



STRATEGIC PLAN 2022 - 2025

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TteS

Introduction

Tk'emlúps te Secwépemc (TteS) is a progressive community committed to attaining self-sufficiency and independence through education and economic development. The Band currently has approximately 1,500 members living on and off its 33,000-acre (130 km²) reserve.

The reserve supports a variety of uses including residential, industrial, commercial, and agricultural. In 1999, the TteS purchased Harper Ranch, now known as Spiyu7ullucw Ranch Corporation, which added 20,000 acres of fee simple land and crown leases for resource development and other economic opportunities.

The Band has strengthened its community with childcare, education, and health care facilities as well as other initiatives and infrastructure. We have created over 200 direct jobs, generated \$200 million in regional economic activity, and pioneered the development of Indian property taxation authority.



On November 13th, 2021, members of Tk'emlúps te Secwépemc elected its new Chief and Council who will lead our community over the next 3 years. Through this election, Rosanne Casimir was re-elected Kúkpi7 in a second term and Marie Baptiste, Thomas Blank, Nikki Fraser, Joshua Gottfriedson, Justin Gottfriedson, Dave Manuel, and Morning-Star Peters were chosen to serve as Tkwenem7íple7.

Beginning in February 2022, the Kúkpi7 and Tkwenem7íple7 undertook a strategic planning process to create a collective vision, identify shared values, and prioritize goals for the community that when completed, over the next few years, will have a ripple effect of positivity throughout the community.

The development of this strategic plan was guided by Four Directions Management Services and included the participation of senior staff and feedback from our members as gathered through a draft presentation and engagement session held on March 2nd, 2022.



About the Plan

A Strategic Plan is meant to answer the question: where are we going and how will we get there? It is an overarching umbrella strategy that is grounded in the ambitions shared by our members in our Comprehensive Community Plan. The Strategic Plan is a living document meant to prioritize key activities over the next 3 years.

In this plan, we have articulated a new shared vision to guide our collective efforts. A vision statement provides direction and a sense of purpose. When then revised our mission statement to ensure it accurately represents who we are and how we want to describe ourselves.

From this, we utilized our guiding principles set in our CCP to establish key organizational values which will be used as a standard to guide the work of Council and be shared with all staff throughout our organization. By having strong values in place, we are striving to create a culture of trust by setting out the appropriate behaviours needed for success.

The Comprehensive Community Plan developed in collaboration with members in 2015 identified 22 priority areas. Within the scope of this strategic plan, we have isolated 8 priorities that given our current and expected resources, we believe we can make significant progress on within the next 3 years of our term.

For each priority area, we have looked to the wisdom of our ancestors as articulated through the 1910 Sir Wilfrid Laurier Memorial and its follow-up companion document, the 1911 Memorial to Frank Oliver. We isolated a passage from these documents for each of our priorities to set the tone of how we wish to embark upon the work before us.

The priorities are broken down into goal statements with accompanied actions that we will support and prioritize over the coming years. The details in how these goals and activities will be implemented are to be fleshed out in annual operating plans developed by TteS senior staff and presented with budgets to Council for approval.

It is the expectation of Council that the Strategic Plan will be implemented by all levels of organization and reported out on regularly. This is meant to be a living document and our priorities may change as circumstance evolve as well.

Vision, Mission, & Guiding Principles



Vision

We, the Tk'emlu'psemc te Secwepemcu'll'ecw, are proud stewards and assert our inherent rights and jurisdiction for current and future generations.

Mission

Tk'emlúps te Secwépemc promotes and advances the physical, mental, emotional, and spiritual well-being of our people and broader community.

Guiding Principles

Kw'seltenéws: the Value of Relationships

Knucwentsút: the Value of Individual Strength and Responsibility

Étsxem: the Value of Knowing Your Gifts

Méllelc: the Value of Renewal

Values

The following organizational values are listed alphabetically. We will hold ourselves and each other accountable to the values listed below by ensuring our actions and behaviours align with what we believe is most important.

Accountability

We work as a team where we support each other without ego, take responsibility for our own actions, and hold one another accountable to remain organized in accomplishing the work before us.

Compassion

We serve our members and community through actions driven by empathy, kindness, and understanding where we assume the best in people and empower others by listening to their needs and valuing their feedback.

Dedication

We commit ourselves to working hard, showing up, and remaining focused to the vision we have for our people and nation which drives our passion and keeps us disciplined in reaching our goals.

Fairness

We believe that people deserve services and leadership which meets them where they are at, is provided to them in an unbiased and ethical manner, and that providing equal opportunity means treating them equitably.

Honesty

We keep ourselves open to all information and perspectives, remain vulnerable and authentic in our actions and practices, and make decisions that are founded in transparency and truthfulness.

Integrity

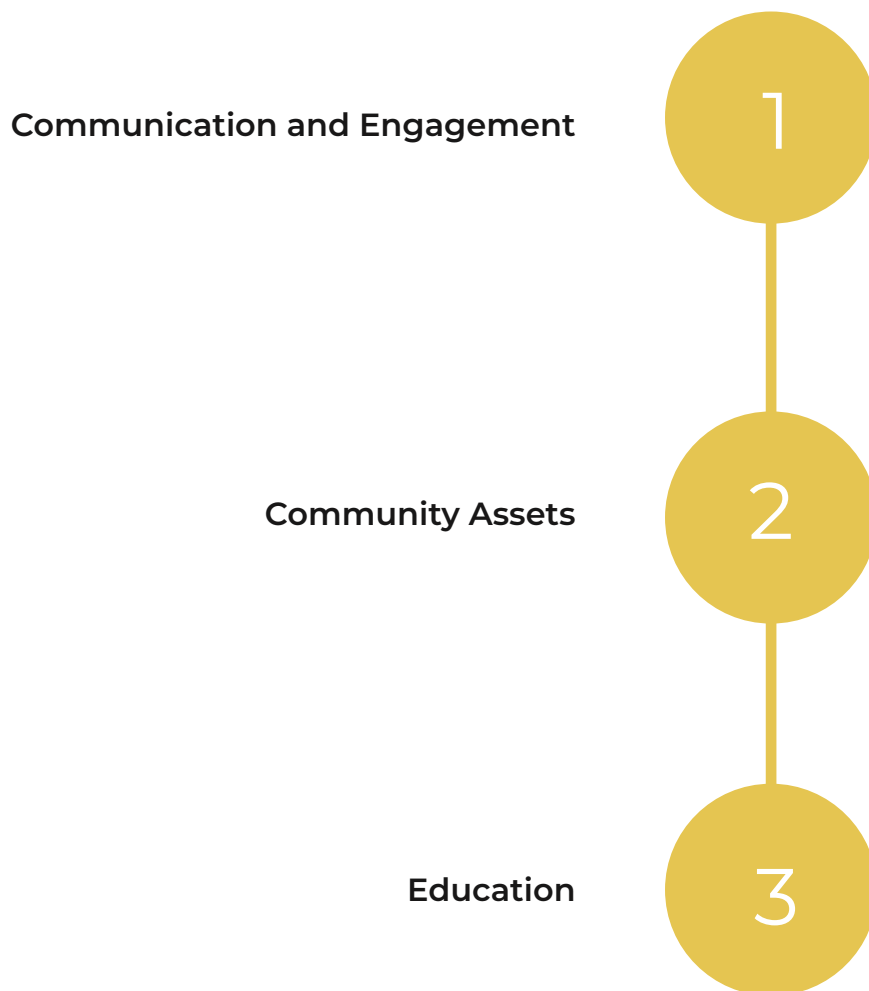
We conduct our operations with professionalism, humility, and consistency where we treat all those we work with and work for respectfully and non-judgmentally by remaining grounded in our teachings.

Vision

We approach issues with creativity and innovation, believing that we must be trailblazers and advocates for our people, where proactivity, preparedness, and the acceptance of new ideas, strategies, and tactics will lead to transformational change.

Priority Areas

The following priority areas are listed alphabetically. Using the 2015 Comprehensive Community Plan as our guide, we have identified 8 priorities that we believe will lead to transformational change for our community and our members, those who live in our ancestral territory and those who live away. These priority areas will be the focus of our efforts for the next 3 years and be actioned in addition to all of the many programs and services we presently provide.



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Environmental Stewardship

5

Housing and Infrastructure

6

Jurisdiction, Laws, and Policies

7

Le Estcwicwéy - The Missing

8

Protocols and Partnerships

Priority 1: Communication and Engagement

Sharing current and timely information with all TteS members and connecting respectfully and directly through communication and engagement is paramount. We value our members' input and when information is shared transparently, people can feel confident that decisions are being made in a good way. We will communicate activities that are happening and promote good news stories within our community to elevate our members doing great things.



“... we desire to speak to you heart to heart, and as [wo]man to [wo] man about those things which concern us most. We do not come to you with lies in our hearts, nor in any scheming way, but simply with plain statements of facts, and ask you to listen to us patiently.”

1911 Memorial to the Hon. Frank Oliver

Some of the ways we will action this priority:

1. Revise our Communications Strategy to identify and support the best ways we can engage with all our members and communicate to our identified audiences externally.
2. Strengthen internal communications within our organization through the implementation of policies, practices, and systems to ensure staff are communicating amongst departments and with members.
3. Engage, respect, listen to, and action recommendations from our members in opportunities that arise, the updating of our Land Use Plan, and in the renewal of our Comprehensive Community Plan.
4. Explore ways we can efficiently and effectively issue emergency alerts and/or evacuations to our members and those who reside in our community.

Priority 2: Community Assets

The community deserves a healing foundation to move forward with. We will work to advance our members' mandate to establish a Healing Centre; Elders Lodge; Culture, Language, and Heritage Centre including museum; and a Governance and Administration Building. These are foundational pieces for the safety, health, and well-being of our people now and into the future.



“They found us happy, healthy, strong and numerous. Each tribe was still living in its own “house” or in other words on its own “ranch”. No one interfered with our rights or disputed our possession of our own “houses” and “ranches”, viz., our homes and lives.”

1910 Memorial to Sir Wilfrid Laurier

Some of the ways we will action this priority:

5. Engage our members in the development of a plan to establish a: (i) Healing Centre, (ii) Elders Lodge, (iii) Culture, Language, and Heritage Centre including museum, and (iv) a new Governance and Administration Building, including conducting feasibility studies to determine the extent of services to be provided, identifying the locations, building designs, funding, and ongoing operational considerations.
6. Update and implement our Asset Management Plan.
7. Explore the establishment of designating the Chief Louis Centre building as a national historical site.

Priority 3: Education

Education and the enhancement of our traditional knowledge is key to the empowerment of our people. We will work to develop our peoples' skills and capacity by increasing opportunities for education and helping them to set, work towards, and achieve their personal educational goals which, collectively, will build up our capacity as a community.

We will support our young people having academic success as indicated by graduating with a Dogwood Highschool Diploma and having the prerequisite courses completed to gain entrance into the higher education programs of their choosing. We will recognize individuals in our community who have successfully acquired higher levels of education and credentials.



“With changing conditions, greater pressure and increasing restrictions placed on us, we had at last to organize, and agitate. Either this, or go down and out, for our position has been gradually becoming unbearable. We have not been hasty. It has never been our policy to jump at conclusions. We have never believed in acting without full knowledge.”

1911 Memorial to Hon. Frank Oliver

Some of the ways we will action this priority:

8. Lobby for more education funding for our people to attain the levels of education and training they aspire for.
9. Create space for young people to be active leaders in our community through engagement and having valuable input from them.
10. Gather support for and develop an adult learning centre to include a trades training program.
11. Advocate for all public education institutions to ensure appropriate cultural sensitivity, that curriculum is inclusive, and that staff are trauma informed.
12. Develop a mentorship program for young people to advance leadership and emergency management training opportunities.

Priority 4: Environmental Stewardship

We have a responsibility to look after the land (Tmicw) which we will pass on to the next 7 generations. We will fight to ensure that our environment is stabilized and protected so that we have a sustainable future for the resources and animals. It's important that we have something better to hand to our children, grandchildren, and those yet born so that they can have peaceful enjoyment of our territory.



“We never accepted these reservations as settlement for anything nor did we sign any papers or make any treaties about same. They thought we would be satisfied with this, but we never have been satisfied and never will be until we get our rights.”

1910 Memorial to Sir Wilfrid Laurier

Some of the ways we will action this priority:

13. Advocate for the return of our lands which have been taken from us.
14. Exercise our stewardship jurisdiction over the land and resource management across our ancestral territory and beyond.
15. Conduct a highest and best use Land Use Plan where we will investigate establishing land management options (e.g., a Land Code).
16. Enhance and/or reinstate food sovereignty and food sustainability in our community.
17. Develop and implement a Climate Action Strategy in alignment with our Tk'emlúpsenc worldview.

Priority 5: Housing

Our people deserve housing that meets their needs including home ownership, supportive housing, shelters, and rentals. Members will benefit from our collective success when they live here. We will encourage members in owning their own homes and assist members to obtain adequate housing. We need to address the demand for available, safe, and affordable housing of our growing membership.



“All the necessaries of life were obtained in abundance from the lands of each tribe, and all the people had equal rights of access to everything they required. You will see the ranch of each tribe was the same as its life, and without it the people could not have lived.”

1910 Memorial to Sir Wilfrid Laurier

Some of the ways we will action this priority:

18. Establish and implement a Housing Authority to administer the housing program which will support equitable and sustainable access to housing for our members.
19. Investigate innovative housing opportunities for members living in community and out of community.
20. Enhance current housing services to our members.

Priority 6: Jurisdiction, Laws, and Policies

Reclaiming what has been taken from us requires us to be sustainable in our own governance and not dependent on external governments. It is our inherent right to put in place our own laws through the implementation of our jurisdiction.

We will stand up our Secwépemc laws against Crown laws that impact our community, title, and rights. We will improve federal and provincial laws, policies, and practices by integrating Indigenous knowledge and our values.



“With us when a person enters our house he becomes our guest and we must treat him hospitably as long as he shows no hostile intentions. At the same time we expect him to return to us equal treatment for what he receives.”

1910 Memorial to Sir Wilfrid Laurier

Some of the ways we will action this priority:

21. Assert our jurisdiction and build our capacity to look after our children and families (Bill C-92).
22. Implement our Membership Code.
23. Increase our taxation jurisdiction to acquire a fair share of the taxes leaving our ancestral territory.
24. Incorporate Secwépemc laws into our organization to have our organizational culture reflect who we are as a people.
25. Educate guests on our ancestral territory about our laws and ways for them to act in accordance with them.
26. Exercise our full jurisdiction over cannabis.

Priority 7: Le Estcwicwéy - The Missing

We will honour the Missing and those who have passed on by seeking guidance from survivors in raising awareness, promoting education, and demanding justice. We will offer healing support for our members who are carrying the weight of this sacred responsibility. We will manifest a better future to ensure the next 7 generations don't go through anything like this and to prevent it from ever happening again.



“So long as what we consider justice is withheld from us, so long will dissatisfaction and unrest exist among us and we will continue to struggle to better ourselves. For the accomplishment of this end we and other Indian tribes of this country are now uniting and we ask the help of yourself and government in this fight for our rights.”

1910 Memorial to Sir Wilfrid Laurier

Some of the ways we will action this priority:

27. Memorialize all those who attended the residential school and honour all survivors and intergenerational survivors.
28. Work with Nations of whose children were found and repatriate them if that is desired.
29. Share the true legacy of residential schools with the world by acquiring all the records available through the development of a MOU with the Truth and Reconciliation Commission and offer ways for others to become allies, advocates, and change champions.
30. Put in place the necessary organizational support to meaningfully and proactively respond to Le Estcwicwéy.
31. Initiate an Annual Day of Reflection on May 23rd as a way of bringing awareness to what has happened, what needs to be done, and how we will move forward collectively.
32. Hold local, provincial, and federal governments, the Catholic Church, educational institutions, and the general public accountable for their part in the implementation of the 94 Calls to Action outlined by the Truth and Reconciliation Commission.

Priority 8: Protocols and Partnerships

We need allies, champions, and networks. People want to help us because we are deserving of it. We can't do everything alone. There is strength in numbers as we build relationships. We will share best practices and enhance our capacity to get our work completed effectively and efficiently by aligning ourselves through the development of protocols with strategic partners that serve to advance our jurisdiction, title and rights, and elevate ourselves.



“These people wish to be partners with us in our country. We must, therefore, be the same as brothers to them and live as one family. We will share equally in everything-half and half-in land, water and timber, and so on. What is ours will be theirs and what is theirs will be ours. We will help each other to be great and good.”

1910 Memorial to Sir Wilfrid Laurier

Some of the ways we will action this priority:

33. Cultivate strategic political alliances and (re)establish relationship protocols with other First Nations to advance Tk'emlúps te Secwepemc, and by extension, Secwepemculécw.
34. Build internal capacity within our organization to increase our own-source revenue streams to inspire self-reliance.
35. Advance sustainable opportunities and form partnerships that will maximize positive relationships and lead to much needed development.
36. Strengthen relationships with local, provincial, and federal governments in pursuit of the full implementation of the United Nations Declaration on the Rights of Indigenous Peoples.

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Moving Forward

This Strategic Plan represents a collaboration between Tk'emlúps te Secwépemc Chief and Council, our senior staff, and our members. The goal is to use this plan to continue our community's ambitions and be guided by the Vision, Mission, and Goals that we have created herein.

This Strategic Plan will support and lead our work moving forward to help our members, lands, and culture thrive. This is a living document and will be adjusted as needed to best suit our changing needs and circumstances.

We must remain accountable to the goals and work we have set out for ourselves by regularly evaluating our progress and checking in to see what still needs to be done. By 2025, when we are reviewing our progress to date, we need to know what has been accomplished and what work lies ahead so we can continue growing and progressing towards our expressed vision.

With the collective efforts and combined work of Council, administration, and membership, we will see our goals and desired future for our people achieved.





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