk has always worked in the paradigm of reconciliation and will continue to do so while aiming to respond to some of the TRC's *Calls to Action*.

While the TRC's *Calls to Action* were largely directed at the various levels of government, there are many *Calls to Action* that Ka Ni Kanichihk can participate in or support. A few of these include:

- (5.) We call upon the federal, provincial, territorial, and Aboriginal governments to develop culturally appropriate parenting programs for Aboriginal families.
- (7.) We call upon the federal government to develop with Aboriginal groups a joint strategy to eliminate educational and employment gaps between Aboriginal and non-Aboriginal Canadians.
- (12.) We call upon the federal, provincial, territorial, and Aboriginal governments to develop culturally appropriate early childhood education programs for Aboriginal families.
- (45. ii.) Adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples as the framework for reconciliation.
- (53.) National Council for Reconciliation
  - iii. Develop and implement a multi-year National Action Plan for Reconciliation, which includes research and policy development, public education programs, and resources.
  - iv. Promote public dialogue, public/private partnerships, and public initiatives for reconciliation.
- (66.) We call upon the federal government to establish multi-year funding for community-based youth organizations to deliver programs on reconciliation, and establish a national network to share information and best practices.

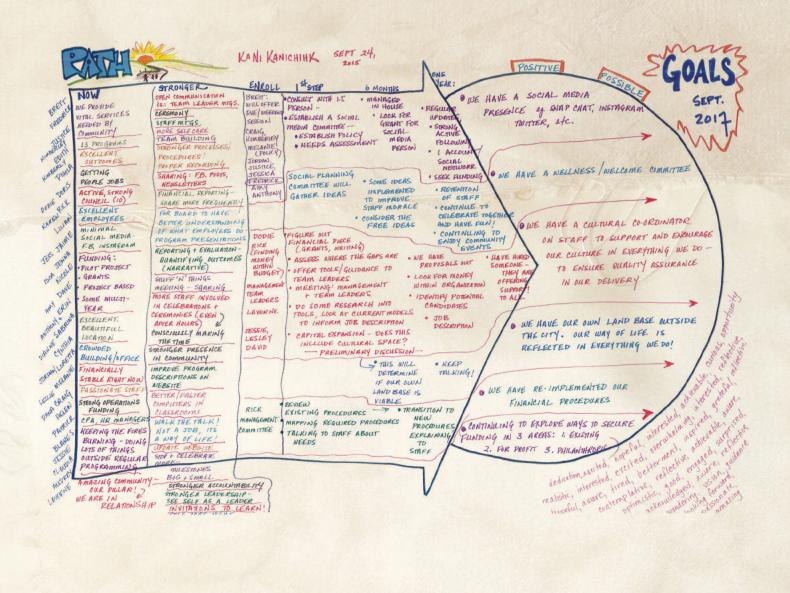
#### 7.2. SHARE TRUTH AND RECONCILIATION INFORMATION WITH PARTICIPANTS AND COMMUNITY

Ka Ni Kanichihk will provide information on reconciliation to participants and community in order to meet the identified need and support the broader reconciliation efforts.

Ka Ni Kanichihk has always been active in decolonization and reconciliation efforts, but how will we know when we have achieved further progress towards reconciliation efforts?

MEASUREMENT	TARGET
Action plan covering specific TRC Calls to Action	Action plan in place by 2021
# actionable items from the Plan	Inclusion of government in the IELC as per TRC #5

# PATHE PATH



Ka Ni Kanichihk's Strategic Planning process started on September 24, 2015 with Council and staff participating in a Planning Alternatives Tomorrows of Hope (PATH) process facilitated by Bonnie Ferguson-Baird.





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