



5-Year Strategic Plan

2026-2031



The Business Group of



TKEMLÚPS
TE SECWÉPEMC



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About Sc.wéńwen

Sc.wéńwen, formerly the Business and Economic Development department of T'kém'lúps te Secwépemc (TteS), is the business group of the community and the driving force behind economic growth, sustainability, and long-term prosperity for TteS.

Our name, Sc.wéńwen, the Secwepemctsin word for “mornings,” embodies the spirit of renewal and opportunity. It reflects our deep commitment to fostering self-sufficiency and empowerment within T'kém'lúps te Secwépemc. Just as the sunrise marks a new beginning, Sc.wéńwen represents hope, possibility, and forward momentum – dedicated to creating stable, diverse business ventures that lay the foundation for the community's economic success.

Sc.wéńwen exists to foster economic diversity and build a strong financial legacy for TteS members. We pursue a wide range of initiatives – leasing, joint ventures, partnerships, business acquisitions, and the development of new enterprises – that are designed to grow our local economy while supporting community priorities. Our strategic focus includes land development, tourism, corporate operations, and strategic partnerships.

At the core of Sc.wéńwen's mission is a deep respect for Secwépemc laws, lands, and traditional governance. We are guided by foundational knowledge systems, including the principle of two-eyed seeing, which brings together Indigenous wisdom and contemporary business practices. Every opportunity we consider is assessed through the twin lenses of economic profitability and Secwépemc values, with a strong emphasis on environmental and cultural stewardship.

Economic development must serve not only present needs but future generations. That means honouring our obligation to protect water systems, preserve ecological integrity, and maintain the health and beauty of our land for the next 100 years and beyond. Sc.wéńwen prioritizes partnerships and business ventures that align with these values, placing wellness, sustainability, and cultural continuity at the center of every decision.

Through our various endeavours, Sc.wéńwen is building an economic future rooted in the strength of the TteS community and the promise of a vibrant, self-determined tomorrow.

Introduction

This Strategic Plan outlines the vision, priorities, and direction of the Sc.wéńwen for the next five years, from 2026 through 2031. As a high-level planning tool, a strategic plan is both a roadmap and a compass — it identifies where the organization is going, how it will get there, and the values that guide every step of the journey. For Sc.wéńwen, this document represents a shared commitment to economic development that is principled, community-driven, and rooted in Secwépemc law and values.

The development of this plan was led by the Sc.wéńwen Board of Directors and Chief Executive Officer, with the support of Dan George and Kelly Mortimer of Four Directions Management Services. This work began in the fall of 2025 and was completed early 2026, following an engagement process grounded in reflection, strategic thinking, and alignment with the community’s long-term goals.

The creation of this Strategic Plan gives meaningful effect to the mandate prescribed to Sc.wéńwen by Tkemlúps te Secwépemc Chief and Council, who established the Corporation under their governance authority. As a wholly owned and operated entity of the TteS community, Sc.wéńwen exists to advance the economic interests of TteS in a way that complements and upholds broader community aspirations. This plan represents our collective vision for how economic development can support prosperity, cultural continuity, and land stewardship for generations to come.

This document is meant to be used as a guiding framework, a “North Star”, for decision-making, growth, and accountability over the next five years. While it is a living document that will evolve over time, it is also intended to provide structure, clarity, and consistency to the work of the Board, CEO, and staff. It outlines how we work, why we work, and where we are going.

In keeping with our role as a subsidiary of TteS, the vision of Sc.wéńwen is the same as the vision of Tkemlúps te Secwépemc. All economic development undertaken by Sc.wéńwen contributes to this overarching vision. However, Sc.wéńwen also holds its own unique mission, which defines our specific contribution to that shared future — focusing on generating sustainable economic growth and opportunity through business development, investment, and innovation.

To support that mission, this Strategic Plan clearly articulates the organizational values that guide how the Board, CEO, and staff will conduct themselves in all aspects of their work. These values reflect the expectations that are essential to maintaining trust and delivering results for the community.

The plan then sets out Overarching Business Priorities that describe Sc.wéńwen’s primary areas of focus at a high level. These priorities are grouped into three core themes:

- Developing T’kemplúps Lands
- Supporting T’kemplúps People
- Engaging T’kemplúps Membership

These priorities are then explored in detail in the core section of the plan: *the Strategic Focus Areas*. This is the “heart” of the plan — where strategic intent turns into action. Six key focus areas have been identified, each with a clearly defined goal and a set of 5–7 targeted actions that Sc.wéńwen will undertake to achieve that goal. These actions reflect both ambition and accountability, providing a concrete framework for progress over the life of the plan.



Vision

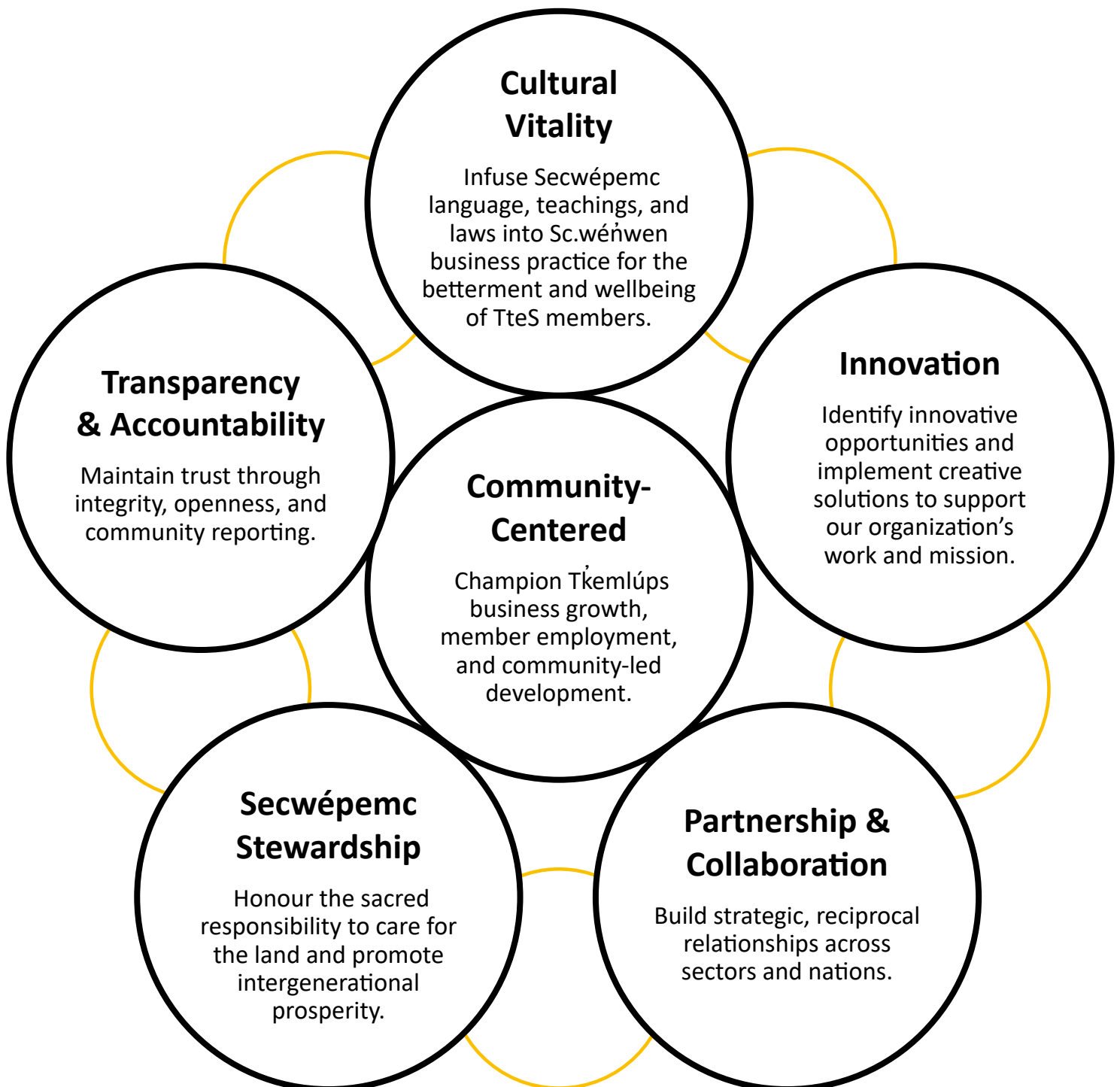
As a corporation formed by and owned by the T'kemplúps te Secwépemc, we are aligned in our pursuit of the same vision:

We, the T'kemplúpsemc te Secwepemcúl'ecw, are proud stewards and assert our inherent rights and jurisdiction for current and future generations.

Mission

Sc.wénwen creates sustainable, inclusive, and innovative economic opportunities that honour Secwépemc values, strengthen community well-being, and secures intergenerational wealth and self-determination for T'kemplúps te Secwépemc.

Organizational Values



Overarching Business Priorities

Sc.wéńwen's overarching priorities are to develop T'kemplúps lands, people, and engage TteS membership in a good way. We endeavour to do so in the following ways.

Developing T'kemplúps Lands

Sc.wéńwen is committed to the responsible development of TteS's ancestral territory and reserve lands to support prosperity, self-determination, and long-term sustainability. We will pursue strategic development across all five T'kemplúps te Secwépemc reserves and the ancestral territory, recognizing their value as cultural, environmental, and economic assets. Land development projects will be carefully selected to enhance the natural beauty and environmental integrity of the land, maintaining the visual appeal and cultural feel of the community while minimizing ecological impact. At the same time, we aim to attract, grow, and retain a diverse portfolio of businesses, including those in professional services, retail, accommodations, and entertainment, to generate jobs and build a vibrant commercial base that supports community wealth and sustainability. Our goal is to establish T'kemplúps as a preferred travel destination, highlighting TteS's unique cultural identity, landscapes, and hospitality.

Supporting T'kemplúps People

Sc.wéńwen recognizes that the long-term success of economic development depends on the capacity and well-being of T'kemplúps people. While we do not directly deliver training or education programs, we are committed to supporting and enabling the participation of T'kemplúps te Secwépemc members in a wide range of economic and workforce opportunities. We will work collaboratively with community departments, educational institutions, training providers, and industry partners to help connect members with relevant programs, resources, and employment pathways. As part of our economic activity, we will seek out opportunities that prioritize the hiring and training of TteS members, and we will advocate for the inclusion of culturally appropriate training and mentorship wherever possible. Additionally, we will champion policies that create preferential opportunities for qualified band-member-owned businesses to participate in SEDC-led and partner-led projects ensuring that TteS members are positioned to benefit directly from development on their lands. In this way, SEDC will act as a bridge and catalyst, helping to align community talent with economic growth and entrepreneurship opportunities.

Engaging T̄kemplúps Membership

We believe that long-term economic success is grounded in trust, transparency, and continuous engagement with TteS members. Sc.wéñwen will build thoughtful and culturally respectful processes that encourage consistent and meaningful input from the community on identified projects. We will actively seek guidance and feedback from TteS membership to embed their values into our practices and reflect their priorities in economic decisions. Robust engagement systems will be implemented to allow members to participate constructively and regularly, and we will develop metrics to measure the reach and impact of these efforts over time. Our focus is on building trust and enthusiasm among members ensuring they not only feel informed, but inspired and included in the future being built. Ultimately, we aim to earn and maintain trust from TteS members for all major initiatives, recognizing that community support is essential to ethical and sustainable development.





Organizational Values

We have identified the following strategic focus areas that we believe will lead to transformational change for the TteS community. These priority areas will be the focus of our efforts for the next 5 years and be actioned in addition to all the many initiatives we are already undertaking. The following priority areas are listed alphabetically.

**Infrastructure
Development**

**Member
Opportunities**

**Organizational
Effectiveness**

**Revenue
Generation**

**Strategic
Partnerships**

**Values-Based
Business Practices**

Strategic Focus Area 1: Infrastructure Development

Goal:

We will lead the responsible development of TteS lands to create income, infrastructure, and opportunity while upholding Secwépemc responsibilities of stewardship. We will transform key TteS lands into culturally-aligned, revenue-generating developments that support long-term prosperity and stewardship.

Some of the ways we will action this priority include, but will not be limited to:

1. Assess opportunities for development of IRs 2-5.
2. Create alignment between infrastructure development and the TteS Comprehensive Community Plan (CCP).
3. Initiate phased development of the lands.
4. Work with community and industry partners to assess feasibility of tourism-based infrastructure development and activities.
5. Secure partnerships for critical infrastructure upgrades (e.g., utilities, roads) including currently developed areas like the Mount Paul Industrial Park.
6. Work with the Ministry of Transportation and Transit, and in collaboration with Public Works, for highway planning to benefit business access and community transportation.

Strategic Focus Area 2: Member Opportunities

Goal:

We are committed to building a local economy that prioritizes member participation. Whether through jobs, contracts, or business ownership, our work will create real opportunities for members to grow, lead, and thrive.

Some of the ways we will action this priority include, but will not be limited to:

1. In collaboration with the TteS Education department, explore the development of a TteS Business Accelerator program to support member entrepreneurs and business owners.
2. Maintain and promote a member-owned business database.
3. Prioritize member employment and create clear employment pathways across Sc.wéñwen businesses and corporations.
4. Set targets and report annually on member employment and contracting rates across the Sc.wéñwen portfolio.
5. Utilize existing partnerships to support job readiness and upgrading programs.

Strategic Focus Area 3: Organizational Effectiveness

Goal:

We will strengthen trust and efficiency in our organization by formalizing systems, clarifying roles, and supporting leadership capacity. Sc.wéńwen will operate as a values-driven, accountable, and high-functioning organization that reflects the interests of TteS membership.

Some of the ways we will action this priority include, but will not be limited to:

1. Build a performance and reporting system that tracks operational, financial, and cultural outcomes.
2. Create a Board Governance Work Plan including policy review, identification of training requirements, and CEO evaluation.
3. Create policy frameworks for the following (but not limited to): HR, procurement, risk, and project evaluation.
4. Facilitate cultural, governance, and leadership training to support staff and the Board growing in ways that reflect both professional excellence and Secwépemc values.
5. Strengthen financial controls and implement enhanced internal financial systems.
6. Link Board of Directors agenda items and the CEO report to our identified strategic priorities and document outcomes.

Strategic Focus Area 4: Revenue Generation

Goal:

We will build a financially sustainable and diversified business portfolio that supports TteS priorities and intergenerational wealth. Our financial success will translate directly into opportunities, programs, and prosperity for TteS, on the direction of our shareholder.

Some of the ways we will action this priority include, but will not be limited to:

1. Create a Revenue Reinvestment Framework in support of the Sc.wénwen mandate letter's request for further growth and long-term return.
2. Create a Tourism Hospitality Plan and a plan for Mount Paul Industrial Park that includes a focus on developing new enterprises in strategic sectors such as tourism, agriculture, energy, and services.
3. Explore external business opportunities and investments that align with Secwépemc values and offer long-term returns.
4. Review and refine legacy business holdings, optimizing or sunseting ventures as needed.
5. Track and report on revenue, impact, and reinvestment metrics to ensure transparency and communication.

Strategic Focus Area 5: Strategic Partnerships

Goal:

We will create meaningful partnerships that respect our governance, support our priorities, and align with our values. This will enable us to build strong, reciprocal relationships across sectors to amplify Sc.wéñwen's impact and create shared value.

Some of the ways we will action this priority include, but will not be limited to:

1. Advocate for the incorporation of Secwépemc principles and laws into our partnership and procurement policies where and when appropriate or applicable.
2. Co-develop business ventures in clean energy, tourism, food sovereignty, and innovation.
3. Create assessment processes for existing business partnerships and conduct pre-assessments when exploring new partners to understand what their best practices are and how they have engaged with other partners.
4. Exchange expertise and best practices with other Secwépemc economic development corporations.
5. Formalize partnerships with key Indigenous, local government, and organizations.

Strategic Focus Area 6: Values-Based Business Practices

Goal:

We will infuse Secwépemc language, teaching, and laws into business practice, ensuring our developments and operations reflect who we are and what we stand for. Economic development must serve as a tool for cultural resilience.

Some of the ways we will action this priority include, but will not be limited to:

1. Apply identified cultural values in decision-making, business analysis, investment screening, partnership selection, and opportunity assessments.
2. Celebrate Indigenous business leadership and successes through annual community and industry events.
3. Conduct both environmental and social assessments for major new business projects to identify potential vulnerabilities and opportunities to inform decision-making.
4. Develop a Cultural Integration Strategy to guide business operations, partnerships, and external communications.
5. Integrate Secwépemc language and visual storytelling in new commercial developments where and when possible.

Conclusion

This Strategic Plan is more than a written document – it is a shared commitment to action, collaboration, and meaningful progress.

As we move forward, Sc.wéńwen Economic Development Corporation is focused on turning strategy into results through clear implementation, transparent communication, and continuous engagement with Tkemlúps te Secwépemc.

Our success will not be measured by the plan itself, but by the real impact it creates for TteS members. To that end, Sc.wéńwen will develop detailed operational plans to support the strategic goals and actions outlined in this document. These plans will include clear timelines, responsible leads, performance indicators, and regular reporting mechanisms to ensure we remain accountable to both our mandate and TteS.

Communication with TteS will be at the heart of this plan's implementation. We are committed to keeping the community informed of our progress, challenges, and opportunities through regular updates, accessible reporting, and opportunities for engagement. This includes sharing milestones, reporting on key outcomes, and inviting input as we learn, adapt, and grow.

We also recognize that no plan can predict every change or opportunity. That is why we are adopting a continuous improvement mindset, treating this Strategic Plan as a living document – one that will evolve as circumstances change and new insights emerge. Regular evaluations will be conducted to assess progress against our goals, identify what's working, and adjust when needed. This process of reflection and adaptation ensures that we remain responsive, grounded, and focused on delivering long-term value to the community.

Most importantly, this plan reflects the collective vision and leadership of the Tkemlúps te Secwépemc. As a subsidiary of TteS, Sc.wéńwen proudly works in service of that vision – guided by the strength of our ancestors, the wisdom of our Elders, and the aspirations of future generations. With this plan as our North Star, we are confident in our ability to build an economic future rooted in sovereignty, stewardship, and shared prosperity.



Glossary of Terms and Concepts

To support shared understanding and accessibility, this glossary defines key terms and concepts used throughout the Sc.wéńwen Economic Development Corporation Strategic Plan. These definitions are included to help all readers, whether community members, partners, or collaborators, develop stronger literacy around Sc.wéńwen's purpose, language, and approach to values-based economic development.

Board of Directors: The Board of Directors is the governing body responsible for overseeing the strategic direction, financial health, and organizational performance of Sc.wéńwen. The Board ensures that the Corporation fulfills its mandate, adheres to Secwépemc values, and remains accountable to the Tkemlúps te Secwépemc (TteS) community. It works closely with the Chief Executive Officer and provides leadership on governance, risk management, and major business decisions.

Business Portfolio: A business portfolio refers to the collection of business ventures, investments, and enterprises managed or supported by Sc.wéńwen. This includes wholly owned businesses, joint ventures, land leases, and potential future acquisitions. A diversified and well-managed business portfolio supports financial sustainability and the creation of intergenerational wealth for TteS.

Continuous Improvement: Continuous improvement is the practice of regularly evaluating performance, learning from outcomes, and making incremental enhancements to systems, processes, and strategies. Sc.wéńwen adopts this approach to remain adaptable, responsive to change, and focused on delivering long-term value to the community.

Economic Development: Economic development is the intentional process of creating economic growth, employment opportunities, and financial stability within a community. For Sc.wéńwen, economic development means pursuing business and investment opportunities that generate community benefit while honouring Secwépemc values, environmental responsibility, and cultural continuity.

Governance: Governance refers to the structures, roles, policies, and decision-making processes through which an organization is directed and held accountable. Sc.wéńwen operates at arm's length from Tkemlúps te Secwépemc Chief and Council, under a delegated governance framework and oversight provided by a Board of Directors.

Living Document: A living document is intended to evolve over time. While it provides structure and long-term direction, it remains flexible and responsive to new information, emerging opportunities, and community feedback. Sc.wéńwen’s Strategic Plan is a living document that will be reviewed and refined to remain relevant and effective.

Mission: The mission describes how Sc.wéńwen contributes to the broader TteS vision through its specific mandate. It defines the Corporation’s purpose and approach—creating sustainable, inclusive, and innovative economic opportunities that strengthen community well-being and advance self-determination and intergenerational prosperity.

Organizational Values: Organizational values are the principles that guide how Sc.wéńwen’s Board, CEO, and staff conduct themselves and carry out their work. These values set expectations for behaviour, decision-making, and relationships, and include commitments such as community-centeredness, cultural vitality, stewardship, transparency, innovation, and collaboration.

Sc.wéńwen: Sc.wéńwen is drawn from the Secwepemctsin word for “mornings.” As the name of the economic development corporation, it symbolizes renewal, opportunity, and new beginnings. Sc.wéńwen reflects a commitment to fostering self-sufficiency, empowerment, and economic resilience for Tkemlúps te Secwépemc, much like a sunrise represents hope and forward momentum.

Secwepemcúl’ecw: Secwepemcúl’ecw is the traditional territory of the Secwépemc Nation, encompassing a large area of south-central British Columbia. Tkemlúps te Secwépemc is one of the communities within this territory. All economic activity undertaken by Sc.wéńwen is grounded in respect for this land and the Nation’s responsibilities as stewards for current and future generations.

Strategic Focus Areas: Strategic Focus Areas are the key priority areas where Sc.wéńwen will concentrate its efforts over the life of the Strategic Plan. Each focus area includes a defined goal and a set of actions that translate strategic intent into measurable outcomes and guide implementation.

Strategic Plan: A strategic plan is a high-level guiding document that outlines an organization’s vision, mission, priorities, and goals over a defined period. Sc.wéńwen’s five-year Strategic Plan provides direction for decision-making, resource allocation, and accountability, serving as the organization’s “North Star.”

Two-Eyed Seeing: Two-eyed seeing is a principle that brings together Indigenous and Western ways of knowing, using the strengths of both perspectives. For Sc.wéńwen, it means integrating Secwépemc knowledge, laws, and values with contemporary business and governance practices to support sound, culturally grounded decision-making.

Vision: The vision is the long-term aspiration that guides both Tkemlúps te Secwépemc and Sc.wéńwen. As a subsidiary of the community, Sc.wéńwen shares the TteS vision of asserting inherent rights and jurisdiction while acting as proud stewards of the land for current and future generations.



The Business Group of



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